



DELTA STATE JOB AND WEALTH CREATION BUREAU

deltastatejobcreation.ng

ROADMAP

and Implementation Standards

SUSTAINING SUCCESS & MAXIMISING IMPACT

April 2023

DASHBOARD OF STEP, YAGEP & GEEP BENEFICIARIES										
Cycle	2015/ 2016	2016/ 2017	2017/ 2018	2018/ 2019	2019/ 2020	2020/ 2021	2021/ 2022	Total	%	
Number of Beneficiaries	1329	999	745	1201	800	1001	942	7017		
STEP-Total	1073	617	586	1056	549	654	516	5051	72%	
YAGEP-Total	256	363	159	145	251	346	256	1776	25%	
GEEP-Total	0	19	0	0	0	1	170	190	3%	
Male-Total	854	638	371	454	399	357	356	3429	49%	
Female-Total	475	361	374	747	401	644	586	3588	51%	
STEP-Male	667	355	240	344	255	152	133	2146	42%	
STEP-Female	406	262	346	712	294	502	383	2905	58%	
YAGEP-Male	187	275	131	110	144	205	156	1208	68%	
YAGEP-Female	69	88	28	35	107	141	100	568	32%	
GEEP-Male	0	8	0	0	0	0	72	80	42%	
GEEP-Female	0	11	0	0	0	1	98	110	58%	
Degree/HND	678	437	296	288	207	459	463	2828	40%	
OND/NCE	229	179	109	140	134	159	73	1023	15%	
WASC/SSCE	422	383	340	773	459	383	406	3166	45%	
Poultry Production	136	0	0	56	82	85	100	459	26%	
Fish Production	82	261	120	46	71	74	17	671	38%	
Pig Production	20	0	0	7	24	10		61	3%	
Crop production	18	102	39	24	74	156	139	552	31%	
Agroprocessing/Apiculture	0	0	0	12	0	21		33	2%	
Fashion Design	125	67	148	295	144	269		1048	21%	
Electrical Installation	167	41	54	52	51	62	52	479	9%	
ICT Services	264	73	45	30	39	0		451	9%	
Catering & Confectionary	132	89	98	175	73	142	264	973	19%	
Decoration & Event Management	133	45	45	51	17	0		291	6%	
Hair dressing & Makeover	87	69	93	233	91	101	124	798	16%	
Welding & Fabrication	0	81	56	67	79	25		308	5%	
Audio-visual Services	0	60	15	5	17	24	39	160	3%	
Interlocking, Tiling, POP & Block Moulding	112	67	24	40	12	9	37	301	6%	
Barbing, Beadmaking, Cosmetology, Plumbing, Upholstery, Vulcanizing, Bag & Shoe making, Automobile Repairs, Capentry, Chemist, Solar, Cleaning Agents, Painting Manufacturing, laundry, Aluminium Works, Arts & Craft and Soap making.	53	25	8	108	26	22	0	242	4%	

ROADMAP AND IMPLEMENTATION STANDARDS

SUSTAINING SUCCESS & MAXIMISING IMPACT

April 2023



ACKNOWLEDGEMENT

Utmost applause goes to His Excellency, Senator Dr. Ifeanyi Okowa, Governor of Delta State, for envisioning and creating Delta State job and wealth creation programmes, on his assumption of office in May 2015. Governor Okowa's virtues of executive intelligence, effective leadership, political dexterity, administrative and organisational prowess are instrumental to the successful and impactful implementation of the job and wealth creation programmes.

A key aspect of His Excellency, the Governor's foundational step in the creation of the job and wealth creation programmes is the formation of the Steering Committee on Job Creation in June 2015, chaired by Dr. Kingsley Emu, then Honourable Commissioner for Economic Planning and subsequently, creation of Office of the Chief Job Creation Officer. Special thanks go to members of that Steering Committee for their tireless and selfless efforts in providing policy, technical and operational guidance throughout the foundation and subsequent stages of the job and wealth creation programmes.



The Delta State House of Assembly is commended for the legislative process of passing the Executive Bill for the establishment of Delta State Job and Wealth Creation Bureau on the 22nd of August 2019. This affirmative action by the legislative arm of the state government underscores the deep legitimacy, wide acceptability and impacts, as well as stakeholder demand for the job and wealth creation programmes.

Much appreciation is due to all staff of Delta State Job and Wealth Creation Bureau for their diligence and teamwork in performing their individual and collective duties and responsibilities from 2015 to date. Considering that the “project approach” of Delta State Job and Wealth Creation Bureau places tremendous work pressures on its staff, thanks to all staff comprising Division Coordinators, Unit Supervisors, Programme Officers, administrative and field operations staff. Foundation staff of the Bureau deserve special appreciation for setting the ground and erecting the pillars upon which the job and wealth creation programmes have been successively implemented.



The state government's job and wealth creation programmes are designed, validated and implemented in collaboration with relevant stakeholders including other state government Ministries, Departments and Agencies (MDAs), private sector organisations, civil society organisations and community-based associations. Thanks to these state and non-state institutions, agencies and organisations for their effective collaboration, cooperation and support.

Prof. Eric Eboh

Chief Job and Wealth Creation Officer

Head, Delta State Job and Wealth Creation Bureau

April 2023





PREFACE

A leader's success is measured by legacy that lasts. Lasting legacy is to create and bequeath systems, platforms and institutions that can achieve greater results without the leader. This Roadmap is the compass, open book and toolkit for future leaders and managers of the job creation scheme to achieve greater results and better success.

Organisational development does not happen by chance. Rather, it results from deliberate strategic planning, capacity building and institutional development. The case of Delta State Job and Wealth Creation Bureau is a typical example of an evolutionary process of experience-based, demand-driven and stakeholder-oriented organisational development.

As part of his inception landmarks, His Excellency, Senator Dr. Ifeanyi Okowa, Governor of Delta State, in June 2015 established the Office of the Chief Job Creation Officer (OCJCO) as the organisational vehicle to plan, design, implement and coordinate youth-targeted job creation programmes and projects of the state government. The Office of the Chief Job Creation Officer was envisioned as a special purpose extra-ministerial department to tackle youth unemployment by designing and implementing skill acquisition and entrepreneurship development programmes for gainful self-employment of youths.



Starting from “ground zero” in June 2015, the Chief Job Creation Officer, supported by the Steering Committee on Job Creation and under the overall leadership of His Excellency, the Governor, originated and put in place the organisational framework, designed suitable programmes and mobilized the initial set of unemployed youths to participate in the programmes. The flagship programmes are Skills Training and Entrepreneurship Programme (STEP) and Youth Agricultural Entrepreneurs Programme (YAGEP). These job creation programmes were inaugurated by His Excellency, the Governor, on 26th August 2015, in a landmark ceremony at Songhai Delta, Amukpe. Later, the Graduates Employment Enhancement Programme (GEEP) was introduced to target certain categories of graduates.

As an innovative government department, Office of the Chief Job Creation Officer, at inception in 2015, dealt with start-up necessities including inventing its staffing, organisational structure, programme concept, institutional modalities and databank of unemployed youths. Since then, the Office has undergone progressive organisational development leading to improved efficiency and effectiveness in delivering its mandate. As a testament, the job and wealth creation programmes (STEP, YAGEP and GEEP), have so far covered a total of seven thousand and seventeen (7,017) youths, that is, from the first cycle (2015/16) to 2021/22.



In addition, the programmes have impacted significantly in creating gainful self-employment among youths and enhancing economic diversification, livelihoods and socio-economic progress of the state.

Impressed by these economic and social impacts and convinced about the suitability of its organisational model as well as the need to ensure institutional sustainability, stakeholders all over the state clamoured for the institutionalisation of Office of the Chief Job Creation Officer by legal enactment.

The interest of stakeholders rhymed with His Excellency, the Governor's often-expressed desire to make Office of the Chief Job Creation Officer an enduring job creation model.

Consequently, His Excellency, the Governor, commenced the legal enactment process by submitting to the Delta State House of Assembly, an Executive Bill for a Law to establish Delta State Job and Wealth Creation Bureau.

After due consideration, the Delta State House of Assembly passed the Executive Bill into Law on the 22nd of August 2019.

The Bill was assented to by His Excellency, the Governor on the 5th of September 2019.



In line with the statutory requirement, the Gazette of the Law was published as Law No. 11 of 2019 on the 12th of September 2019, as Gazette Vol. 29 No. 37, 2019.

Subsequently, in line with the enabling Law, Delta State House of Assembly screened and cleared Prof. Eric C. Eboh as the pioneer Chief Job and Wealth Creation Officer and Head of Delta State Job and Wealth Creation Bureau on the 20th of October 2020, as submitted by His Excellency, the Governor.

The establishment of Delta State Job and Wealth Creation (DS-JWCB) by Law in 2019 heralded a new chapter of organisational growth, capacity building and institutional re-set to ensure smooth organisational re-start.

Typically, the initial phase of institutional development entails setting the right foundation, creating a corporate brand, vision and mission statements, articulating the business model (that is, existential purpose and value proposition) as well as charting the roadmap and signposts for a credible, reliable, impactful and sustainable corporate body.

A key tool for the required organizational development is the Roadmap. In recognition of this principle, the process of articulating the Delta State Roadmap started through capacity building and staff development workshops in 2021.



Based on the foundation laid through these workshops, the ensuing strategic planning process involved consultation across state government Ministries, Departments and Agencies (MDAs) to elicit inputs from stakeholders, including youths, private sector organizations, community-level organizations and non-government organizations.

This Roadmap and Implementation Standards is therefore the outcome of a deliberate and systematic process of SWOT assessment, lessons learning, stakeholder consultation, beneficiary participation and peer reviews. It sets out the policy direction and guideposts for an efficient, effective and sustainable Delta State Job and Wealth Creation Bureau. Based on clear statement of vision, mission and values, the Roadmap provides a robust framework comprising business model, theory of change (ToC), operating principles, programming methodologies, implementation designs as well as benchmark criteria and indicators for actualizing the mandate of the Bureau.

Instructed by successes achieved and challenges encountered and based on the lessons learnt by the Bureau since its first creation in 2015, this Roadmap shows the forward-looking direction for sustaining success and maximising impact. As a mirror into the future, it functions as a compass for the guidance and orientation of current and future leaders, managers and officials of Delta State Job and Wealth Creation Bureau.



Also, stakeholders in and outside Delta State are, by this Roadmap, availed useful insights on the functioning and performance of the Delta State's model youth-targeted job and wealth creation programmes.

Prof. Eric Eboh

Chief Job and Wealth Creation Officer

Head, Delta State Job and Wealth Creation Bureau

April 2023

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ABBREVIATIONS AND ACRONYMS

DS-JWCB	Delta State Job and Wealth Creation Bureau
DSMDP	Delta State Medium Term Development Plan
GEAF	Graduates Employment Advisory Facility
GEEP	Graduates Employment Enhancement Programme
GIF	Graduates Internship Facility
JCAF	Job Creation Accounting Framework
DPMS	Digital Programme Management System
KPI	Key Performance Indicator
LGA	Local Government Area
MDAs	Ministries, Departments and Agencies
M&E	Monitoring and Evaluation
NGOs	Non-Governmental Organisations
OCJCO	Office of the Chief Job Creation Officer
PESTLE	Political, Economic, Social, Technological, Legal and Environment
PoP	Plaster of Paris



PPSP	Production and Processing Support Programme
PSM	Propensity Score Matching
SEEFOR	States' Employment and Expenditure for Results
S.M.A.R.T.	<ul style="list-style-type: none">• Strategic Wealth Creation Projects and Provision of Jobs for all Deltans• Meaningful Peace Building Platforms aimed at Political/Social Stability• Agricultural Reforms and Accelerated Industrialisation• Relevant Health and Education Policies• Transformed Environment through Urban Renewal.
STEP	Skills Training and Entrepreneurship Programme
SWOT	Strengths, Weaknesses, Opportunities and Threats
YAGEP	Youth Agricultural Entrepreneurs Programme





EXECUTIVE SUMMARY

Delta State Job and Wealth Creation Bureau was established by Law No. 11 of 2019 as the replacement for its predecessor, Office of the Chief Job Creation Officer (OCJCO), which itself was created in June 2015. The Office of the Chief Job Creation Officer was charged with the responsibility to design, plan and implement youth-focused job creation programmes of the state government within the context of the S.M.A.R.T Agenda of His Excellency, Senator Dr. Ifeanyi Okowa, Governor of Delta State.

The Office was conceived as a Special Purpose Vehicle (SPV) within the Governor's Office to tackle youth unemployment by skills training and empowering unemployed youths (graduates and school leavers) for entrepreneurship and ownership of gainful business and occupational enterprises.



From inception in 2015, four flagship programmes were initiated, designed and implemented. They are Skills Training and Entrepreneurship Programme (STEP), Youth Agricultural Entrepreneurs Programme (YAGEP), Graduates Employment Enhancement Programme (GEEP) and Production and Processing Support Programme (PPSP).

By 2019, the credibility, impacts and wide acceptance of these programmes stimulated intensive stakeholder push for the institutionalization of Office of the Chief Job Creation Officer and its job creation programmes by means of a legal instrument or enabling law. Consequently, following due legislative process on the executive bill sent to the Delta State House of Assembly and assent by His Excellency, Senator Dr. Ifeanyi Okowa, Governor of Delta State, Delta State Job and Wealth Creation Bureau was created by Law No. 11 of 2019.

In addition to the four flagship job creation programmes (STEP, YAGEP, GEEP, PPSP), the Bureau coordinated the implementation of special intervention initiatives/projects including Delta State Agro-Industrial Park, Aboh Ogwashi-Uku Delta State Foods Export Initiative, Agricultural Land Bank Initiative and others. From 2015 to date, STEP, YAGEP and GEEP recorded a total of 7,017 direct beneficiaries and PPSP recorded 2,157 direct beneficiaries.



Moreover, STEP, YAGEP, GEEP and PPSP have, in the past eight years, cumulatively impacted more than 65,000 indirect beneficiaries including skills trainers, course instructors, training facilitators, persons trained or employed in STEP enterprises, farm enterprise labour trained or employed along the agricultural value chain under YAGEP and PPSP. Other indirect beneficiaries are the families and dependents of STEP, YAGEP, GEEP and PPSP beneficiaries, service providers/facilitators and their employees, consumers/users of products and services of STEP, YAGEP, GEEP and PPSP beneficiaries, resource persons and community people.

In the same vein, the Bureau makes significant contribution to the state's economy through the implementation of the Agricultural Land Bank Initiative, Delta State Agro-Industrial Park, Aboh Ogwashi-Uku and Delta State Foods Export Initiative.

Building on this foundation, this Roadmap sets out the vision, mission, core values, goals/objectives, programme design principles, programme implementation standards and service delivery trademarks of the Bureau. Furthermore, it defines the pathway and guideposts for the continuous legitimacy and success of job and wealth creation programmes and for the enhancement and sustainability of their beneficial social and economic impacts on the youths of Delta State.



In chapter one, it is emphasized that this Roadmap gives suitable building blocks to fit well into the solid institutional foundation that has been laid in the past eight years. The ingredients of the foundation are professionalism, integrity, diligence, excellence, discipline and focus on (or primacy of) target clientele. Hence, the Roadmap is necessitated by the desire to equip future leaders and officers of the Bureau (and its job and wealth creation programmes) with a reliable compass for responding appropriately to current and future opportunities and challenges in the operating environment.

In chapter two, Delta State Job and Wealth Creation Bureau is described as the transmutation by law in 2019, of the Office of the Chief Job Creation Officer which was established in June 2015 to design, plan and execute youth-focused job and wealth creation programmes of the state government. The vision of the Bureau is to be a model youth empowerment agency for job and wealth creation. The mission is to make youths gainfully employed in private enterprise as well as employable for the job market. The core values are excellence, integrity, diligence, discipline, impact and primacy of the target clientele.

In chapter three, the design features and operating principles of the respective job and wealth creation programmes of the Bureau are laid out.



They are STEP, YAGEP, GEEP, PPSP, Agro-Industrial Park Initiative and Foods Export Initiative.

In chapter four, the achievements and impacts of job and wealth creation programmes and special intervention projects of the Bureau in the last eight years are highlighted. In all, STEP, YAGEP and GEEP achieved 7,017 beneficiaries while PPSP covered 2,157 direct beneficiaries, giving a total of 9,174 direct beneficiaries. In addition, Delta State Foods Export Initiative has impacted tremendously by successfully demonstrating the economic and job creation potentials of market-driven transformation of the cassava-garri value chain. Also, the Delta State Agro-Industrial Park, under construction at Aboh Ogwashi-Uku, promises to boost the markets for farmers' agricultural outputs, create tens of thousands of direct and indirect jobs for youths as well as enhance agribusiness development in the state.

In chapter five, the internal and external environments of Delta State Job and Wealth Creation Bureau are assessed. Three analytical frameworks are applied (i) assessment of strengths, weaknesses, opportunities and threats (SWOT) (ii) assessment of political, economic, social, technological, legal and environmental (PESTLE) landscape (iii) mapping of stakeholder importance and influence. The principle is to reinforce the Bureau's strengths and utilise opportunities in the operating environment.



On the other hand, it is necessary to overcome the Bureau's weaknesses and cope well with risks and threats in the operating environment.

In chapter six, the strategic direction for Delta State Job and Wealth Creation Bureau and the framework for impactful change through its job and wealth creation programmes are defined.

The strategic goals of the Bureau 2023–2026 are (i) increase the consolidated number of programme beneficiaries by 60% per annum; (ii) increase the level of government funding by 60% per annum; (iii) increase the share of non-government funding to 20% of total funding; (iv) strengthen the institutional capacity of the Bureau; (v) expand markets for the products and services of programme beneficiaries; (vi) improve success rates among programme beneficiaries to 95%.

In chapter seven, the performance measurement system, based on "results framework" model, is proposed for the identification and tracking of inputs, outputs, outcomes and impacts. Each stage of the results framework, that is, from inputs through impacts, will be measured using key performance indicators (KPIs) as applicable to the respective programmes.



In chapter eight, the implementation framework comprising governance, management and organisation is recapped as stipulated by the Delta State Job and Wealth Creation Bureau Law 2019. The Bureau's organogram is evidently simple, smart and precise. The enabling law provides for an abridged bureaucracy, short hierarchy and clear lines of accountability for programme design, implementation and management.

In chapter nine, the critical success factors underlying the reputable implementation, performance and impacts of job and wealth creation programmes of the Bureau in the last eight years are revealed. They include (i) unwavering political support of His Excellency, the Governor for the professional conduct of the Bureau; (ii) thorough conception, design and planning of programmes; (iii) professional, dedicated and disciplined leadership of the Bureau; (iv) independence and professionalism of the Bureau; (v) transparency and credibility of the beneficiary selection process; (vi) high quality of training content and delivery; (vii) integrity of the enterprise starter packs; (viii) project culture approach to programme implementation and service delivery; (ix) uncompromising enforcement of discipline of programme beneficiaries and their trainers/service providers; (x) monitoring, feedback and organisation-level self-correction. These success factors are exposed in order to provide readymade toolkit for future leaders and officers of the Bureau.





CHAPTER ONE

INTRODUCTION



1.1 BACKGROUND TO THIS ROADMAP

Delta State Job and Wealth Creation Bureau Roadmap is rooted on many grounds.

