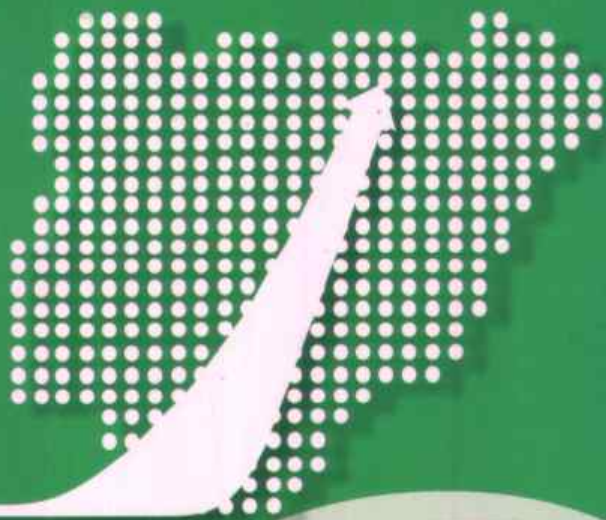


REPORT ON THE

FOURTEENTH NIGERIAN

ECONOMIC SUMMIT

2008



Report on the Fourteenth Nigerian Economic Summit 2008

**The Race to 2020: The Realities. The
Possibilities**

**21 - 24 October, 2008
Abuja, Nigeria**



Jointly organized by NPC and NESG



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INTRODUCTION

Theme: "The Race to 2020: The Realities. The Possibilities"

The participants in the 2008 Nigerian Economic Summit were already aware of the creeping influence of what has subsequently turned out to be a global financial crisis and there can be little doubt that the rapidly developing impact of this crisis lends even more emphasis to the urgency of the need to implement the Summit's recommendations. This will undoubtedly require that both Government and the private sector work together to ensure that Nigeria is not left behind as the major global economic players take action to curtail the financial crisis which is affecting all of them.

While the impact of the crisis will affect all Nigerians, it could be argued that, if it manages to focus our minds on the urgency of us all working together to implement the appropriate action, then some good could come out of the crisis.

Since independence, we have failed to fully grasp the importance of the need for all Nigerians to work together in the national interest. Too much of our combined energies has been taken up with religious, tribal and regional differences. There can be little doubt however that, if action had been taken over the years to implement the Summit recommendation, Nigeria would now be in a much stronger position to face the current global crisis.

Since the oil boom of the 1970's which, in turn, led to stagnation in the development of our agrarian and solid minerals sectors, there has been much talk but rather less appropriate action. We all know that Nigeria has a massive resource base which, if properly developed, would enable the nation to join

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the major players in the global economy. We also have the professionals who could drive our development. Unfortunately, we continue to talk the talk rather than walk the talk. Thus we fail to implement the appropriate and identified changes necessary for achieving our collective targets.

We do not seem to fully appreciate that oil and gas are finite resources and it is thus absolutely critical that we make optimum use of these resources to diversify the base of our economy by ensuring that the other two basic sectors – agriculture and solid minerals are fully developed. This is essential, since the nation's future will undoubtedly depend on their inputs if the national economy is to meet the aspirations of our people.

The importance of our education system has also been repeatedly emphasized in past Summits, since it is clear that without the technocrats to drive the economy the maximum use of our resources is unlikely to be achieved. Again, we are aware that Nigeria has many of its educated technocrats working overseas and assisting foreign economies to succeed. Clearly, there is a need to develop an economic and social environment which will persuade these Nigerians to return home.

Little has also been done to develop our infrastructure – particularly our rail and associated transport systems. Rail was a major facility in the past but, due to a lack of development funding it has not been able to play the significant role, which it should be well capable of, in the movement of goods and people to and from all corners of our great nation. The impact of an efficient rail system, on our agricultural development, would be of considerable significance. It would also play a major role in the movement of goods and people, taking some of the pressure off our road system which, leaves much to be desired.

With all the major economies suffering from the present crisis we cannot afford to slip further behind. If we do, there can be little doubt that it will take so much longer before we can play any meaningful role in the global economy

which, given our resources, both human and material, we should have been playing in the past twenty years or so.

In summary, it is essential to our nation's future that the conclusions of the 14th Economic Summit should be implemented with all speed. This will require all sectors of our society putting aside their differences and working together to ensure that Nigeria utilises all its resources, both human and material, to ensure a future for generations yet to come.

Now is the time to 'WALK THE TALK!

EXECUTIVE SUMMARY

The 14th Nigerian Economic Summit was carefully structured to be a proper follow-up on the 13th Economic Summit and to provide the necessary platform for a thorough drill down process that would help to highlight, in precise terms, the inherent realities and the possibilities of achieving a national economic transformation.

The timing of the Summit, which coincided with the outbreak of the news about the unprecedented global financial meltdown, helped in no small measure to set the right tone. Participants were very eager to get the perspectives of the experts on how the ensuing shocks that jolted the world's economy would impact on Nigeria's economy.

This Report has tried to capture the entire Summit proceedings and deliberations beginning with the pre-summit plenary which took place on Tuesday, October 21, 2008. The pre-summit plenary focused on Public Service and Governance and was very well managed by the Chairman, Chief Philip Asiodu, who expressed delight in the massive turnout of delegates.

The Opening Plenary was equally well managed and the topic, 'Changing the Nigerian Mindset: The Realities, The Possibilities' was innovative as it was exciting. The Opening Plenary attracted three presentations which were carefully reported in this Book with comments and the questions raised.

The Parallel Interactive session was devoted to Power and Transportation, Nigeria's most problematic or rather elusive economic infrastructure. The three presentations each on the relevant subject areas were also properly covered with comments from panelists.

Then, came the formal opening ceremony which was the high point of the Summit, where the President and Commander in Chief, Umaru Musa Yar'Adua warned that if the economic crises were not checked, all the modest gains achieved across sectors of the economy in recent times in terms of growth and poverty reduction would be reversed. He seized the opportunity of the Summit to assure all Nigerians that his administration was working closely with the private sector to put in place necessary policies and programme that would help to mitigate the impact of the world economic crises on the Nigerian economy.

The guest presentation which was by an economic journalist, Mr Hamish McRae gave a brilliant perspective, summarized thus: 'A climate where investors are real partners; a system of governance that regulates effectively and the development of human capital amongst others, are imperative if Nigeria is to attain Vision 2020'.

All told, the Summit, enriched with the usual parallel interactive sessions and Policy Commission Breakout sessions covering various relevant topics, generated great ideas, critical information and recommendation that are vitally needed in the pursuit of the Vision 2020 project.

We recommend that you find time to go through the Green Book to appreciate fully the rich and comprehensive resource provided by this document. What is left now is to get the buy-in of all stakeholders who now need to begin to 'walk the talk'.

It is noteworthy that the goal of Nigeria becoming one of the twenty largest economies by year 2020 has been adopted as the target for policy framework. The inauguration of the National Council for Vision 2020 and the National Steering Committee by President Umaru Musa Yar'Adua are clear testimony of the official adoption of this goal.

The next step, therefore, is to adopt the final recommendations and from there develop a realistic road map for national economic growth and

development in the spirit of public private partnership. All hands must be on deck as year 2020 is round the corner. Other countries in the world are equally moving, some at break-neck speed.

Thank you.

Mansur Ahmed
Director General, NESG

Senator Mohammed Sanusi Dagash
Minister/Deputy Chairman NPC

THEMES OF PAST SUMMITS AND THE IDEAS BEHIND THEM

1993 - First Summit

(No theme)

Nigeria's attempts at economic development have been managed largely by the military which has governed ineffectively for the greater part of the 39 years of her existence as an independent country. Against the background of declining economic fortunes, largely propelled by inefficient bureaucracy, macroeconomic and political instability, and a dysfunctional public sector driven growth strategy, Chief Ernest Shonekan, who was appointed Chairman of the Transitional Council in January 1993, convened the first Nigerian Economic Summit in February 1993. The Summit sought to bring both the public and private sectors together to jointly explore the nation's economic problems and formulate new strategies to address them.

1995 - Second Summit

(No theme)

The First Summit undoubtedly created a sense of partnership between the public and private sectors aimed at defining priority economic issues and formulating an *Economic Action Agenda*. Faced with the clear evidence of the failure of the 1994 Budget, the military government of General Sanni Abacha reverted to the 1993 *Economic Action Agenda* as the thrust of the 1995 Budget - which recognized free enterprise as the bedrock of a democratic political system and the private sector as engine of the new economic strategy. Following his budget address, General Abacha actively encouraged the convening of a second Nigerian Economic Summit that will look at the 1995 Budget and the measures needed for its successful implementation, as well as the reforms necessary to improve the overall investment climate and foster medium-term economic development.

1996 - Third Summit

'Unlocking Nigeria's Economic Potential'

The aim of this summit was to capitalise on the policies articulated in the 1995 and 1996 Budgets to ensure that the 1997 Budget could build on the foundation already in place, in order to kick-start the economic recovery and ensure sustained growth beyond the turn of the century. It is also aimed to further develop the visioning concept outlined in the Second Summit, with a view to establishing specific economic and social targets to meet the aspirations of all Nigerians by the year 2010.

1997 - Fourth Summit

'Implementation of Vision 2010: The 1998 Budget Issues'

The establishment of the Vision 2010 Committee in November, 1996, introduced an entirely new dimension into the effort to revive the Nigerian economy, which had many hopeful that by the middle of the year, the outcome of its deliberations could provide the impetus necessary to 'jumpstart' the Nigerian economy. Being that the Vision 2010 Committee was presenting its final report to the Head of State on September 30, 1997, it was decided that the 1997 Nigerian Economic Summit should focus on those aspects of the report which could be introduced in the 1998 budget. The decision was based on the need to activate the process of change necessary to the achievement of the demanding targets set by the Vision 2010 Committee.

1998 - Fifth Summit

'The Challenge of Implementing Vision 2010 – Anchoring Sustainable Growth'

Nigerians approached the year 1998 with guarded optimism due to the submission of the Vision 2010 Report and its apparent acceptance by the Federal Government. However it all too soon became apparent that the general expectations of economic change were not going to be realised after all. As at the end of the first quarter of 1998, it was clear that no real efforts had been made to begin the implemen-

tation of the Vision 2010 recommendations, as well as the measures articulated in the 1998 Budget.

Economic activities were equally affected by the fall in the international oil prices resulting from the economic 'meltdown' in the Far East and Western Europe with the consequent reduction in demand for oil. The continued imposition of sanctions on the country further compounded the economic problems. After the death of Gen. Abacha and the ascension of Gen. Abdulsalami Abubakar as Head of State, economic activities quickened and this heralded a change in the attitude to Nigeria by the international community and the easing of sanctions thereof. Also a flurry of political activities occasioned by the lifting of the ban on politics made Nigerians hopeful of a democratically elected government. Given the commitment of the government to democratic transition to civilian rule by May 1999, it became mandatory that effort be immediately made to establish a firm economic foundation on which the new civilian government could begin its term of office.

Consequently, it was agreed that the fifth summit be focused on the challenge of implementing Vision 2010 and achieving sustainable economic growth, with emphasis on the short term policies which could be implemented by the then current regime prior to its handing over power to a democratically elected government.

1999 - Sixth Summit

'Rebuilding the Nigerian Economy and Enhancing Productivity'

The Sixth summit came at a momentous period in the history of Nigeria, being that it was the year Nigeria returned to democratic rule. The government had already set in motion a wide range of measures to address many of the deep-rooted problems destroying the fabric of the Nigerian society. The return to democratic rule created a new and invigorating dimension to rebuilding the nation's economy, through various fundamental reforms that will provide the enabling environ-

ment for private investment to thrive. It was on this basis that the theme of NES #6 was crafted.

2000 - Seventh Summit

'Breakthrough Economic Growth: An Action Plan'

It was the second summit to be held since the nation's return to democracy in May 1999. While the new democracy had been greeted with euphoria by both Nigerians and the international community alike, the executive was still battling with the unsavoury legacy left by a succession of military regimes after almost one and a half years in office; in addition to that was its inability to develop an effective working relationship with the legislature. On the positive side, increased income from oil helped to ease the burden of the government during its first year in office. Furthermore, the government articulated and commenced the implementation of the privatization programme, even though its eventual execution was severely flawed. At the same time, no significant progress was recorded in the area of reforms of the key economic sectors, such as education and agriculture. Evidently, the government had outlined its policy for the year 1999 – 2003; what was now left was a clear and unequivocal action plan that will allow the implementation of this policy; hence, the rationale for the NES #7 theme.

2001 - Eighth Summit

'Nigeria's Economic Priorities: How Do We Deliver?'

Since the first Summit, the problems confronting the economy had been repeatedly diagnosed and enunciated so much so that there had developed a predictable refrain whenever Nigeria's growth and development challenges were discussed. The GSM licences, which were issued, raised tremendous hopes; but with virtually nothing happening after that, the business community started raising doubt about government's commitment to the privatization programme and its transparency. Prospective foreign investors coming to the country still complained about the difficulty in obtaining visas from Nigerian

missions abroad. In spite of the foregoing there was little doubt about the country's enormous potentials. But then, the policies must be right and the implementation of reforms must be persistent and consistent. It then became imperative to focus on a clearer definition of objectives, goals and targets, the identification of priorities and the drawing up of an action agenda with deliverables and milestones against which success or failures would be measured, hence the theme of the Eight Summit.

2002 - Ninth Summit

'Nigeria: Putting the Economy First'

The theme for the ninth summit was as a result of concern expressed by a lot of people that not much was being done to turn around the economy and in the light of signals portending a possible reversal of the gains that were made during the eighth summit. Most of the recommendations at the summit remained unimplemented while political concerns occupied the forefront of national discourse. The positive signs, which had come from the deregulation of the telecommunication sector, were applauded. However, there were emerging signals of the possible derailment of the reform programme and possible reversal of some achievements, including deceleration of the growth trajectory. These were perceived as danger signals and necessitated an urgent need to consolidate on the progress so far made.

The ninth summit was consequently devoted to an examination of what must be done to take advantage of the gains in the economy and to prevent its relapse to the previous parlous state experienced under the military.

2003 - Tenth Summit

'Nigeria: Partnering for Growth and Transformation'

The Tenth Summit was considered appropriate for the Nigerian Economic Summit Group (NESG) to reflect on its own development, a decade after the first summit was held in February 1993. It was a

period of re-appraisal of its efforts. Some questions needed to be answered like: has progress been made? Has there been any significant improvement in the public/private sector dialogue process? Are changes necessary within the summit process especially on its own modus operandi, and if so, what form should such changes take? And most importantly, has it met with the aspirations of the founding fathers and Nigeria?

Looking critically at the recommendations of the summits from inception, a significant number of the recommendations had either been fully or partially implemented. Reforms are often not fully appreciated when delivered as a package; especially where such implementation was done selectively and piecemeal, the chances are that the desired and expected results would not be achieved. Secondly, implementation itself must be well planned and executed with efficiency and commitment. The problem with our economy has not always been the absence of good policies, but rather poor implementation. It is thus imperative that the work of transforming the economy must continue and the energies and efforts of the public/private sector partnership must be clearly focused on improving the economic prospects of all Nigerians, while also ensuring that Nigeria plays a major role in regional and global economic development.

It was thus with these in mind that the NESG, in conjunction with its partners in the public/private sectors, developed the theme of the 2003 Summit.

2005 - Eleventh Summit

'Building Momentum for Economic Transformation and Growth'

At the Tenth Nigerian Economic Summit, a common ground for collaborative partnership was struck by stakeholders, leading to strong commitment by the private sector to participate in the process of developing the NEEDS document. The private sector fulfilled this commitment through various nationwide stakeholder meetings and it was

remarkable and reassuring that the Federal Government subsequently launched the NEEDS document on May 29, 2004. The summit that year was therefore structured and geared towards establishing a 'peer review, implementation, and monitoring' framework for NEEDS.

The time between the Tenth and the Eleventh Summit (since the summit did not hold in 2004) provided the necessary opportunity for increased advocacy and interactive dialogue activities to take place, as well as a useful review of the NEEDS benchmarked against clearly identified goals and actions of key stakeholders - government, the private sector and development partners.

It was in this context that the theme of the Eleventh Nigerian Economic Summit (NES #11) was crafted as "Nigeria: Building Momentum for Economic Transformation and Growth".

