



## The Birth of ODSIP

■ Bayo Philip  
 ■ Oluwagbenga Akingbasote

Since the colonial era, Nigeria's Public Service, otherwise called the Bureaucracy, has been the machinery for articulating and implementing government policies, programmes and projects. It has been an integral part of government and has served as the major plank for service delivery to the public. Populated by a body of career officers, the Public Service determines not only the efficiency and effectiveness of any administration but also its altitude. This explains why the Public Service must keep improving in its structure, focus and content in order to stay relevant and to continue to meet the challenges of its traditional role in governance. It is said *"for there to be a working economy, there must be a working Public Service"*.

Towards achieving this feat, the Governor of Ondo State, Arakunrin Oluwarotimi Akeredolu, SAN, on assumption of office in February 2017, took the bull by the horns to retool the Public Service of the State. Having met a disoriented Public Service battered in morals and morale and hamstrung by several drawbacks such as arrears of seven months salaries and allowances, politicisation of the rank and file of the Service, low commitment and loyalty, among others, Governor Akeredolu decided it was time to bring back the State Bureaucracy to the path of honour and pride.

Within two years and in the absence of any significant improvement in federal allocation, arrears of salaries and allowances owed by the immediate past administration were almost completely defrayed. The hitherto delayed appointment to the post of Permanent Secretary and its equivalent have been addressed with three consecutive batches of such appointment made in the last three years. Now, public servants are not only back at their desks highly motivated, they are part of the success story of the giant strides of the present administration in its all-round transformation in infrastructure, education, healthcare delivery, to mention but a few... **Contd. on Pg 3.**

## Corona Virus, Lassa Fever: HYPING HYGIENE AMIDST VICIOUS VIRUSES

■ Dr. Badetolu Ademujimi

**V**iruses are peculiar microorganisms, which, unlike others, exhibit a domineering attitude within their hosts. The uniqueness of most viral agents is their ability to force their host cells to produce at an astronomical rate, several and identical copies of the original virus. **Contd. on Pg 3**

# Editorial

## ONDO SERVICE IMPROVEMENT PROGRAMME: BUSINESS FOR ALL

Since its inception in 1976, the Ondo State Civil Service like that of the Federal Civil Service, has gone through several reforms. Aside from those reforms initiated and carried out at the Federal level which percolated to the state public services across the federation, including Ondo State, the State has got its own fair share of localised reforms initiated or facilitated mostly by the holder of the Office of Head of Service at one point or the other. Notable among the reform initiatives are Commitment to Excellent Service (COMSERVE), State Integrated Financial Management Information Systems (SIFMIS), and some others that were not specifically codenamed. Those reforms had impacted one way or the other on public service ethic and service delivery.

However, the Public Service as an institution in a dynamic world has to keep changing for it to remain relevant to the discharge of its responsibilities. This explains why on assumption of office, the need arose for me to tackle headlong, some of the prevalent dysfunctions in the Public Service, especially those that touch on job orientation and approach.

After extensive spade work, the Ondo Service Improvement Programme (ODSIP) was birthed with the blessing of the State Government under the capable leadership of Arakunrin Oluwarotimi Akeredolu, SAN. It is a home-grown package designed to address the identified six thematic areas where the State Public Service needs to revamp its service delivery namely: Leadership, Revenue generation, Resource management, Value reorientation, Manpower utilization, and Process re-engineering.

As history has taught, reforms on their own do not automatically transform into envisaged results. People must make the conscious effort required to make that happen. The stakes are too high, the challenges too great and the expectations too much for us to sit back and continue to do things as usual and expect different results. Ownership and dedicated practice of ODSIP tenets will surely reform the Ondo State Public Service and set it on an enviable course for all other public services in the Federation. We have begun to see this by our collective effort at self-reinvention. One can only underestimate the height that could be attained by the State Public Service if we keep the momentum!