Firstly, there is the need to have suitable building blocks to fit well into the solid institutional foundation that has been laid in the past eight years. The foundation is laced with professionalism, integrity, diligence, excellence, discipline and focus on (or primacy of) target clientele. The widely acknowledged transformational impact of the state government's job and wealth creation programmes on the social and economic conditions of youths in Delta State is the manifest result of this solid foundation.

Secondly, the Roadmap is consistent with global best practices in organizational development, corporate branding, organisational forward-looking and sustainable execution of an organisation's mission and goals.

Thirdly, the Roadmap is necessitated by the desire to equip future leaders and officers of the Bureau (and its job and wealth creation programmes) with a reliable compass for responding appropriately to current and future opportunities and challenges in the operating environment.



1.2 PURPOSE OF THIS ROADMAP

The transformation of Office of the Chief Job Creation Officer (OCJCO) into Delta State Job and Wealth Creation Bureau (DS-JWCB) has necessitated the process of institutional development. The initial phase of institutional development of DS-JWCB entails setting the right foundation, creating an appropriate corporate brand, articulating the business model (that is, existential purpose and value proposition) as well as charting the roadmap and signposts for a credible, reliable, impactful and sustainable corporate body.

Given its new status as legal corporate body, DS-JWCB requires to formulate and develop organisational or corporate vision, mission and core values as well as corporate goals, objectives, strategies and key actions. These foundational organisational development building blocks are appropriately encapsulated in this organisational Roadmap. The DS-JWCB Roadmap provides the strategy and signposts for the organisation and serves as the compass for navigating its future as well as institutional benchmarks for evaluating its performance and successes. The Roadmap embodies the policy direction, programme priorities and implementable measures for the realisation of the mission, goals and objectives of DS-JWCB.



1.3 METHODOLOGY ADOPTED IN THE PREPARATION OF THIS ROADMAP

The methodology adopted for developing the DS-JWCB Roadmap involves evidence-based diagnosis of organisational strengths, weaknesses, opportunities and constraints. It also entails an informed scan of the operating environment including political, economic, social, technological, legal and environmental factors and conditions that potentially impact on the capacity and capability of DS-JWCB to pursue and accomplish its goals effectively.

The first step in the process of formulating the DS-JWCB Roadmap was the organisation of capacity building workshops for management and staff from 27th of April to 11th of May 2021 to sensitise and educate them on the concepts and requirements of a strategic plan for the organisation. In the same vein, all management staff of the Bureau participated in a follow-up capacity enhancement workshop, specially customized and delivered for the Bureau by Centre for Management Development (CMD) in Abuja, from 21st to 23rd of September 2022. Both workshops focused on key institutional development imperatives including strategic planning, organisational efficiency, project management culture, teamwork, service delivery (customer service) and performance measurement.



The capacity building workshops enhanced DS-JWCB organisational approaches, strengthened workplace milieu and improved the capabilities of management and staff for greater organisational performance and impact. The Roadmap will further embed and institutionalise these capacities for sustainable high performance and impact of the Bureau.

The key procedures (steps/activities) undertaken in the preparation of the Plan are as follows:

Step 1: Document Collation, Information Review and Study (Desk Research).

Step 2: Consultative Meetings and Work Sessions with DS-JWCB Management and Staff.

Step 3: Diagnostics and Assessment conclaves with key staff for the purposes of carrying out (SWOT, PESTLE and Mapping of Stakeholders Importance-cum-Influence).

Step 4: Conceptualisation of the Structure and Content of the Roadmap.

Step 5: Workshops and Seminars on the Content of the Roadmap.

Step 6: Document Drafting (writing, review and editing).

Step 7: Document Processing and Production.



1.4 STRUCTURE OF THIS ROADMAP

This Roadmap document is structured as eight chapters.

Chapter One gives the background and justification of the Plan, the purpose as well as the methodology adopted. Also, it briefly outlines the components of the Roadmap.

Chapter Two describes the history, functions, vision, mission and core values of Delta State Job and Wealth Creation Bureau. The chapter is an informative introduction of the Bureau, its identity, corporate brand and organisational culture.

Chapter Three recaps the design of job and wealth creation programmes of the Bureau. Also, it restates the design and impacts of special intervention projects implemented by Delta State Job and Wealth Creation Bureau.

Chapter Four describes the achievements and impacts of the respective job creation programmes as well as the special intervention projects/initiatives implemented by Delta State Job and Wealth Creation Bureau.



Chapter Five presents the analysis of the internal and external environment of Delta State Job and Wealth Creation Bureau. Three analytical frameworks are applied (i) assessment of strengths, weaknesses, opportunities and threats (SWOT); (ii) assessment of political, economic, social, technological, legal and environmental (PESTLE) landscape; (iii) mapping of stakeholders importance-cum-influence.

Chapter Six articulates the strategic direction for Delta State Job and Wealth Creation Bureau and the framework for impactful change through its job and wealth creation programmes. This chapter situates the future of the Bureau and its programmes from the current milieu of achievements and strengths vis-à-vis anticipated opportunities and challenges of the operating environment.

Chapter Seven lays out the Performance Measurement System based on using the model of Results Framework to identify inputs, outputs, outcomes, impact, key performance indicators (KPIs) or milestones, assumptions, risks and mitigants. The Performance Management Framework stipulates how this Roadmap's objectives will be measured and tracked over the Plan period.

Chapter Eight sheds light on the implementation framework as stipulated by the Delta State Job and Wealth Creation Bureau Law 2019. The framework covers governance, management and organisation.



Chapter Nine reveals critical success factors underlying the reputable performance and impacts of job and wealth creation programmes of the Bureau so far. In tandem with these revealed ingredients of success, the chapter points to the beacons that are imperatives for sustaining success and maximising impacts of the Bureau and its job and wealth creation programmes.



CHAPTER TWO

DELTA STATE JOB AND WEALTH CREATION BUREAU: HISTORY AND ORGANISATIONAL BRAND



2.1 HISTORY OF DELTA STATE JOB AND WEALTH CREATION BUREAU

The Office of the Chief Job Creation Officer was created by His Excellency, Senator Dr. Ifeanyi Okowa, Governor of Delta State, in June 2015 in line with his avowed vision to engage youths of Delta State productively and gainfully for self-employment under the S.M.A.R.T. Agenda. The Office was mandated to conceptualize, plan, design, implement and coordinate youth-targeted job creation programmes in Delta State, bearing in mind the policy goal of tackling youth unemployment by harnessing youth entrepreneurship together with diversifying the state's economy for wealth creation outside the oil sector.

The Office started from "ground zero". Since there was no antecedent framework, the Office initiated an appropriate organizational structure, developed a corporate brand and recruited operational and administrative staff from within the civil service in the state. Based on the background studies, stakeholder consultations and programme advisories by the Transition Committee during April-May 2015 and given the need to roll out job creation programmes within the shortest possible time, the office under the leadership and direction of His Excellency, the Governor, formulated two job creation programmes - Skills Training & Entrepreneurship Programme (STEP); and Youth Agricultural Entrepreneurs Programme (YAGEP).



The objective of both programmes is to mobilize, train, equip and support unemployed youths (18–35 years old) with the technical knowledge, vocational (know-how) skills, values and resources to become self-employed as entrepreneurs and also employers of labour. The organizational brand was hinged on integrity, discipline, diligence, excellence and focus on results. From programme results through stakeholder feedback to the Law. Since 2015, the job creation programmes have been successfully implemented, notwithstanding initial stakeholder cynicism.

As positive results and benefits accumulated through empirical evidence of the relevance and quality of service delivery, integrity of programme implementation, discipline and credibility of the programme elements, the approval by stakeholders (political leaders, community leaders, religious leaders, business leaders, etc.) increased in depth and breadth. This situation elicited stakeholder unanimity to make the job creation programmes sustainable into the future. It was reasoned that the sure way to ensure continuity and sustainability is to institutionalize the Office of the Chief Job Creation Officer by means of a legal framework.



Consequently, following the commencement of the second tenure of his administration, His Excellency, Senator Dr. Ifeanyi Okowa, Governor of Delta State, sent an Executive Bill to the Delta State House of Assembly, for a Law to establish the Delta State Job and Wealth Creation Bureau. After due consideration, the Delta State House of Assembly passed the Executive Bill on the 22nd of August 2019. The bill was assented to by His Excellency, the Governor on the 5th of September 2019. In line with the statutory requirement, the Law was published as Law No. 11 of 2019 on the 12th of September 2019 (Gazette Vol. 29 No. 37, 2019).

2.2 VISION, MISSION AND CORE VALUES OF DELTA STATE JOB AND WEALTH CREATION BUREAU



The vision is
“to be a model youth empowerment agency for job and wealth creation”.

By this vision, DS-JWCB aspires for Delta State, a society where youth unemployment and underemployment are at the barest minimum.



MISSION



"to make youths gainfully self-employed in private enterprise as well as employable for the job market".

The mission strategies include:

01

Training and capacity building (technical, vocational, entrepreneurship and personal effectiveness skills).

02

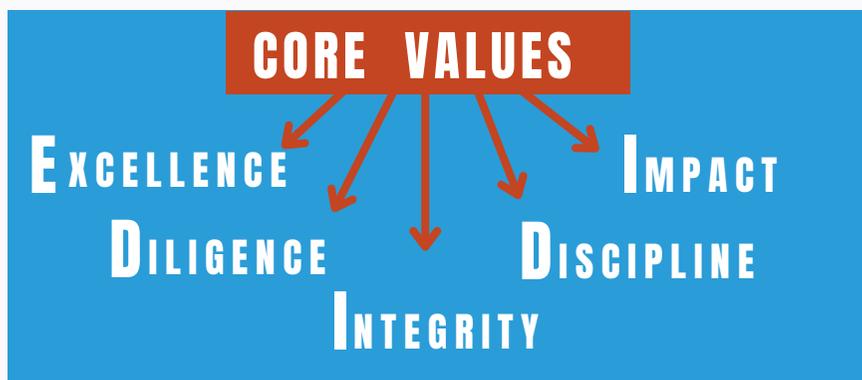
Enablement and facilitation for enterprise start-ups and support for infant enterprises.

03

Employability enhancement platforms (workshops, seminars, work experience opportunities, etc.).

04

Networking, linkages and matching to the job market.



2.3 FUNCTIONS OF DELTA STATE JOB AND WEALTH CREATION BUREAU

The functions of the Bureau, as provided for by the Law, are:

01

Design, plan and execute job and wealth creation programmes, projects and initiatives aimed at curbing youth unemployment, including training for skills acquisition, entrepreneurship development, start-up, establishment and economic empowerment of youths in various vocational, technical and agricultural enterprises and businesses.



02

Facilitate, organize, coordinate and provide capacity building and specialist services for job and wealth creation programmes, projects and initiatives including training for skills acquisition, entrepreneurship development, start-up, establishment and economic empowerment of youths in vocational, technical and agricultural enterprises and businesses.

03

Streamline, coordinate and standardize job and wealth creation plans, programmes, projects and initiatives for curbing youth unemployment in the state to ensure proper focus, harmony, effectiveness and impacts.

04

Find, secure and execute job and wealth creation programme and project partnership, collaboration, cooperation, linkages and networking with international and national organisations and agencies as well as private sector bodies, community-based organisations and civil society organisations.

05

Plan, design and execute any other employment and wealth creation programmes and initiatives, economic empowerment schemes, development intervention projects and activities for curbing youth unemployment, as may be directed by the Governor, from time to time.



06

Collect, collate and document a data bank of unemployed, under-unemployed and fully employed persons within the state.

05

Plan, design and execute any other employment and wealth creation programmes and initiatives, economic empowerment schemes, development intervention projects and activities for curbing youth unemployment, as may be directed by the Governor, from time to time.

06

Collect, collate and document a data bank of unemployed, under-unemployed and fully employed persons within the state.

07

Establish a sustainable database of diverse specialized labour skills and their respective age grades.

08

Ensure that job creation and employment opportunities are fairly distributed in accordance with state quota/character.

09

Implement policies and programmes that generate both direct and indirect jobs.

10

Have a standard benchmark for appraising and collating the benefits of job creation in the state.



11

Design the framework for the measurement and documentation of job creation achievements of the administration.



CHAPTER THREE

DESIGN AND FEATURES OF PROGRAMMES AND INITIATIVES



The rationale behind DS-JWCB was to address, in a sustainable manner, the high and rising rate of youth unemployment across the country and to harness the untapped potentials of the youth for self-employment, wealth creation, economic diversification, peace and social harmony in Delta State. The philosophy driving the implementation of the Job creation programme is that 'success of the job creation scheme is measured by the success of its beneficiaries'.

Programme design is founded on the principle of transforming unemployed youths into entrepreneurs, managers and leaders. There are elements of intrinsic and extrinsic motivation embedded in the programme design. For instance, while the intrinsic value imbues the participants with self-satisfaction in becoming masters of their own destiny as entrepreneurs, self-employed or employed by others, the extrinsic value lies in their ability to translate such opportunities into becoming important economic agents in the state through earning income and improving their standard of living and those of their families and employees.

The Delta State Job and Wealth Creation programme is comprehensively packaged and deliberately made fit-for-purpose to address immediate and future challenges of the development of Delta State. Therefore, selection of the strategic sectors to anchor the programme is based on the following characteristics.



One, sectors that have the greatest potential to generate employment in the shortest possible time with minimal investments. Two, sectors for which Delta State has comparative advantage in resource endowments. Three, sectors that can quickly support backward integration in the industrialization effort of the state government; and four, sectors that have the potential to deliver and sustain Delta State development objectives in the medium to long term.

3.1 CROSSCUTTING FEATURES OF STEP & YAGEP

3.1.1 ACCUMULATION OF VOCATIONAL-CUM-ENTREPRENEURIAL SKILLS AND LEADERSHIP DEVELOPMENT THROUGH CUSTOMISED TRAINING PACKAGES

The training package is purpose-built and customised to the needs, peculiarities and circumstances of programme beneficiaries. The training package comprises the following crosscutting aspects.

Orientation, Personal Effectiveness and Leadership Development Training: This component is aimed at positioning intakes with the right mindset for successful participation in the programme. While the orientation session involves onboarding of new intakes the personal effectiveness and leadership development aspect involves structured instructions in personal effectiveness,



character virtues (integrity, credibility, dependability), success drivers, interpersonal relations, personal branding, visioning and planning, self-discovery, time management, teaming and partnering and problem solving. Other topics covered by the leadership development module are personal responsibility, self-management, self-improvement, stewardship and accountability.

Practical Skills Acquisition/Instruction: This component is devoted to the development of specific hands-on vocational skills to make the chosen products or services.

- Regarding STEP, the intakes are accredited to live enterprises for both classroom type of instructions and hands-on training to acquire the know-how to make products or render intended services.
- Regarding YAGEP, the intakes undergo initial instruction-based training on agricultural production, including crops and livestock as well as agro-processing. The instructional training is followed by the practical hands-on training/incubation in live agricultural enterprises (crop, livestock and agro-processing) accredited for that purpose.

Business Management and Entrepreneurship Training: This aspect is aimed at inculcating business management and entrepreneurship skills and competences in the participants.



The topics include practical application of acquired business management skills, business financing strategies, product marketing, business communication, customer relations, bookkeeping and financial accounts, business networking and partnering and how to prepare business plans and how to start and run a profitable business.

3.1.2 ESTABLISHMENT THROUGH STARTER PACKS

On completion of all the aspects of the training package, the graduands are provided with starter packs to enable them to establish and run their own businesses. Some Starter Packs have common elements, while others are specific to skills/enterprises involved. Some of the common elements of the starter packs include subsidy for shop rent and monthly stipends to serve as livelihood buffer during enterprise gestation period. The starter packs include start-up equipment, tools and materials specific to the enterprise they have chosen. To generate the start-up equipment, tools and materials that make up the starter packs for each enterprise, DS-JWCB constitutes teams of trainers/practitioners for respective enterprises. The teams identify the equipment, tools and materials required for start-up of the enterprise. After independent verification of the included equipment, tools and materials, DS-JWCB undertakes the necessary procurement procedures to obtain and provide them for the graduands. Only trainees who successfully complete the training components without breach, qualify for and receive the starter packs.



3.1.3 BRANDING OF GRADUANDS

Graduands of STEP and YAGEP are branded/promoted as 'STEPrenuers' and 'YAGEPrenuers' respectively in line with the entrepreneurship thrust of the job creation strategy. Besides, the branding dignifies graduands of the schemes as Prosperity Ambassadors under the S.M.A.R.T agenda.

3.1.4 TRACKING AND MENTORING

After the graduands (STEPrenuers and YAGEPrenuers) have been established with respective starter packs, they are followed through by tracking and mentorship. The tracking is done by internal or own staff and external or independent monitoring mechanisms in the Directorate of Youth Monitoring and Mentoring, an agency created by the state government for independent monitoring and mentoring of job creation programme beneficiaries.

The tracking system helps to identify the shop location/address of the STEPrenuers and how he or she is using the starter packs equipment, facilities or materials. The mentorship process involves designating mentors (nearby practitioners in the enterprise) with the responsibility to provide business advisory and business problems solving assistance (first aid) to STREpreneurs / YAGEPrenuers.



Cross-section of Beneficiaries at an Induction Ceremony

The purpose of the mentorship process is to assist the graduands to succeed and grow as entrepreneurs and new business owners. Mentors provide 'first aid' support to graduands regarding enterprise management challenges and issues including input sourcing, production practices, crop/livestock management, financial management and marketing.

3.2 DISTINCTIVE FEATURES OF STEP

STEP is a youth-targeted job creation programme in vocational and non-agricultural ventures. It covers the following skills/enterprise categories:



Information and Communication Technologies (ICTs):

Computer hardware maintenance, smart phones and PC tablets maintenance, information technology services and software application.

Building and construction services:

POP, interlocking, tiling, paint-making and painting works, masonry, welding & fabrication, plumbing.

Power and energy works:

Electrical installation and maintenance, solar power works.

Handicrafts:

Fashion design and tailoring, textile design, leather works (shoe making and bag making), carpentry and upholstery.

Personal services:

Hair dressing & makeover, decoration & event management, catering & confectionary/baking.

Audio-visual technology services:

Light and sound technicians, cinematography (visual cameraman), set designers, production managers, audio-visual editors, photography.



Distribution of Starter Packs to some STEPreneurs

STEP beneficiaries are in two categories - Green STEP and Brown STEP. Green STEP participants refer to youths who do not have any pre-existing skills in the vocation but desire to be trained afresh in the skill and supported to establish, own and manage his/her enterprise. Brown STEP participants, on the other hand, are persons who have already acquired some measure of the relevant vocational skills and not able to start-up own enterprise but are desirous of support to do so.

**STEP
beneficiaries are
in two categories
- Green STEP and
Brown STEP**



Successful Green STEP and Brown STEP graduates receive Starter Packs to enable them to start their own enterprises. The Starter Pack has both "in-kind" and "cash" components. The "in-kind" component are physical start-up items such as equipment, tools and materials, according to the skill or enterprise area. The in-kind component is treated as grant and so, non-repayable. On the other hand, the cash consist of rent subsidy which is treated as a soft micro-credit repayable within 2 – 3 years by the beneficiary at zero interest rate.