2006 - Twelfth Summit

'Sustaining Reforms and Unlocking Nigeria's Potential'

The Twelfth Nigerian Economic Summit (NES #12) was the seventh and last under President Olusegun Obasanjo, and the third since the launch of the NEEDS. To build upon the success of NES #11, the organizers of NES#12 thought it necessary to focus more directly on those tasks that would lead to the sustenance of the reforms and ultimately to unlocking the nation's potential. Besides deepening and expanding partnerships, NES#12 sought to consolidate the gains and broaden the ownership of and support for the emerging socioeconomic development strategy, beyond the present administration, as well as set the platform for forging a national consensus among all Nigerian stakeholders. Furthermore, the summit aimed to highlight gaps in policy implementation and identify those constraints requiring urgent attention. This would enable the participants to agree on action-oriented recommendations specifying what needs to be done, who would do it, and when it must be done. It was the hope that this would further

ensure the attainment of the objectives of the proposed NEEDS concept by accelerating post-summit activities through the NES Policy Commissions, in collaboration with the Department of National Strategic Analysis of the National Planning Commission.

2007 - Thirteenth Summit

'Nigeria: Positioning for the Top 20 League'

The 13th Nigerian Economic Summit was another milestone in the history of the development of the Nigerian economy and further deepening of the public private dialogue (PPD) in Nigeria. The Summit was all about national economic transformation. The compilation of the Summit deliberations set out descriptive and detailed policy recommendations on how Nigeria's economy can be transformed in order for it to be positioned among the top largest economies by 2020.

The theme for the NES#13 was motivated essentially by the report published by Goldman Sachs in 2003 – titled "Dreaming with the BRICs". The Summit brought together policy and decision makers from both the private and public sectors in Nigeria. The level of cooperation at the event provided a measure of the level of collaboration that will be required to achieve the goal of making the Nigerian economy one of the top 20 global economies by the year 2020. The success of the summit, however, goes beyond the assembling of top policy officials and decision makers; the environment encouraged the debate on how best to bring about the transformation of the structure of our economy and remove the obstacles to achieving the country's aspirations.

SECTION 1

DAY 0

Pre-Summit Plenary:

Summit Briefing

Day 0: Tuesday, October 21, 2008

PRE-SUMMIT PLENARY: PUBLIC SERVICE AND GOVERNANCE

Chairman: Chief Philip Asiodu; Former Economic Adviser to the President

Speakers: Prof. Richard Joseph; John Evans Professor of International History and Politics – *“Transformation and High Sustained Growth: Public Service and Governance in Nigeria”*

Mr Akin Arikawe; Former Permanent Secretary, Federal Ministry of Finance - *“Opportunities, Options and Prospects for redefining the Institutions of Governance in Nigeria”*

Panelists: Alhaji Gidado Muktar; Former Permanent Secretary, Ministry of Education, Kano State.

Senator Zainab Kure; Senate Committee Chairman on National Planning

Ms. Ama Pepple; Head of Service of the Federation (Rep. by Ambassador Baba Ahmed, Permanent Secretary).

Prof. Dibu Ojerinde; JAMB Registrar (Rep by Dr. Yusuf Lawal, Deputy Registrar).

Moderators: Mrs. Bimbo Oloyede and Mr. Ebere Young

In his opening remarks, **Chief Philip Asiodu** welcomed all participants to the session and presented some challenges that confronted Nigeria in her early stages of development up to the present day. He traced the challenges which

bedeviled the present day civil service to the January 1966 coup, the July 1966 coup and - the most devastating of all - the 1975 coup.

Chief Asiodu emphasized that repeated episodes of military incursion into power completely eroded the fabric of the nation's civil service. He maintained that in the early 1960s and 1970s civil servants were the defenders of public conscience. During these early periods, advice in the civil service was structured and decision-making and implementation were easy. Chief Asiodu finally reminded participants that a major prerequisite to the growth of any nation is the quality of the civil service and that for Nigeria to achieve her dream of Vision 2020, she needs a complete reorientation and a highly motivated civil service.

Prof. Richard Joseph began his presentation by saying that this is the best moment for sober reflection in Nigeria. He added that China, India and Brazil are making significant economic progress today in the global economy; but the question is where does Nigeria stand? According to him, using per capita income of \$USD1.25 per day - the new World Bank criterion for those living in poverty - Nigeria's state of poverty almost match the entire population of the next most populous African state - Ethiopia. In addition he said that the poverty rate in Sub-Saharan Africa has remained unchanged at approximately 50% for three decades.

He further informed participants that the best method of reducing poverty is through the achievement of high sustained growth; but such growth is not possible without radically improved standards of governance, and that better governance and the building of stronger institutions would enable Nigeria to take advantage of several favourable opportunities - domestically and internationally.

Prof. Joseph concluded his paper by mentioning a Nigerian project he is currently involved in which he identified nine initiatives worth considering in addressing the problems facing the Nigerian public service. The initiatives which he tagged 'Nigeria's Achilles Heel' are as listed below;

- Incentives
- Good practices for Nigeria

- Reward institution builders
- Celebration of public service heroes
- Engage Nigerians in Diaspora
- Create a Nigeria development corps
- Build south-south partnership
- Model successes in governance
- Improve health and education

He ended his presentation by emphasizing that a more sustained effort between now and 2020 could significantly improve Nigeria's health and education systems and increase its prospects of creating a dynamic economy.

In his presentation, **Mr. Akin Arikawe** focused on the level of preparedness of the civil service towards achieving the Vision 2020 goal by stating that the public service is the major institution that will steer the country in the right direction. He proceeded by listing four phases of Nigeria's developmental journey with regard to the civil service.

- 1960-1974 - the Golden Age. Under this era, the service had the best brains, highly efficient, competitive and motivated civil service.
- 1975-1992 - Period of Suspension. This was characterized by persistent assault of the civil service by the military cabal resulting in low performance and incompetence, loss of morale and even corruption, which came in within this era.
- 1993-1999 - Period of Ambivalence. During this phase, the civil service lacked direction and sense of commitment, and corruption became the order of the day. There was also non-enforcement of discipline, neglect of federal character, and the emphasis on the quantity of work rather than quality of services.
- 2000-date - Period of Re-orientation. This underlined the need for reorientation, rationalization and rightsizing.

Furthermore, Mr Arikawe expatiated on the need for the re-introduction of merit, training and rule-based conduct, and emphasis on an efficient service delivery system including monetization, as well as improved remuneration in the civil service. He stated that Nigeria is presently classified as a low-income country. In this case using market exchange rate: Nigeria ranks 51 out of 208;

but using gross national index (GNI): she ranks 170 out of 208; and using Purchasing Power Parity (PPP): Nigeria ranked 191.

Continuing, the speaker reminded the forum of Goldman Sach's projection. He stated that for Nigeria to be one of the 25 largest economies by 2025, she needs to grow her GDP (or GNI) at over 5% per annum. Also, he noted that the non-oil sector, must grow by over 12% for reasonable growth to be attained. According to him, the expected role of the civil service and all stakeholders in Nigeria, in the attainment of the stated objectives of vision 2020, include getting the top public servants, the private sector and all other interest groups to understand the vision and commit to it.

Concluding his presentation, Mr Arikawe stated that the civil service could be instrumental in the attainment of the vision 2020 by embracing the following:

- Qualitative recruitment Policies
- Adequate motivating Factors
- Technical Capability
- Training and Re-training
- Courage

In this case, the public sector must drive the attainment of the objectives of vision 2020 by giving new impetus to training and re-training of civil servants under appropriate guidelines from the Office of the Head of Service of the Federation and ensuring the civil service pay structure is comparable (not necessarily equal) with what obtains in the private sector.

Contributing to the discussion as a panelist, **Professor Dubu Ojerinde**, who was represented by Dr. Lawal, borrowed heavily from his experiences in JAMB. According to him, the problem of the civil service can be traced to the inconsistencies in our educational system. Today, there is proliferation of tertiary institutions, which are bogged down with deficient admission policies and declining academic performance. In his concluding reaction, he stated that the carrying capacities of our school system need to be reviewed.

In his reaction to the presentations, **Alhaji Gidado Mukhtar** leaned towards Prof Josephs' ideas of seeking ways to honour our heroes and champions. He went further to note that the major challenge facing us today is our inability to learn from the examples of our past heroes. He concluded that we should not only strive to be among the 20 developed nations in 2020, but we should institute a legacy of being the pride of the black race.

In his contribution, **Ambassador Baba Ahmed, representing Ms. Ama Pepple, the Head of Service**, stated that we must believe in ourselves and the Nigeria brand, and we must believe that the attainment of vision 2020 goals is a possibility.

Senator Kura stressed the need for us to shun pessimism and embrace optimism in our quest to attain the vision 2020 goals.

Further reactions and questions came from the floor:

Mr Yisi Aremu agreed with the Chairman on the issues of disparity in compensation packages between the civil servants and the politicians. He concluded that we should be driven by our home-grown policies.

Ms. Yemisi Ransome Kuti noted that Nigeria as a nation lacks a vibrant federal system. She described the past government as largely irresponsible and failing to attract Nigerians in the Diaspora because of the non-conducive macroeconomic environment.

Kumi Olumide drew the attention of the session to the need to focus on the theme rather than concentrating only on the possibilities. He concluded that we must focus on the realities on ground.

Okorie Linus added that the current issue should not be about training alone but the content and quality of leadership skills in the country.

Helen Marinho warned that we have to look at best practices to achieve the vision in question. According to her, the amount of wastage in the public service is very high and needs to be checked.

Chairman of the NESG, **Mazi Sam Oluabunwa** talked about laying a solid foundation for the civil service to move in the right direction. He concluded that creating a solid civil service foundation entails embracing productivity, efficiency, accountability and a reward system that is based on performance evaluation and merit.

Concluding the session, **Chief Philip Asiodu** thanked all the participants.

ROADMAP

Realities

- The current role and responsibilities of the civil service are largely unstructured and undefined.
- The current structure of the civil service allows for the existence of parallel activities and duplication of roles.
- The entrenchment of federal character in the civil service has largely undermined merit and the growth of the civil service.
- Past governments have undermined the role of the civil service in the developmental process.
- The current recruitment and retirement structure lacks merit and transparency.

Possibilities

- The civil service is the sole agent that will drive the current Federal Government 7-point agenda and the realization of the vision 2020 goals and objectives.
- It can and must be restructured to meet acceptable global standard.

Recommendations

Recruitment, Status/Roles and Training/Evaluation

- There must be a reinstatement of an enhanced and empowered civil service with clear roles and status. Training and re-training of civil servants must be civil service specific.
- Recruitment of civil servants based on federal character must equally focus on merit.

- The role, duties and responsibilities of training institutions such as ASCON and the new civil service college must be clearly defined.
- Government must eliminate all forms of duplication of activities existing in the civil service
- There must be an open and transparent recruitment/employment process into the service based on merit and equal standard, irrespective of gender, tribe or religion. Vacancy and requirement for positions must be clearly stated and adhered to.
- There is need for proper training, evaluation, as well as promotion based on performance.
- There is need for the re-invention of our ethical values as well as the entrenchment of our indigenous languages in teaching our children in schools, particularly at the early stages of childhood development.
- Objectives and timelines for activities (short, medium and long term) must be clearly defined and adhered to by the various organs of the civil service. Evaluations should be carried out to measure performance and achievement of targets.

Remuneration and Disciplinary Actions

- There should be reasonable incentives for the public sector (remunerations should be comparable with what obtains in the private sector).
- Non-monetary incentives which come in form of local, state and national recognition as well as honours and awards to deserving civil servants must be encouraged.
- Performance based evaluation must be revisited, it should be the basis for the reward system and promotion in the civil service.
- There should be appropriate disciplinary action for offences committed by erring civil servants.

Ideal Structure and Ethics of the Civil Service

- The structure of the civil service should be re-examined in line with the demands of efficiency and international best practices.
- There should be proper career planning, so as to maximise the potentials of the public service.
- By the present structure, the Permanent Secretary is the principal ministerial adviser within the ministry. He/she should be able to give

- There should be proper record keeping, accountability, as well as access to information and linkages among the ministries, agencies and parastatals for ease of planning, coordination and information dissemination.
- There should be proper coordination of public service business with the sole aim of achieving government objectives rather than personal interest.

SETTING THE AGENDA FOR THE SUMMIT: NES#14 BRIEFING

Speaker: Mrs Wonuola Adetayo, Co-Chair, Technical Sub-Committee

Moderator: Bimbo Oloyede, Channels Television

Mrs Adetayo thanked everyone that attended the session. Giving an overview of the structure of (NES#14), she stated that the theme for the Fourteenth Nigerian Economic NES#14 was derived from the Federal Government's decision to adopt the 2020 vision as a national philosophy; hence, it became pertinent to discuss the potentials, realities and possibilities for achieving this vision.

She informed officials that the Summit will provide a platform for interactions, and presentations will capture three major areas: potentials, realities and possibilities. Speakers would be subject experts in their various fields, who will bring in their experiences, as well as experiences from other countries. She further briefed officials that an additional and very critical 'Road Map' session was introduced to draw up agenda for recommendations; this session will precede each session of the summit. She encouraged participants to attend every session and make meaningful contributions.

She also highlighted the roles of officials. She specified that Speakers will make presentations, while Panellists are to draw up the Road Map and not to make any presentation, Chairpersons are only to make brief Opening Speeches.

She continued that Rapporteurs are to capture proceedings, produce six slide bullet points within one hour of each session, and develop a 2-paged executive summary from proceedings to support the points, as well as assist in drawing up Road Maps and the final write-up for the summit's final presentation and Green Book Report.

In conclusion, she encouraged everyone to play their parts. proper advice and guidance to the minister without fear or favour. This calls for the insulation of the service political interference.

DAY 1

Opening Plenary

Parallel Interactive Sessions 1

Formal Opening Ceremony

Summit Gala Dinner

Day 1: Tuesday, October 22, 2008

OPENING PLENARY

**CHANGING THE NIGERIAN MINDSET: THE REALITIES, THE
POSSIBILITIES**

Chairmen: Mr Foluso Phillips; CEO Phillips Consulting

Prince Kayode Tokunboh; Minister of Culture and Tourism
(Rep by Amb. Hakeem Baba-Ahmed)

Speakers: Prof. Richard Joseph; John Evans Professor of International
History and Politics – *“Changing the Nigerian Mindset: Accelerating
the Creation of Enterprise Societies”*

Mr Frank Nweke Jnr; Former Minister of Information and
Communications – *Changing the Nigerian Mindset: Inspiring and
Mobilizing Nigerians*

Mrs Ibukun Awosika; CEO, Sokoa Chair Centre - *“Changing
the Nigerian Mindset: “The Realities, The Possibilities –
Perspective of the Businesswoman*

Panelists: Mr Anthony George-Hill; National Coordinator, Niger Delta
Budget Monitoring Group

Alh. Idi Mohammed Farouk; DG, National Orientation Agency
(NDA) – Rep by Mr Peter Abu

Ms. Busola Famakinwa; Youth Representative (500 Level
Student of Building Engineering, UNILAG)

Moderator: Prof. Peter Omoluabi; Clinical Psychologist, University of Lagos (Rep. Joshua Abu).

Mr. Foluso Phillips set the tone by saying that strong leadership begets strong followership. He berated the very tough times that Nigerians had been subjected to by way of shattered hopes, broken promises, and a consequent distrust of the leadership. Without trust, according to him, there will be no right attitude and mindset to support policies as outlook and habits are formed through experience. Insecurity on the part of citizens and leaders results in self-preservation with resultant negative effects on the mindset of Nigerians. To reverse this trend, trust needs to be built and leadership styles need to be changed to influence the right attitude and responsiveness from the followership.

Speaking immediately after, **Prof. Richard Joseph** identified weak governance and capacity building as two critical deficits confronting Nigeria and hoped that the present global crisis should serve as backdrops in charting the transformation course for Nigeria. In his view, weak governance and capacity building are the bane of development, and building positive collective actions is a function of trust and confidence. He queried thus: “Can the government rebuild and create trust and confidence in the minds of Nigerians”?

Prof. Joseph further presented the core aspects of his on-going project entitled: “Accelerating the Creation of Enterprise Societies” (ACCESS), which focuses on a few African countries, including Nigeria, poised to achieve high sustained growth among others. The objectives of ACCESS include the elaboration of the notion of enterprise societies in Africa; distilling and applying the lessons learned in improving governance and capacity building; and promoting creative and strategic thinking.

According to the speaker, the central and intellectual challenge of ACCESS is to ensure that policy and institutional initiatives being launched in Africa cohere in a dynamic process of increasing complexity and resulting in real transformation. An enterprise society visualizes a system of social collectivity, in which the national political leadership and a wide array of business and

social entities work cooperatively to devise and implement strategies for sustained growth and development.

Prof. Joseph acknowledged that this has always existed in sub Saharan countries; however, leadership had been the problem. Creating this requires “buy-in” locally and internationally. The right mindset, he emphasized, is crucial to achieving all of the above.