This quarterly ODSIP Newsletter publication is one of the channels put together to preach the gospel of ODSIP. It is a platform designed for cross fertilization of ideas bordering on ethical value for the development of the State Public Service. Hopefully, through this medium, the State Public Service would witness a harvest of ideas for motivation, rededication and innovation. Public Servants should feel free to make contributions that will raise the bar of service delivery in the State.

For this maiden edition, the discussion will home on the birth and impact of ODSIP in various Ministries, Departments and Agencies; health issues, matters affecting the Public Service and other issues of interest.

I enjoin you to read through and enjoy.

**'Dare Aragbaiye,**  
*Publisher/Editor-in-Chief*

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## ODSIP Lens

### COLLABORATION BETWEEN MDAs, WORTHY OF EMULATION

ODSIP Lens is reliably informed of the inter-agency collaboration between Agencies: Ministry of Agriculture, Natural Resources and Agricultural Development Project. ODSIP Change Ambassadors in the three MDAs met and discussed areas of common interest and how to combine efforts and resources for efficiency and effectiveness. The Committee formed agreed to collaborate in the areas of Coaching and staff Mentoring; effective Feedback Mechanism; General Sanitation/Cleaning; Security; Electricity supply and Rehabilitation of the ADP building.

ODSIP LENS commends this efforts and calls on other MDAs to follow suit, why encouraging the concerned Change Ambassadors to keep the flag flying. **Contd. on Pg 7**

## The Birth of ODSIP contd.

This is in line with Mr. Governor's 5-point policy agenda, christened **JMPPR** which stands for (1) Job creation through Agriculture, Entrepreneurship and Industrialisation; (2) Massive infrastructural development and maintenance; (3) Provision of functional education and technological growth (4) Provision of accessible and qualitative healthcare and social service delivery (5) Rural development and community extension services.

The Governor has continued to ensure that the State Public Service is repositioned. While swearing-in the Head of Service, Mr. 'Dare Aragbaiye on 1<sup>st</sup> July 2019, he charged the State Public Service to do everything in its power to keep pace with the administration in its on-going reform in various sectors in order to deliver dividends of democracy to the people of the State. He admonished that transparency, pro-activeness, resourcefulness and professionalism should be the new outlook of the State Bureaucracy.

Running with Mr. Governor's charge, the Head of Service, mapped out in earnest, some areas of attention to be urgently addressed for the State Public Service to meet its critical mandate. The Technical Committee on Service Improvement was promptly inaugurated by the Head of Service. He mandated the Committee to leave no stone unturned in reinvigorating the entire process, procedure and results in the State Public Service. Upon successful completion of the Committee's assignment, the vision promptly gave birth to a new reform called "Ondo Service Improvement Programme (ODSIP).

**ODSIP** identified the following six (6) critical gaps hindering effective service delivery: value deterioration, leadership laxity, process bottlenecks, weak resource management and low revenue drive, poor manpower management and incoherent capacity building approach which have held the State Public Service down in recent times and almost diverted it off course. The ODSIP initiative is therefore a home-grown answer to address these gaps.

The destination of ODSIP is "to attain a vibrant and resourceful Public Service capable of delivering on Government policies and programmes for the sustainable development of Ondo State". Its motto is – "To give my best" while its focus is encapsulated in the acronym **L-REVAMP** which stands for: **TO BE CONTINUED**

## Corona Virus, Lassa Fever

### C o n t d .

Where possible, effective vaccines against some of the viruses have been developed and are globally used to prevent their incidence, so much that small pox, for instance, has been, perhaps, totally eradicated worldwide.

An examination of the **Corona Virus Disease**, also known as COVID-19 (Corona Virus Disease 2019) shows it shares similarities with Influenza. Its devastating result on human life prompted the World Health Organisation to declare it a pandemic on 11<sup>th</sup> March, 2020. Background information revealed that Corona virus was first discovered on 17<sup>th</sup> November, 2019, in Wuhan, a district within the Hubei province of about 1.43 billion population of the People's Republic of China. Scientists revealed that it is caused by the Severe Acute Respiratory Syndrome Coronavirus 2 (SARS-CoV 2), which usually falls to the ground when released from an infected person, with incubation period of 2-14 days, but typically about 5 days. Its symptoms include runny nose, fever, cough and sore throat. In severe cases, difficulty in breathing may also occur.