Allocation of Ponds to some YAGEPreneurs

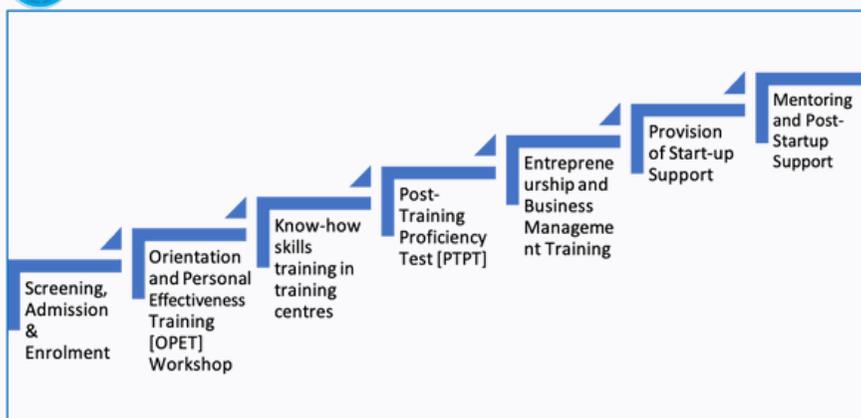


Fig. 3.1 Process flow of STEP

3.3 DISTINCTIVE FEATURES OF YAGEP

YAGEP focuses on agricultural and agricultural value chain enterprises. Under YAGEP, unemployed youths aged 18-35 years are trained and started up in their chosen agricultural enterprises, including poultry, piggery, fishery, crop production, agro-processing and agribusiness.

There are two categories of YAGEP participants: Green YAGEP and Brown YAGEP. Green YAGEP include YAGEP candidates who are freshers/newcomers to agricultural skills and need to be trained from afresh and thereafter provided with starter packs to set up and run own enterprises.



Brown YAGEP include YAGEP candidates who already own and operate their agricultural enterprises but need support packages to become viable, survive and scale up.

Green YAGEP starter packs comprise critical start-up items, production inputs and farm management advisory, according to agricultural enterprise. On the other hand, Brown YAGEP support packs comprise the critical production inputs and farm management advisory, according to agricultural enterprise.

YAGEP focuses on agricultural and agricultural value chain enterprises.

There are two categories of YAGEP participants: Green YAGEP and Brown YAGEP.

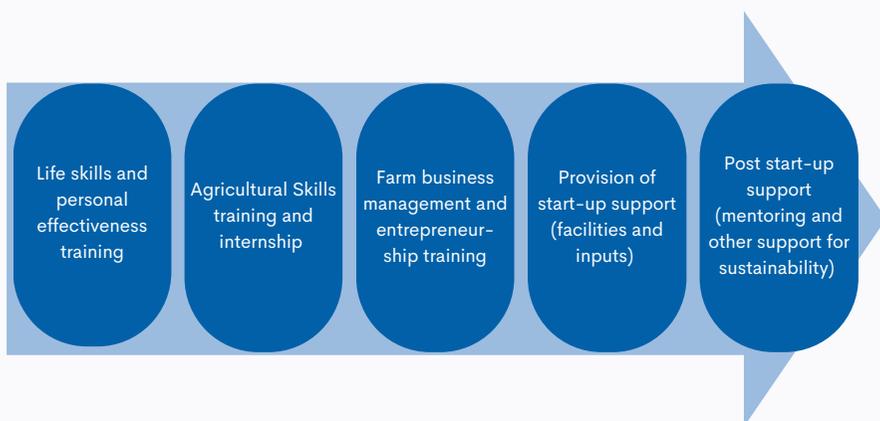


Fig. 3.2 Process flow of YAGEP



3.4 DISTINCTIVE FEATURES OF GEEP

GEEP is targeted at distinct segments of unemployed graduates with professional training. The aim is to improve the employability, job-readiness, work aptitudes as well as work experience of unemployed graduates and to stimulate the formation of own enterprises/companies among graduates in selected professional fields.

The four elements of GEEP are:

1. Employability training, job-readiness retooling and reorientation through topical workshops and seminars. The employability and job-readiness workshops are organized for job-seeking graduates who have completed National Youth Service Corps (NYSC). The capacity building workshops offer job-readiness aptitudes, self-improvement opportunities and real-time job market information to graduates who are seeking employment in the private sector. Training and capacity building are carried out in collaboration and partnership with private sector establishments, human resource and recruitment firms and public interest corporate entities such as development foundations and non-governmental organizations.



2. Graduates Internship Facility (GIF): This involves 6-month internship placements of graduates of professional disciplines such as engineering, environmental and construction sciences, ICTs, etc. in relevant private sector firms, companies and establishments. By the placement, the graduate gains critically desired professional work experience in a designated private establishment. The placement is done in anticipation that the graduate intern will be retained in employment of the private establishment, upon satisfactory completion of the internship, based on predetermined benchmarks jointly agreed with the private establishment.

Graduate interns are holders of Bachelor's Degree or HND in professional-practice disciplines such as Engineering, Environmental & Physical Planning, Pharmacy, Business Management (particularly Accountancy, Banking & Finance), Printing & Publishing, Building & Construction Technology, Computer Science, among others. Other professional-practice disciplines are considered on case-by-case basis, depending on private sector demand.



3. Business incubation support services – professional advisory, technical assistance and counselling to graduates wishing to translate their professional knowledge and skills into live businesses and companies. Examples are graduates forming enterprises/companies in ICTs, agribusiness, engineering, quantity surveying & estate management, etc.), as groups or partnering individuals.

4 .Graduates Employment Advisory Facility (GEAF): This involves personalized sessions with unemployed and job-seeking graduates of universities and polytechnics for the purpose of appraising his/her employment options, prospects and circumstances. The essence is to provide personalized advice and guidance for unemployed graduates to realize their short, medium and long-term employment and career objectives. The customized sessions are designed to assist unemployed graduates assess their job strengths, opportunities, preferences, constraints and develop actionable steps for the short, medium and long-term. GEAF comprises counselling modules which include self-assessment using the SWOT approach, situation analysis of the job market, scoping off employment and job options and decision-making and actionable steps to get jobs and employment.



GEEP Officers and Beneficiaries with Chief Job & Wealth Creation Officer

3.5 SPECIAL JOB CREATION INTERVENTIONS IMPLEMENTED BY THE BUREAU

By virtue of its status as a special vehicle for the delivery of state government programmes and projects, DS-JWCB was given the authority and responsibility to coordinate the implementation of special interventions of the state government. They are:

- Production and Processing Support Programme (PPSP).
- Agro-Industrial Park Initiative
- Foods Export Initiative.

PPSP is an agricultural value chain support programme designed to upscale the use of modern inputs and technologies, increase outputs and productivity of crop, livestock and fishery enterprises.



3.5.1 PRODUCTION AND PROCESSING SUPPORT PROGRAMME (PPSP)

PPSP is an agricultural value chain support programme designed to upscale the use of modern inputs and technologies, increase outputs and productivity of crop, livestock and fishery enterprises. In addition, it is designed to improve agricultural value addition and post-harvest management. The support packages include inputs, technologies and materials necessary to make production and processing more efficient.

PPSP was designed and implemented along the following tracks:

- a. Provision of subsidized inputs and technologies to crop, livestock and fish farmers;
- b. Facilitation and support for out-grower schemes, off-taker arrangements and market linkages for existing smallholder farmers and youth farmers;
- c. Provision of subsidized agricultural processing and value-addition equipment and facilities to agricultural cooperative societies, commodity associations and women; and



d. Enablement and facilitation of tractor management and ownership by agricultural cooperative societies for affordable, efficient and sustainable farm mechanization services.

One of the key elements of PPSP is the use of public-private partnership arrangement for the management and ownership of tractors. The logic of PPSP is to support viable agricultural production and processing enterprises to increase their output and thereby employ additional labour and create wealth. Under PPSP, agricultural loans are facilitated for eligible agricultural cooperative societies, farmers, processing entities and operators along the agricultural value chain.



His Excellency, the Governor and His Excellency, Deputy Governor at the launch of the tractorisation scheme under PPSP



The participants include existing farmers, farmers' multipurpose cooperative societies and commodity associations across the three (3) Senatorial Districts. Under the PPSP, a database of farmers, farming and agro-processing enterprises was originated with updates from time to time. Selection of beneficiaries was based on this database through dialogue with cooperative societies, farmers' groups and commodity associations.

3.5.2 AGRO-INDUSTRIAL PARK INITIATIVE

The Agro-Industrial Park (AIP) is Delta State's strategy for transforming the agricultural value chain, creating jobs and promoting inclusive sustainable growth. The Park is a dedicated enclave or hub for profitable and competitive agro-processing factories in the state. The rationale is to eliminate the persistent infrastructural, business environment bottlenecks and logistic constraints that militate against the inflow, operation and sustenance of agro-processing factories in Delta State.

Towards this end, the purpose and value of the agro-industrial park include:

- a. To provide exclusive, constant and reliable power, water, security, research, sewage and waste management.



b. To supply marketing and logistics services including product warehousing, research laboratories for quality assurance, wet and dry storage as well as equipment maintenance.

c. To provide support facilities and amenities for spaces including office, conferences, residential and hospitality.

The goal is to create and foster a conducive shelter that provides clear competitive operational advantage for agro-processing factories.

Delta State Agro-Industrial Park is a delineated 'infrastructure and services shelter' for agro-processing factories. It is conceived as (i) a "safe operating space" that shields agro-industries and agribusiness from pervasive business environment constraints and bottlenecks and (ii) An "infrastructure, logistics and services sanctuary" with diminished operational costs for agro-industries and improved business competitiveness in a conducive operating environment.



The Park will have dedicated infrastructure and operating environment characterized by:

- a. Constant power, water and security.
- b. Sewage and waste management.
- c. Warehousing and storage facilities.
- d. Quality test and equipment workshop facilities.
- e. Office and residential buildings for the Park Managers.

The Park owner/operator is a Public-Private Partnership (PPP) Special Purpose Vehicle (SPV) - Delta State Agro-Industrial Park Limited - already registered by the Corporate Affairs Commission.

The aim and objectives of the Park are to eliminate infrastructure constraints to agro-industries, reduce operational difficulties and bring down cost of operations and provide conducive operating space to make agro-processing factories competitive.

The infrastructural facilities and amenities will enable co-locating agro-processing factories to:

- a. Operate smoothly.
- b. Attain maximum efficiency.
- c. Mitigate costs and maintain profitability.
- d. Create jobs and wealth.
- e. Uplift the agricultural value chains.



The Agro- Industrial Park design

The Agro-Industrial Park is located at Aboh Ogwashi-Uku on 180Ha of land. The layout comprises three broad segments: the park logistics centre, the agro-processing area and the irrigated farmlands.

The Agro-Industrial Park has wide-ranging geophysical (locational) and operational advantages and benefits for co-locating agro-processing factories, as follows:

- a. Guaranteed access to land and security of land tenure;
- b. Distance of 20km, that is, a driving time of about 25 minutes from Asaba, the State Capital;
- c. Distance of 1.5km, that is, a driving time of about 3 minutes from the Ogwashi-Uku/Ibusa Road;



- d. Distance of 27km, that is, a driving time of about 35 minutes from Asaba International Airport;
- e. Located by the confluence of two all-season rivers;
- f. Ease of delivery of agricultural raw materials and evacuation of processed products;
- g. Facilitated access to farmlands for own production or outgrower sourcing of required agricultural raw materials; and
- h. Availability of skilled labour.

3.5.3 FOODS EXPORT INITIATIVE

The Delta State Foods Export Initiative is charged with implementing a pilot project on the processing and export of High Quality Garri (HQG) to diaspora consumers in UK and the United States of America. The approval for the project – Delta Foods Export Initiative – was given by the State Executive Council on 5th September 2017. This was followed by His Excellency, the Governor’s kind approval of the release of funds on 29th September 2017. The funds were thereafter, received on 15th November 2017.



The High Quality Yellow Garri, branded under DELTASTATE FOODS, was launched by His Excellency, the Governor, on 24th January 2019 at the Event Centre, as one of the highlights of the Job Creation Exhibition and Business Fair. The foods export initiative can be described as a "demonstration project", justified for government intervention on two grounds.

The goal of the foods export initiative is to create jobs and wealth through market-oriented development of the cassava value chain. The logic is to link cassava farmers and processors to export markets to ensure better prices and higher incomes.

One, to show "proof-of-concept", which is to demonstrate the merit, workability and job and wealth creation impacts of market-led agricultural value chain transformation. By the demonstration, cassava-garri value chain operators ranging from cassava farmers, processors, marketers and agribusinesses learn and adopt the systems, practices and standards enunciated. Two, to implement a gap-filling agricultural development intervention model with diverse social, economic and fiscal benefits to the government and people of Delta State.



OFFICE OF THE CHIEF JOB CREATION OFFICER
Governor's Office, Asaba

Creating Jobs and Wealth through
DELTA STATE FOODS EXPORT INITIATIVE

High Quality Export Garri

Moisture content level less than 7%
Hydrocyanic acid content less than 10mg/kg
Crude Fibre less than 2%
Microbial Contaminants 0%
Extraneous Materials 0%
Shelf life more than 12 months

info@deltastatefoodsexport.com
09081361999

The High Quality Yellow Garri, branded under DELTASTATE FOODS, was launched by His Excellency, the Governor, on 24th January 2019

Within this framework, the goal of the foods export initiative is to create jobs and wealth through market-oriented development of the cassava value chain. The logic is to link cassava farmers and processors to export markets to ensure better prices and higher incomes.

In line with the market-correction and gap-filling rationale for the government investment in the 'processing and packaging' of High Quality Garri (HQG) for export, this initiative has charted the pathway for market-based transformation of the commodity value chain, an example, which is replicable for other commodities.



His Excellency, the Governor and some Traditional Rulers at the launch of Delta State Foods Export Initiative



CHAPTER FOUR

ACHIEVEMENTS AND IMPACTS OF PROGRAMMES AND INITIATIVES



4.1 ACHIEVEMENTS AND IMPACTS UNDER YAGEP

4.1.1 COUNT OF PROGRAMME BENEFICIARIES

The programme portfolio under YAGEP in the seven implementation cycles is illustrated in Table 4.1 and Fig.4.1.

Table 4.1 Count of YAGEP Beneficiaries

Programme Cycle	Number of beneficiaries
2015 - 2016	256
2016 - 2017	363
2017 - 2018	159
2019 - 2020	251
2018 - 2019	145
2020 - 2021	346
2021 - 2022	256
Total	1,776

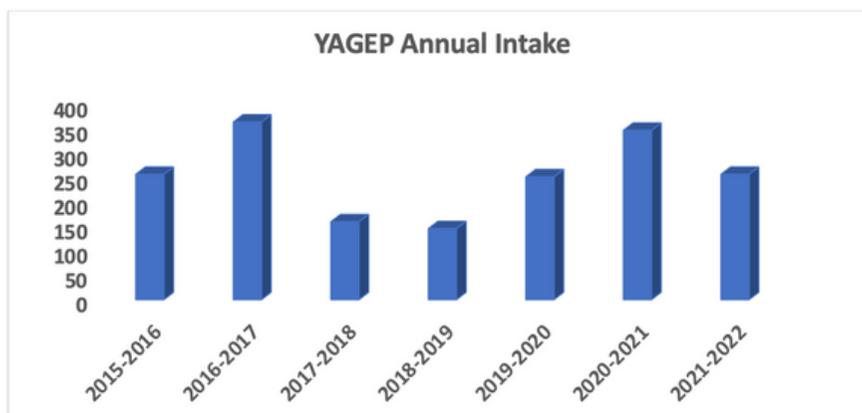


Fig. 4.1 YAGEP Annual Intake

Fig. 4.1 above presents the annual intake of YAGEPrenuers between 2015 and 2022. A total of 1,776 representing 25 percent out of the grand total of 7,017 of the entire programme were YAGEP intakes. In 2015-2016 session, 256 YAGEPrenuers were enrolled in the programme representing 19 percent of the total number that applied for the programme. The success of the pioneer YAGEPrenuers led to increase in applicants in 2016-2017 programme cycle and the number of intakes increased to 363 representing 37 percent of the total applicants. However, the number of intakes dropped to 159 (21 percent) and 145 (12 percent) in 2018 and 2019 programme cycle respectively, but increased to 251 (31 percent) in 2020. In 2021, due to gradual recovery from the impact of Covid 19, and consequent resumption in government activities, DS-JWCB YAGEP annual intake significantly improved from 251 in 2020 to 346 (35 percent) in 2021 and 256 beneficiaries in 2022.



4.1.2 ENTERPRISE DISTRIBUTION OF YAGEP BENEFICIARIES

Table 4.2 below presents the enterprise distribution of YAGEP beneficiaries starting from 2015 to 2022. Analysis of the enterprise distribution of YAGEP beneficiaries (2015 to 2022) indicates that 26 percent engaged in poultry farming, while 38 percent engaged in fish production. Others are crop production 31 percent, piggery 3 percent and those in agro-processing and bee Keeping were 2 percent. In this distribution, 2016-2017 programme cycle intakes is ahead with 363 participants, while 2018-2019 cycle was the least with 145 intakes.

Table 4.2: Enterprise Distribution of YAGEP Beneficiaries 2015-2022

	Poultry	Fish Production	Crop Production	Piggery	Agro-processing	Bee Keeping	Total
2015-2016	136	82	18	20	0	0	256
2016-2017	0	261	102	0	0	0	363
2017-2018	0	120	39	0	0	0	159
2018-2019	56	46	24	7	12	0	145
2019-2020	82	71	74	24	0	0	251
2020-2021	85	74	156	10	0	21	346
2021-2022	100	17	139				256
Total	459	671	552	61	12	21	1776
Percent	26%	38%	31%	3%	1%	1%	



4.1.3 GENDER AND EDUCATIONAL QUALIFICATION OF YAGEP BENEFICIARIES

Table 4.3 presents the gender and qualification distribution of the YAGEP beneficiaries since the programme commenced in 2015. Specifically, gender distribution of YAGEP intakes shows that 68 percent are male, while 32 percent are female. The distribution of their academic qualifications indicates that 47 percent hold WASC certificates, 15 percent hold OND/NCE certificates, while Bachelors and HND certificate holders account for 38 percent.

Table 4.3: Gender and Education Profile of YAGEP Beneficiaries 2015-2021

	Male	Female	WASC	NCE/OND	BSc/HND	Total
2015-2016	187	69	98	40	118	256
2016-2017	275	88	127	67	169	363
2017-2018	131	28	50	29	80	159
2018-2019	110	35	76	21	48	145
2019-2020	144	107	114	52	85	251
2020-2021	205	141	146	54	146	346
2021-2022	156	100	218	13	25	256
Total	1208	568	829	276	671	1776
Percent	68%	32%	47%	15%	38%	



4.1.4 ESTIMATED AGRICULTURAL OUTPUTS UNDER YAGEP

Table 4.4 presents the estimated total agricultural outputs of YAGEP beneficiaries 2015–2020 programme cycle. Analysis of their respective contributions shows that poultry contributed a total of 2,298.47 metric tonnes of meat and 72,280,767.05 eggs. Within the period under review, fish production contributed a total of 6,682.91 metric tonnes, while pig production contributed 2,342.24 metric tonnes of pork. Under crop production, cassava contributed a total of 3,084.40 metric tonnes while grains contributed 1,572.79 metric tonnes. plantain and vegetables contributed 862.16 and 2,235.66 metric tonnes respectively.