In his presentation **Mr Frank Nweke Jnr.** viewed mindset as internal mental images developed from experiences of our culture and tradition over the years. He made reference to Hofstede’s five cultural dimensions of power distance, individualism, masculinity, uncertainty avoidance and long-term orientation – and stated that Nigeria rated poorly vis-à-vis other nations in the global race to 2020. The nation’s mindset, he opined, supports the abuse of power, low integration, the female gender being less assertive, tolerance for uncertainty and ambiguity, and values associated with short-term orientation. He canvassed for adequate mobilization and inspiration of Nigerians and a reversal of the identified mindsets and realities.

Mr Nweke then requested that all resources of the nation should and must be mobilized in the quest to infuse a right and positive mindset in the Nigerian people. He emphasized the need for the nation to embrace, individually and collectively, a global mindset - ability to influence individuals, teams, organizations and systems different from ours. In achieving this, information dissemination, transparent measurement of progress along agreed parameters, appropriate reward and sanction systems are crucial.

Mrs. Ibukun Awosika called attention to the fact that year 2020 is so close and it is crucial that Nigeria begins to get her act right. She detested the general mindset that all Nigerians are corrupt - as this only applies to a few. She espoused the positive traditional values of Nigerians, which include communality, generosity, a sense of integrity and honesty, pride of family and heritage. Our mindset, according to Mrs. Awosika, includes appreciating all things that are foreign, extolling godfatherism, and cynicism, among others. On the positive side, the speaker identified the real Nigerian spirit to include the ability to work in a challenging environment, and the ability to be resilient,

creative and resourceful. This spirit makes our survival instinct high, despite the fact that we are cynical about our leaders, we separate politics from our social and economic lives, we laud dreamers instead of visioners, we cherish short rather than long term gains, and we are self-centred.

As a parting shot, Mrs Awosika called on all Nigerians to get involved in nation building and be part of what we believe in and build on our strengths as a nation.

Making his contribution as panelist, **Mr. Anthony George-Hill** identified the following as his concerns:

- Changing mindsets have to be practical and theoretical
- How do we project development indicators in the absence of credible data?
- Policy lacuna - several policies, no harmonization.
- Resource curse. “More money, more poverty”. Where will the Niger Delta be in the next 12 years?
- Technological gap? Our children do not have access to computers, which is a technology for this age and the future. The ensuing brain drain and social dislocation need to be addressed.
- National Orientation Agency needs to reorientate Nigerians to be patriotic and believe that the nation is worth dying for.

Other panelists who contributed to the discussion include: **Busola Famakinwa** who spoke passionately about the neglect of youths in visioning and implementation of visions. She canvassed for improved education for youths and mainstreaming of youths in national policies.

Mr. Joseph Abu alluded to the negative mindset of Nigerians and that reversing this requires a lot of work. The National Orientation Agency (NOA), to him, should be involved in policy formulation.

Prof. Peter Omoluabi decried the mindset called “the Nigerian Factor”, which must be stopped henceforth. He identified three core elements of mindsets as cognitive (knowing what to do), cognative (knowing what should be done) and affective (refusing to do it). The affective element in us is what should be changed.

Ambassador Baba Ahmed queried our inability to recognize our potentials. He advised that Nigerians should shun negativism, subversion and cynicism. He recommended good government, building of national consensus through credible elections, a less corrupt private sector that can create and spread wealth, confident citizenry and a social system that values honesty.

Questions and Responses

Ms. Yemisi Ransome-Kuti, CEO NNNGO canvassed for a 'reality check', which should guide our actions. The National Orientation Agency, to her, is not working and should be scrapped and focus placed on participatory process from the local government level. Dialogue at all levels is very important, thus action plan between government and the people should be based on shared ideals, joint planning, volunteering, voluntary participation and commitment. Government should also learn to evaluate its actions and policies through opinion polls, report cards and feedback mechanisms. She mentioned the partnership between the World Bank and Lagos State Government on commercial projects and capacity building. She advised that government should maintain constant interaction with the rural areas and communities.

Another participant stated that over the years successive governments have continued to roll out policies such as MAMSER, DFRRI, the 2020 Project, etc without seeking the people's consent - as 90% of Nigerians do not know of these policies. He advised that the 2020 project should not be seen as another government policy but as a movement.

Mrs. Omobola Johnson, CEO Accenture, explained that the uncertainty in the system accounts for people's penchant for illegal accumulation of material resources. She advised women to be more assertive and Nigerians in general should restrain themselves.

Mr. Tunde Imolehin berated Nigeria's poor concept of orientation and canvassed for good leadership.

Mr. Chima Ibenche believed that action changes mindset. Prior to 1999, the mindset of Nigerians was that we cannot have a functional telecoms sector

and that our banks cannot have up to a billion naira asset base. This mindset has changed as a result of positive action. Nigeria, according to him, should translate rhetoric to concrete action.

Mrs. Modupe Mojota stated that ‘excellency’ and ‘honourable’ are earned virtues and not titles. Leaders in Nigeria should learn to acquire these virtues and conduct themselves as public servants.

Mr. Ahmed Rabiu canvassed that relevant anti-corruption laws be enforced and enforcement agencies strengthened, in line with President Yar’Adua’s policy of ‘Rule of Law’. Also the National Anthem should be taught to our children in the local languages.

Concluding Remarks by Speakers

Prof. Richard Joseph

- Nigeria should not forever be defined by the “Nigerian Factor”.
- Institutions shape behaviour and should be strengthened.
- Nigeria can get there.

Mrs. Ibukun Awosika

- Nigeria should harness the resources of her successful citizens at home and abroad
- Nigerians should stop castigating those in leadership as thieves.
- Responsibility lies with all of us to achieve the change we seek.

Frank Nweke Jnr.

- A report card of this summit should be appraised at the next summit in terms of concrete achievements.
- “As a man thinketh so he is. If we think we are the worst of things that happened to mankind so it will be”.
- We should believe in being what we want to be.
- Focused leadership that offers incentives to the citizenry is very crucial in changing our mindset.

Mr. Foluso Philips

- We should involve the leaders of tomorrow (youths) in the process of designing policies for national development. Tomorrow, for which we are planning belongs to them.
- Trust and faith which are important elements in changing our mindset should be our watchwords.

THE ROADMAP

ISSUES	WAY FORWARD	RESPONSIBILITIES	TIMELINES
Failed leadership/low level of service delivery leading to a mindset of distrust	Electoral process reforms Transparency (Passage of FOI bill) Merit-based appointments into government and the public service (revisit the federal character policy) Delivery of electoral promises Active participation of all Nigerians in electing leaders	All Nigerians, Interest and Pressure groups, Professionals etc.	Immediate
Declining national values resulting in mind set of general apathy	Citizenship and Leadership education at all levels Re-introduction of Nigeria's history, civics into school curriculum Introduction of entrepreneurship education right from primary school level Private sector and civil society involvement in National re-orientation Strengthening of NOA Identification, promotion and celebration of core Nigerian values	NOA, FME, NUC, NGOs, Civil Societies	Immediate
Poor parenting causing a mind set of poor identification with Nigeria	Parents to be good role models Inculcate in children good values that are nationalistic	All Nigerians, Civil societies, NOA	Immediate
Policy inconsistency and lack of policy institutionalisation leading to a mind set that 'nothing works in Nigeria'	Institutionalisation of policy All inclusive long-term policy evolution process	All tiers of government, National Assembly, the general public	Immediate

PARALLEL INTERACTIVE SESSION 1: ECONOMIC INFRASTRUCTURE

(OIL & GAS)

Chairman: Engr. Abubakar L. Yar'Adua; Group MD, NNPC

Speakers: Prof. Anthony O. Adegbulugbe; Energy System & Planning Management (Represented by Dr Adeola Adenikiju) – *“Vision 2020: Characteristics of an Appropriate Energy Infrastructure”*

Mr Rudy Felix Ferreira; MD, Petrobras Nigeria Ltd – *“The Brazilian Experience in Local Content Policy for Oil & Gas”*

Mr Timi Alaibe; MD, Niger Delta Development Commission – *“Framework for Restoring and Sustaining Peace in the Niger Delta: The Imperatives”*

Panelists: Mr Wale Tinubu; Group MD/CEO, OANDO Plc

Mr Cyril Odu; Executive Director, ExxonMobil Nigeria

Facilitators: Mr Abiola Lawal and Mr. Ebere Young

Areas of Focus

- Developing and achieving increased Nigerian content
- Focus on gas for domestic consumption and export market (Gas Master Plan)
- Safety and security in the Niger Delta
- Exploration in other basins – Anambra, Chad at al
- International perspective – The Petrobras Example

The Chairman **Engr. Abubakar Yar'Adua** flagged off discussions by stating the importance of the sector currently to the national economy and the associated quest for increased utilization of petroleum products and optimal benefit to the country. He was of the view that the sector was still pivotal to the nation's development agenda, especially gas, which offered enormous diversification potential. The industry continues to contribute significantly to the national wealth and is responsible for the recent rise in external reserves. He spoke however, on the need to begin to tackle niggling issues in the industry, which impact negatively on upstream activity (exploration and production) and the performance of the downstream sector. Nigeria's role internationally was also being threatened by the sustained strife in the Niger Delta Region and subsequent downturn in production output.

Prof Anthony O Adegbulugbe's presentation showcased Nigeria's oil and gas ratings within the context of other global oil producing nations, and thus showed how far the nation still had to go with regards to developing its petroleum assets in line with its energy demands. He also gave graphic illustrations of Nigeria's position in the global gas market. Despite enormous gas reserves, Nigeria remained a laggard in the optimum exploitation of its gas assets. This gap needs to be closed, in view of the growing demand for gas in domestic and foreign markets.

He highlighted the geological fact that Nigeria was indeed a gas-endowed nation with proven reserves of about 185 trillion standard cubic feet of gas. The country was therefore a gas province with sprinkles of oil. Interestingly Nigeria has concentrated its upstream activities on exploiting oil whilst failing to tap and deploy its enormous associated and non-associated gas, much of which has been flared, a major economic misjudgement.

Highlights of his presentation include the following:

- There is a need to grow the economy at double-digit rates to achieve our catch up goal by 2020. Oil and gas exploitation has a huge role to play in this quest.
- There is a need to consider energy consumption (current and projections) needed to support our economic growth goals. Emphasis should be on export and domestic exploitation/consumption of gas.

- Gas will play a major role in the country's energy mix. The clean fuel may account for as much as 62% of the energy mix in the future, he said, with coal, nuclear, hydro, wind and other energy sources accounting for the balance.
- Developing the infrastructure for the electricity industry was crucial and cannot be done outside the Gas Master Plan.
- Despite Nigeria's enormous oil and gas reserves, the country has not managed its E&P and downstream sectors well, and current OPEC data indicates that Nigeria imports up to 60% of its domestic oil consumption. Capacity utilization of the nation's four refineries is currently below 20%. This trend is a negative indicator for the country and ought to be reversed in the short term. The policy for private refineries should be on the fast track with appropriate incentives such as guaranteed crude supply.
- South Africa, Morocco, Algeria, Libya, Brazil and Saudi Arabia all have refinery capacity utilization of well over 70%.

His summary of Nigeria's petroleum industry experience reflected the following facts:

- Where we are is far from where we need to be.
- The investment requirements necessary to realize the energy vision for Vision 2020 is huge.
- Nigeria is presently trapped in the cluster of:
 - Low energy consumption
 - Economic stagnation
 - Energy infrastructural decay
- There is an urgent need for the right strategy that enables the country break through the cluster to achieve an increasingly sustained path of energy consumption and economic growth, like Brazil, Chile, South Africa.

According to the presenter, the existing weakness in the energy infrastructure system is exacerbated by weak integration across the various energy systems; low investment in generation and transmission and distribution infrastructure; problems with gas supply infrastructure (limited capacity, lack of connectivity, current infrastructure is project specific, little redundancy in pipelines – vulnerability to attacks). Others are low diversification of existing energy

supply mix; high geographical concentration of energy infrastructure; high cost of the entire energy supply system; and limited private sector participation, particularly of genuine Nigerian entrepreneurs.

Other features of our energy infrastructure include the fact that power transmission network is antiquated and radial in its outlay – thus concentrated mostly in the urban nodes of the country with the attendant supply hiccups. The presenter further noted that Nigeria's per capita energy consumption is also very low when compared with other nations. This is a reflection of economic stagnation. He thus advocated that sustained economic growth would require steady increase in energy consumption. Since gas is expected to play a key role in the energy market of the future, Nigeria's Gas Master Plan was touted as the panacea to the ailing economy and, of course, diversification of the energy sector.

Mr Rudy Felix Ferreira's presentation showed how Brazil managed to turn around its ailing petroleum and maritime industries via structured programmes, which upgraded the capacity and quality of service delivery of all players in the petroleum industry. In this case, he gave a background to PROMINP - the special purpose agency saddled with the local content development agenda, noting that it all began with enforcement in the 1990s when local content enforcement action was implemented.

He showed PROMINP's pyramidal organizational structure which consisted of its Steering Committee, Executive Committee and industry-wide Sectoral Committees. Part of the challenges in the beginning and even currently was how to update industrial policies towards upgrading the performance of the industry and the technological qualification of personnel. In view of this progressive capacity building work, PROMINP is expected to handle a growing portfolio of projects between 2004 and 2015 and about \$31 billion is to be expended within the timeframe (investment).

Continuing, Mr Ferreira stated the features of the methodology used for national industry diagnosis, which included professional qualification plan for players (175 professional categories identified, and over 100,000 professionals were to be used); the utilization of \$150 million used to train all technical

students across the country. So far, 21,000 persons are being currently trained, and a further 16,000 are to begin courses soon.

He further acknowledged that the industry diagnosis and skills upgrade programme has had a major impact on the local economy with positive spill-over into Allied Sectors. Construction of a new dry dock is nearly completed, and several projects are in the production pipeline including the building of floating production and storage vessels (FPSOs). He noted that PROMINP is also engaged in supplier development, upgrading the national supplies network, and assisting the competition and equipments manufacturing. In addition, the organisation has developed a manual for the local content agenda as a guide for industry players. It has inclusion strategy where over 2000 Micro and Small Companies are being engaged in the local content process, apart from having several funding initiatives for micro, small and medium sized companies.

Mr Ferreira also stated that as part of the local content development strategy, a National Competitive study of goods and services was done, while industry and academia are also constantly collaborating to feed Research & Development demands of the industry, fill knowledge gaps, and boost the investment profile of players in the sector. The PPP model is thus leading to shared domain areas where knowledge is shared across both sides of the private and public sector divide. According to the presenter, all these initiatives show that Brazil is well on track to achieving its local content development targets.

Mr Timi Alaibe noted that the attainment of peace and sustainable development in Nigeria's Niger Delta Region is critical to the success of the NDDC, especially as the commission's development initiatives continue to be truncated by sustained strife and hostilities. In summarizing the travails of the Niger Delta Region, he opined that the key to sustainable development and peace in the region requires political will, a change in the present negative social attitudes and constructive engagement between all parties.

The speaker then proceeded to give a historical perspective on the rise of militancy in the region - spicing his presentation with statistics and comments from media and key opinion leaders. According to him, the current situation is such that renewed militancy is affecting the chances for peace and may truncate

new plans for the region, including the new Niger Delta Ministry. The region, which houses the petroleum industry is under siege, with the attendant effect of prohibitive production costs, loss of human lives, and *force majeure* implications on the nation's wealth. Even deep offshore fields, which hitherto were considered safe, are not insulated from the strife anymore. Shell's offshore Bonga site was recently attacked, he noted. Containing militancy has become more challenging as the militants have raised their game. They are, in his words,

“ Well educated! Armed with sophisticated weapons! Self-funding from huge proceeds of oil bunkering! Have sophisticated Intelligence on Oil Companies, Military! Recruiting across the Region, multiple camps! Enjoy Substantial Community Sympathy (despite ‘public’ condemnations)! Containing them has become more challenging!”

Continuing, Mr Alaibe explained that the cost of the crisis is huge and still growing. This negative growth may spell doom for the national polity, he said. In 2008 alone, Nigeria may have lost as much as \$65 million per day or N7.6 billion per day in national output. The country is also gradually losing its international ranking and prime position as Africa's leading oil producer to Angola. “In terms of per capita comparisons and quality of life, this is a bad case waiting to happen,” he said, as Angola, despite its enormous mineral endowments has just about 10 million people.

He further observed that while the vicious cycle of restiveness continues, the search for solutions has somewhat proved to be elusive. Politics, distrust, cynicism is partly to blame for this; also, inequality or perceptions of it is fuelling MEND's agitation for restoration and emancipation. He noted that previous efforts at restoring peace were not holistic and did not address the root cause of the social agitation. Poverty was widespread. Inequality was a naked fact, especially when the social, economic and environmental conditions of the Niger Delta were juxtaposed with other parts of the Federation.