On the other hand, **Lassa virus** is a zoonotic infection that is also called Lassa Haemorrhagic Fever (LHF) and has become endemic in Liberia, Nigeria, Sierra Leone, Guinea and other parts of West Africa. Nigeria has had yearly increase in the incidence of this disease over the past 5 years. It is transmitted by man's age-long and usually uninvited guest amongst the rodent family (rat). When humans come in contact with food, drinks and other household items contaminated with the urine or faeces of the infected rat, they become infected with Lassa virus and manifest any of certain symptoms like fever, nausea, vomiting, diarrhea, cough, headache, sore throat, muscle pain, chest pain and other non-specific symptoms. In severe cases, there can be bleeding from the ears, nose, gastrointestinal tract and vagina. Person-to-person infection as well as laboratory-derived transmission of the virus can also occur. It has an incubation period of 6-21 days.

### **HYPING HYGIENE TO SAVE YOU AND YOUR FAMILY AGAINST VIRUSES**

As a community of men and women, what should we all know and do to survive the vicious attacks of the viruses currently threatening human existence? It is hygiene! Hygiene means cleanliness or sanitization and it includes personal



# Corona Virus, Lassa Fever... C O N T I N U E D .

and community forms of cleanliness, which we must publicize and imbibe.

## a. Personal hygiene

Personal hygiene is an effective Infection Prevention measure. This includes the healthy practice of regular brushing of teeth, cutting nails, as well as other rudiments of hygiene. It however focuses on specifics of hygiene that have been scientifically proven to prevent transmission of Corona virus as well as Lassa fever.

**Hand hygiene** - Wash your hands regularly with soap and clean water. If you have no access to soap, move around with a hand sanitizer placed in your pocket or bag and apply it once every hour. Corona and Lassa viruses cannot survive soaps and sanitizers. Also, keep hands away from eyes, noses and mouths.

**Food hygiene** - Store grains in rodent-proof or covered containers to avoid contamination by urine and faeces of rats. Keep dishes and utensils clean.

**Respiratory hygiene and cough etiquette** – Cover mouth and nose when coughing. Use tissue papers and discard them appropriately and immediately. When necessary, correctly apply face masks. In addition, sneeze into your elbows.

**Clothes hygiene** - Wash clothes regularly to kill these viruses that may be on fabrics.

## b. Community hygiene

Public places like our work places, churches, schools, hospitals, bars, banking halls, hotels etc. should be kept clean to ensure a clean community. Community hygiene begins with personal hygiene of all individuals. Toilets, running water, soaps, hand sanitizers and strategically placed garbage bins should be provided in offices and all other public places. Also, kill rats within homes and dispose garbage appropriately. It is also important to avoid crowded places as much as possible and maintain distance from other people. Expression of cordiality through indiscriminate shaking of hands, hugging, pecking and kissing etc. should be seriously minimized. People who suspect they are infected should practice self-isolation to prevent spreading infections. Safe burial practices according to public health and environmental guidelines should also be adhered to.

Quarantine and travel restrictions are also strategies to prevent contamination of the environment especially during outbreaks of infectious diseases. Hospitals are also potential sources of infections because they harbor confirmed and suspected cases of these contagious infections. As for hospitals, health workers should ensure they use face masks, Personal Protective Equipment (PPE), safe disposal of hospital waste and safe injection practices. Hospital morgues should also be made safe and clean in line with best global practices. Conclusively, hygiene is a stitch in time that can save millions of lives in the middle of the current viral outbreak.