Table 4.4: Estimated Total Agricultural Outputs of YAGEP Beneficiaries 2015–2021

PROGRAMME CYCLE	POULTRY ENTERPRISE		FISH PRODUCTION ENTERPRISE (MT)	PIG PRODUCTION ENTERPRISE (POCK) MT	CROP PRODUCTION ENTERPRISES (MT)			
	Meat (MT)	Egg (nos.)			Cassava	Grains	Plantain	Vegetable
2015/2016	322.32	13,708,800	295.2	296.88	20.00	-	60.00	66.00
2016/2017	283.64	12,063,744	1,094.98	273.13	16.00	444.00	48.00	382.80
2017/2018	249.6	10,616,095	1,388.38	251.28	12.80	487.20	38.40	478.80
2018/2019	335.57	11,458,963	1,376.57	275.71	170.24	206.88	75.72	419.40
2019/2020	438.91	12,188,592	1,274.67	609.91	890.19	201.50	255.58	407.23
2020/2021	668.42	12,244,573	1,253.11	635.34	1,975.17	233.20	384.46	481.79
Total	2,298.46	72,280,767	6,682.91	2,342.25	3,084.40	1,572.78	862.16	2,236.02



4.1.5 ECONOMY-WIDE EFFECTS OF YAGEP

The Youth Agricultural Entrepreneurs Programme (YAGEP) and other agricultural sector interventions of the state government have had significant impact on the state economy. Data generated by National Bureau of Statistics (NBS) and published in August 2018 show that the state's agricultural sector grew at an accelerated rate from 2015-2017, compared to the period before 2015. It grew by annual average of 8.6% from 2013-2015 but accelerated to annual average of 13.3% from 2015-2017. This is clear evidence of incremental impacts of YAGEP, PPSP and other agricultural sector interventions of Governor Okowa, since 2015.

Specifically, the development of farm enterprise clusters, owned and managed by the youths, is transforming the state's agricultural landscape and having a demonstration effect on agricultural modernization. Currently, there are a total of seventeen (17) active YAGEP farm enterprise clusters with varying combinations of enterprises including poultry, piggery, fishery, rice and tomato production. The cluster model of youth agricultural employment has restored previously idle agricultural resources to economic use and boosted agricultural productivity and wealth generation in the state.

One distinctive landmark of YAGEP is the development of the rice value chain through youth agricultural entrepreneurship.



The rice value chain initiative involves instructional and field-based training, farm enterprise incubation and establishment of youths through the entire process of rice production, processing, packaging, branding and marketing.

The YAGEP rice initiative started in 2017 with the cultivation of 74 hectares at Ugili-Amai, Ndokwa West Local Government Area. Subsequently in 2018, the initiative involved the cultivation of 42 hectares of rice at Deghele, Sapele Local Government Area and 54 hectares at Mbiri, Ika North East Local Government Area. During the 2018 production year, the process involved 48 youth trainees working under close tutorials, facilitation and guidance of the Delta State Job and Wealth Creation Bureau through knowledgeable and experienced resource persons from within and outside the state.

The programme activities include soil tests and site selection, land preparation (clearing, ploughing and harrowing), seed treatment and planting, soil treatment, weeds prevention and control, fertilizer application, prevention and control of pests and diseases and birds scaring. Other operations include harvesting (cutting and packing), threshing, drying, winnowing, washing/parboiling, milling, destoning and packaging/bagging. The cultivation, harvesting, threshing, drying, parboiling, milling, destoning and bagging operations were carried out together with hands-on training and participation of the YAGEPreneurs.



All the inputs, technologies and materials used in the rice production and processing and packaging operations were provided by the Delta State Job and Wealth Creation Bureau. The YAGEP project on rice resulted in paddy production and processing into YAGEP rice (10kg packs).

A study of YAGEP in 2021 revealed multiple dimensions including impacts on livelihoods, employment and economic inclusion. While some YAGEP beneficiaries were co-located in designated clusters, others were established in their own individual sites or locations. The study adopted survey design. Quantitative research approach was applied in estimating the impact of YAGEP. The quantitative research approach employed rigorous estimation of impact to identify the exact gain in any of the indicators based on YAGEP. The study evaluated YAGEP impact on employment (number of full-time employees and monthly earning of YAGEP employees) and agricultural economy (net income from fish, poultry, piggery and crop production enterprises).

Considering the indicators, the impact analysis of YAGEP focused on individuals (beneficiaries and non-beneficiaries). The beneficiaries are in two categories – green YAGEP and brown YAGEP. The control group is non-beneficiaries of YAGEP.



Propensity score matching (PSM) was applied to capture the impact of YAGEP. The research concluded that YAGEP has significant positive impacts on beneficiaries, compared to non-beneficiaries. Beneficiaries were found to be “better off” than they would have been without YAGEP.

One major dimension of paradigm shift resulting from YAGEP is the increased incidence of graduates owning and running agricultural enterprises as self-employment. This is evidenced by the survey which shows that the population of YAGEP beneficiaries has higher percentage of graduates, that is, holders of Bachelor’s Degree or Higher National Diploma (38%) relative to the population of non-beneficiaries of YAGEP (27.3%).

4.2 ACHIEVEMENTS AND IMPACTS UNDER STEP

4.2.1 COUNT OF STEP BENEFICIARIES

The programme portfolio under STEP in the seven implementation cycles is illustrated in Table 4.5 and Fig.4.3.



Table 4.5 Count of STEP beneficiaries

Programme Cycle	Number of beneficiaries
2015 - 2016	1,073
2016 - 2017	617
2017 - 2018	586
2018 - 2019	1,056
2019 - 2020	549
2020 - 2021	654
2021 - 2022	516
Total	5,051

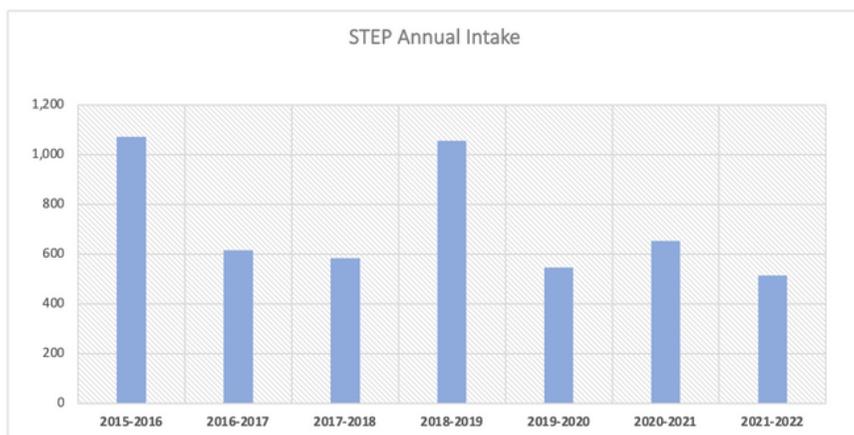


Fig. 4.2 Count of STEP beneficiaries



4.2.2 ENTERPRISE DISTRIBUTION OF STEP BENEFICIARIES

Table 4.6 Enterprise Distribution of STEP Beneficiaries

	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	Total	Percent
Fashion Design & Tailoring	125	67	148	295	144	269		1048	21%
Electrical Installation & Repairs	167	41	54	52	51	62	52	479	9%
ICT Services	264	73	45	30	39	0		451	9%
Catering & Confectionary	132	89	98	175	73	142	264	973	19%
Interlocking, Tiling, Pop & Block Moulding	112	67	24	40	12	9	37	301	6%
Decoration & Event Management	133	45	45	51	17	0		291	6%
Barbing	21	0	0	13	0	0		34	1%
Beadmaking	24	0	0	6	0	0		30	1%
Cosmetology	8	0	0	10	3	0		21	-
Hair Dressing & Makeover	87	69	93	233	91	101	124	798	16%
Welding & Fabrication	0	81	56	67	79	25		308	6%
Plumbing	0	16	8	22	6	0		52	1%
Audio-Visual	0	60	15	5	17	24	39	160	3%
Upholstery	0	3	0	0	0	0		3	-
Vulcanizing	0	0	0	3	0	0		3	-
Bag & Shoe Making	0	2	0	7	1	0		10	-
Automobile Repairs	0	1	0	4	0	0		5	-
Capentry	0	0	0	8	3	0		11	-
Chemist	0	0	0	1	0	0		1	-
Solar	0	0	0	1	0	0		1	-
Cleaning Agents	0	0	0	5	3	2		10	-
Paint Manufacturing	0	0	0	1	10	20		31	1%
Laundry	0	0	0	1	0	0		1	-
Aluminium Works	0	1	0	18	0	0		19	-
Arts & Craft	0	2	0	6	0	0		8	-
Soap Making	0	0	0	2	0	0		2	-
Total	1073	617	586	1056	549	654	516	5051	



4.2.3 GENDER AND EDUCATIONAL DISTRIBUTION OF STEP BENEFICIARIES

Table 4.7 Gender and Educational Distribution of STEP beneficiaries

	Male	Female	WASC	NCE/OND	BSc/HND	Total
2015-2016	667	406	324	189	560	1073
2016-2017	355	262	256	112	249	617
2017-2018	240	346	290	80	216	586
2018-2019	344	712	697	119	240	1056
2019-2020	255	294	345	82	122	549
2020-2021	152	502	237	105	312	654
2021-2022	133	383	188	60	268	516
Total	2013	2522	2337	747	1967	5051
Percentage	44%	56%	47%	15%	38%	

4.2.4 ECONOMY-WIDE EFFECTS OF STEP

STEP and other informal sector interventions of the state government have had tremendous positive impact on the state's economy. Statistics derived from data generated by National Bureau of Statistics (NBS) and published in August 2018 indicate that the services sector has grown at an accelerated rate from 2015-2017, compared to the period before 2015. The average annual growth rate from 2013-2015 was 8.9% but growth accelerated at annual average of 13.2% from 2015-2017.

Livelihoods transformed. The job creation programmes have had verifiable positive impacts on the lives of previously unemployed Delta youths and on the economy and development of the state.



Across the state, there are testimonies of successful small businesses and life-changing stories by those who were trained, started up and mentored under STEP. Some have grown to become employers of labour and are training other youths to become self-employed. Others have innovatively diversified into other businesses/trades or developed business partnerships and relationships to enhance their incomes. Still, many have achieved greater employability through the programme and are now gainfully employed in the industrial and other sectors.

Paradigm shift in mind-set. One remarkable social impact of the job creation programme is the mindset shift, among youths, from government (salaried) employment to entrepreneurship and self-employment. Through the training and reorientation modules of STEP, the youths are imbibing the principles of skills acquisition and entrepreneurship as a viable employment option. They now look beyond and outside their academic certificates for employment and livelihoods, as owners and managers of skills-based enterprises.



Big push for MSMEs. Through its partnership and collaboration with private sector training centers, the job creation programme is also impacting positively on the growth and development of micro, small and medium enterprises (SMEs) sector.

By providing services as training centers, facilitators and mentors to the job creation programme, hundreds of small and medium enterprises have been stimulated and supported to upgrade their technical, entrepreneurial and managerial capacities, increase visibility/patronage and improve the quality of their services and achieve enterprise development.

Enhanced financial inclusion. The job creation programme has helped to achieve financial inclusion in the state. Through its payments system, the programme has caused the creation of more than 6000 new bank accounts belonging to its beneficiaries. These bank accounts have grown in numbers and volume as a result of growth of the businesses of job creation beneficiaries.

Demonstration effect and leveraging of resource flows to the state. The success of the job creation programme is evident in the fact that the World Bank adopted it for partnership and support under the World Bank- European Union SEEFOR project. This support was provided through the funding of training and starter packs for beneficiaries.



Currently, there is high demand for the job creation programme as reflected by the increasing numbers of applicants for STEP and desires of stakeholders for its continuity and sustainability. The wide public acceptance is founded on public confidence in and credibility of the programme.

4.3 EMPIRICAL SUCCESS RATES

Table 4.8: Summary of YAGEP, STEP and GEEP Success Rates

Time Period Covered	Programme	Total Number Covered	Success Rate (%)
2015-2016 to 2016-2017	STEP AND YAGEP	2,328	
	STEP	1,690	56%
	YAGEP	619	66%
	GEEP	19	79%
2015-2016 to 2018-2019	STEP AND YAGEP	4,255	
	STEP	3,332	60%
	YAGEP	923	77%
2021-2022	YAGEP	1520	70%

Table 4.8 indicates the level of success achieved by STEP, YAGEP and GEEP between 2015–2019. The study shows that there has been steady progress in the success rate achieved by each of the surveyed programmes. The result of the most recent tracer surveys of YAGEP beneficiaries shows that success rates averaged more than 70%.



4.4 ACHIEVEMENTS UNDER PPSP

PPSP support packages directly benefitted a total of 1,157 farmers while more than 1,000 agro-processors benefited directly from the technology-enhancing interventions for cassava processing, oil palm processing, fish processing, melon processing and fishing cooperatives, associations and groups.

4.5 ACHIEVEMENTS UNDER AGRO-INDUSTRIAL PARK INITIATIVE

Table 4.9: Chronology of Accomplished Milestones from 2015 to 2023

No.	Milestone achieved	Date/period
1.	Preparation of Agro-Industrial Park Project Identification Concept together with Initial Exploratory Studies submitted by Office of the Chief Job Creation Officer to His Excellency, the Governor.	6 August 2015
2.	Approval-in-principle of His Excellency, the Governor of the Agro-Industrial Park Project.	14 August 2015



No.	Milestone achieved	Date/ period
3.	Approval of His Excellency, the Governor of the constitution of the Working Committee on Agro-Industrial Parks, with Chief Job Creation Officer as Chairman.	6 October 2015
4.	Consultancy Agreement for Feasibility Assessments and Business Plan Analysis for an Agro-Industrial Park.	29 February 2016
5.	Feasibility Analysis, Site Assessments/Selection, Cost-Benefit Studies, Business Plan Scenario Analysis & Layout Design.	February – August 2016
6.	Public Notice for the Acquisition of Land at Aboh Ogwashi-Uku by Delta State Government.	9 December 2016
7.	Approval of the State Executive Council of the establishment of the Agro-Industrial Park Aboh Ogwashi-Uku through PPP model.	14 November 2017



No.	Milestone achieved	Date/period
8.	Delta House of Assembly ratifies the approval by State Executive Council for the establishment of Agro-Industrial Park, Aboh Ogwashi-Uku, through Public-Private Partnership.	14 December 2017
9.	Appointment of Contemporary Design Associates as Project Consultant for the Agro-Industrial Park Engineering Procurement and Construction (EPC).	21 January 2019
10.	Execution/Signing of the Agro-Industrial Park Joint Venture Agreement between Delta State Government, Mirai Technologies Ltd. (Technical Partner and Anchor Investor) and Norsworthy Investments Ltd. (co-Investor).	14 February 2018
11.	Completion of Bankability Requirements, including Investment Appraisal, Economic Studies, Financial Modelling, Business Plan, Cash Flow Analysis & Environmental Impact Assessment.	August 2018



No.	Milestone achieved	Date/period
12.	His Excellency, the Governor's Reconstitution of Agricultural Parks Implementation Committee, with Chief Job and Wealth Creation Officer as Chairman.	9 August 2019
13.	Completion of Perimeter and Topographic Survey of the land (221ha) designated for the agro-industrial park at Aboh Ogwashi-Uku, acquisition of the land by Delta State Government and payment of compensation to the existing land users.	January 2020
14.	Completion and adoption of Masterplan, Physical Design & Working Drawings (Architectural, Engineering, Etc.) and Bill of Quantities (BoQ).	September 2019
15.	International Bankers Scrutiny and Validation of Feasibility Study, Business Plan, Architectural and Engineering Design & Drawings, Bill of Quantities and Cash Flow Analysis.	February 2020



No.	Milestone achieved	Date/period
16.	Completed incorporation of the Joint Venture Company (Special Purpose Vehicle), known as Delta State Agro-Industrial Park Ltd., for the ownership, development and operation of the agro-industrial park and obtained Certificate of Incorporation.	4 September 2020
17.	Approval of the State Executive Council of the domestic loan (CBN CACS) for the agro-industrial park capital cost.	16 June 2020
18.	State Executive Council approves update revision of the capital costs of agro-industrial park project, Aboh Ogwashi-Uku.	14 July 2020
19.	Agreement reached on the Engineering, Procurement and Construction (EPC) between the State Government and Sequoia Solutions and Innovations Ltd (the local subsidiary of Mirai Technologies Ltd. as provided for in the Joint Venture Agreement of 14th February 2018)	20 July 2020



No.	Milestone achieved	Date/ period
20.	Payment of initial amount (55%) to project contractor towards the 1st performance milestone in the Engineering, Procurement and Construction (EPC) contract & payment of first instalment of professional fee to project consultant/supervisor.	16 October 2020
21.	His Excellency, the Governor's enlargement of and renewal for the existing Project Implementation Committee on Agro-Industrial Park, Aboh Ogwashi-Uku, with Chief Job and Wealth Creation Officer as Chairman.	19 October 2020
22.	Commencement of construction works by Engineering, Procurement and Construction (EPC) contractor.	26 October 2020
23.	Payment of balance amount (45%) to project contractor towards the 1st performance milestone in the Engineering, Procurement and Construction (EPC) contract.	5 February 2021



No.	Milestone achieved	Date/period
24.	Payment of full amount (100%) to project contractor towards the 2nd performance milestone in the Engineering, Procurement and Construction (EPC) contract, that is, supply of rice factory and irrigation equipment & 2nd payment to project consultant.	21 May 2021
25.	Final Settlement with HRM Obi of Ogwashi-Uku Kingdom regarding Compensation for Land Acquired & Signing of MoU between DTSG and HRM Obi of Ogwashi-Uku Kingdom.	7 June 2021
26.	Approval of the State Executive Council of criteria and procedure for the allotment of factory plots to intending agro-processing investors.	16 November 2021
27.	Public Advertisement of the Call for Investor Applications for Factory Plots in the Agro-Industrial Park, published in newspapers – ThisDay, Vanguard, BusinessDay and The Pointer.	22 November 2021



No.	Milestone achieved	Date/ period
28.	Formal approval of His Excellency, the Governor for the ceding of forty (40) hectares of already acquired agro-industrial park land to Ogwashi-Uku community.	29 December 2021
29.	Payment of first instalment (59.9%) to project contractor with regard to the 3rd performance milestone in the Engineering, Procurement and Construction (EPC) contract, to commence construction buildings in preparation for the arrival of equipment.	25 February 2022
30.	Field inspection of construction works by His Excellency, the Governor.	21 April 2022
31.	Payment of second instalment (12.7%) to project contractor towards the 3rd performance milestone in the Engineering, Procurement and Construction (EPC) contract, specifically for the timely construction of drains.	7 June 2022



No.	Milestone achieved	Date/ period
32.	Signing of Deed of Sublease between Delta State Agro-Industrial Park Limited and Jayta Petroleum and Commodities Limited for Factory Plots [7.2ha] of the Agro-Industrial Park.	5 August 2022
33.	Approval of fluctuation/additional works by State Executive Council - Upward review of the contract sum due to increase in prices and additional works for the Engineering, Procurement and Construction (EPC capital cost and project consultancy fee on the Agro-Industrial Park in Aboh Ogwashi-Uku.	15 September 2022
34.	Inspection and Issuance of statutory audit certificate by Office of the Auditor-General for the equipment supplied/delivered by contractor.	27 September 2022
35.	Payment of third instalment (14.7%) to project contractor towards the 3rd performance milestone in the Engineering, Procurement and Construction (EPC) contract.	14 November 2022



No.	Milestone achieved	Date/ period
36.	His Excellency, the Governor's authorization of the release of state government's equity contribution to Delta State Agro-Industrial Park Limited.	15 November 2022
37.	Payment of fourth and final instalment (12.6%) to project contractor towards the 3rd performance milestone in the Engineering, Procurement and Construction (EPC) contract.	14 December 2022
38.	His Excellency, the Governor's authorization of the release of part payment (60%) with regard to the work certificate earned by the project contractor under the fluctuation/additional works already approved by the State Executive Council.	3 April 2023



4.6 ACHIEVEMENTS UNDER FOODS EXPORT INITIATIVE

The Delta State Foods Export Initiative has, since commencement, undertaken a variety of necessary activities and tasks aimed at processing and packaging high quality garri for export. These activities and tasks are as follows:

- Rapid appraisals of cassava production systems in Delta State.
- Benchmarked assessments of cassava processing mills and technologies in Delta State.
- Needs assessment for the development of cassava-garri value chain in Delta State.
- Meetings with cassava processors and cassava farmers.
- Pathfinding the cassava tuber raw material supply chain in Delta State.
- Food quality assessments of marketed garri in Delta State.
- Upgrading and standardization of designated cassava processing mills.
- Training and capacity building for cassava processing mill managers, operators and workers.
- Rectifying the technological and investment gap in garri packaging and branding in Delta State.