However Mr Alaibe was quick to point out recent developments that may begin to reverse the status quo, such as the fact that the Niger Delta question is part of the President's 7-Point agenda, which provides a great opportunity

in restoring and sustaining peace. Also training and capacity building is critical to turning the situation round, while changing the orientation of all the parties in the conflict from force and destruction to non-violent engagement is also crucial.

He said the NDDC has begun a Non-Violence Conflict Management Training and Transformation Programme in partnership with the Foundation for Ethnic Harmony in Nigeria (FEHN) as a strategy to disarm, demobilize and reconscientise the militant youths of the Niger Delta Region. The exercise seeks to build a violence free society, promote harmonious co-existence, broad nationalism and interdependence, institutionalize nonviolence, as well as re-orientate, transform and promote youth leadership development. The projects are actually part and parcel of the Niger Delta Master Plan of which the implementation is on-going and even needs to be fast tracked, but not before a massive re-orientation of the mindsets of all parties' on the conflict, especially the citizens and beneficiaries of the region. In Mr Alaibe's words, "Any Development Plan for the region that does not first address the issue of transformation of the lives of those involved in the extreme violent and disruptive activities in the region, be they militants, commercial hostage takers, armed robbers or warlords, will not realize its full objectives and achieve commensurate success."

He concluded his presentation with a quote from the Ogomudia Report of 2002:

"Enduring peace anywhere, particularly in the oil producing areas, cannot be achieved by militarization or the security approach. While one cannot deny the obvious criminal elements, which have to be firmly dealt with by the application of the law...the problems of the oil producing areas can be best resolved through two broad approaches, which must be implemented simultaneously: Development: based on Infrastructure, Job Creation & Economic Empowerment and Enforcement of Law & Order."

The presentations were followed by contributions from the Panellists. **Mr Wale Tinubu** bemoaned the lack of a coordinated approach to tackling the Niger Delta question, despite the plethora of structures and institutions –

NDDC, State governments, Joint Task Force, 13% derivation formula - that are on ground. He asked for harmonization of efforts and policies.

Mr Cyril Odu spoke on the need to quickly tackle the safety and security issues of the Niger Delta, which remains a key constraint to the sector's development and the diversification agenda of the government. This is also crucial to the nation's Local Content development. Currently, there is no assurance of work for Nigerians who have built capacity in local content areas. He said that a National Business Plan is needed for the industry and will entail Nigeria to go back to the basics like the Brazilians have done - "The Brazilians have looked at the existing state of their industries and plugged the oil sector local content plan into their national development strategy." He believed that the diversification of the oil and gas industry is key. In this instance, emphasis should be laid on gas development (the Gas Master Plan); and incentives provided by government to encourage people to invest in the sector, and not penalize them for their inability or perceived lack of interest in the sector.

Comments & Questions from Participants

Several participants expressed various views on tackling environmental pollution and management; the need for oil sector players to engage communities for their needs assessment; the need to extend the derivation formula to all other mineral producing communities, and tapping into the "South-South Experience" by replicating and adapting the Petrobas model for local content development. Here are excerpts from the Q&A Session:

Engineer FC Ogbolo, Nigerian Society of Engineers

- Nigerians should seat together and ask the National Assembly to extend the 13% derivation formula to all mineral producing regions/states
- Full steam training needed. Need to dump the HND/BSc matter, so that we can begin to export talent to other parts of Africa.

Dr Jasper, Chairman, Niger Delta Consortium

- Need to dump the arrogant attitude of some Niger Delta players, and recalibrate the Nigerian mindset.
- Need to focus on nine oil producing states out of 36 states – no need to politicize the matter.

- Need to insist that oil firms do what is right for their host communities and the environment.
- A Nigerian approach to localized development is required.
- Local content concept is fundamentally flawed - it needs to enhance capacity; need for PTDF and FG and NDDC to train youths to attain ISO standards in skills like Welding, Drilling etc.

Nengi James from Bayelsa State

- We should go beyond mere talking.
- Mindset of Nigerians should go back to the faulty foundation of the Nigerian state.
- The Nigerian State is responsible for the waste of talent and youths ravaging the Delta Region.
- Need for the State to stop the sycophancy and flamboyance of its agents and officials.
- Over 500 persons kidnapped since 1999; more may be kidnapped if status quo continues.

Dr Patrick Akhaba

- We need to let Government know and feel the reality on ground.
- There is high Policy Mortality – policy reversals.

Mrs Eniola Dada, Development Specialist

- The World Bank has launched the South-South programme. We can adapt/replicate the Petrobas model and experience.
- Governance needs to be addressed. Plenty of funds have come to the region in the last Eight years – very little results to show for it.
- Need for oil players to engage communities for their needs assessment.
- Niger Delta Regional Master Plan needs to be implemented; all players needs to plug into the framework.

Response by Speakers

In their responses, the three speakers re-emphasized the need for social reorientation, backward and forward linkages, investment in education and social infrastructure and shoring up the quality (capacity) of governance.

Mr Timi Alaibe

- Streamlining of projects now being done.
- Political will is needed to resolve issues.
- Timeframes needed for jumbo projects.
- Governance: Magnitude of graft in region is high, though a national problem; capacity of public sector officials to deal with issues is weak; many lack the requisite experience and knowledge base.

Dr Adeola Adenikiju (Rep. Prof Anthony O. Adegbulugbe)

- Strong linkage between Oil and Gas sector and the rest of the economy in Brazil. There is a lot of forward and backward linkages. This is a strong lesson for Nigeria.
- Poor investment in Education in Nigeria is killing the economy – companies go abroad to employ Nigerians who are trained abroad, when it is cheaper for them to fund and complement efforts of the FG on education locally.
- Greater collaboration within private sector players is needed to ensure that education levels and standards are revved up.

Mr Rudy Felix Ferreira

- Huge investment is needed to ensure capacity building. It will not happen simply by decree.
- Petrobras has several Nigerians in its operations in Brazil and internationally. Technology transfer is ongoing and there is growing partnership with the Nigerian authorities.
- Brazil's Naval industry was nearly destroyed in the 1980s but the local content policy has revived the sector and begun to add value to the entire South American marine industrial landscape.
- Without political will, the local content is really a dream.

The Chairman **Engr. Abubakar L. Yar'Adua** closed the session stating the need for all hands to be on deck with a view to ensuring that the aspirations for the sector are achieved.

Road Map

Short Term (1 year)

- Implement the National Gas Master Plan.
- Identify and execute resource needs (skills gap analysis).
- Increase Nigerian and foreign private sector participation in the oil and gas sector.
- Focus on capacity building to ensure increased Nigerian content.

Medium Term (2-4 years)

- Enhance the benefits derived from the Nigerian content development
- Fine tune and implement the Niger Delta Regional Development Plan
- Fashion out clear roles, favourable policies and a Master plan for rapid development of the Niger Delta under the newly created Ministry of the Niger Delta.
- Attract increased private sector participation in the oil and gas sector.

Long Term (5 years and above)

- Sustain funding for enhanced development of the oil and gas sector
- Review derivation formula in the national interest.

PARALLEL INTERACTIVE SESSION 1: ECONOMIC INFRASTRUCTURE

(POWER)

Chairman: Dr. Kalu Idika Kalu; Chairman, BGL Plc

Speakers: Mr. Vamar and Shri Chandan Roy; NTPC, India – *“Development of the Power Sector and Public Private Partnerships: The Indian Experience”*

Mr. Andrew Reicher; CEO, Globeleq – *“Imperatives of Reforming the Nigerian Power Sector”*

Prof. Barth Nnaji; MD, Geometric Power Limited – *“Achieving Effective and Sustainable Decentralization of Power Supply: An Operator’s View”*

Panelists: Mr. Onno Ruhl; Country Director for Nigeria, World Bank

Dr. Ransome Owan; Chairman, National Electricity Regulatory Commission (NERC)

Mr. Mansur Musa; President, National Union of Electricity Employees

Hon. Ndudi Elumelu; Chairman, House Committee on Power & Steel

The Chairman, **Dr. Kalu Idika Kalu** welcomed all the participants pointing out the strategic role of power in the economy. He said that there are few

other sectors that are as critical as power in getting the economy moved forward; emphasizing that the growth of the power sector is a function of growth in the other sectors.

The first presentation by the duo of **Mr. Vamar and Shri Chandan Roy** was divided into two major segments: The overview of power sector development in India and the emerging scenario. Four major “waves” were identified in the Indian power sector development. The first wave was from 1895 to 1947, which was characterized by very slow growth rate. The first legal framework was the Calcutta Electric Lighting Act, 1895. This was followed by the India Electricity Act of 1910, which provided the basic framework for electric supply in India. It retained many aspects of the Calcutta Act of 1895. The second wave was from 1948 to 1975, which was an improvement of the 1948 Act. Under this act, electricity was made a state level subject especially for the planning and implementation, which was done through the State Electricity Boards (SEBs) and functioned as vertically integrated facilities. They therefore planned and implemented generation, transmission and distribution of electricity. There was a methodology in the Act for determining tariff, but its major focus was to enlarge the consumer base.

The third wave was between 1975 and 1998. The 1948 Electricity Supply Act was amended four times over this period. In 1975, power made a concurrent subject both as a matter of state and central government, leading to the establishment of NTPC and other central power utilities. In view of worsening financial health of SEBs, earning return of 3% on fixed assets was made a statutory requirement in the 1985 amendment. In 1991 power generation was opened to the private sector, and in 1998, transmission was equally privatized. The fourth wave is from 2003 till date. It segregated the role of government and the regulator. Under the Act, government was given the role of policy and overall guideline formulation, while the regulator was saddled with the role of tariff determination and overseeing the functioning of the sector.

According to the presenters – Mr Vamar and Mr Roy, the 2003 Electricity Act was regarded as the game changer in the development of the Indian power sector because of the following inherent enablers:

- It provided the enabling framework.
- The National Electricity Policy set a target till 2012 and 100,000MW thermal and 50,000MW hydro initiatives were launched.
- It provided for National Tariff Policy and the National Energy Policy which sets a long term vision.

The enablers facilitated Public Private Partnership in the Indian Power Sector, which led to the addition of blocks of 4,000MW each, while market forces determined the different power prices. Public Private Partnership also encouraged the mobilization of required investment funds and injection of best practices in power project management due to competition.

The second presentation by **Andrew Reicher** went on to illustrate that adequate electricity capacity was a sine qua non to any economy and that the current power capacity of Nigeria was not more than 4000MW, which was far below the minimum needed to ginger the economy to a high-ranking level. He observed that the 120,000MW estimated by the Energy Commission of Nigeria by 2030 was a mirage. According to him, the reality on ground revealed that political participation was critical to effective power operation, but that bureaucratic bottleneck was a serious constraint in Nigeria. Other militating factors against effective power supply in Nigeria included current uneconomic pricing system and increasing risk of cost lost in the system.

He however raised hopes to the effect that Nigeria had potential to raise her power capacity by adopting best practices from Peru, China and India, among other countries that have improved tremendously. Among the issues that could be regarded as possible factors that could propel Nigeria to greater heights are instituting drastic reform measures and attracting the private sector.

In order to accelerate improvement in the power sector, Mr Reicher recommended that political participation should be encouraged, bureaucratic complexities removed, and knowledgeable people employed in the sector. Other recommendations are that entry regulations for actors in the sector should be simplified, transparency and accountability taken to a high pedestal, and fuel regime assuring power availability, effective transport system and protection against supply disruption should be instituted. Also, more could be

achieved if market-driven tariff is introduced and the private sector is encouraged through provision of enabling environment.

Prof. Barth Nnaji's presentation started by giving a brief background and introduction on the current power situation in the country, which dwelt on electricity demand and supply in Nigeria. According to him, electricity demand in the country was presently over 20,000MW while only about 25-30% is met at any given period. He also noted that firms and households were solely responsible for generating their own electricity at significant cost to meet energy needs, which is between \$0.25/KWh and \$0.5/KWh.

He went on to discuss the electricity transmission and distribution assets which he said were inadequate and in a sorry state of disrepair. He gave a graphic depiction of the installed capacity per capita of some selected countries as seen in the Table below.

Country	Population (Millions)	Per Capita (Watts)
South Africa	45	1022
Thailand	70	571
Brazil	180	500
Egypt	80	256
Zambia	10.6	165
Ghana	21	86
Kenya	32	38
Nigeria	140+	27

Prof. Nnaji further highlighted the factors responsible for the current power supply situation – some of which include decades of neglect in the power sector, which had gone on up until 2000; also the centralized pool of generated power through the National Grid was not without its attendant problems; added to these is the current price mechanism, which is not attractive enough to inspire investor's interest. He reiterated that the absence of a regulatory framework up until the year 2005 contributed to the poor state of the power sector.

Continuing, the speaker said that any effort to solve this problem should be a collaborative one between the public and private sectors. In his view, government alone cannot afford to finance the needed improvement, which would require \$50 billion, at the least, over the next 10 years. He believed the key lies in instituting an effective and sustainable decentralization of power supply, and emphasized that private sector spending would ensure efficiency and discipline. He however, cautioned that for the private sector to be involved, government has to create an enabling environment to motivate them, as well as institute a sustained and appropriate regulatory framework.

Prof. Nnaji maintained that it was of utmost importance for electricity generation to be decentralized, taking into consideration the following reasons:

- Failure of state monopoly on generation, transmission and distribution with no accountability to the public.
- Demographic nature of Nigeria requires decentralization to effectively cover the wide spread.
- Central systems are normally vulnerable to external disturbances resulting in shut downs with the attendant national power interruptions
- Centralized national grid constitutes potential targets for sabotage or attack in periods of unrest, which therefore, poses a national security risk.
- Rationing of generated power, with consequent resentment and pent-up frustration among regions with power plants but with no electricity to show for it, leading to further sabotage of operations.

Prof. Nnaji, while emphasizing the need for an effective and sustainable decentralization of the power generation, gave some of the requirements for this to happen. They are:

- The need to harmonize current efforts at deregulating the power sector
- Private sector involvement is required in terms of public private partnerships or BOT, Concessions, BOO.
- Establish various options for sectorized power generation and distribution networks such as the Island model.
- Power providers should be independent of the national grid, while having seamless interconnected power sharing nodes with the centralized pool as and when required.

With such integrated service power network, balancing and services related to voltage and frequency regulation will be provided.

- Set up distributed power plants to provide benefits like peak shaving, reactive power compensation and reserve power.

He further enunciated other requirements and prerequisites as follows:

- Technological prerequisites.
- Technical and safety standards.
- Cost pressures and environmental requirements.
- Adequate energy conversion devices.
- Gas turbines, fuel cells, wind turbines, hydro power plants, biomass and biogas plants, solar systems, etc
- Technological adjustments in the distribution network.
- Bi-directional energy flow.
- Resynchronization and safety issues.
- Voltage and frequency harmonics.
- Control and protection schemes.

On the issue of creating an environment to attract private sector participation for effective decentralization, he recommended the need for credit-worthy off-taker, with government as the sovereign guarantee, as well as the need for sector predictability and policy consistency, including a transparent regulator and market sensitive tariffs.

He also highlighted investor concerns that need to be addressed as:-

- Civil unrest - communal clashes, hostilities, terrorism.
- Confiscation, expropriation and nationalization.
- Breach of obligations and/or agreements by government.
- Fuel supply risk.
- Change in policy and/or legislation.
- Stamp Duties Act is not investor friendly.
- New and/or increased taxes.
- Dispute resolution and/or law enforcement.
- Inflation and foreign exchange risk.
- Cost of funds.

Prof. Nnaji also spoke on the Aba IPP, which he said is a \$386million (USD) project funded by international and local investors and with indigenous ownership and operation. According to him, it is the only Nigerian independent power project without sovereign guarantee and has such benefits as constant cheap power supply guaranteed (over 95%) and functional street/traffic lights, among others.

In his conclusion, Prof. Nnaji stated that the nation's energy demand will double in less than ten years with supply still far behind and noted that the need for decentralization stems from the failure of state monopoly, Nigeria's demographic structure, and potential risks to centralized national grid distribution.

Panellist **Mr Onno Ruhl** in his comment said that Nigeria should consider Vision 2020 as its starting block and that if Nigeria wants to succeed, the country should be run in a very business-like and pragmatic manner. He concluded that Nigeria does not need World Bank funds because the country has the funds and also the ideas, but what is lacking is action.

Dr. Ransome Owan said that NERC enjoys growing autonomy and that has allowed them to take a long-term view. He said that the challenge facing the industry is developing to the point that electricity can be bought and traded in a marketplace under correct pricing. He cited an example of the new increase in gas pricing, which automatically under market forces will mean an additional N30 billion on electric tariff.

Mr Mansur Musa commenting briefly said that we know the right thing, but lack the political will to do it – citing in this instance the proposed super grid, which was meant to evacuate power from Mambila through Abuja, Benin to Lagos.