L-R: Chief of Staff to the Gov., Chief Olugbega Ale; Ondo State Governor, Arakunrin Oluwarafimi Akeredolu SAN; Ondo State Head of Service, Dare Aragbaiye at the 2019 Public Service Week and ODSIP Launch



Cross section of members of the Technical Committee on Service Improvement holding the ODSIP Handbook at the 2019 Public Service Week and ODSIP Launch



The Governor with the Chief of Staff, Head of Service, HRM Olowo of Owo, retired ODSG Heads of Service and representatives of DFID and DAWN Commission




Cross section of Change Ambassadors at the 2019 Public Service Week and ODSIP Launch




The Head of Service, Mr. Dare Argbaiye and PS of Service Matters, PSTI, Pension Transition Dept., Admin.Sec, DPSRD at the Maiden meeting with Change Ambassadors held at SITA Hall, Akure

**PREVENT THE SPREAD OF CORONA VIRUS**



**WASH YOUR HANDS FREQUENTLY**

Wash your hands often with soap and water for at least 20 seconds especially after you have been in a public place, or after blowing your nose, coughing, or sneezing.




**AVOID CLOSE CONTACT & LARGE GATHERINGS**

Avoid close contact with people and avoid gatherings of many people by all means.

**IF YOU NEED TO REACH OUT**


CALL  
0800COVID19  
0700COVID19  
0700IC0VID19

**STAY SAFE!**



**ALWAYS COVER YOUR MOUTH & NOSE**

Always cover your mouth and nose whenever you are sneezing or coughing.



**AVOID TOUCHING EYES MOUTH & NOSE**

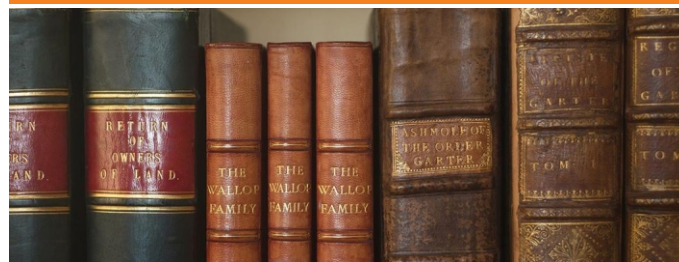
Avoid touching your eyes, nose, and mouth with unwashed hands.

\* Currently, Ondo State has 38 cases of COVID-19  
 \* 21 have been discharged; 11 active cases  
 \* 6 Dead  
 \* Over 450 people tested



# YOU and the RULES

 Aderemi Olabode



*This corner is specially designed for the Public Servants to familiarize themselves with the Rules and Regulations guiding the State Public Service. We will be focusing on the 1999 CSR, CSCR, FR and other extant Regulations and Circulars meant to guide our operations and conduct in the Public Service. We hope it will be beneficial to the readers.*

There are different types or forms of appointments, which includes Permanent Appointment into established posts, Temporary Appointment, Contract Appointment, Political Appointment and so on.

In this maiden edition, we shall be discussing 'Appointment' or 'Recruitment' into established post, according to 1999 CSR 02201, which means the filling of vacancies by the appointment of persons not already in the Public Service of the State. It, however, excludes the transfer of officers from other Public Service of the Federation to the State Public Service.

Some requirements that must be met before a person can be eligible for recruitment into the Public Service:

- i. He/she must not be less than 15 years of age, nor be more than 45 years of age.
- ii. The applicant must possess such minimum qualification(s) as specified for the desired position.
- iii. He/she must be certified by a Government Medical Officer as sound in health and medically fit for Government service.
- iv. He/she must possess a testimonial of good conduct from his/her last employer or the last school attended.
- v. He/she must state whether he/she had previously been convicted of a criminal offence.
- vi. He/she must be a Nigerian
- vii. He/she must be free from financial embarrassment.