- Engagement with off-takers (sellers) to diaspora consumers.
- Engagement with product name (trademark) registration institutions and food-quality certification agencies.
- Engagement with export promotion agencies.

Upgraded and accredited three (3) model pilot cassava processing mills: The baseline situation at the commencement of the foods export initiative was the absence of cassava processing mills that meet the quality standards for international or export market. The pre-project reconnaissance of the existing cassava processing mills around the state revealed the use of traditional and antiquated equipment and technologies, poor and indiscriminate processing and handling practices, weak physical structures and lack of regard for hygiene in the processing operations.

The intervention by the foods export initiative involved the upgrading of processing equipment in the designated mills, training on the use of the modern equipment, training on standard processing procedures and practices from input to output stages.

The upgrading of the equipment and training of processing mill operators were carried out based on the prescriptions and standards enshrined in the "Standards for Cassava Products and Guidelines for Export"



produced jointly by Consultative Group on International Agricultural Research (CGIAR) affiliated International Institute for Tropical Agriculture (IITA) and Standards Organisation of Nigeria (SON).

The rapid appraisal of the existing cassava processing mills revealed four promising centres to be designated, upgraded/supported and accredited for the processing of cassava tubers into export-quality garri. The centres are as follows:

1. Cassava processing mill owned by Onyemenyenibe Multipurpose Cooperative Society, Owa-Alero, Ika North East LGA.
2. Cassava processing mill owned by Winosa Global Resources, Abavo, Ika North East LGA.
3. Cassava processing mill owned by Iheonyebuobi Multi-Purpose Cooperative Society, Ute-Enugu, Ika North East LGA.
4. Orhoakpor Women Multi-Purpose Cooperative Society, Orhoakpor, Ethiope East LGA.

Deriving from the reconnaissance on cassava processing mills in the state, the foods export initiative prepared the checklist of equipment, tools and items that should be integral components of the processing mill that can meet the quality required by international and export markets.



The equipment, facilities and utilities are as follows:

- A building, comprising a wet section and a dry section;
- Wet section - for fresh roots grating and pressing (dewatering);
- Dry section – for sieving, toasting/frying/roasting, packing;
- Washing bay for washing of peeled roots (either within the peeling section or the wet section);
- Peeling section;
- Mechanical Grater with stainless steel plate;
- Stainless steel fryer with chimney;
- Hydraulic Press;
- Borehole for water (water availability is very crucial);
- Soak away, connected to the wet section;
- Wet section: wall tiled with white tiles, while floor tile is used on the floor;
- If possible, all the floors (which must be German-Floored) should be tiled;
- Store;
- Coverall;
- Cloak room/office;
- Mechanical Sifter and
- Weighing scale.

The pre-financing arrangement: The upgrading of cassava processing centres owned by cooperative societies or farmer groups was done based on a pre-financing arrangement.



Pre-financing refers to a tied credit system whereby upgrading equipment and materials are provided to the processing mills in exchange for mandatory future installmental repayments that are executed through successive at-source deductions of the monetary value of the equipment from the sales/deliveries of garri to the packaging factory. This credit technique relieves the cassava processing mill of undue debt burden while committing the cassava processing mill to mandatory repayment thereby minimizing the risk of repayment default.

The tying of credit to production/sales of the processing mills is an innovative financial risk-management technique that can be emulated by other state government programmes and projects.

The operating capacity of the accredited processing mills:
The total operating capacity of the three presently functioning pilot cassava processing mills is about 6.75 Metric Tons of High Quality Garri, every week. The operational capacities are given as follows:



Table 4.10: Operating Capacity for Processing Cassava Tubers (Input) into High Quality Garri (Output)

No.	Name and Location of Cassava Processing Mill	Operating processing capacity (Metric Tons) per week	
		Input (Cassava Tubers)	Output (High Quality Garri)
1.	Onyemenyenibe Multipurpose Cooperative Society, Owa-Alero, Ika NE LGA.	6 Metric Tons	1.5 Metric Tons
2.	Winosa Global Resources, Abavo, Ika NE LGA.	12 Metric Tons	3 Metric Tons
3.	Iheonyebuobi Multi-Purpose Cooperative Society, Ute-Enugu, Ika NE LGA.	9 Metric Tons	2.25 Metric Tons
	Total Operating Processing Capacity per week	27 Metric Tons	6.75 Metric Tons

The processing cycle: To meet the quality specifications and standards required for high quality export garri, the processing cycle takes a minimum of 96 hours (that is, 4 days) to process cassava into high quality garri. The successive processing stages and required duration are given in Table 4.11.



Table 4.11: Duration of Processing Stages from Cassava Tubers to High Quality Garri

No.	Processing Task/Operation	Standard Duration (Hours)
1.	Harvesting of cassava tubers, transportation, washing and grating	24 hours
2.	Fermentation time	24 hours
3.	First & Second Pressing and dewatering	24 hours
4.	Toasting, cooling and sieving	24 hours
	Total duration of processing cycle	96 hours (4 days)

Created cassava supply channels to processing centres:

The Delta State Foods Export Initiative has identified and established high-potential aggregation, supply and take-off points to ease the sourcing and marketing of cassava tubers in various parts of the state.

This notion of aggregation is necessary to remove the well-acknowledged binding constraint to the viability and bankability of the cassava supply chain across the country. In solving the critical bottleneck to cassava value chain development in many areas, the creation of aggregation hubs for cassava tuber supply is a major accomplishment towards diminishing the logistics costs associated with assembling scattered pockets of cassava harvests from farms in remote areas.



This aggregation factor has wider resource-saving effects in unlocking the cassava value chain.

The cassava tubers aggregation points are in various axes identified as follows: Onicha Ugbo-Igbodo hub, Abavo-Abraka hub, Ozoro-Oleh hub, Sapele-Ughelli hub and others. The aggregation hubs save farmers the logistics nightmare of waiting endlessly and fruitlessly for some buyers to come and pick up small amounts of cassava tubers from scattered locations.

The foods export initiative has brought unprecedented relief to cassava farmers in the sense that entire cassava stands on a given farmland can be negotiated, paid for and harvested en bloc thereby saving the farmer the prohibitive harvest labour costs and transport troubles.

Established quality assurance systems for high quality garri: The foods export initiative accomplished the integration of food quality assurance in cassava processing end-to-end, ranging from peeling, washing, grating, fermentation, dewatering, sieving, roasting, cooling and packaging. The quality standards were not in existence prior to the implementation of the foods export initiative.



The quality assurance procedures and standards created along the cassava-garri value chain are as follows:

I. Standard operating procedure for the processing operations including sequence of operations, cassava tuber handling, timing thresholds, appropriate mix of ingredients, safe use of equipment and materials, hygiene rules, garri (output) handling, etc.;

II. Standard operating procedure for quality assurance;

III. Standard operating procedure for cleaning of factory and equipment;

IV. Standard operating procedure for maintenance of equipment;

V. Standard operating procedure for waste disposal management; and

VI. Batch formulation and method of preparations.

The foregoing brochures were further simplified into easy-read and digestible training manuals which were used for the hands-on training of farmers, processors and value chain operators.



Farmers, cassava processors and value chain operators have been trained and are now knowledgeable and skilled on these quality assurance procedures and standards as applicable. Moreover, these procedures and standards are well documented in simple-read brochures that are available for reference and learning purposes by persons and groups who did not participate in the training sessions. This is an unquantifiable knowledge- and skills-enhancement developmental intervention.

By the quality assurance mechanism, the harvesting, handling and processing of cassava into garri is done under the close watch of staff of the foods export initiative. This precautionary measure has ensured that the brand of garri produced by the accredited processing centres meet all the quality requirements.

The international (export) quality criteria, food safety and preservation standards accomplished by the foods export initiative and duly verified by the National Agency for Foods and Drug Administration and Control (NAFDAC) as grounds for the food quality certification are as follows:



Table 4.12: Garri Quality Brand Criteria attained by the Foods Export Initiative

No.	Garri quality criteria	International benchmark accomplished by the foods export initiative
1.	Moisture level	Maximum of 7%
2.	Hydrogen cyanide content	Maximum of 10 mg per kg
3.	Crude fibre property	Maximum of 2%
4.	Microbial elements	Free of microbial contaminants such as salmonella, e. coli, coliform, yeast and mould
5.	Extraneous materials	0% extraneous materials such as sand, unwholesome particles, etc.
6.	Organoleptic properties	Must be odour-less, homogenous taste and homogenous colour.
7.	Granular size and pattern	Identity of size all-through and fine grains ranging 0.35-1.00mm
8.	Storability (safe shelf duration)	The garri brand has 12 months storability, compared to conventional garri that cannot store beyond 4-6 months.

The above uncommon quality attributes define the brand of garri created by the foods export initiative. These optimum quality, safety and preservation characteristics have been achieved through rigorous and stringent application of standard processing technologies, procedures and practices. The quality assurance and control protocols were professionally administered by a food biochemistry specialist licensed by the professional certification and regulatory body - Institute of Public Analysts of Nigeria (IPAN), an agency under the Federal Ministry of Health.



Established automated garri packaging factory at Issele-Uku: One of the most distinctive achievements of the foods export initiative is the creation, from the scratch, of the state-of-the-art automated garri packaging factory at Issele-Uku. The packaging factory comprises two separate production equipment configuration or lines for 2 kg and 10 kg packs each. The production equipment performs operations beginning from filling, weighing, packaging, sealing/sewing to roll-out of package. The entire process is closely operated by trained and hygienically kitted factory superintendents.

Other component facilities and units of the factory are as follows: input section, product storage section, quality assurance test laboratory, mini-clinic, machine control room, cloak section, office section, rest room and lodge.

The 2-kg packaging line has operational capacity for 5,000 packs a day, that is, 10 Metric Tons while the 10-kg packaging line has operational capacity for 500 packs a day, that is, 5 Metric Tons. Altogether, the packaging factory has operational capacity to handle 15 Metric Tons of High Quality Garri every day.

The food quality test laboratory is the first of its kind in Delta State. The laboratory will in the future be available for food quality assessments regarding other agricultural commodities. The food products that will benefit from the use of the quality test laboratory facilities include



processed fish, yam flour, cassava flour, cassava starch and cassava chips.

Product name and trademark registration for garri and other food products: The foods export initiative has secured an all-embracing all-time product name, label and trademark registration for garri and other food products from the state. This is a very significant license for food product branding and marketing and the foods export initiative can franchise this product name and trademark to private sector in due course. The product name is DELTASTATE FOODS and the label or trademark is as shown on the 2-kg and 10-kg packs.

Established an ongoing export market for high quality garri: The foods export initiative has secured export-targeted offtakers for high quality garri from the state. So far, a total of 36 Metric Tons of high quality garri have been exported to United Kingdom.





The feedback from the export offtaker indicates consumer enthusiasm for the high quality garri. In particular, the diaspora consumers report great satisfaction with the quality, decency and ease-of-handling of the product.

Job Creation Effect: Every Metric Tonne of garri packaged for export generates a total labour input of 110 man-days, that is, a total of 1,654 man-days for daily output of 15 Metric Tons. Given a year of 246 work-days, a daily output of 15 metric Tons will give a total annual production of 3,690 Metric Tons which extrapolates to a total man-days of 6,102,338 per annum. The annual job creation impact therefore is in the range of a total of 24,409 direct and indirect jobs along entire cassava-to-garri value chain comprising land preparation, planting, weeding, harvesting, transportation, peeling, processing, logistics and packaging.

Wealth Creation Effect: The daily packaging factory capacity of 15 Metric Tons translates to a daily demand for 60 Metric Tons cassava tubers, equivalent of an average of 6 hectares of cassava stand on daily basis, and 30 hectares of cassava stand in a week and 120 hectares of cassava stand in a month. In total, the garri processing, packaging and export create, at full capacity, ready and fair market for 14,760 Metric Tons of cassava tubers per annum, from 1,476 hectares of cassava stand per annum.

Developmental Impact: The development impact is an outgrowth of the transformation of the cassava-garri value chain which has phenomenal spill-over social and economic effects. The impetus from the upward demand for cassava tubers is encouraging the planting of high-yield cassava varieties that satisfy the quality requirements of the foods export initiative.



The demonstration effect of quality standards for agricultural products is serving as a potent advocacy tool for making farmers and processors more conscious of quality and market requirements.

Capacity Building and Human Resource Development: One inestimable impact of the foods export project is the transmission and impartation of capacities and knowledge on staff of the State Ministry of Agriculture & Natural Resources and State Ministry of Commerce & Industry (now Trade and Investment) regarding the administration and enforcement of food quality and standards. These capacities and knowledge were lacking among the staff, before the implementation of the foods export initiative.



CHAPTER FIVE

**ANALYSES OF INTERNAL AND EXTERNAL
ENVIRONMENT OF THE BUREAU**



5.1 INTRODUCTION

This chapter presents the review of the "internal and external environment" factors and conditions which could have implications for the operations, successes and challenges of Delta State Job and Wealth Creation Bureau. The review is two-pronged. One, the analysis of strengths, weaknesses, opportunities and threats (SWOT) and two, analysis of political, economic, social, technological, legal and environmental (PESTLE) conditions.

The essence of SWOT analysis in the context of this Roadmap is to (i) identify and reinforce the strengths of the Bureau (ii) identify and overcome its weaknesses (iii) identify and utilize the opportunities for the Bureau in the operating environment and (iv) identify and cope with the threats to the Bureau in the operating environment. Knowledge and understanding of the Bureau's SWOT is fundamental to optimizing its organizational mission and goals and enhancing its capacity for self-reformation.

On its part, the PESTLE analysis examines the separate but interrelated dimensions of the Bureau's external conditions – political, economic, social, technological, legal and environmental factors. The Bureau does not exist or function in a vacuum.



Rather, there are extraneous conditions and factors which affect its existence, functioning and performance, regarding which it has no control whatsoever. The purpose of PESTLE assessment therefore is to generate proper understanding of these integral dimensions of the operating environment as knowledge basis for situating the management, functioning, challenges, performance, stability, resilience and sustainability prospects of the Bureau.

5.2 APPLYING KNOWLEDGE AND INSIGHTS FROM SWOT ASSESSMENT TO IMPROVE THE PERFORMANCE AND SUSTAINABILITY OF THE BUREAU

5.2.1 MEASURES TO REINFORCE AND USE THE BUREAU'S STRENGTHS FOR MAXIMUM IMPACT

STRENGTHS OF THE BUREAU	MEASURES TO REINFORCE AND USE THE STRENGTHS FOR MAXIMUM IMPACT
<ul style="list-style-type: none">• Establishment by Law guarantees institutional sustainability into the future	<ul style="list-style-type: none">• The Enabling Law should be sustained. It is the critical minimum legal instrument for existential basis and sustainability of the Bureau



STRENGTHS OF THE BUREAU	MEASURES TO REINFORCE AND USE THE STRENGTHS FOR MAXIMUM IMPACT
<ul style="list-style-type: none">• Professional Leadership and Management	<ul style="list-style-type: none">• Professionalism should be maintained in the conduct and delivery of programmes and services
<ul style="list-style-type: none">• Political backing by His Excellency, the Governor	<ul style="list-style-type: none">• Political support of His Excellency, the Governor is absolutely critical to the professional leadership management of the Bureau
<ul style="list-style-type: none">• Assured government funding	<ul style="list-style-type: none">• Government should continue to prioritize resource allocation to job and wealth creation programmes of the Bureau
<ul style="list-style-type: none">• Project culture approach to programme planning, execution and service delivery	<ul style="list-style-type: none">• Constant reorientation and retraining of staff of the Bureau for paradigm shift to focus on service delivery to programme beneficiaries



5.2.2 MEASURES TO OVERCOME THE BUREAU'S CURRENT WEAKNESSES

WEAKNESSES OF THE BUREAU	MEASURES TO OVERCOME THE BUREAU'S CURRENT WEAKNESSES
<ul style="list-style-type: none">• Lack of broad-based sources of funding – all funding comes from the state government	<ul style="list-style-type: none">• Mobilization of resources from non-government sources including private sector, civil society and international development partners
<ul style="list-style-type: none">• Predominantly supply-based approaches to programme selection and design	<ul style="list-style-type: none">• The selection and design of programmes should be more demand-driven, that is, greater involvement of prospective youths as target clientele
<ul style="list-style-type: none">• Low level of partnership and collaboration with international development partners – bilateral and multilateral	<ul style="list-style-type: none">• Deliberate proactive promotion of the Bureau's organizational brand among international development partners and consultation with these prospective partners on joint programmes, technical assistance and capacity building



5.2.3 MEASURES TO REAP THE OPPORTUNITIES IN THE OPERATING ENVIRONMENT

OPPORTUNITIES IN THE OPERATING ENVIRONMENT	MEASURES TO REAP THE OPPORTUNITIES IN THE OPERATING ENVIRONMENT
<ul style="list-style-type: none">• Increasing demand for job and wealth creation programmes among youths	<ul style="list-style-type: none">• The high credibility of the job and wealth creation programmes should be maintained
<ul style="list-style-type: none">• New and emerging skills and economies driven by technologies and innovations	<ul style="list-style-type: none">• The programme portfolio should be sufficiently flexible to incorporate new gainful sectors and enterprises
<ul style="list-style-type: none">• Wide acceptance of the job and wealth creation programmes by youths and stakeholders	<ul style="list-style-type: none">• The momentum should be sustained through deepened involvement of youths in programme selection and design. Funding should be adequate to meet growing demand for programme spaces.