Hon. Ndudi Elumelu said that the sad reality is that as at now, October 2008, there is zero performance on the budget with regard to the power sector. He also pointed out that the unbundling of the PHCN done under the Electric Power Reform Act is not working.

Comments, Questions and Answers

Mrs Funke Osibodu attributed half of the problem in the power sector to the mentality of Nigerians, which disallows projects and businesses to grow and blossom. She said that instead of the endless probes and suspension of the power projects, they should be encouraged so that with time this island of initiatives will start making a difference.

Yemisi Ransome Kuti asked that labour should not obstruct Private Public Partnership initiatives in the power sector. She also said that there is need to come up with a framework on issues of displacement, safeguarding and resettlement, while building power projects.

Kashim Ali, made a case for greater participation of engineers in the power sector.

PARALLEL INTERACTIVE SESSION 1: ECONOMIC INFRASTRUCTURE

(TRANSPORTATION)

Chairman: Chief Ernest Shonekan; Former Head of State

Speakers: Mr. Peter Kieran; President, CPCS Transcom Ltd, Canada –
“Challenges of Urban Transport and Railway Transformation in Nigeria”

Prof. Charles Okeahalam; Director, BGL Plc– *“Reform to Enhance the Financing and Development of Transport Infrastructure in Nigeria”*

Panelists: Mr. Frank Nneji; MD, ABC Transport

Mr. Harold Demuren; DG, Nigerian Aviation Authority

Comrade Frank Ochelan (Rep. Alhaji Gidado Amman);
President, National Union of Road Transport Workers
(NURTW)

In his opening remarks as the Chairman, **Chief Ernest Shonekan** commended the NESG for choosing an appropriate theme for the summit as we try to grapple with the task of transforming our economy. He noted that infrastructure is a costly venture, as most developing countries and even some developed nations find it difficult to build and maintain their roads and water systems. According to him, the reality on ground for Nigeria is that the transport sector is poorly developed; the roads are poorly constructed and maintained, plus increasing population worsen the pressure on the roads; the railways are outdated and almost not in use; and allocated resources of government are

inadequate to meet up with the demands of this sector. Generally, unfriendly business environment and high political risk affect transport infrastructural development by the private sector. He further remarked that Nigeria and Nigerians are not short of solution to their problems. Funding constraints and implementation have always been the bane of our development.

Continuing, Chief Shonekan recognized that all over the world infrastructural system cannot be developed without Public-Private-Partnership (PPP); therefore, in the absence of adequate public funding for the sector, there is a need for government to resort to PPP. In his view, government should adopt concessioning as a way out of the present situation, and the process must be absolutely done in a most transparent manner. There should be full information and a level playing ground for the private participants to enable them bid properly. Particularly, he reiterated the need for government to fully establish the appropriate supervisory agency – in this case, the Infrastructure Concession and Regulatory Commission (ICRC) - to ensure compliance.

Still on the implementation of PPP, Chief Shonekan said the fee chargeable should be realistic and accommodate the interest of the masses and private sector participants. Also, cost recovery must be mainstreamed and consumers must pay commensurate fees. He then opined that the success of PPP requires total commitment from both the government and other stakeholders.

The presentation by **Mr. Peter Kieran** focused on three core transportation areas, which include urban transport, freight railway and a unified or integrated transportation system. On the issue of urban transport, the speaker tried to compare relevant transportation statistics/data from three countries – South Africa, Egypt and Nigeria in a tabular form. The comparison revealed that South Africa with a population of 49 million and per capita income of \$9700 has extensive commuter railway, while Egypt with a population of 82 million and per capita income of \$5000 has the only functioning metro railway system in Africa; she has 65km with 30km under construction - indeed one can travel over 65km with just ₦20. Then Nigeria with a population of 146 million and per capita income of \$2,100 has very low developed and relatively expensive commuter services. The key project that indicates the possibility of Nigeria getting an urban transport system is the Lagos urban transport.

Mr Kieran went further to elaborate on the Lagos Urban Transport System, which revolves on the establishment of the following major transport projects:

- Bus Rapid Transit System (BRT).
- Water ferry/transport.
- Mono-rail mass transit system. This consists of two routes - the redline operation runs from Lagos North to the South, while the Blue line system runs from Lagos west to Okokomaiko and from Marina on to Lekki.
- Train operation with diesel powered metro.
- Style vehicle with a capacity of 300 persons per vehicle.

The presenter noted that a similar urban transport system has also been planned for Abuja. He also counselled that project implementation should be better executed through PPP, in such a way that the government will be responsible for designing tracks and bridges, stations and depot, while the private sector will operate and maintain concession, which includes rolling stock, depot equipment, and communication and control systems.

Mr Kieran also touched on freight railways, which is required to develop any modern economy. On the basis of international comparison, Nigeria has the lowest freight rail statistics compared to South Africa and Egypt, although generally, the railway system declined in all the countries compared. He concluded his presentation with a Scorecard analysis as follows:

- There is a significant new investment, but fund for infrastructure is mainly from the public sector.
- Freight earns the government some revenue and modest concession fees are being paid which contribute 4-6% of revenue from the sector.
- Government eliminated operating subsidies which have implication for government expenditure.
- By increasing the efficiency and capacity of railway system, traffic has increased by an average of 19% per year.

Prof. Charles Okeahalam, in his presentation, noted that Nigeria has under-invested in public infrastructure compared to other countries and demanded that 2015 should be the benchmark year to test capacity to attain the 2020

goals. The paper showed that Nigeria has not made adequate investment in public infrastructure especially in power and railway, compared with other developing countries in her peer group, which are far ahead of her. He also stated that the development of infrastructure is negatively affected by Nigeria's low fixed capital stock level and high population.

According to him, key principles and practical solutions should focus on:

- a. ***Inter-modal transport efficiency*** – Here, passenger and freight transportation across all modes - rail, road, airlines, airports, shipping and ports - are required. Generally, it is very difficult and expensive to play catch up in public sector infrastructure. With regard to passenger transport, different passengers have different transport needs, but in all, there is a baseline expectation in terms of level of service. In this case, investment needs to be planned on long term-based; investment needs to be balanced across all modes and planning, and investment must take cognizance of the switching that may arise as a result of shifts in demand etc.
- b. ***Financing transport infrastructure***: The most efficient financing system for large transport infrastructure system is the Build Own Operate Transfer (BOOT) scheme and should be encouraged while government still plays the pivotal role as underwriters.
- c. ***Integration of Urban and Regional Transport Networks***: There is the need to have a balance between urban and regional transport networks for passenger and freight transport systems.
- d. ***The impact on cities etc***: The impact of investment in transport infrastructure must be assessed since it has a significantly adverse effect on the rate of economic growth.
- e. ***Development and implementation of appropriate policy***: An integrated transportation policy rather than single mode policy and investment plan is to be pursued. It is also necessary to establish the National Transport Infrastructure Fund, which could be financed from the foreign reserve accumulated in the last five years.

In conclusion, Prof. Okeahalam recommended that large scale infrastructural need can be funded with well-defined responsibilities for both the public and private sectors, noting that the money in the banking sector could be redirected to infrastructural development.

In the ensuing panelist discussions:

Mr. Frank Nneji observed that the existing railway transport system and infrastructure has become outdated, and noted that railway will improve the efficiency and safety of our road transport. He further observed that the concession laws and frameworks are not yet in place, and emphasized the need to speed up what is being done. He especially asked the government to prioritize roads based on their immediate economic contribution to the sector and the economy. In his estimation, the Benin-Shagamu road is of the utmost priority as it was revealed that it carries an average of about 40,000 vehicles, including 5000 trucks per day.

Dr. Harold Demuren noted that a similar fate of poor funding of the railways has also befallen the aviation sector, as the government is not spending enough on it - for instance, Trinidad & Tobago spent \$50 billion, Pakistan - \$10 billion, Turkey- \$40 billion, while Nigeria spent only \$1 billion. He also reported the presence of poor corporate governance in the sector and stressed the need for the entrenchment of PPP in infrastructure finance, such as the MM2 (Lagos), since government cannot do everything. He stated the need for competition, but warned against replacing government monopoly with private monopoly. Integration of a maintenance culture was also considered as critical for the sustainability of aviation infrastructure.

Comrade Frank Ochehalan observed that the government should construct good roads and railway networks and promote/support PPP in the transportation sector. He also emphasized the need for adequate funding and strong maintenance culture.

Senator Anyim Ude made a strong case for the extermination of corrupt practices especially in the public sector, which he said were the major challenges of the sector.

ROADMAP

General Sector Issues

These include:

- Finance. There is serious need for efficient funding for the rail, road and aviation sector.
- To achieve 2020 goals, the transport sector must grow at one and half times the target growth rate of the economy. This means that if the target growth rate is 10%, transportation sector must grow at 15%.
- The transport (especially road) sector is dominant – carries 99% of the goods and passengers.
- Railways can take 2 million tonnes off the road.
- A mass transit system must be established.
- There is a need to maintain consistency of policy and institutional systems. It could require providing legislative framework for creating ministries to entrench relative stability.
- Human capacity, security and institutional capacity is still a huge challenge.

Rail

Realities: There is a broad public support for the concept of concessioning and maintenance of the existing system.

Short Term Timeframe: Immediate (1-2 years)

Objective: Remove 2 million tonnes of load from the road per month.

Recommendations:

- (a) Rehabilitation of existing infrastructure to maintain current capacity. This will only require the provision of train coaches and rolling stock.
- (b) Government should concession existing infrastructure and should continue to invest in its rehabilitation and ultimate upgrade.
- (c) Government must show political will to effectively revive rail transport and save the roads.

Long Term:

- (a) The East-West line extension should be executed.

- (b) Private Operators in heavy goods (cement, flour, iron ore, etc) should be invited to partner in railway development.
- (c) To expand the rail sector (or to attain the present South African railway density), \$20 billion must be earmarked.
- (d) Part of the external reserve should be used to fund the sector.
- (e) The Federal Government should provide bonds, while States should also raise bonds for mono-rail services.

Resource Requirement:

- (a) About \$200 million (N20 billion) is enough to get the system going.

Policy and Legislative Back-up:

- (a) The concession should progress and not wait for the legislative framework
- (b) The legislation should be prepared quickly.

Roads

Recommendations –Immediate

- (a) The government needs to rehabilitate and expand the roads network
- (b) The government needs to reduce pressure on roads due to the absence of rail transport repairing and by developing railways.
- (c) Establish a road fund to be managed by a private sector led public-private framework.
- (d) Concession of trunk roads.
- (e) Prioritize roads for the purpose of rehabilitating and upgrading urban mass transit.
- (f) Develop a mass transit system which solves inter-modal transportation challenges.
- (g) Develop mono-rail transit services in major cities.

Aviation

Realities:

- (a) There is severe under-funding of the sector and inadequate infrastructure development.
- (b) The need for safe, secure and profitable aviation is critical.
- (c) Nigeria's subscription to the Cape Town Convention has enabled the

procurement of modern aircrafts into Nigeria by airlines.

(d) PPP is now an acceptable mechanism for airport development.

Recommendations - Immediate:

- (a) Concession the airports in clusters
 - i. Cluster 1: Lagos, Ibadan, Ilorin and Benin
 - ii. Cluster 2: Port Harcourt, Enugu, Owerri and Calabar
 - iii. Cluster 3: Abuja, Kaduna, Kano and Jos
- (b) Sell the Air Navigation Management Agency and investigate other models urgently for that function.

Inland Waterways

Realities:

- (a) It will reduce the load on the roads, promote regional trade and evacuate agricultural produce from the farming communities.

Recommendations - Immediate

- (a) Government should make investments into inland waterways development.

FORMAL OPENING CEREMONY

- Keynote Address:** Mr Hamish McRae; Economic Journalist and Principal Economic Journalist of the Independent, Futurist and Author - *"Positioning Nigeria for the World in 2020: Opportunities and Strategic Imperatives"*
- Welcome Address:** Mazi Sam Oluabunwa, Chairman, NESG
- Remarks:** Senator Mohammed Sanusi Daggash, Minister and Deputy Chairman, National Planning Commission
- Formal Opening** H.E. Umaru Musa Yar'Adua, President of the Federal Republic of Nigeria
- Vote of Thanks** Prof. Sylvester Monye, Executive Secretary, National Planning Commission

The formal opening ceremony of the Fourteenth Nigerian Economic Summit (NES #14) started with a welcome address/opening presentation by Mazi Sam Oluabunwa, followed by opening remarks by Senator Sanusi Daggash.

Mazi Sam Oluabunwa in his presentation noted that since 1993, the NESG in partnership with the National Planning Commission has been organizing the Annual Nigerian Economic Summit thereby:

- Promoting Public/Private Sector Dialogue;
- Harnessing the best intellectual resources to enthrone responsible governance and efficient management of the economy;
- Gathering local and international experts to produce inputs for Policy formulation and action to achieve economic growth;
- Highlighting responsible private sector initiative and global economic best practices; and

- Demanding accountability from public/private sector companies and institutions.

While explaining the background to NES #14, Mazi Oluabunwa stated that at NES #13, participants explored and analyzed the possible scenarios that might influence and shape the global economy in the years to 2020. According to him, the participants also identified and analyzed the factors that would determine Nigeria's competitive position in the global economic order and what we must do to position our country to compete in the top twenty league. He further stated that at that Summit, it was agreed that we must embark on a route similar to the flight path of a space vehicle comprising of: i) Lift off stage to create the necessary energy and motive power to launch our nation on the flight path; and build sufficient momentum over the next three years to raise our growth trajectory to a new level; ii) Escape the gravitational pull by sustaining the strong growth rate; and iii) Cruising into orbit so as to maintain competitiveness through the adoption of innovation, efficiency and effectiveness as the key growth enablers.

Mazi Oluabunwa also noted that one of the NES #13 key conclusions was that we should adopt an appropriate framework for crafting Vision 2020, which should incorporate the Seven Point Agenda, including NEEDS and the MDGs, involve all key stakeholder groups, cover both national and sub-national levels of the economy, and aim to deliver the first stage results within the next three years.

For NES #14, therefore, he noted that President Yar'Adua's administration has already established the Nigeria Vision 2020 Framework, and set up the National Council on Vision 2020 and the National Steering Committee to provide direction and focus for Vision 2020. He also noted that the economy was relatively stable despite current global economic crisis. However, according to him, a quantum leap is required in the productive sectors in the journey to the top 20 league in the world economy.

The NESG Chairman stated that the theme of this year's Summit (NES #14): The Race to 2020: The Realities, The Possibilities, would seek to:

- Identify and critically analyze key impediments that could hamper Nigeria's progress towards Vision 2020 attainment.
- Identify and critically analyze actions we must take to circumvent these impediments or overcome the challenges.
- Identify and critically evaluate specific endowments and attributes Nigeria possesses to enhance the capacity to compete in the global race to development.

According to him, the critical growth factors that NES#14 will focus on include: adequate power supply to support major industrial take-off; massive investment in transportation (especially rail) to support desired level of movement of goods; and substantial investment in human capital. He further stated that NES #14 would emphasize such key issues as Economic Infrastructure, Social Infrastructure, Food Security and Land Reforms, Resource Mobilization and Pricing, Governance and Public Service, and the Nigerian Mindset. However, he noted that the ability to pursue the Vision 2020 project successfully and make implementation less difficult and more result-oriented – backed by high levels of responsibility, competence, transparency and commitment - is vital to the realization of Vision 2020.

Mazi Oluabunwa also disclosed that the NES#14 programme would showcase renowned experts who will share experiences in the critical areas of the economy, as well as Nigerian experts, key decision makers and development partners, in addition to a Ministerial Roundtable – all geared towards the development of a realistic roadmap for national economic growth and development. The Summit will also feature insightful discussion by a panel of experts on the global financial meltdown and its impact on our economy.

In conclusion, he stressed that the NES#14 programme is premised on the fact that President Yar'Adua as a man of character and candour announced Vision 2020 out of his conviction that it is feasible and achievable.

Senator Sanusi Daggash in his remarks noted that previous Summits have produced several working groups, which later metamorphosed into eight Policy Commissions in the critical areas of the economy; and these Commissions

provide avenues for regular interaction between the representatives of the public and private sectors for the purpose of policy formulation and implementation. He noted that the theme for this year's Summit - "The Race to 2020: The Realities. The Possibilities" –follows from NES#13 theme - "*Nigeria: Positioning for the Top 20 League*", stating further that the goal of Nigeria becoming one of the twenty largest economies by year 2020 has been adopted as the target for public policy framework. He cited the inauguration of the National Council for Vision 2020 and the National Steering Committee, in the course of the year, by President Umaru Musa Yar'Adua, as a further clear testimony of the official adoption of this goal. The NES#14 theme, therefore, will seek to translate the 2020 goal into a concrete and consistent policy action through its recommendations.