The Head of Service, Mr. Dare Argbaiye with the Admin. Sec., DPSRD, PS/DG (PSTO), Ogun State and Representative of DAWN Commission at the Training for Change Ambassadors @ PSTI, Ilara-mokin



The Head of Service, Mr. Dare Argbaiye, Admin. Sec., DPSRD, Representative of DFID and Change Ambassadors at the Training for Change Ambassadors @ PSTI, Ilara-mokin



The Head of Service, Mr. Dare Argbaiye, Admin. Sec., DPSRD, Representative of DFID and Dawn Commission at the Training for Change Ambassadors



A Cross-Section of Change Ambassadors at the Training session on Change Mindset, Mandate Mapping and Process Mapping



Inauguration of the Local Government Service Commission Change Agents by the Head of Service



Cross section of civil servants cleaning their environment in accordance with ODSIP tenets

# ODSIP Update

-  Oluwagbenga Akingbasote
-  Olumuyiwa Akinkuolie

## INVESTITURE OF ODSIP OF CHANGE AMBASSADORS

Immediately after the Ondo State Governor, Arakunrin Oluwarotimi Akeredolu, SAN, launched the Ondo Service Improvement Programme (ODSIP) on 11<sup>th</sup> December, 2019; 120 ODSIP Change Ambassadors were inaugurated by the Head of Service, Mr. Dare Aragbaiye, to drive the home-grown service reform at each Ministry/Department/Agency (MDA). To annex the skills and abilities of these Ambassadors, various enlightenment and capacity building programmes have been held to enable them perform their roles effectively, just as they remain ODSIP contact points in every MDA.

## ONDO EASES PROCESSING OF RETIREMENT BENEFITS

In line with ODSIP mandate and as part of measures to reduce unwieldiness and ensure process reengineering in the Ondo State Public Service, the Head of Service has perfected needed machineries to reduce rigorous processing of retirement benefits in the State. The exercise, involving all critical stakeholders, led to the reduction of the checklist of documents required for processing retirement benefits by all Public Servants in the State and Local Government levels from 30 to 14; Teaching and non-Teaching retirees of Public Secondary Schools inclusive. Similarly, the checklist for Local Government and Primary School Retirees was reduced from 33 to 16.

Details of the reform measures were rolled out in a circular issued by the Pension Transitional Department with reference number PD2/11/105 of 17<sup>th</sup> October, 2019 titled **Measures to Ameliorate Problems Associated with Processing of Retirement Benefits.**

Other key measures are as follows:

- retiring Officers can now collect forms and the newly approved requirements checklist at various Local Government Area Offices of the State Internal Revenue Service (ODIRS) nearest to them (for State Retiring Officers) and at the 18 Local Government Area Secretariats (for Retiring Primary School Teachers and Local Government Workers)

all intending retirees would no longer be expected to seek individual clearance from the Local Government Staff Loans Board, Cooperative and Thrift Societies, Micro-Credit Agency, Agric Loan, Housing Loan, Car Loan Departments and other Banks/Finance Houses before processing their documents.

This reform has been widely applauded by workers, while efforts are ongoing to further digitalize the process and make it seamless.

## TRAINING OF ODSIP AMBASSADORS

Ondo State Head of Service, Mr. Dare Aragbaiye has charged civil servants in the State not to perceive ODSIP mantra – to give my best – as a routine chant but to ensure it sinks into their sub-conscious minds and exhibit/reflect it in the discharge of their duties.

He disclosed this during a one-day training programme for Change Ambassadors on selected topics which include **Growth Mindset, Mandate Mapping and Process Mapping.** The training programme which took place at the Public Service Training Institute (PSTI), Ilara-Mokin was designed to prepare the Ambassadors for the task ahead.

Speaking at the programme, the Administrative Secretary of the Reform Office, Mr Oluwagbenga Akingbasote, advised public servants to further deliver quality, efficient and effective service to the public, as a show of gratitude for the overwhelming support and motivation received from the state government - through regular promotion, payment of salaries and allowances including the arrears owed by the previous administration.