5.2.4 MEASURES TO COPE WELL WITH THREATS TO THE BUREAU

THREATS IN THE OPERATING ENVIRONMENT	MEASURES TO OVERCOME THE THREATS IN THE OPERATING ENVIRONMENT
<ul style="list-style-type: none">• Intensified market competition arising from proliferation of same-product microenterprises	<ul style="list-style-type: none">• Encourage business partnerships among microenterprises to enhance their competitive abilities• Enhance capacity of microenterprises for higher quality of products, target customer base and markets
<ul style="list-style-type: none">• Unfair market and price competition from imported alternatives to the products of microenterprises	<ul style="list-style-type: none">• Build skills and competencies to customize goods and services to local consumers/buyers in order to outpace imported alternatives
<ul style="list-style-type: none">• Economic uncertainty occasioned by macroeconomic shocks such as inflation and high cost of doing business	<ul style="list-style-type: none">• Strategic partnering among microenterprises for joint purchasing of inputs to reduce unit costs• Increased flow of microcredit to cushion the increased working capital needs arising from inflation



THREATS IN THE OPERATING ENVIRONMENT	MEASURES TO OVERCOME THE THREATS IN THE OPERATING ENVIRONMENT
<ul style="list-style-type: none">• Uncertainty of the business regulatory frameworks (tax, business permits, land access, contract enforcement and dispute resolution, etc.)	<ul style="list-style-type: none">• Adequate enlightenment of microenterprises about the local business regulatory conditions and how to respond well to associated obligations
<ul style="list-style-type: none">• Irregular, inefficient and disruptive power supply and its attendant hike in the cost of doing business.	<ul style="list-style-type: none">• Clustering of microenterprises to use cost-effective shared power supply and eliminate the need for own provisioning of power.



5.3 USING INSIGHTS FROM THE PESTLE ASSESSMENT TO SUSTAIN THE BUREAU'S RELEVANCE, STABILITY AND IMPACT

PESTLE FACTOR (LIKELY SCENARIO)	MEASURES TO COPE WITH THE PESTLE FACTOR
POLITICAL FACTORS	
Change of political leadership and government authorities.	<ul style="list-style-type: none"> • Sustain and enforce the enabling law for the establishment of the Bureau. This is the responsibility of His Excellency, the Governor and Delta State House of Assembly.
Policy reversal and change of programme priorities.	<ul style="list-style-type: none"> • Subject every proposal on policy or programme change to the critical benchmarks for desired impact on the targeted youths.
Undue political interference by superior authorities.	<ul style="list-style-type: none"> • His Excellency, the Governor's political commitment and sustained protection of the Bureau's corporate values and organizational culture.



PESTLE FACTOR (LIKELY SCENARIO)	MEASURES TO COPE WITH THE PESTLE FACTOR
ECONOMIC FACTORS	
Economic shocks arising from inflation and increased cost of doing business.	<ul style="list-style-type: none">• System of proactive working capital support for micro and small enterprises (MSEs) to enhance shock absorption capacity.
Scarcity of inputs for microenterprises.	<ul style="list-style-type: none">• Bulk purchasing of inputs by cluster of micro and small enterprises (MSEs).
Uncertainty of funding by the government.	<ul style="list-style-type: none">• Forward-looking funding commitments by the government through the medium-term expenditure framework.• Establish Job and Wealth Creation Fund to protect job and wealth creation programmes from budget variabilities.• Embark upon constant drive for funding by private sector and civil society organisations.



PESTLE FACTOR (LIKELY SCENARIO)	MEASURES TO COPE WITH THE PESTLE FACTOR
ECONOMIC FACTORS	
High cost of doing business arising from irregular and inadequate infrastructure, particularly power supply.	<ul style="list-style-type: none">• Promotion of common facilities for power sharing among micro and small enterprises (MSEs).
SOCIAL FACTORS	
Insecurity and civil unrest.	<ul style="list-style-type: none">• Engage with relevant state authorities to mitigate undesirable impact of insecurity and civil unrest.
Social tensions arising from youths who fail the selection process.	<ul style="list-style-type: none">• Enlighten youths and stakeholders on the transparency and credibility of the beneficiary screening and selection criteria and process.



PESTLE FACTOR (LIKELY SCENARIO)	MEASURES TO COPE WITH THE PESTLE FACTOR
SOCIAL FACTORS	
Indiscipline and insubordination among youths.	<ul style="list-style-type: none">• Mindset reorientation and enlightenment on civility and personal responsibility among programme participants.
Intercommunal conflicts and land disputes.	<ul style="list-style-type: none">• Due diligence on communities as potential locations of projects, particularly agricultural projects.
TECHNOLOGICAL FACTORS	
Low technological capacity of trainers and service providers.	<ul style="list-style-type: none">• Promote technological absorption among trainers and service providers and set minimum technological standards for selection into the programme.• Organise capacity building workshops for enterprise/skills trainers.



TECHNOLOGICAL FACTORS	
Local scarcity of new and more efficient technologies for enterprise competitiveness.	<ul style="list-style-type: none">• Integration of new and efficient technologies (inputs) in the "startup" and "growth" support for programme beneficiaries.
Poor technological infrastructure.	<ul style="list-style-type: none">• Identify and use special technological service hubs with the requisite infrastructure.
LEGAL FACTORS	
Slow and inadequate contract enforcement and business dispute resolution mechanisms.	<ul style="list-style-type: none">• Contribute to advocacy for improvements in contract enforcement mechanisms and alternative dispute resolution mechanisms for micro and small businesses
Shortage of customized and affordable legal services for micro and small enterprises (MSEs).	<ul style="list-style-type: none">• Work with the legal system to create special windows for legal support to micro and small enterprises (MSEs)



LEGAL FACTORS	
Breach of or abandonment of performance contract by service providers.	<ul style="list-style-type: none">• Collaborate with relevant state authorities to institute strict contract enforcement rules and regulations.• Rigorous due diligence on prospective service providers to verify integrity and credibility claims.
ENVIRONMENTAL FACTORS	
Climate change risks to agricultural production and productivity vulnerabilities along the agricultural value chain (e.g., pest invasion, disease epidemic, crop failure, livestock mortality, soil degradation, river overflows, etc.).	<ul style="list-style-type: none">• Diffuse climate change adaptation strategies among programme beneficiaries to mitigate impact.• Collaborate with climate change adaptation programmes already in place.• Institutionalize insurance against climate risks to agricultural production and agribusiness activities.



ENVIRONMENTAL FACTORS	
Flooding and erosion risks to rural and urban communities and their economic activities.	<ul style="list-style-type: none">• Obtain and regularly apply weather information and related predictions as basis to evaluate flooding risks and take anticipatory or contingency measures to protect and sustain projects, particularly agricultural and resource-based enterprises.

5.4 STAKEHOLDER MAPPING

Stakeholder mapping gives insight on the persons, groups and associations as well as segments of society that affect and are affected, in various forms and degrees, by the existence, performance and fate of job and wealth creation programmes in Delta State. Understanding stakeholder importance and influence is crucial to inform and inspire proactive strategies and efforts of the Bureau in engaging constructively and effectively with the stakeholders.

The matrix below shows the categories of stakeholders of the state government's job and wealth creation programmes: (i) persons, groups and organisations that are directly affected and highly influential



(ii) persons, groups and organisations that are not directly affected but highly influential.

From the perspective of importance-cum-influence, both categories of stakeholders are critically fundamental to the conduct, effectiveness and sustainability of job and wealth creation programmes. Therefore, in order to succeed in a sustainable manner, the Bureau should continually engage with these stakeholders individually and collectively, listen to them, understand them and respond accordingly.



Mapping of stakeholders for effective and sustainable management of DS-JWCB job and wealth creation programmes

Directly affected and highly influential	Not directly affected but highly influential
<ul style="list-style-type: none"> • His Excellency, Governor of Delta State • Youths including persons with disabilities, youth groups and youth associations • Political leadership at the state, local government area and community levels • Political office holders (Commissioners, Special Advisers, Members of Boards, Head of Parastatals and Agencies and others) • State Legislators (Members of Delta State House of Assembly) • Students in post-secondary colleges, polytechnics and universities • Alumni of job and wealth creation programmes • Trainers and mentors under job and wealth creation programmes 	<ul style="list-style-type: none"> • Officials of the State Government (the state government bureaucracy) • Town Unions • Religious Leaders and Organizations and Faith-based Groups • Private Sector (micro, small and medium-scale enterprises) • Civil Society (non-governmental organizations, advocacy groups, philanthropic organization) • Development Partners (International and national) • Federal Government Agencies • Traditional Rulers and Community Leaders • Women associations and groups • Diaspora Deltans • Collaborating Ministries, Departments and Agencies (MDAs)

ramme Cycle 2017/2018



CHAPTER SIX

STRATEGIC DIRECTION



6.1 THE THEORY OF CHANGE

Policy interventions aimed at tackling unemployment through job and wealth creation in Delta State had always featured in the campaign promises of past regimes since the creation of the state. However, these interventions did not deliver on their promises and therefore failed to meet the expectations of Deltans. This was the initial scepticism that DS-JWCB received when it was unveiled by His Excellency, Governor Okowa's regime. It took the repeated assurance of the government and the practical steps that was taken especially by creating a law to establish the DS-JWCB to convince people that the programme has a different strategic approach towards tackling unemployment in Delta State.



Therefore, the Theory of Change of the DS-JWCB is that while previous job and wealth creation programmes sought to prepare people for employment, the Job and Wealth Creation Scheme (DS-JWCB) seeks to produce wealth creators and job creators.

A critical element of this new theory of change is that it had a different strategic approach towards selection and screening processes, training approach, management system and collaboration with the organized private sector. In addition, another distinguishing element of the new theory of change is that DS-JWCB is not a typical empowerment programme that is often cash based. It is not only about skills acquisition, but also about building a knowledge economy.

6.1.1 Rationale for a New Theory of Change

The New Theory of Change (ToC) is driven by current realities of the Nigerian economy and challenges posed by growing youth unemployment at all levels of government. Therefore, the rationale for the new theory of change is sustainability through ensuring that the programme grows to achieve its long-term objectives without depending on the government for its funding and survival.



The critical elements driving the new theory of change include the need to quickly diversify the Nigerian economy away from dependence on oil, and create an entrepreneurial class that will drive a knowledge economy based on the opportunities provided by the Digital Age. Others include to create an ecosystem of production of goods and services that will be self-propelling in terms of job and wealth creation; to change the narrative of Nigeria as global centre for poverty and to sustain the DS-JWCB programme without much recourse to government funding.

6.2 CONCEPTUAL FRAMEWORK OF THE STRATEGIC DETERMINANTS OF PERFORMANCE OF JOB CREATION

The conceptual framework of the strategic determinants of job creation performance describes the relationship of the various elements of the job creation programmes, the variables and conditions that impact them, and how these affect the achievement of the programme objectives. This is shown in the figure below.

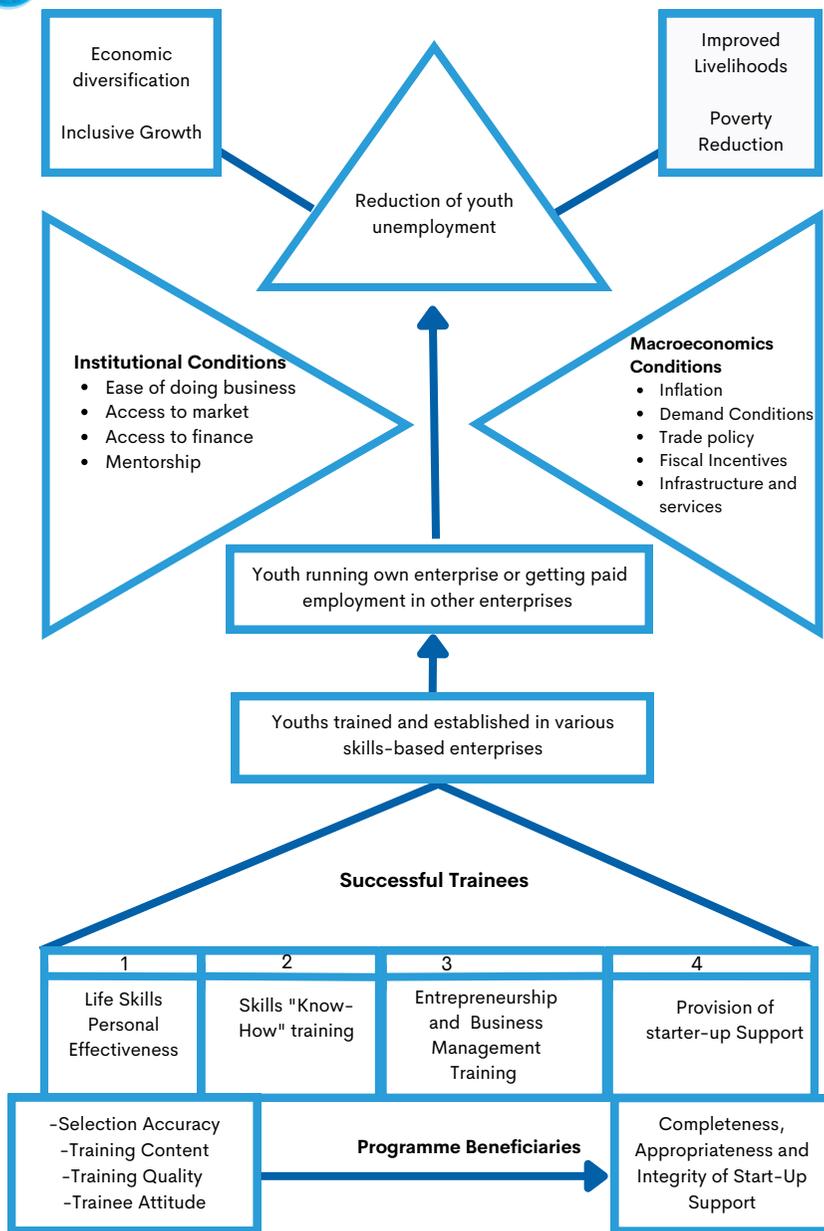


Fig. 6.1: Conceptual Framework of the Strategic Determinants of Performance of Job Creation



6.3 THE THEORY OF ACTION

The theory of action that will deliver on the new theory of change will focus on identifying the broad goals of DS-JWCB that will focus on addressing current challenges and provide strategies to achieve the goals and objectives effectively, efficiently and in sustainable manner in the long term. Specifically, the theory of action will strengthen the enabling law of the Bureau to further insulate it from political interference; restructure the management system to ensure optimal use of resources and to create demand-side ownership of the programmes to ensure that the entire citizenry, rather than the government protects and promotes the programme given its contribution to the economy of Delta State and that of Nigeria.

6.4 GOALS AND OBJECTIVES OF THIS ROADMAP

This Roadmap identifies a set of goals and objectives. These include:

1. increasing the consolidated number of beneficiaries by annual growth rate of 60% during the period 2023 to 2026;
2. increasing the level of government funding by annual growth rate of 60% during the period 2023 to 2026;



3. increasing non-government funding to at least 20% of total annual funding by the state government, during the period 2023 to 2026;
4. strengthening the institutional capacity and operational ability of Delta State Job and Wealth Creation Bureau to plan, design and implement job and wealth creation programmes through 2026;
5. expanding market access of beneficiaries to ensure improved enterprise incomes and profits for startups; and
6. improving success rates among programme beneficiaries to 95% by 2026.

These targets are to be achieved through well set out objectives and activities, with a hierarchy of results (output, outcome and impact) that will be monitored and measured through a Performance Measurement framework that has relevant key performance indicators (KPIs).

The strategic objectives are:

1. To expand the scope of DS-JWCB Programmes and increase the number of intakes;
2. Increase the level of private sector financing of the programme;



3. Strengthen the capacity of the legislature to resist disruptive change in the relationship of the Bureau with MDAs to emphasize independence and control;

4. Treat market development as a major pillar of the programme because demand is key to the survival of the entrepreneurs; and

5. Enhance user demand for and sustainability of the job creation programmes.



CHAPTER SEVEN

PERFORMANCE MANAGEMENT



7.1 MONITORING AND EVALUATION (M & E) FRAMEWORK

The Monitoring and Evaluation (M&E) framework of this Roadmap will utilise a results framework approach that sets out inputs, outputs, outcomes, impact, key performance indicators (KPIs) or milestones, assumptions, risks and mitigants.

The inputs will be captured and measured at the activity level; outputs will be captured and measured at the programme or project level; outcomes will be captured and measured both at the organisational level and state levels; while impact will be measured at the state or societal level. The KPIs or milestones will measure progress towards attainment of targets. The assumptions will be a set of conditions within which implementation and performance will occur. The risks are the likely events that if they occur could negatively impact the attainment of set targets; while the mitigants are measures that could be put in place to reduce the negative impact of the risks, if not completely eliminating them.

Currently, the DS-JWCB has complementary monitoring, evaluation and feedback approaches, as follows:

1. Direct in-programme checks and tracking by the implementing unit;



2. Monitoring and evaluation of programme implementation, results and outcomes by the Research, Planning and Quality Assurance Unit;
3. Independent (external) monitoring of programme activities and programme beneficiaries by Directorate of Youth Monitoring and Mentoring;
4. Digital Programme Management System (DPMS) - www.deltastatejobcreation.net; and
5. Job Creation Accounting Framework (JCAF) for all-MDAs accounting and reporting of job creation achievements.



Activities of Directorate of Youth Monitoring and Mentoring (DYMM)



Digital Programme Management System (DPMS) - www.deltastatejobcreation.net is a robust virtual facility for data organisation, storage and retrieval for administrative operations, management actions, status checking of programme operations and tracking of historical and current performance data. Moreover, it gives real-time public dissemination of programme flow, implementation activities and operating tools as well as data on beneficiaries.

The external M&E tool is the Job Creation Accounting Framework (JCAF), which is designed to track, measure and document job-creation achievements of Delta State Government. It is a central appraisal tool that ensures timely, accurate and adequate capture and feedback on job creation outcomes/achievements across MDAs of Delta State on a half-yearly basis.

The JCAF consists of a matrix with types and numbers of jobs attributable to any programme/project implemented by an MDA either wholly or in partnership with private sector or non-state actors.

The Research, Planning, and Quality Compliance Unit of the Bureau should be strengthened to implement the M&E framework.



7.2 CROSSCUTTING PROGRAMME PERFORMANCE INDICATORS

DS-JWCB has identified a set of indicators to measure success for the scheme. These include: process and input indicators which cut across the three programmes – YAGEP, STEP and GEEP.

7.2.1 PROCESS INDICATORS

- Transparency and objectivity of the selection process – openness of application procedures.
- Public knowledge of the eligibility criteria and selection procedure.
- Public confidence in the selection process.
- Inclusiveness of the selection process – male, female, geographical spread and extent of coverage of persons with disabilities.
- Accuracy of the targeting design.
- Integrity of the monitoring and feedback process.
- Equity and fairness of distribution of intakes across all the LGAs.
- Knowledge of enterprise break-even size as well as break-even cycle, particularly for YAGEP enterprises.