Senator Daggash finally noted that despite the successes recorded, government is not unmindful of the several challenges ahead of it. According to him, these challenges include the current global financial crisis, infrastructure, and other challenges in key sectors such as education and health.

With those concluding remarks the Minister invited President Musa Yar'Adua to deliver his address and formally declare the Summit open.

His Excellency, President Umaru Musa Yar'Adua started by expressing his pleasure to be present on the occasion of the fourteenth edition of the Nigerian Economic Summit - which is the second in the life of this administration. He noted that - over the years, the Summit has provided a veritable platform for policy makers and practitioners from both the private and public sectors to cross-examine critical issues as they impact on the country's economy. According to him, of particular interest are the various policy recommendations which have emerged from the Summit process. He was also convinced the Summit would provide added boost to our economic transformation initiatives, especially, given the essence and topical relevance of the theme.

The President also noted that the Summit is taking place at a particularly critical time when the world economy is undergoing its most trying period,

since the financial crises that came to be known as the Great Depression of 1929 -1931. According to him, if the current crisis were not checked, it would portend grave dangers and could reverse the modest gains achieved across economies in terms of growth and poverty reduction. He admitted that his administration is working closely with the private sector with a view to putting in place necessary policies and programmes aimed at mitigating the impact of the world financial crises on the Nigerian economy - the focus in this case is to protect the integrity of our financial sector, safeguard the interest of investors and work vigorously to sustain the momentum of economic growth and development. He also enumerated some of the challenges confronting the Nigerian economy and requested that the Summit come up with a definitive roadmap that will set clear-cut targets, create the relevant institutional and macroeconomic framework, promote public private partnership, and create the requisite growth-inducing environment. He further shared his belief in the vision of a greater Nigeria, built on shared prosperity, democratic ideals, the rule of law and zero tolerance for corruption.

Continuing, President Yar'Adua acknowledged that we must continue to upgrade capacity, promote regional integration and trade; drastically reduce the cost of doing business, and build competitive advantage in every sector of the economy. He also reiterated that his administration's foundation for the attainment of Vision 2020 is the Seven-Point Agenda, which encapsulates the critical minimum conditions precedent to the fulfilment of the country's economic transformation aspirations. In this case, the focus is on real sector development, with major emphasis on physical infrastructure development, so as to unlock the huge potentials of the Nigerian economy.

The President concluded his address by wishing all the participants a very successful and fulfilling forum and proceeded to formally declare NES #14 open.

In the keynote address that followed, **Mr Hamish McRae** borrowed words from Kofi Annan and Helen Araromi to emphasize the need to have a partnership and vision, which state as follows:

"We cannot wait for governments to do it all. Globalisation operates on Internet

time. Governments tend to be slow moving by nature, because they have to build political support for every step”(Annan)
“It is our imagination that transforms itself into reality, through our physical strength and endeavours” (Araromi).

His presentation listed some guidelines for the future as follows:

- Be clear about what we know.
- Be honest about what we cannot know.
- Identify solid long-term trends.
- Be sensitive to turning points.
- Think about the long-term historical context.

According to him such future guides will need to be structured within the four great global trends consisting of:

- Demography – a shift of population.
- Environment – towards a greener world.
- Technology – the instrument for a global level playing field.
- Globalization – races onward awhile yet.

Mr McRae also noted that Nigeria is currently among the top ten African economies in terms of Gross Domestic Product (GDP), and ranked 38th among the world’s largest economies with the potential to move up to the 13th position by 2050. He defined the opportunities abounding in Nigeria to include rapid growth by any standard, strong balance of payment, and huge demand for better infrastructure. However, several challenges will arise in this instance, such as: how to manage the huge infrastructure projects which is the biggest in Africa; finding finance in an inflationary climate in the face of the current global downswing; and malfunctioning banking system.

Thus, to mitigate the challenges as well as to tap the potential opportunities in the Nigerian economy, Mr. McRae concluded his presentation by emphasizing the central role of human capital as defined in the words of Nelson Mandela - *“Education is the most powerful weapon which you can use to change the world”*- and William Butler Yeats - *“Education is not the filling of a pail but the lighting of a fire”*. He believed that creating a conducive investment

climate, instituting an appropriate regulatory system and developing the right human capital are prerequisites to attaining Vision 2020.

Subsequently, **Prof. Sylvester Monye** - Executive Secretary, National Planning Commission, gave the vote of thanks.

SUMMIT GALA DINNER

- Guest Speaker:** Alhaji Tanimu Yakubu; Chief Economic Adviser to the President – *“The Race to 2020: Facing our Challenges”*
- Special Guests of Honour:** Senator David Mark, Senate President Federal Republic of Nigeria
- His Excellency, Mr Babatunde Fashola, Governor, Lagos State, (Represented by Mr Ben Akabueze, Commissioner for Budget and Economic Planning)
- Documentary:** “Through My Eye: My Story, My Voice”
- Vote of Thanks:** Mr Pascal Dozie, Chairman, MTN Nigeria

The Summit Gala Dinner started with the introduction of the Special Guest of Honour, Special Guest and Guest Speaker. Entertainment was provided by Prof. Laz Ekwueme and his Choral Group.

The Guest Speaker - **Alhaji Tanimu Yakubu**, started his presentation by noting that this year’s NES theme captured the present government’s vision in the attainment of the goals of Vision 2020. He noted that the Nigerian economy depended on oil to the detriment of the agricultural sector. He stated that the Nigerian economy is growing at an annual average GDP growth rate of 6.9%. He equally informed the participants that our GDP currently stands at about US\$166.8 billion, which is equivalent to a per capita income of about \$1,200 - with year on year inflation rate of 12% and a foreign reserve of

US\$63 billion. The situation, however, in terms of the performance of other sectors of the economy has remained very poor.

According to the Economic Adviser (EA), this administration is poised towards achieving the Vision 2020 goals through its Seven-Point Agenda, which provides the framework necessary for the realization of the vision. He said that the Vision 2020 goals are achievable through the present governments efforts at revamping virtually all the sectors of the Nigerian economy. This can be seen in the areas of the transformation of the agricultural sector, upgrading of the energy and the gas sector, transformation of the institutions of governance and infrastructural base of the economy, as well as rebuilding the transport sector and changing the mindset of Nigerians. A sensitive point raised in his presentation is the issue of the Niger Delta Crisis. The EA noted that with the creation of the Niger Delta Ministry, youth's restiveness in the Niger Delta would soon be a thing of the past.

The high points of the presentation are as follows:

- To achieve Vision 2020 the federal government has targeted 13% annual GDP growth rate for the next 12 years. Thus it plans to undertake:
 - A programme to raise the GDP to \$900 billion.
 - Planned support for small-scale farmers under the food security agenda to add up 5% of GDP.
 - Use of internet in key sectors of the economy to add up 17% of GDP to support growth.
 - Creation of Niger Delta Ministry and crisis resolution to add up to 3-4% GDP.
- There is need for a change of the Nigerian's mindset.
- Rail transportation to be rehabilitated to assist in the national economic growth.
- Export earning to come from different sectors.
- The funding of the power sector is to be raised from excess crude oil.
- Building of central gas industries.

The documentary that followed - **Through My Eye: My Story, My Voice** – depicted how bad the national economy looks. It calls for quick government

intervention at all levels to safeguard the well being of the entire citizens of the country through proactive policy enactment.

Also making his own remarks **Governor Babatunde Fashola**, who was represented by Mr Ben Akabueze, informed the forum that Lagos State Government shares in the ideals of vision 2020, and believes its aims are achievable if the entire citizenry remains focused. He said that the state has a critical role to play in achieving this vision 2020 being that she is the economic nerve centre of Nigeria and Africa. In his words: "As Nigeria is targeting 13% annual GDP growth rate, Lagos State Government needs to target above the said GDP percentage annually using her ten-point agenda". In conclusion, he stated that Lagos State has a policy framework she uses to partner with the private sector for the economic development of the state - tagged public private partnership (PPP) initiatives.

Earlier in his address of welcome, **Mazi Sam Oluabunwa** thanked all participants for attending the Summit Gala Night, particularly, the Senate President. He reminded all that there are three arms of government and the legislative arm happens to be very crucial to the achievement of the planned Vision 2020 initiative. He named three issues that need to be met immediately as consisting of:

- Changing the Nigerians mindset ("walking the talk")
- Looking at laws that will assist private investment
- Speed, which is required in all activities of the National Assembly.

Special Guest of Honour - **Senator David Mark**, began his speech by informing participants of the steps being taken in all Nigerian sectors to reposition the nation for the achievement of the Vision 2020 dream. He stated that the National Assembly is helping the executive arm of the government in fighting corruption and achieving the government's Seven-Point Agenda. He concluded by intimating that the National Assembly is eagerly awaiting the outcome of this year's summit.

The vote of thanks was given by **Mr Pascal Dozie**, who is the first Chairman of the NESG at its foundation, and also Chairman of MTN, the sponsors of the Summit Dinner. He appreciated the presence of the summit delegates at the occasion and asked Nigerians to embrace Vision 2020 towards strengthening the Seven-Point Agenda. He then noted that if communication were the nation's problem toward achieving the Vision 2020, then the country could be rest assured that it had no problem.

DAY 2

Corporate Breakfast Meeting

Plenary 2

Parallel Interactive Session 2

Summit Closing Dinner

Day 2: Thursday October 23, 2008

CORPORATE BREAKFAST MEETING:

**THE ROLE OF MICROFINANCE INSTITUTIONS IN
ACHIEVING VISION 20:2020**

Speakers: Mr. Olufemi Fabamwo; Director, Other Financial Institutions Department, Central Bank of Nigeria – *“Making the Impact of Microfinance in Nigeria a Reality”*

Mrs Bunmi Lawson, CEO, Accion Microfinance Bank –
“Stand-Up and be Counted”

Facilitator: Mrs. Bimbo Oloyede, Channels Television

According to **Mr Olufemi Fabamwo**, microfinance banking in Nigeria arose because over 80 million Nigerians (65% of the active population) are not being served by the formal financial institutions, excluding this set of Nigerians from the financial sector will hamper Nigeria’s drive to meet its developmental goals. Explaining further, he noted that though microfinance banking is having a positive impact, the industry is still fledgling – existing microfinance institutions presently serve less than one million people and the rural areas are not well served. He stated that the CBN chose the option of converting existing institutions and now there are 815 microfinance banks in Nigeria, which are adjudged to be doing fairly well. Obviously, knowledge and understanding in the society are still new in the environment and even though progress is still modest, huge potentials can be realized.

Mr Fabamwo went further to highlight the successful deployment of microfinance in other parts of the world. He used the example of Bank

Rakyat Indonesia (BRI), which is the world's 4th most populous nation. BRI, which has reached a quarter of the households in Indonesia, broke even in just 2 years and operated successfully and profitably without subsidy for a decade in the midst of financial crisis in Indonesia. He further cited the example of Bolivia's BancoSol, which also broke even within two years and became the most profitable and solvent bank in Bolivia, having served a quarter of the clients in Bolivia's banking system.

The presenter identified the critical success factors of these Microfinance Banks as

- giving out loans at market rate,
- reinvesting income in finance operations,
- keeping operating costs low,
- targeting savings to develop a stable and cheap funding base,
- simplifying loan design,
- ensuring strong risk management and internal control,
- effective management, treating branches as profit centres and
- appropriate human capital development and performance incentives.

In concluding his presentation, he advised that since the success of Microfinance in combating poverty and improving development was obvious, these success factors should be adapted to the Nigerian context in addition to ensuring the spread of Microfinance Banks to unserved and under-served areas.

Mrs Bunmi Lawson started her presentation by stating that even though most Nigerians are entrepreneurial and the economy has been growing at 6% per annum over the last three years, 54% of the populace still lives in poverty. She demonstrated that with access to finance, low-income persons can improve their finances and thus increase their quality of life.

She then introduced Brighta Investor as the socially responsible investment product developed by Accion Microfinance Bank (AMfB) to bridge the financing gap experienced by the poor in the society; in this instance Brighta Investor provides an avenue for the poor to have access to credit. She also explained that Brighta Investor enable investors to have a positive impact on

society while at the same time benefiting from Return On Investment (ROI). She informed the audience that a unique feature of the product is the ability of the investor to nominate clients who can be given credit from the investment.

In view of the product's social and commercial benefits, she implored delegates to "Stand Up and be Counted" by investing immediately in it.

She went further to assure delegates of the safety of their investment in AMfB, and emphasized that the bank specializes in conscience investment and is building a reputation based on integrity and other ethical values. She further added that AMfB partners are Accion International - which has been in the microfinance business for over 40 years, NIB (Citigroup), Ecobank, International Finance Corporation, SME Managers Limited and Zenith Bank Plc.

In the ensuing discussion, most delegates commented on the uneven distribution of AMfB particularly in the Northern states. The need for improved awareness, especially in the rural areas, was also noted and the need to adopt non-interest banking in areas with large Muslim populations. Concerns were also expressed regarding the incursion of traditional banks into microfinance banking, as capable of negating the gains of microfinance.

Responding to some of the comments, Mr Fabanwo stated that CBN intends to increase awareness within the populace and further provide incentives to Microfinance Banks, to ensure that more rural areas in Nigeria are served. He noted that though interest free banking could be explored by CBN, it is the banks that determine the nature of products they design and offer to the public. He allayed the fears of delegates on the participation of traditional banks, noting that CBN would continue to play its supervisory and regulatory role. He was quick to note that despite the efforts of existing Microfinance banks, they are still to serve the huge need for microfinance, and recommended that more funds be invested in establishing more institutions.

At the end of the breakfast meeting, there was general consensus about the essential role microfinance must play in order to make Nigeria one of the top 20 economies by the year 2020. Evidently, microfinance is crucial to national

development because it facilitates inclusive economic growth, poverty reduction, and employment generation. Thus, intensive and continuous awareness of the benefits and importance of Microfinance - in addition to further investments in areas not covered - is required. There is also a need to ensure widespread and deeper penetration in terms of access to credit and other financial services, most especially in the rural areas.

PARALLEL INTERACTIVE SESSIONS 1: RESOURCE MOBILIZATION AND PRICING MECHANISM

Forum Chair: Chief Kola Jamodu; Former Minister of Industry

Speakers: Dr Shamsudeen Usman; Minister of Finance – *“A Framework for Pricing Public Goods: Objectives and Characteristics”*

Mr Hamish McRae; Principal Economic Journalist of the Independent, Futurist and Author of *The World in 2020 – “Setting Prices to Achieve Rapid and Sustainable Development: Lessons for Nigeria from other Countries”*

Mr. Onno Ruhl, Country Director, World Bank - *“PPP, Infrastructure Finance and the Investment Climate – For Achieving the Vision 2020”*

Panelist: Mr Michael Bell, Resident Representative, IMF

In his opening remarks, **Chief Kola Jamodu** situated the topic’s background on how Nigeria can be a top 20 economy in 2020 by boosting the size of its Gross Domestic Product (GDP). In his view, the issue of resource mobilization is very important because of the implications it has for reaching this goal, as government alone cannot provide all the resources we need. Thus, Nigeria must actively seek, attract and maintain both domestic and foreign capital for purposes of power, roads etc.

In the main body of his presentation, **Dr Shamsudeen Usman** identified the key elements of an efficient pricing mechanism to include an appropriate pricing framework based on literature and best practice, quality and reliability,

accompanied by poverty/social impact assessment of such pricing; and efficient pricing framework that narrows the inefficiency gaps for private provision.

He estimated the resources needed over the next six years to include \$18 – 20 billion for power, \$10 billion for rail, \$14 billion for roads and \$60 billion for oil and gas. Since government alone cannot raise the resources, the private sector must be encouraged to assist in funding the projects. He observed that there are two key issues pertaining to private sector funding of seemingly public sector projects and these are:

- (a) Cost recovery – the minimum requirement is that the private sector is able to recoup their investment.
- (b) Reasonable rate of return – in addition to recovering the cost of investment, the private sector will require reasonable rates of returns of its investment.

According to the Finance Minister, because of externalities and deadweight cost, there is always the problem of ascertaining the most efficient way of pricing public good. The marginal cost pricing is inadequate when it comes to services that have non-excludability issues. However, there are also issues of whether the poor can afford what is considered the appropriate price and whether the projects will be delivered at the right quality. In this case, the question is whether price discrimination can be effectively applied, and sometimes when effectively applied, whether it will cover cost. Because of the peculiarities of the provision of public goods when privatized, regulation is critical and usually takes into consideration investment and operational efficiency. Obviously, correct pricing is critical; because, if the private sector will not make money to recover cost and earn some returns, there will not be many partakers of Public Private Partnership (PPP).