## INAUGURATION OF LG CHANGE AGENTS BY LGSC

Further to the inauguration of ODSIP Change Ambassadors in State Ministries/Departments/Agencies, the Head of Service has inducted ODSIP Change Agents for all Local Government Councils and the Local Government Staff Training School on the 18<sup>th</sup> of March, 2020, as part of measures to ensure the reform initiative cuts across every segment of the public service.

The Head of Service at the event admonished the 19 Change Agents to preach the gospel of diligent service, dedication and excellent delivery in their undertakings, noting that they must ensure all workers are alert to their duties at the different Local Government Areas.



# Letter to the EDITOR



I have been following closely your new reform since after the programme was launched in Dec. 2019. My question is, what are the duties and responsibilities of the Change Ambassadors that were inaugurated by Mr. Gov and what is their relationship with the LG Change Agents that were recently inaugurated by the HoS?

-Akinlabi

## EDITOR'S REPLY

Thank you for your question Mr. Akinlabi. It is good to know you're following our home-grown reform programme, basically designed to create a paradigm shift from the old ways of doing things in the Public Service to a generally acceptable standard. We hope you are not only following us but also adjusting, adapting and exhibiting the tenets of the reform in your day to day activities within the government cycle.

To your question, it will interest you to know that Change Ambassadors are Reform Focal Officers at various Ministries/Departments/Agencies (MDAs). They are to drive reform and innovations in their respective MDAs. They are also expected to exhibit and promote acts that are in line with ODSIP tenets, advice the MDA, where necessary, and give adequate feedback on ODSIP reform progress and challenges at their MDAs. Change Agents are carrying out similar roles like the Ambassadors, as spelt out above, but at the Local Government level. Both the Change Ambassadors and Change Agents are responsible to the Head of Service, through the Reform Office and their respective Accounting Heads.

Thank you. I would be glad to read from you again.

**NOTE:** All letters to the Editor should be directed to: [odsipnewsletter@gmail.com](mailto:odsipnewsletter@gmail.com) OR WhatsApp 08160622636

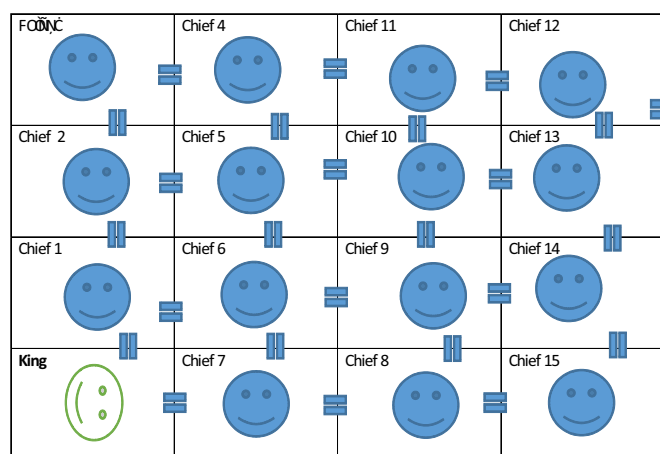
## Words on MARBLE

Think Anew, Act Anew

OLUWAROTIMI AKEREDOLU SAN

## P U Z Z L E

In Ake village, it is traditional to celebrate the King's anniversary every year. The King, Alake of Ake town, must visit all his chiefs before embarking on the journey to the celebration ground and he must not visit a Chief twice during this period. Solve the puzzle by unravelling how the King would surmount this challenge - visit all the Chiefs (not twice) before embarking on his journey.



You can send your answer to the Managing Editor Handsome reward awaits the winner.

## ODSIP Lens contd.

### STATE TRAFFIC CORPS, WE ARE WATCHING YOU

Report has it that some Officers of the State Traffic Corps, domiciled with the Directorate of Transport are now in the habit of removing Number Plates or clogging vehicles parked in some spaces marked for parking with the aim of fraudulently obtaining money from motorists, claiming that the space had been purchased, even without placing a sign of "No Parking". Eye witnesses told **ODSIP LENS** that around Arakale road in Akure, the Officers removed the Number Plate of a vehicle belonging to a journalist in the State, the journalist protested to the Directorate of Transport over the unprofessional conduct of the Officers before it was released to him.