7.2.2 INPUT INDICATORS

The inputs and their indicators are common for all the programme areas. These include:

- adequacy of funding for programme activities;



- timeliness of fund releases to meet expenditure commitments;
- adequacy of staffing – to have the right number of staff to cover programme areas;
- quality of staffing that match the specific job characteristics and requirements;
- availability of qualified external resource persons for outsourced activities;
- availability of qualified beneficiaries for the programme areas; and
- availability of production inputs such as seedlings, fingerlings, machinery, etc.

7.3 YAGEP PERFORMANCE INDICATORS

7.3.1 OUTPUT INDICATORS

1. Percentage of intakes that completed training (or conversely, the percentage of intakes that dropped out before completion of training).
2. Percentage of trainees who received establishment starter packs.
3. Percentage of graduands that have functional enterprises.
4. Quality of products or services produced by YAGEpreneurs.
5. Male–female ratios in YAGEP.



7.3.2 OUTCOME INDICATORS

1. Percentage of YAGEP training centres or enterprises providing satisfactory training.
2. Percentage of graduands that own and run their enterprises.
3. Level of market patronage of business enterprises owned and run by YAGEpreneurs
4. Percentage of YAGEP enterprises that are keeping basic business records and accounts.

7.3.3 IMPACT INDICATORS

1. Percentage of YAGEP farm enterprises that survive after (that is, successfully complete) the first production cycle.
2. Percentage of YAGEP enterprises with profitable production cycle.
3. Percentage of YAGEP enterprises that are employing additional persons.



7.4 STEP PERFORMANCE INDICATORS

7.4.1 OUTPUT INDICATORS

1. Percentage of intakes that completed training (or conversely, the percentage of intakes that dropped out before completion of training).
2. Percentage of trainees who received establishment starter packs.
3. Percentage of graduands that have functional shops/enterprises.
4. Quality of products or services produced by STEPpreneurs. Male-female ratios in STEP.

7.4.2 OUTCOME INDICATORS

1. Percentage of STEP training centres or enterprises providing satisfactory training.
2. Percentage of graduands that own and run their enterprises.
3. Level of market patronage of business enterprises owned and run by STEPpreneurs.
4. Percentage of STEP enterprises that are keeping basic business records and accounts.



7.4.3 IMPACT INDICATORS

1. Percentage of STEP enterprises that survive after (that is, successfully completed) the first year of business.
2. Percentage of STEP enterprises that made profit within the first year of operation.
3. Percentage of STEP enterprises with profitable business operations in the first three years of operation.
4. Percentage of STEP enterprises that are employing additional persons.

7.5 GEEP PERFORMANCE INDICATORS

7.5.1 OUTPUT INDICATORS

1. Number of employability and job readiness workshops organised by the Job and Wealth Creation Bureau.
2. Number of private sector establishments that take part as hosts in the graduate internship facility.
3. Number of graduates who take part in the employability and job readiness workshops.
4. Number of graduates who take part in the graduate internship facility.



7.5.2 OUTCOME INDICATORS

1. Number of participants of employability and job readiness workshops who demonstrate improvement in job readiness and employability.
2. Number of participants of employability and job readiness workshops who obtain employment.
3. Number of participants of graduate internship facility who get retained or employed by host private sector establishments.

7.5.3 IMPACT INDICATORS

1. Improvement in economic wellbeing of beneficiaries of the job creation programmes.
2. Reduction in the rate of youth unemployment.
3. Growth in economic diversification.
4. Growth in sector outputs, e.g. MSMEs, agricultural commodity outputs, etc.
5. Number of youths becoming employed (direct and indirect jobs) through the job creation programmes.



7.6 THE RESULTS FRAMEWORK

The results framework for the measurement of the performance of Job and Wealth Creation Programmes is given as follows:

Table 7.1: Results Framework for the Bureau

Strategic Goal 1: Increase the number of beneficiaries by annual growth rate of 60%	
Strategic Objectives	Expand the scope of DS-JWCB programmes and increase the number of intakes.
Expected Outcomes	Drastically reduce the level of unemployment in the State.
Indicators	Percentage of unemployed youths in Delta State.
Baseline	Unemployment rate was 31.14% while underemployment rate was 24.01% as at Q4 2020 (NBS March 2021).
Target	Reduce the current level of youth unemployment by 60%.
Activities	Increase awareness campaign. Incentivise programmes that record low intakes. Increase resources to the DS-JWCB.



Strategic Goal 2: Increase the level of non-government funding to at least 20% of total funding from the state government	
Strategic Objectives	Increase the level of private sector financing of the programme.
Expected Outcomes	Drastically reduce dependence on government for funding.
Indicators	Percentage increase in private sector credit to beneficiaries.
Baseline	Private sector financing is currently at zero level.
Target	Increase the quantum of credit to DS-JWCB program beneficiaries by 60% per annum.
Activities	Develop a financing strategy to leverage private sector funding. Promote the establishment of loan/credit guarantee schemes for programme beneficiaries. Mobilise support and funding from international development partners.



Strategic Goal 3: Strengthen the institutional capacity and effectiveness of DS-JWCB	
Strategic Objectives	Strengthen the capabilities and resource base of the Bureau for enhanced effectiveness and impacts.
Expected Outcomes	Improved efficiency, effectiveness and impacts in promoting youth entrepreneurship and employment.
Indicators	Quality of beneficiaries in business startup, entrepreneurship and innovation, as measured by the practices and behaviour of beneficiaries.
Baseline	Current level of effectiveness and impact on the quality of beneficiaries in terms of profitability, innovativeness, resilience and smart business practices.
Target	Higher degrees of effectiveness and impact on quality of beneficiaries in terms of profitability, innovativeness, resilience and smart business practices.
Activities	Staff training sessions and capacity building workshops and seminars. Task team approach to programme management and service delivery. Staff motivation and incentive system to elicit and reward higher productivity.



Strategic Goal 4: Improve the success rates among programme beneficiaries to 95% by 2026	
Strategic Objectives	Enhance beneficiary demand for and sustainability of the job creation programmes.
Expected Outcomes	Minimise dropout rates among programme beneficiaries.
Indicators	Percentage of beneficiaries that establish and continually run their enterprises in a successful manner.
Baseline	Success rate is currently 77%.
Target	Increase success rates to 95% by 2026.
Activities	Selection accuracy to minimise wrong targets. Improve motivation and role modelling of beneficiaries. Improve training quality and content. Establish beneficiary enterprise support systems for survival and growth such as common or shared facilities and creation of shelter-clusters for enterprise start-ups. Tracer studies or tracking studies to find active beneficiaries.



CHAPTER EIGHT

IMPLEMENTATION FRAMEWORK



8.1 ORGANOGRAM OF THE BUREAU

The structure of DS-JWCB as contained in the enabling law (DS-JWCB Law No. 11 of 2019) is presented in the organogram below.

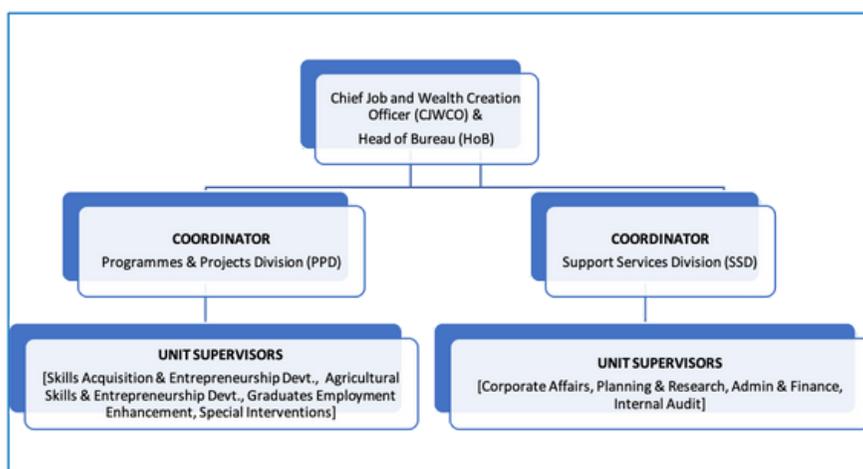


Figure 8.1: Organogram of Delta State Job and Wealth Creation Bureau

The structure of DS-JWCB is smart and simple. At the helm of affairs is the Chief Executive Officer and Head of the Bureau, with two Coordinators for Programme and Support Services directly reporting to him. Under each Coordinator are four units with Unit Supervisors.



Chief Job and Wealth Creation Officer & Head of Bureau

The Chief Job and Wealth Creation Officer is the Chief Executive Officer and Head of the Bureau, with responsibility to oversee, administer and manage the affairs of the Bureau.

Coordinator, Programmes & Projects Division (Programme Coordinator)

The Programme Coordinator reports directly to the Chief Executive and is responsible for:

- Co-designing of tailor-made programmes, projects and initiatives;
- Carrying out day-to-day implementation and management of customized programmes, projects and initiatives;
- Functioning as secretariat for real-time observatory for programme and project operations;
- Generating field reports of programmes and projects implementation; and
- Coordinating the programmes and projects under the direction of the Chief Job and Wealth Creation Officer.



The Programmes & Projects Division has four operational units. Each Unit is run by a Supervisor, who reports to the Coordinator, Programmes & Projects Division. The units are :

- i. Skills Training and Entrepreneurship Development;
- ii. Agricultural Skills and Entrepreneurship Development;
- iii. Graduates Employment Enhancement; and
- iv. Special Interventions, Gender and Persons with Disabilities.

Coordinator, Support Services Division

The Support Services Division comprises four (4) Units. Each Unit is run by a Supervisor who reports to the Coordinator, Support Services Division. These are:

- i. Corporate Affairs Unit
- ii. Planning, Research and Quality Compliance Unit
- iii. Administration and Finance Unit
- iv. Internal Audit



Corporate Affairs Unit

- Manages inter-agency relations and collaborations within the government;
- Handles collaboration and partnership with local, national and international partners, such as International Development Partners (World Bank, EU, DFID, USAID, UNDP, UNIDO, ILO, etc.), NGOs, Private Foundations;
- Coordinates collaborations and relationships with stakeholders – local communities, non-state organisations, local government councils, other state governments and federal government;
- Coordinates job and wealth creation exhibitions, fairs and expos;
- Manages the Bureau's protocols and related matters;
- Handles legal issues;
- Handles media and publicity of the programmes, projects and activities of the bureau
- Prepares and disseminates programmes and projects information to stakeholders, partners and collaborators;
- Obtains feedback on press coverage and media publicity of the bureau's activities and programmes; and
- Creates and manages relationships with the press and other media.



Research & Quality Assurance Unit

- Conducts research and analysis in support of programme planning and implementation;
- Organizes programme data collection, collation, storage and retrieval;
- Coordinates programme innovation matters; and
- Carries out quality assurance.

Administration & Finance Unit

- Staff welfare, staff discipline and staff records;
- Administrative documentation, document storage and internal administration procedures;
- Manages vehicles and supplies;
- Warehousing and logistics;
- Financial management, expenditure operations and accounts; and
- Security matters.

Internal Audit Unit

- Internal audit and control; and
- Reports directly to Chief Job and Wealth Creation Officer.



8.2 GOVERNANCE AND MANAGEMENT

8.2.1 GOVERNANCE

The job and wealth creation scheme is service-oriented and beneficiary-focused. The programmes are live in nature and time sensitive. Much of the success of the scheme owes largely to the programme and governance culture already in place. This organisational paradigm involves minimal bureaucratic bottlenecks in the execution and delivery of programme services, fund disbursement, constancy and predictability in fulfilling commitments.

Therefore, the critical benchmark for the configuration and governance of the Job and Wealth Creation Bureau is and should continue to be minimising hierarchical levels of reporting and simplifying/clarifying lines of accountability. This innovative approach is the prerequisite for responsive, timely and effective delivery of programmes and projects, which should be sustained.

8.2.2 MANAGEMENT

The management structure of the Bureau is simple, concise and results focused. Given that reporting lines are short, management is more efficient and faster in taking decisions and executing functions. This should be sustained and strengthened into the future.



8.3 COMMUNICATION, COORDINATION AND TECHNOLOGICAL CAPACITY

8.3.1 COMMUNICATION

Good communication builds confidence and trust amongst the members of an organisation and with its stakeholders. Communication in the organisation should be vertical and horizontal as well as internal and external. The Bureau should sustain its clear and simple formal lines of communication between management and staff (top-down and bottom-up). Also, as presently the case, there should be room for informal communication between and amongst staff to build a friendly work environment. Digital media tools such as emails, WhatsApp, virtual meeting apps such as Zoom, Microsoft Teams, etc. and face-to-face meetings (formal and informal) should be confinicially utilised appropriately to enhance internal communication.

DS-JWCB should continue to communicate effectively with its external customers or stakeholders using both traditional and new media. The traditional media include newspapers, radios and television. The new media tools include websites, emails, podcasts, YouTube, Facebook, Instagram, Twitter, etc. Besides, the Bureau should hold regular public dialogue sessions with its stakeholders to give information to and elicit feedback from the public.



The Corporate Affairs Unit of the Bureau should be strengthened to effectively implement the Bureau's communication strategy. This should include a map of the Bureau's stakeholders, their information needs, communication channels and tools. The stakeholders would include:

- Trainees/beneficiaries;
- Training centres, trainers and resource persons;
- Parents/guardians of trainees/beneficiaries;
- State Government and Federal Government;
- Collaborating with Ministries, Departments and Agencies (MDAs);
- Private companies and private sector organisations in employment and youth empowerment;
- Civil society organisations and community organisations; and
- International Development agencies.





8.3.2 INFORMATION TECHNOLOGY

The Bureau should deploy appropriate information technology tools and platforms in its operations. These should include having e-government capabilities such as integrated information management systems (wide or local area networks) to link the organisation and its partners or beneficiaries. Staff and management should continually have computers to work with; official email addresses should be assigned to management, staff, and certain categories of beneficiaries to ease safe communication and workflow. Likewise, DS-JWCB should continue to maintain a robust website and social media presence including Twitter, Facebook, Instagram, etc. Virtual work capabilities should be acquired and maintained such as data network equipment and tools, virtual meeting applications and e-learning opportunities.





8.3.3 DOCUMENTATION

As presently done, documentation should be routinely and strategically incorporated in the operations of the Bureau. Also, audit trails of official communication, memos and approvals as well as proper electronic and manual filing and back-up systems for documents should be sustained.

In the same manner, the current system of electronic and physical storage of information resources, training guides, instruction manuals, operating procedures, working tools and publications should be continued.

8.3.4 CAPACITY BUILDING AND SUSTAINABILITY FRAMEWORK

Central to DS-JWCB capacity building strategy is staff training, retraining, professional growth and networking, knowledge management and organisational development. Building on the solid foundation already laid, the Bureau should intensify its capacity enhancement measures over the short-to-medium term. In line with best practice, assessment of skills gap and training needs should be continually undertaken to sharpen the focus and effectiveness of capacity building at both staff and organisational levels.

As part of the organisational development efforts of the Bureau and towards enhancing the skills, competencies and motivation of staff, capacity building workshops were undertaken in April–May 2021.



The capacity building workshop series was designed to enhance DS-JWCB organizational approaches; strengthen workplace milieu and improve the capabilities of management and staff for greater organizational performance and impact. The capacity building initiative was implemented through a series of modulated topical workshops covering key organizational development aspects, namely: (i) strategic planning, (ii) project management culture, (iii) customer relations or service delivery, (iv) leadership and teamwork, and (v) performance measurement.

8.3.5 INTER-AGENCY COORDINATION AND SYNERGY

DS-JWCB activities and programmes sometimes involve or impact other MDAs of the state government. As an agency of the state government, the "functioning and performance" of DS-JWCB affects and is affected by the "functioning and performance" of other agencies of the state government. Moreover, there exists some overlapping between the functional scope of DS-JWCB and other government agencies such as Technical and Vocational Education Board, Ministry of Trade and Investment, and Delta State Micro, Small and Medium Enterprises Development Agency.



Therefore, strengthening collaboration, coordination and synergy across these MDAs will help in removing or reducing duplication towards improving efficiency of operations and results. This could be done through regular meetings, dialogues and firm commitments on what aspects of the job creation programmes that each of these agencies should focus on. Following the decisions reached, there should be strong resolve by all parties and true sense of commitment to keep to the agreed guidelines and operational boundaries.

8.3.6 JOB CREATION AND YOUTH EMPOWERMENT COLLABORATION FRAMEWORK

Already, there is an existing collaboration arrangement that brings together all MDAs involved in Job Creation and Youth Empowerment. This framework is called "Collaboration Framework of MDAs involved in Job Creation and Youth Empowerment". This framework is the platform for the streamlining and harmonization of approaches, tools, processes and exchange of inter-agency information.

The MDAs that the Bureau interfaces with include:

- Ministry of Women Affairs, Social and Community Development (MWASCD);
- Ministry of Girl Child Entrepreneurship and development;



- Ministry of Youth Development (MYD);
- Ministry of Agriculture & Natural Resources (MANR);
- Ministry of Science and Technology;
- Ministry of Economic Planning (MEP);
- Delta State Micro, Small and Medium Enterprises Development Agency (DEMSMA);
- Technical and Vocational Education Board (TVEB); and
- Directorate of Youth Monitoring and Mentoring (DYMM)

This Collaboration Framework has developed key protocols and instruments for achieving inter-agency harmony, synergy and collective impacts of the entire job creation and youth empowerment efforts of the state government. The collaboration instruments and measures that currently exist to guide the implementation and monitoring of job creation and youth empowerment programmes include:

1. standardized procedure and criteria for the selection of beneficiaries;
2. harmonized skills training manuals;
3. harmonized enterprise starter pack checklists;
4. cross-matching of database of beneficiaries to eliminate duplications and opportunistic applicants;



5. information sharing and joint reviews regarding skills training centres and trainers; and

6. uniform process of monitoring of programmes as applied by the Directorate of Youth Monitoring and Mentoring (DYMM).

It is crucially important that this collaboration framework be sustained and improved in the years ahead.





CHAPTER NINE

CRITICAL SUCCESS FACTORS AND PATHWAY TO SUSTAINABILITY



9.1 FACTORS AND CONDITIONS UNDERLYING PROGRAMME SUCCESS 2015 - 2023

The widely acknowledged achievements and impacts of the DS-JWCB from 2015 to date are results of several critical success factors. These factors include conducive political leadership, professional and managerial competence, funding as well as integrity of programme operations. These “winning” factors should be reinforced and sustained over the plan period.

9.1.1 POLITICAL COMMITMENT AND EFFECTIVE LEADERSHIP OF HIS EXCELLENCY, THE GOVERNOR



His Excellency, Sen. Dr. Ifeanyi Okowa with Prof. Eric Eboh, CJWCO.



There are three outstanding elements of political leadership and commitment demonstrated by the Governor of Delta State, Dr. Ifeanyi Okowa. They are clear vision, political backing and constant oversight and guidance to the scheme.

First and foremost, the Governor had a clear vision of the job creation programmes right from his campaign manifesto. Job creation for the youths was a cardinal priority of the Governor under the larger S.M.A.R.T Agenda that encapsulated his development vision and policy priorities for Delta State.

The Governor took timely action, soon after he assumed office on the 29th of May 2015, to set up a Steering Committee on Job Creation (a multi-stakeholder programme planning and design committee), on the 10th of June 2015. This was followed with the creation of a programme unit - Office of Chief Job Creation Officer together with the appointment of a competent and capable professional as Chief Job Creation Officer on the 30th of June 2015.