On the issue of power, Dr Usman stressed that the Multi-Year Tariff Order (MYTO) - besides ensuring that investors are guaranteed cost recovery and return on investment - will provide a transparent path to correct pricing of power and protect consumer against excessive pricing. While the tariff is less than the appropriate commercial price, the government will continue to subsidize. On price mechanism as it relates to gas, he stated that the key instrument of the Gas Master Plan has been approved. This will ensure a

short-term gas supply strategy and gradual migration of gas price for power generation to a commercial rate. In essence, the framework recognizes two major platforms for efficient price mechanism, these are: efficient price discrimination and the critical role of a regulator. The examples of the build operate and transfer of the Murtala Mohammed Airport (MMA2), the concession of Apapa and Tin Can Island ports, and the PPP arrangements for services delivery in Abuja show that PPP arrangements are picking up in Nigeria. Nonetheless, its continued success will require that the quality of services are contractable; that risk is transferred to the private sector; that there is either competition or incentive based regulation; that there is an appropriate institutional framework in place; that the government develops its own technical expertise; and that the fiscal implications of PPPs are properly accounted for and reported.

The Minister stressed that while the approval of the legal and institutional framework for the setting up of the Infrastructure Concession and Regulatory Commission (ICRC) is going through the National Assembly, there are other parameters that may affect the takeoff of PPP arrangements. Besides correct price mechanism, Nigeria requires continuous attractive economic conditions, clear and consistent policy framework for private sector, trade and industry, investment strategies for multinational corporations - taking into consideration the importance of cost differences between locations, quality of infrastructure, ease of doing business and availability of skills.

Mr Hamish McRae spoke on the United Kingdom experience of PPP and other forms of price mechanism. He acknowledged that the experience from the UK shows an extensive use of price mechanism in solving infrastructure problems. According to him, PPP was pioneered in the country as a matter of conviction, in order to bring about macroeconomic stability and efficiency, and has recorded both successes and failures in relation to privatized firms. According to him, privatization has proved that management will generally be better because there is access to a wider pool of capital; but then privatization has issues such as the loss of national control and the possibility that some enterprises might have to be renationalized sometime. Obviously there is no straight-line success story, he noted, and how it is done is as important as doing it.

Continuing Mr McRae observed that PPP works extremely well on a project-by-project (turnkey) basis, rather than on a continuous contract basis. He said PPP may conceal future tax burden and may sometimes present the necessity for complex agreements, which should be avoided; so also tight and impossible targets should be avoided. Again, investors doing business with government must understand the huge risks it poses, bearing in mind that government is not usually a reliable customer, as it changes its mind often.

McRae identified the following aspects of privatization and PPP:

- Competition is usually better than regulation.
- Foreign investor has global access to projects and price such risks.
- Building infrastructure is easier than running a service.
- The environment, including macroeconomic, must be predictable.
- The policy and institutional framework and transparent procurement procedures are important aspects that should be present.
- Good contracts and good enforcement require consistency and transparency.

In his own presentation, **Onno Ruhl** noted that effective institutional arrangements are needed to ensure a transparent and predictable environment for PPP, and allow the risks involved to be taken up by the party best positioned and suitably rewarded to manage it. It is thus necessary to create an effective legal, regulatory and institutional environment, ensure value for money, provide access and quality service and mitigate risk. He stated the necessity to ensure that all risks involved in a PPP arrangement are militated against. These include regulatory, institutional, political, commercial, and high project preparation risks. Any of these risks can provide a platform for failed PPP arrangement. Risks that are external to each specific project, but relevant in Nigeria's case, include interest rate risk, liquidity risk, international competitive risks, restrictive investment guidelines and the presence of limited capacity.

Mr Ruhl specifically mentioned that the Nigerian Stock Market, despite progress in the last few years, lacks the deep and penetrating instruments necessary for long term financing of infrastructure projects. To support PPP, the World Bank can help with Partial Credit Guarantees (PCG) and Partial Risk Guarantee (PRG), which have been used successively in China and some other countries for longer finance. PRG covers credit risks beyond maturities available from

commercial lenders. It is beneficial if financial markets, as in the NSE's case, cannot provide long term finance. PCG also gives access to private debt finance with extended maturities. On the other hand, but complementary, is the fact that PRG will provide risk mitigation against the risk of default owing to government non-performance. In essence, it provides a partial risk cover. PRG is beneficial if the relevant sector is in early stages of reform in the context of PPP and privatization. It will also help catalyze access to private debt finance with extended maturities and lower financing costs.

To generally improve the climate for investment, there is need to improve the institutions, infrastructure, and higher education.

**PARALLEL INTERACTIVE SESSIONS 2:
SOCIAL INFRASTRUCTURE, LAND REFORMS & FOOD
SECURITY**

(SCHOOL ENROLMENT AND TEACHER WELFARE)

Chairman: Dr. Igwe Aja-Nwachukwu; Honourable Minister for Education

Speakers: Dr. Masooda Bano; Department of International Development, Oxford University, UK – *“Meeting the Challenges of Nomadic Education in Nigeria: Lessons from Successful Examples”*

Alhaji Sule Lamido; Executive Governor of Jigawa State (Represented by Prof. Ruqayatu Ahmed Rufa’I, Commissioner for Education, Science and Technology) – *“Successful Models for Achieving Complete Child Enrolment: the Jigawa Experience”*

Helen Marinho; Former Principal, Queens College – *“Model for Meeting the Challenge of Stimulating and Sustaining Teachers Professionalism”*

Panelists: Mrs Zainab Kure; Chairman, Senate Committee on National Planning

Mr. Alberic Kacou; UNDP Resident Representative/
Coordinator

Professor Segun Awonusi; Commissioner for Education,
Ogun State

Hafiz Wali; Former DG of NTI, Kaduna

The Chairman, **Dr. Igwe Aja-Nwachuku**, welcomed and thanked all participants, and noted the timeliness of the forum in contributing to the realization of the Vision 2020. He reviewed the role of education and the challenges faced, and called for the professionalisation of the teaching profession.

Leading the presentation, **Dr. Masooda Bano** started by giving a brief account of her research work on Islamic school reform in Pakistan, Bangladesh, South East Asia and Kano State in the last four years. She laid emphasis on Islamic and Quranic education which she said was in high demand in these regions and has over 80% of 6-12 years old in attendance. She called for the emulation of the Bangladeshi and Pakistani Madrasa (which means school), and further recommended the launch of a pilot scheme in LGAs, choosing a rural and urban site and selected number of state schools.

She commended the current attempt at integrating secular education into Islamic education. She however, observed that the innovation encourages parallel education and suggested the way forward to successfully achieving the proposed integration as follows:

- A dialogue with stakeholders - parents, heads of Islamiyya, Tsangaya teachers, government school teachers.
- See what inputs the community is willing to make.
- Design the management changes to be brought within state schools, develop the curriculum, and appoint teachers for religious content.

She said if the will is there, the project can be executed in two years.

Alhaji Sule Lamido in his presentation painted the pathetic state of the education sector in Jigawa at the inception of his administration, which included dilapidated infrastructure, overcrowding in class rooms (240 per class), very low enrolment, no desks and so pupils were sitting on dusty floors, and poorly qualified teachers. In tackling these problems, government targeted reducing the student population per class to 100 by the end of 2008, rehabilitating dilapidated infrastructure in 100 schools, increasing school enrollment and improving teacher quality/population. He lauded his administration's effort in the rehabilitation and evident reform of the education sector; for example, conversion of the Special Education School for the Deaf at Hadejia to a

boarding school to enable students from all over the state attend; establishment of an Agency for Nomadic Education; Re-establishment of the Agency for Mass Education; increase of primary and secondary enrolment to 100% and 60%, respectively, and physical development in terms of buildings and provision of toilet facilities and furniture.

Governor Lamido stated the following as strategies that have been quite successful:

- School feeding.
- Free school uniform.
- Free school fees.
- Provision of adequate teaching and learning facilities.
- Appeal to major banks for support.
- Establishment of fully equipped SEIMU, re-establishment of zonal offices and the provision of inspection vehicles for the ZEOs, MOEST and parastatals.

He said government is currently considering the introduction of Conditional Cash Transfer (CCT) as a strategy to increase enrolment. He also gave some useful tips to donor organizations working in the area of increased enrolment in schools. These include free education for girls at all levels and free and compulsory education for the physically challenged. These will entail banning of all forms of fees and levies and the provision of scholarships and all necessary support to girls and the physically challenged who wish to further their studies.

Mrs Helen Marinho made a very strong presentation that drew attention to the poor performance of the recently graduated secondary school leavers in their WASC exam, corruption at the LG level which hampers education, poor quality teachers' education and the need for reform. She believed that quality teacher education and reforms will help to position Nigeria to attain the MDGs. It will also stimulate increased enrolment and quality in the sector, towards laying a solid foundation for a competitive work force and meeting the millennium challenges.

On a positive note, she said, Nigeria should take advantage of her abundant

human resources to make the high quantum leap needed in the education sector and referred to the Seven Point Agenda and NUT, NTI, NEIPA as beacons of hope. In terms of teacher's preparation, she appraised it as inadequate and identified such challenges as the low entry point of teachers, low literacy levels, the use of out-dated curriculum, the inadequacy of facilities, and lack of modern technology in skill training and teaching practice. She stressed the vital need to replicate education models in Europe and America, saying that Nigeria should learn from best practices where the sector emphasis is on putting people first, and unethical practices are eliminated or none existing. She made a call for the scrapping of the Teachers' Service Commission, claiming it is a hub to nepotism, and transfer of their responsibilities to the Ministry of Education.

Going forward, she recommended as follows:

- High entry requirements needed for teachers' recruitment.
 - Teachers' salaries commensurate with or even higher than those of other professionals – in this case salary structure should not be tied to civil service.
 - Encouragement of a highly skilled and technological society.
 - Structured and meaningful CPD as a professional requirement.
 - Public Private Partnerships in establishing model schools.
 - Consultancy/outsourcing for system reforms.
 - Reliable research and development.
 - Stable financial structuring with laws protecting funding to Education.
 - Create escrow accounts for maintenance.
 - Education strategic plans should be revised biannually
- Create a Teachers Standards Agency and a Monitoring/Compliance Agency.

Making his contribution as a panelist, **Mr. Alberic Kacou** focused on the way forward after identifying the country's problem as the inability to implement educational plans. He recommended as follows:

- Need for integrated planning between the three tiers of government;
- Promoting good governance through tracking of educational budgets;
- Domestication of Nigerian education;

- Curriculum reform at all levels including civic responsibility, entrepreneurial development leadership etc;
- Improve or scale-up educational budget at all levels;
- Improve teacher quality on a regular and continuous basis;
- Reform and strengthen the inspectorate division;
- Begin reforms in model states and replicate in others;
- Improve remuneration to attract and retain competent teachers;
- Base recruitment should be on merit; and
- Ensure gender parity in the Education for All Initiative.

Further contributing to the discussion, **Prof. Segun Awonusi** made the following observations:

- Much of the educational data cited in some of the papers were obsolete for effective planning;
- Use of CCT as a strategy for increasing enrolment does not work in every culture;
- Madrasas does not successfully work in imparting secular education everywhere as long as religious fanaticism reigns, e.g. Pakistan;
- The federal budget for education should be raised to approximate the UNESCO target;
- States should be empowered to do more and the ETF should reach down to the states;
- Teacher education should be raised to 5 years - made up of 4 years of subject matter and one year of pedagogical training;
- Teachers in the field are overworked and there is need to recruit more in the states; and
- Teacher welfare should be improved through better remuneration and other incentives, such as promotion to the highest rank in the civil service, provision of housing schemes and nominations for pilgrimages as is the practice in Lagos and Ogun States.

Making his contribution, **Mr Hafiz Wali** observed that his name was not on the program but accepted to be present because of his love for the teaching profession. He advised policy and program implementers to look into old reports and recommendations because most of today's education problems had always existed; investigations had been made into resolving the problems

and solutions proffered, but none were implemented. He asserted that most mallams in Organic schools are good and today are receptive to western education. He reflected on his experience managing schools many years ago in Kano State and the early unsuccessful attempts to integrate secular education with Koranic education. The 6:3:3:4 education systems should be retained as it is the best system and has been adopted by Egypt, Sudan and other countries.

Dr. Sunny Kuku advised that emphasis should be placed on basic/primary education because basic literacy is the stepping stone to success in today's knowledge society. He contended that the foundation for the prosperity found in western Nigeria today was laid by allocating 50% of the budget to education by the Western Nigeria government. He recommended as follows:

- Increased training of teachers; recruitment and training of unemployed graduates to teach;
- Improved remuneration in order to stop teachers from engaging in non-educational activities.

The Minister of Education in his response to a number of issues raised advised and recommended as follows:

- Education is on the concurrent list and therefore each tier should concentrate on an aspect of education where it has comparative advantage;
- ETF should concentrate on tertiary level of education;
- Education should be seen as a joint responsibility and with a recurrent capital ratio of 70:30, the ministry should be seen to be carrying excess baggage;
- Appropriate basic education bills will be passed but appropriate government agencies should regulate;
- There is need for curriculum reform and improved teacher welfare.

He went further to reveal that his ministry has set aside N40 million per tertiary institution for human capacity training. He revealed that most states were behind in accessing ETF funds because they do not make returns on expenditures.

**PARALLEL INTERACTIVE SESSION 2:
SOCIAL INFRASTRUCTURE, LAND REFORMS AND FOOD
SECURITY**

(VOCATIONAL EDUCATION AND SKILLS DEVELOPMENT)

- Forum Chair:** Dr Eburn Sonaiya; CMD, Total Health Trust
- Special Guest:** Dr. Alhassan Bako Zaku; Honourable Minister of State, Science and Technology
- Speakers:** Mr. John Clayton; Knowledge Transfer Programme Adviser, Cumbria and NE England, UK – *“Skills for the Nation Through Vocational Innovation”*
- Mr. Longman Wapmuk; Director General, Industrial Training Fund (ITF) – *“Vocational Education and Vision 2020: Experiences from around the World”*
- Panelists:** Mr. Wale Adenuga; MD, Wale Adenuga Productions (WAP)
- Engr. Michael Kalu Ofor; Principal, Federal Science and Technical College, Yaba
- Adesuwa Ifedi; Students in Free Enterprise
- Moderator:** Mr. Segun Osinowo; DG, Nigeria Employers’ Consultative Association

Dr Eburn Sonaiya started the session by emphasizing the importance of developing technical and vocational skills in order to meet the 2020 goals.

The first presenter **Mr. John Clayton** highlighted strategies that are deployed

in vocational education to promote innovation in the UK. According to him, since globalization affects all countries, the UK identified the need to develop vocational innovation skills in order to be globally competitive in the knowledge economy. Thus, the Knowledge Transfer Partnership (KTP), whose components consist of a company with expertise needs, an academic institution and a fresh graduate, is an initiative designed to meet this need. Presently through the British Council, the African Knowledge Transfer Partnership (AKTP) is running in Nigeria and a few other African countries to improve business competitiveness and develop business and innovation skills of young graduates.

Mr Clayton stated that if KTPs were implemented on a large-scale, new jobs will be created - in addition to fostering the growth of business and innovation skills required by industry in the knowledge economy. He believed that Nigeria could retain and scale up the on-going British Council-led pilots in Nigeria. However, funding, support and active participation is required from government and the private sector to encourage the growth of more KTPs and to make them sustainable.

In the second presentation **Mr Longman Wapmuk** examined the vocational and technical education experience in Brazil/Norway/Singapore and lessons for Nigeria. He noted that Brazil established the "National Service for Industrial Apprenticeship (SENAI) to promote intensive skills development as an integral part of Brazil's economic strategy. He stated that the high level of cooperation between SENAI and the Industrial sector has succeeded in ensuring supply of high quality industrial manpower in Brazil, in addition to creating opportunities in remote areas. In this instance, compulsory contributions from industries are used to fund SENAI. He further observed that Norway's low unemployment rate in the last 100 years had been possible because of Norway's huge investment in vocational education. In Norway, vocational education is an integral part of basic education and is practically linked to wealth creation. In the case of Singapore, the presenter stated that apart from the fact that the educational system integrates skills training with schooling, the country has also developed a continuous education and training (CET) programme for retraining and redirection of workers to high growth areas.

Mr Wapmuk went further to espouse the merits of vocational education by

noting that growth in vocational skills facilitates the creation of more jobs and boosts the creation of wealth in all sectors of the economy. At the same time, more opportunities in society promote the growth of an inclusive knowledge economy, while reducing crime and related social ills. He advised that Nigeria should learn from the Singaporean experience and adopt the 'hands-on', 'minds-on' and 'acts-on' system of education as it relates to vocational training. Some of his recommendations include strengthening the ITF through funding and support to encourage the acquisition of industrial knowledge and skills, and ensuring that technical and vocational skills, as well as the concepts of continuous training and lifelong learning are completely integrated into the educational system.