**ODSIP LENS** appeals to these Officers to work in line with the ethics of the profession/schedule to make our State the shining light.

# LEVERAGING ON REFORMS TO IMPROVE IGR IN ONDO STATE

■ Aderemi S. Eniafe

Every Government around the world considers its Internally Generated Revenue (IGR) as key to funding its various programmes and projects and this is why the Governor of Ondo State, Arakunrin Oluwarotimi Akeredolu, SAN, is very keen about repositioning the Ondo State Board of Internal Revenue, since he came on board.

Noted for transparency, the Government through its home-grown reform - Ondo State Service Improvement Programme (ODSIP) - identified revenue gap as one of the lethargies militating against better Public Service and development in the State. It therefore aligns with reforms carried out by the State Revenue Generating Institution, which has led to a drastic improvement in the State's IGR from an average of N10billion in 2017 to more than N30billion in 2019, since the appointment of a seasoned Administrator and Banker, Mr. Tolu Adegbe as the Chairman.

As part of reform measures in the sector, Governor Akeredolu approved the long awaited administrative and financial autonomy of the Ondo State Board of Internal Revenue with passage and assent of the Ondo State Revenue Administration Law 2018. Further to this was the change of the Board's name to Ondo State Internal Revenue Service (ODIRS) and a holistic change in its narrative, including its institutional, structural and human resources base, such as provision of permanent employment opportunity for over 400 officers, with relevant skills, to strengthen the workforce of the agency.

Today, in Ondo State, paying of taxes is no longer a burden because the Internal Revenue Service now has 24 Tax Stations at strategic locations across the 18 Local Government areas of the State. Its new ultra-modern headquarters - also playing host to two other financial institutions - has also been described as a one-stop-shop by many admirers. This is aimed at easing the initiation and completion of tax or revenue related transactions with the State Government.

Worthy of mention is that the State financial transactions are now processed digitally, to ensure transparency, efficiency, improved monitoring

and tremendous improvement in reporting the State's financial engagements. This is just as it has migrated from Conventional Manual to an electronic platform for the processing of Tax Clearance Certificate in January 2020; while other revenue collections can also be done electronically - thereby eliminating so many hiccups that had, hitherto, led to revenue losses in the past.

Similarly, the feedback platform and Call Centre put in place by the Service has been yielding positive results, as many doubts have been cleared in the public sphere and clients now get instant feedback which gainfully has led to improved customer satisfaction. Other interactive engagements with different stakeholders have also been improved, while Tax education and enlightenment has really boosted the public perception and image of the organisation, leading to a saner and credible Internal Revenue Service in Ondo State.

In continuation of the reforms in the ODIRS, staff now enjoy a new salary structure and other welfare packages, thus, they are better remunerated than their counterparts in the Public/Civil Service and this has indeed motivated them to be more committed in their service. Other forms of incentives have also served as pathway to achieving the Mission Statement of the Ondo State Internal Revenue Service - Transparency, Resourcefulness, Integrity and Professionalism (TRIP).

Progressively, the State's IGR increase between 2016 and 2019 has been unprecedented. It ranges from N8,692,977,238.11 in 2016, N10,927,871,479.76 in 2017, N24,742,626,980.75 in 2018 and N30,135,881,918.33 in 2019. Thus, in 2018, the percentage growth of the cumulative IGR over that of 2017 was 126.83%. All these feats have been recognised by strategic institutions within and outside Nigeria.

No doubt, with the inauguration of the Board members of the Ondo State Internal Revenue Service recently, the process of transformation and institutionalisation of the Service has come to its peak, as the Service will be better positioned to deliver on its legal mandate of revenue generation.

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