Secondly, the Governor provided unwavering political backing to the Office of the Chief Job Creation Officer in the entrenchment of programme culture that is focused on service delivery, results and outcomes.



Some Members of the Steering Committee on Job Creation, 2016

Consequently, the Office of the Chief Job Creation Officer has earned the confidence and support of stakeholders in the private sector, local communities and public sector. The support from a wide range of stakeholders has been highly instrumental in getting the programme design and implementation right on track.

Thirdly, the Governor availed the programme constant oversight and guidance. The culture of oversight permeated all layers of the programme management and fired up the energies of everyone involved in the programme towards delivering results in a timely and verifiable manner.



9.1.2 SOUND PROGRAMME DESIGN AND PLANNING FROM INCEPTION

The Multi-stakeholder Ad-hoc Steering Committee on Job Creation set up by the Governor to design and plan the delivery of the programme went to work with a mind set for success. The underlying question or concern at the planning stage was how to avoid the pitfalls and failures of previous similar initiatives. This entailed making the right analysis and having clear understanding of why they failed. Having identified failure factors in previous initiatives and things to avoid, the thinking shifted towards things to do and how to do them well to succeed.

Therefore, from inception, the underlying philosophy of the job creation programme is that “the success of the job creation beneficiaries is the success of the job creation programme and the success of the job creation programme is measured by the success of the job creation beneficiaries”. Clearly, the job creation programme is about the beneficiaries, their successes and their future.



9.1.3 THE PROFESSIONAL LEADERSHIP OF THE DS-JWCB



Chief Job & Wealth Creation Officer delivering talk to beneficiaries

The professional capability and tenacious commitment of the Chief Executive Officer and Head of the DS-JWCB contributed to the evident success of the Delta State Wealth and Job Creation programme over the years. This professionalism, leadership style and programme management capabilities have provided the right foundation and structure for the growth and development of the bureau. These vital ingredients need to be sustained into the future to ensure continued success and impacts of the job and wealth creation amongst youths in Delta State.



9.1.4 INDEPENDENCE AND PROFESSIONALISM OF THE BUREAU

The Bureau enjoys substantial independence with respect to the authority and responsibility for programme design, coordination and implementation, which clears any bureaucratic clogs in its operations. Working in close collaboration and synergy with the relevant MDAs, the DS-JWCB is delivering on the vision of the Governor, and its mandates to create jobs and wealth for Deltans. For maximum effectiveness and impacts, the Bureau should be continually run in a professional manner anchored on best-practice programme management and oriented towards service delivery to target beneficiaries'

9.1.5 TRANSPARENCY AND CREDIBILITY OF THE BENEFICIARY SELECTION PROCESS

The objectivity in the targeting and selection of programme beneficiaries was a potent factor in the achievement of desired programme outcomes. The bureau deploys a multi-stage criteria-based selection procedure. This is implemented through open calls for applications (using print, electronic and online media), profiling of applicants to pre-qualify the candidates and conducting of physical verification and assessment-of-interest interviews on pre-qualified candidates to produce a short-list for every local government area.



Thereafter, the candidates are selected based on decreasing order of interview scores starting with the highest score progressively until the pre-determined number (quota) of beneficiaries is reached. By this procedure, the selection process is transparent, objective and trusted by applicants and stakeholders. In terms of coverage, the selection process yields equitable and fair representation across all local government areas.

9.1.6 HIGH QUALITY OF TRAINING CONTENT AND DELIVERY

The vocational and agricultural skills training are based on standard training modules prepared by practitioners and strictly implemented through daily activity logbooks maintained in every training centre.

While the training modules ensures quality assurance by trainers/training centres, the daily activity logbook is the tool for ensuring discipline among the beneficiaries, preventing truancy and absenteeism and upholding the credibility of training. The training design has elicited great stakeholder confidence on the grounds of the uncompromised quality of training, enforcement of discipline and the responsiveness of the training content and delivery to beneficiary needs and interests.



9.1.7 THE INTEGRITY OF THE ENTERPRISE STARTER PACK

'Starter pack' refers to the set of equipment, tools, materials and resources critically required for the graduating beneficiary to set up and run a successful business in the given enterprise. The programme design places much emphasis on the completeness, appropriateness and integrity of the starter pack to ensure that the beneficiary has the critical minimum condition for successful start-up. The essence is to avoid the pitfalls of similar empowerment programmes characterized by incomplete enterprise start-up packages delivered in piecemeal manner.

To get it right, the enterprise starter pack is formulated by a panel of practitioners, adopted by the Bureau and provided as a full package in a timely manner.

The form and content of starter packs vary from one enterprise to another because of the varying needs of respective enterprises. In addition, to ensure openness and transparency, clarify expectations and maintain confidence, the beneficiaries are informed about the enterprise starter pack at the point of entry into the programme. In addition, the enterprise starter packs are published on the Bureau's website and portal for public information and feedback.



This degree of transparency and openness has immensely contributed to stakeholder confidence and demand for the programme by youths in the state.

9.1.8 “PROJECT CULTURE” APPROACH TO PROGRAMME IMPLEMENTATION AND SERVICE DELIVERY

The application of ‘project culture’ in job and wealth creation programme design and implementation and service delivery is one of the essential ingredients pivotal to successes achieved over the years. The project culture is underscored by the fact that Job and Wealth Creation Bureau was founded as a Special Purpose Vehicle (SPV) to ensure the efficient, effective and impactful design and implementation of youth-targeted job and wealth creation programmes of the state government. Under the project culture approach, programme design and implementation are characterized by a system of “business-oriented” features including activity timelines, deliverables (outputs and outcomes), performance benchmarks (targets, criteria and indicators) and beneficiary feedback. The continuation and enhancement of project culture approach is therefore critically necessary for the future relevance, success and impact of job and wealth creation programmes under Delta State Job and Wealth Creation Bureau.



9.1.9 UNCOMPROMISING ENFORCEMENT OF DISCIPLINE ON PROGRAMME BENEFICIARIES, TRAINERS AND SERVICE PROVIDERS

Participation in the job and wealth creation programmes, as beneficiaries, trainers or service providers, is characterized by high and uncompromising levels of discipline. Programme beneficiaries are subjected to strict codes of conduct at the commencement of every programme cycle, especially, as regards regular participation in all training activities, proper self-conduct and respect for (subordination to) trainers. Correspondingly, trainers and service providers are obligated to code of conduct in the training or provision of services. Trainers are required to apply the standard training manuals/modules given at the start of the training activity. The transparency of the discipline enforcement process gives confidence and credibility to the programmes, which in turn, sustains the demand for the programmes among youths and stakeholders.

9.1.10 MONITORING, FEEDBACK AND ORGANISATION-LEVEL SELF-CORRECTION

The effectiveness and sustainability of a programme depend to a large extent on the efficacy of the monitoring and feedback mechanism and the use of the information and guidance from the monitoring process.



The implementation of STEP & YAGEP has been matched with varied kinds of monitoring and live assessments which are necessary to identify gaps and weaknesses and ensure that programme activities are aligned to desired results and outcomes.

The information from the monitoring and feedback system should be constantly used to make adjustment in implementation and realign activities towards programme objectives. Specific information from the monitoring process is useful for deciding and applying sanctions on erring training centres and beneficiaries.

9.2 LESSONS FROM YAGEP

The different experiences and lessons from the implementation of YAGEP since 2015 reveal the critical success factors for the effectiveness, impact and sustainability of youth agricultural entrepreneurship. These factors are given as follows:

- i. Admission of beneficiaries should be rigorously conducted to avoid wrongful selection leading to moral hazards. The selection process must be able to separate those genuinely interested from those who are pretending to be interested.



ii. Admitted youths should be trained and established in their preferred agricultural enterprises, not the enterprises pre-determined for them.

iii. There should be agricultural technologies and production systems to curtail drudgery and physical labour requirements of agricultural operations so that agriculture can be more attractive to youths.

iv. Youth agriculturists should be subjected to adequate good-quality instructional training and hands-on practical exposure.

v. The establishment start-up support should incorporate unfettered secure access to suitable land coupled with appropriate land development and provision of crucial production infrastructure.

vi. The startup support should also incorporate access to adequate amounts of high-quality and efficient production inputs in a timely manner.

vii. Cluster approach to establishment of youth agricultural enterprises, that is, co-location of youth agricultural entrepreneurs, can only be effective and sustainable if the enabling conditions are in place.



viii. Agricultural enterprises should be sufficiently profitable and viable in order to attract and retain youths in agriculture relative to other competing sectors.

ix. Youth participants should be subjected to high standards of programme discipline through admission-point signing to applicable codes of conduct for participants and personal guarantees of individual participants by respective community and social leaders.

x. There should be continuous and sustained follow-through and mentoring of newly established youths in agriculture.

xi. Youth agriculturists should be branded and promoted as entrepreneurs and business owners, in such a manner that is professionally dignifying and appealing.

xii. Youth agricultural enterprises should have adequate insurance cover in order to mitigate peculiar agricultural risks and inspire confidence in enterprise owners and agricultural lenders.

xiii. The design and implementation of youth agricultural entrepreneurship programmes should be underpinned by strong and unwavering political will to succeed. Real evidence of political will is to allow programme managers run the programmes in an unhindered professional manner.



9.3 BEACONS FOR SUSTAINING SUCCESS AND MAXIMISING IMPACT

Based on the experiences accumulated and lessons learned since the inception of the job and wealth creation programmes in 2015, we have identified the beacons that will have tremendous implications for sustaining the successes and maximizing the impacts. The beacons are as follows:

1. Intensive profiling and needs assessment of prospective beneficiaries for the purpose of accurate case-by-case targeting with customized training, capacity building and material/financial support.

Beyond the 'blanket' approach in training and support for startup, it is crucial for programme design to involve more rigorous assessment of an individual applicant. The assessment is crucial for understanding his/her training needs, skills expectations, business vision and critically needed startup or enhancement support. In turn, the understanding will be the basis for designing training and support interventions on case-by-case basis.

2. Realignment and prioritization of programme design to focus on niche skills, sectors or enterprises with greater potentials for achieving the multiple objectives of youth-targeted job creation, technological innovation and economic growth.



The set of technical, business and entrepreneurial skills imparted to beneficiaries and the instructional approach and toolkit should be intentionally dynamic and progressive, in response to market dynamics and economic change.

3. Fostering networking and collaboration between individual YAGEpreneurs and STEpreneurs to improve market outreach, cost management, peer review and information sharing.

Networking and collaboration are powerful approaches for mitigating the impacts of the atomistic nature of individual YAGEpreneurs and STEpreneurs. Efforts should be made to broker cluster-based networking and collaboration among comparative entrepreneurs/enterprises to enhance mutual learning, joint handling of value chain logistics and cost-effective resolution of common business management challenges.

4. Facilitating market exposure of STEpreneurs and YAGEpreneurs through the instrumentality of e-commerce and digital service delivery.

The establishment of digital marketplace [online market platforms] between service producers (STEpreneurs and YAGEpreneurs) and service users will unleash immense market possibilities and income opportunities for YAGEpreneurs and STEpreneurs.



5. Robust and sustained mentoring coupled with adequate well-tailored post-startup handholding to minimize enterprise take-off mortalities and engender the prospects of enterprise survival and growth.

STEPpreneurs and YAGEpreneurs should be exposed to personal development opportunities to enhance personal and interpersonal effectiveness.

6. Continuous provision and availability of revolving soft microcredit and business development services is a potent factor for ensuring the growth and sustainability of STEP and YAGEP enterprises.

Collaboration and support from development finance institutions and microfinance organisations should be leveraged for needed microcredit and enterprise support services.

7. Enhanced standardization and digitization of the training and instruction modules to improve learning efficiency and impact.

The design of STEP and YAGEP should combine digital (online and offline) training technologies with hands-on in-person internship periods in skills training centres. The hybrid approach will expand learning platforms as well as widen opportunities for higher efficiency and effectiveness of skills impartation.



8. Adequate, timely and sustained funding is essential.

One of the key factors in the current success of job and wealth creation programmes is the availability of funds in a timely manner. Given that the programme cycles are run in continuous interlinked phases, it is crucially necessary that funds for each cycle be made available at the commencement. Otherwise, the programme cycle will suffer discontinuity and disjointedness. Like the present time, the effectiveness and impacts of future job and wealth creation programmes will largely depend on the adequacy and timeliness of funds.

9. Continuous consultation and engagement with key stakeholders of job and wealth creation programmes, including youths, owners and operators of micro and small enterprises, service providers, banks and financial institutions, community associations sector-specific associations/organisations as well as alumni of the programmes.

The consultation process will ensure that the design and implementation of programmes align properly to the needs, interests, aspirations and preferences of prospective beneficiaries and their respective local clientele.



ANNEXURE

INFORMATION RESOURCES, TRAINING GUIDES, INSTRUCTIONAL MANUALS, OPERATING PROCEDURES, WORKING TOOLS AND PUBLICATIONS OF DELTA STATE JOB AND WEALTH CREATION BUREAU

1. Analysis and Estimates of YAGEP Agricultural Outputs and Value Added to the State's Agricultural Economy 2016 – 2022.
2. Annual Programme Implementation Reports 2015/2016 – 2021/2022.
3. Code of Conduct for Starter Pack Service Providers under the Skills Training and Entrepreneurship Programme (STEP) and Youth Agricultural Entrepreneurs Programme (YAGEP).
4. Code of Conduct for Trainees under the Skills Training and Entrepreneurship Programme (STEP).
5. Code of Conduct for Trainers, Training Facilitators and Resource Persons under the Skills Training and Entrepreneurship Programme (STEP).



6. Compendium of YAGEP Farm Enterprise Clusters 2016-2023.

7. Composition of STEP Starter Packs (Green Category) for Various Enterprises 2016-2022.

8. Composition of STEP Starter Packs (Brown Category) for Various Enterprises 2016-2022.

9. Composition of YAGEP Starter Packs (Green Category) for Various Enterprises 2016-2022.

10. Composition of YAGEP Starter Packs (Brown Category) for Various Enterprises 2016-2022.

11. Delta State Job and Wealth Creation Bureau Law No. 11 of 2019.

12. Delta State of Nigeria Gazette Vol. 29, No. 37. 12th September 2019.

13. Delta State Job and Wealth Creation Bureau portal – deltastatejobcreation.net

13. Delta State Job and Wealth Creation Bureau website – deltastatejobcreation.ng



14. Delta State Medium-Term Development Plan 2016-2019. Coordinated by Office of the Chief Job and Wealth Creation Officer and Ministry of Economic Planning, 2015-2016.

15. Delta State Medium-Term Development Plan 2020-2023. Plan Document with significant technical inputs from Delta State Job and Wealth Creation Bureau 2020-2021.

16. Delta State: The Preferred Investment Destination 2016. An Investment Brochure with significant technical inputs from Office of the Chief Job Creation Officer 2016.

17. Economics of Production (EoP) for Various Farm Enterprises (Fish production, Pig production, Poultry production, Crop production, Apiculture/Beekeeping) 2016-2022.

18. Employability and Job-Readiness Training Manual under the Graduates Employment Enhancement Programme (GEEP) 2020-2023.

19. Enterprise Skills Training Modules under the Skills Training and Entrepreneurship Training, 2019-2023.

20. Entrepreneurship and Business Management Training Manual under the Skills Training and Entrepreneurship Programme (STEP), 2015-2023.



21. Farm and Agribusiness Management Training Manuals (Poultry production, Pig production, Fish Production, Apiculture/Beekeeping, Crop Production) under the Youth Agricultural Entrepreneurs Programme (YAGEP) 2015-2023.

22. GPS-enabled Digital Survey Map of Verified Functional YAGEP Farm Enterprises 2022.

23. Impact of YAGEP on Youth Employment and the Agricultural Economy of Delta State 2015/2016 to 2019/2020.

24. Job Creation Programme Implementation Rules and Guidelines 2019 – 2023.

25. Job and Wealth Creation Scheme Brochure 2015.

26. Job and Wealth Creation Scheme Brochure 2016.

27. Job Creation Programme Statistics Virtual Dashboard 2015 – 2023.

28. Job Creation Accounting Framework (JCAF) for State Government Ministries, Departments and Agencies (MDAs) 2017-2022.

29. Okowanomics: Factfile of Governor Okowa's Developmental Impact since 2015. Volume 1 November 2022.



30. OkowaPlus: YAGEpreneurs, STEpreneurs Emerge. Magazine of the Office of the Chief Job Creation Officer, Vol. 1, No. 1, January 2016.
31. OkowaPlus: PPSP – Steering the Wheel of Economic Diversification, Magazine of the Office of the Chief Job Creation Officer, Vol. 1, No. 2, April 2016.
32. OkowaPlus: Real People, Real Stories, Real Change. Magazine of the Office of the Chief Job Creation Officer, Vol. 1, No. 3, December 2016.
33. OkowaPlus: Two Years of Raising a New Generation of Entrepreneurs. Magazine of the Office of the Chief Job Creation Officer, No. 4, December 2017.
34. OkowaPlus: Bountiful Harvest – 4,253 MSMEs Created in Two and Half Years. Magazine of the Office of the Chief Job Creation Officer, No. 5, January 2019.
35. OkowaPlus: Marching Towards a Stronger Delta. Magazine of the Office of the Chief Job Creation Officer, No. 6, March 2020.
36. OkowaPlus: Five Years of Job Creation Scheme – Transforming More Youths from Job Seekers to Job Creators. Magazine of the Office of the Chief Job Creation Officer, No. 7, November 2020.



37. OkowaPlus: Okowanomics – Driving the Agricultural Prosperity of Delta State. Magazine of the Office of the Chief Job Creation Officer, No. 8, November 2021.

38. OkowaPlus: The STEP Revolution – Taking Stock of Okowa’s Flagship Job Creation Programme. Magazine of the Delta State Job and Wealth Creation Bureau, No. 9, September 2022.

39. Orientation and Personal Effectiveness Training Manual under the Skills Training and Entrepreneurship Programme (STEP), 2015-2023.

40. Photo Album of Job Creation Programme Activities and Achievements, 2015/2016 and 2016/2017.

41. Personal Effectiveness and Leadership Development (PELD) Training Manual under STEP and YAGEP 2022-2023.

42. Report of Tracer Study of Job Creation programmes (STEP and YAGEP) beneficiaries 2018.

43. Report of Updated Tracer Study of STEP and YAGEP beneficiaries 2020. Delta State Job and Wealth Creation Bureau in collaboration with Directorate for Youth Monitoring and Mentoring, 2020.



44. Report of Diagnostic Survey on Youth Participation in Agriculture and Youth Agricultural Entrepreneurs in the 25 LGAs of Delta State 2020-2021.

45. Report of Performance Assessment of STEP, YAGEP and PPSP 2016 – 2018.

46. Standards for Cassava Products and Guidelines for Export, Quality Assurance Manual under the Delta State Foods Export Initiative, 2018.

47. STEP, YAGEP and GEEP Hall of Fame. April 2023.

48. Train-the-Trainers Manual under the Skills Training and Entrepreneurship Programme (STEP) 2017-2022.

49. Technical Design/Drawings of Prototype Start-Up Poultry pen, Fish ponds and Pig pen 2020 – 2023.

50. Turning-Point Evaluation of Delta State Job Creation Scheme (STEP, YAGEP, PPSP GEEP), 2019.



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