The first contribution from the panelists was made by **Mr. Segun Osinowo**, who observed that most of the successful models presented are ideas that have been discussed and recommended at different national fora in Nigeria. Implementation was however the problem. He recommended the establishment of the Technical and Vocational Education and Training (TVET) programme, and an urgent repositioning of the SIWES programme.

Mr. Wale Adenuga noted that there are technical training gaps in all fields and there is a need to make technical education attractive and profitable. According to him, Vocational education is capital intensive and requires resources and government support.

Engr. Michael Kalu Ofor suggested that Nigeria should cure itself of analysis paralysis – that is, too many talk shops without any implementation. He amplified the negative perceptions many in the society have about technical and vocational education. He recommended competency-based vocational education.

Mrs Adesuwa Ifedi noted that vocational skills are not inferior; rather, they create jobs and the skill force required to make Nigeria globally competitive.

Comments, Questions and Answers

Comments and questions centred on how to change the mindsets regarding the craze for university education, the rush for certificates and negative perceptions about vocational and technical education. In particular, the participants stressed the need to ensure that educational institutions prepare

graduates to meet the needs of the knowledge economy. There was also the mismatch between the products of the educational institutions and the needs of industries. Some delegates advocated the need for the government to play its role better by instituting responsible governance structures for vocational education right from the LGA levels to the Federal level. The absence of Manpower data and planning was also identified as a stumbling block in this area. Participants, in addition, advocated that incentives should be provided to get the private sector involved.

In response, **Mr Clayton** noted that although the KTP scheme focused on university graduates, there are technical schemes for other levels of education. He stressed the need for sufficient partnership between the government and the private sector.

Mr Osinowo wanted the creation of an institutional framework and asked that government should drive the process, as it is a national development objective.

The final contribution made by **Alhassan Bako Zaku** noted the impracticability of just making recommendations for government to implement. He stated that governance involves everybody. In his opinion at the end of every summit apart from making recommendations, NESG should create an implementation body with the support of government, to implement the recommendations. The next summit can then review progress made.

By the end of the lively and interesting session, it was agreed by all that vocational education is essential to preparing the populace to solve problems and provide solutions in the knowledge economy. Technical and vocational education is the bedrock for sustainable industrial production; it is capital intensive and government alone cannot fund it. Changing the society's mindset towards technical and vocational educational is also imperative for it to succeed. Furthermore, the educational system should try to promote productive skills and de-emphasize paper certification. In conclusion, it was agreed by all participants that vocational skills training is critical to making Nigeria one of the top 20 economies by the year 2020.

**PARALLEL INTERACTIVE SESSION 2:
SOCIAL INFRASTRUCTURE, LAND REFORM AND FOOD
SECURITY**

(LAND REFORM AND FOOD SECURITY)

Forum Chair: Hon. Dimeji Bankole; Speaker, House of Representatives (Represented by Hon. Peter Makanjuola; Chairman, House Committee on Agriculture)

Speakers: Mr. Hernando De Soto; President, Institute for Liberty and Democracy, Peru – *“Using Land Policy as a Tool for Rapid Transformation of Agriculture Productivity in Nigeria: Lessons from other Countries”*

Dr. Adesoji Adelaja; Land Policy and Economic Development Strategist; Director, Michigan State University Land Policy Institute – *“A Framework for Promoting Sustainable Commercial Agriculture in Nigeria”*

H.R.H. Alhaji Nuhu Sanusi; Emir of Dutse, Jigawa State, and Former General Manager, Kano Sugar Industries Ltd. – *“Current Issues in Land Reform and Food Security: Realities and Possibilities”*

Panelists: Mr. Fola Arthur Worrey; Former Commissioner, Bureau for Lands, Lagos State

Mr. Gbenga Ashafa; Permanent Secretary, Bureau for Lands, Lagos State

Mr. G. Hatty; Chairman, Zimbabwean Farmers Association

Alhaji Mohammed Gana-Yisa; Commissioner for Agriculture, Kwara State

Mr. Emmanuel Adeyemi; MD, Fumman Limited

The session on land reform and food security, which showcased animated discussion among the speakers and panelists, was well attended and well-received by the audience. The Forum began with Speaker Dimeji Bankole's speech (read by rep. Mr Peter Makanjuola), which highlighted the centrality of land security and food sufficiency within the current global discourse and as encapsulated in the Millennium Development Goals, as the way out of the food crises and subsequent elimination of poverty. Food shortages in Nigeria have exacerbated the problems of poverty and starvation. He stressed the commitment of the National Assembly to support and compliment government's effort towards achieving sustainable food reserve through a host of policy measures. These include the reform of the 1978 Land Use Decree to stimulate large scale agricultural productivity and inclusion of a clause in the constitution to guarantee adequate food provision to all citizens. In conclusion, Speaker Bankole reiterated the commitment of the National Assembly to make effective legislation that would empower the people to hold the government accountable on these grounds.

Mr. Hernando De Soto, a world-acclaimed authority on land reform and institutions of private property roused the audience with a radical interpretation of the current global financial crisis. According to him, the current crisis is a symptom of fundamental loss of credibility among banks. This lack of credibility derives from lack of trust, which in turn is traceable to severe case of information asymmetry among banks in relation to properties owned by the banks. In his words, "the West seems to have forgotten the origins of its economic growth – proper documentation of property". He believed that by making land fungible, the property system became the backbone of the modern capitalist system, which transformed land from private to public

responsibility (*ergo omnes*)". This transformation was achieved through the process of "recordation" or "paperization".

Continuing, Mr De Soto observed that in land recordation, what is fixed is no longer just the size and dimensions of the property, since property ceases to be seen as a thing or an article. Thus, the process of recordation transformed property into a representation of value, such that property now became a fungible element that generates wealth. In his view, we should avoid dealing with land and property as if they were only agricultural fundamental, and always remember that the entire edifice of the capitalist economy stands on land. It is therefore the representation of that land in properties and papers – properties largely documented – that makes the capitalist system work. In this instance, documenting property in legal liens and contracts serves the purpose of networking people across space and time and thereby generating wealth.

To orchestrate the salience of land titling, property documentation and registration, Mr De Soto reviewed case studies of land reform in Japan and Tanzania. The redistribution of land coming at the wake of the American occupation of Japan at the end of World War II created the basis of the capitalist transformation of the Japanese economy. As a way forward for Nigeria, he recommended the consolidation and standardization of land titling rules across both the informal and formal economy in Nigeria, as this holds the key to sustainable wealth creation.

Dr. Adesoji Adelaja's presentation sustained the momentum and vivacity of De Soto's rousing analysis of the transformational role of property rights definition through land titling in development. Adelaja saw in this conceptualization of land assets, the linchpin that could unleash the capabilities for agricultural prosperity in Nigeria and went on to posit key steps in pursuing that prosperity. For him, the "strategic clustering and leveraging of existing assets and the deployment of new assets is key to prosperity." He believed that the assets required for prosperity are so abundant in Nigeria that "God could not have invented a better place for agricultural productivity." Besides abundant arable land that requires formalization through

deeds as De Soto propounds, Nigeria is greatly endowed with landscape that largely does not impede mobility, quality soils and fertile ground. Other endowments include a broad “pharmacopeia” - a cup of plentifulness in cultivation and wild-crafting, abundant freshwater sources for agriculture and distribution, accessibility by land and sea, mineral diversity to optimize agricultural production, and abundant collateral agricultural inputs such as lime, talc, calcium, and gypsum. The presenter did not also fail to add the country’s huge energy potential in various forms including hydropower, wind, solar, petroleum and natural gas, in addition to being empowered with enormous diversity of human resources with 250 ethnic groups.

With such huge potentials, Dr Adesoji wondered why the agriculture industry has grossly under-performed and why the various federal initiatives, such as Operation Feed the Nation (OFN), Green Revolution and others, failed. In seeking answers to the questions, he identified the people’s mindset and lack of an entrepreneurial agency as part of the problems. They pale in significance, he believed, when placed side by side with the problems of corruption and misadministration - resulting in neglect of critical infrastructure and culminating in the country posting low levels in all indicators of human development. The ‘resource curse’ affliction induced by the discovery of oil sounded the death knell for agricultural productivity in Nigeria and thwarted the national focus as national governance and the socio-politics were reduced to the political economy of “petro-dollar sharing.”

Continuing, Prof. Adesoji noted that failure in adequate power generation has become a recurring theme in every national gathering and despite the priority given to this sector by the present administration, regular power has continued to be elusive. He saw as absurd the fact that even though Iran and Nigeria each generated approximately 6,000 MW of power for similar populations thirty years ago, Iran now has 70, 000 MW of power in sharp contrast to Nigeria’s current production of an average of 5,000 MW of power. He also decried government’s inability to exploit the nation’s waterways for the development of the agricultural sector; so also the existing road network is grossly inadequate for agricultural prosperity. Overall, the absence of good roads to ease up the hauling of farm produce and inefficient transport system,

compounded by epileptic gasoline supply, has severely crippled agricultural productivity

Furthermore, the Presenter spoke on the lack of an Agricultural manpower development strategy caused by the failure to develop educational infrastructure for entrepreneurial development. He believed agricultural universities are under-resourced and innovation development points do not exist; as such, they are unconnected to commercial activities and therefore, lack relevance. In the same vein basic agricultural research and development within dedicated research centres does not yet exist and, therefore, shelf-stable, value-added, processing industry beyond the farm field is underdeveloped. He mentioned that the United States imported \$223 million in botanicals, spices and medicinals in 2000 and less than \$400,000 was from Nigeria. Yet, the country is endowed with huge, but untapped potentials in nutraceuticals such as miraculin from the Miracle Berry (*Agbayun*). Cassava, a major staple food, is convertible into starch, chips, plastics and ethanol but due to lack of basic research and industrial capacity, Nigeria has failed to leverage on this product. Great opportunities exist also in marine fishing, but this has been allowed to go untapped over the years.

Despite the huge failings, the Presenter still believed that opportunities exist for reclamation of agricultural development in Nigeria, bearing in mind that the “divine assets are still here” and the problems listed above are man-made. He said that the resolution of the land tenure problem along the lines advocated by De Soto can hand back development in agriculture to the people, in addition to promoting productivity, entrepreneurship and wealth. Thus, for Vision 20:2020 to be a reality, there is need for a reformed land tenure system that puts productive land in the hands of producers. It may be necessary to consider the establishment of a “Nigerian National Land Bank” that will serve as a holding bank charged with administering land access to capable producers. Also, agricultural productivity can be boosted with the establishment of agricultural districts and commercial zones, with the districts defined by their mix of primary products, market proximity, and infrastructure.

Within the short term of one year, Prof. Adesoji recommended the establishment of an agricultural and science and technology centre that will

focus on processing and commercialization of agriculture. However, he posited that agriculture enterprise would entail establishing the right connection to Broad Street, the private sector and the global food chain. It also implies the promotion of private equity investment in agriculture through the National Wealth Fund. In conclusion, he recommends that a National Marine Fisheries Initiative be established that will encompass integrative training, incubation and financing of fisheries entrepreneurs.

Alhaji Nuhu Sanusi's paper demonstrated the problems and constraints of different regimes of land tenure system in Nigeria from an international comparative perspective.

He started his presentation with the definition of land reform, which he said could be a government-initiated or government-backed redistribution of productive land. Land reform, according to him, is often referred to as transfer of ownership from relatively small number of wealthy land owners with extensive land holdings to those who work the land, or the consolidation of small landholdings into communal estate. Land reform, he noted, was a deliberate change in the ownership or possession of agricultural land holdings, the method of its cultivation, or its relation to the rest of the economy. The earliest land reform, he said, was the 6th century BC Solon reform in Athens, which abolished the debt system that forced peasants to mortgage their land and labour to landowners. In traditional societies where agricultural activities engage substantial number of its people, land becomes the primary source of livelihood. He explained that whenever there is shortage in food supply, it is natural for the affected people to clamour for a change in the land distribution and utilization, rather than change in the method of production. Consequently, this popular discontent with land ownership usually triggered aggressive peasant revolutions for land reform demand. Thereafter, he highlighted the different regimes of land tenure system, such as collective, fragmentation, limitation, consolidation, mixed and military, which was practiced across different countries. One of the major objectives of the land reform of 1978 in Nigeria was to enable the government control the use of land and its resources, unify the land tenure system, create opportunities for landless peasants and to attract agricultural investment in rural areas; unfortunately, this objective was not fulfilled. He noted that the

military land reforms only substituted control from family and traditional rulers to the governor and local government.

In conclusion, the Emir recommended that for long term success of any land reform in Nigeria, a local land registry must be developed to meet the immediate, as well as, the long term goals of the reform. He also argued that land reform alone will not guarantee food security, except it is vigorously supported by intensive agricultural production of high yielding varieties that will lower cost of production, reduce wastes through output preservation, improve infrastructure and distribution network and at the same time, save ecosystem. To achieve food security in the country, he advised that the government must initiate and expand the capacities of existing dams and lakes, encourage water conservation for aquaculture and irrigation, establish grain silos and cold rooms in strategic locations, introduce high breed animal husbandry practices, as well as reduce bureaucracy in agricultural land certification.

Comments from Panelists

Reacting to the persistent constraint encountered with the Land Use Act, **Mr. Fola Arthur Worrey** shared his experience in Lagos State, where in spite of the constraints and limitations of the Land Use Act, the State Government devised ways to work around the problems of land titling. Lagos State was able to clear a backlog of land registration cases within few months after the government adopted simple, but innovative ways of registration and titling. It is a question of commitment to get things done. If there is a will, land titling can be accomplished using simple procedures as has recently been the case in Lagos State.

For **Mr. G. Hatty**, Nigeria has one of the best lands and climate for agriculture in Africa and therefore, has one of the greatest potential for agriculture-led development. However, the realization of the potential in agriculture comes against several constraints. In his experience in Nigeria so far, one of the problems encountered in long term planning in commercial farming is the short-term structure of loans advanced by the banks, which create huge problems for farmers who need to plan for longer term horizons. Second is the endemic low levels of skills in the country, which generally pose severe difficulties for the day-to-day running of commercial farming. To address this

problem, the relocated farmers from Zimbabwe are currently complementing government's effort in the re-training and up-grading of local agriculture skill level among farmers in Kwara State.

Buttressing Mr Hatty's comments, **Alhaji Mohammed Gana-Yisa** maintained that the Kwara State government has commenced a program of youth training in agriculture, aimed towards redressing the skill gap in agriculture know-how. The government has consolidated efforts to expand commercial farming by mapping out new 18 hectares of land area, and is in the process of importing a new set of Zimbabwean farmers.

Recounting his experiences over several years of agro-allied activity, **Mr. Emmanuel Adeyemi** emphasized the importance of creating both forward and backward linkages in the agricultural sector. Linkages are essential for crop production. If farmers have guaranteed that their products would be marketed before they perish, they have strong incentive to produce.

SECTION 2

Policy Commissions' Breakout Sessions

Investment Climate and Competitiveness

Oil and Gas

Infrastructure

Human Capital Development

Governance and Institutions

Non-Oil/Non-Agriculture

Science and Technology

Agriculture and Food Security

INVESTMENT CLIMATE AND COMPETITIVENESS POLICY COMMISSION

Chair: Mr. Oba Otudeko; Chairman, Honeywell Group, Nigeria
(Represented by Mr. Yomi Makanjuola)

Speakers: Mr. Tony Hadley, CEO, Dangote Cement – *“Nigeria’s Industrial Revolution”*

Mr Ismail Radwan, World Bank and Mr Kevin Quinlin, DFID
- *“Challenges and Strategies for Growth and Competitiveness of the Nigerian Economy”*

Consultant: Dr. Biodun Adedipe, BAA Consult, Lagos

Moderator: Ahmed Rabi, Dala Inland Dry Port

Mr. Tony Hadley narrated the story of Dangote Cement, which started as a trading concern in 1978, and took a strategic decision to move into manufacturing, following an inspirational visit to Brazil in 1996. To achieve its aspiration to be the foremost cement producer in Nigeria, it acquired the Benue Cement Company from the Federal Government of Nigeria, which now has a 3 million ton per annum installed capacity. It also has the Obajana Cement Plant with an installed capacity of 5 million ton per annum - the biggest cement plant in Sub-Sahara Africa. The vision of Dangote Cement is to make Nigeria self sufficient in cement production and a net exporter of cement. Presently, the company’s total investment is greater than 5 billion USD.

Mr Hadley identified the following areas as requiring reforms in order to ensure Nigeria’s industrialization: efficient local banking sector and improved access

to capital; investment and tax incentives to compensate long pay back cycle; reliable national power supply; good road and rail networks; and efficient ports. Other areas identified for improvement include skilled labour production and training to match industrial need.

The joint presentation by **Messrs Ismail Radwan** and **Kelvin Quinlin** identified electricity, access to finance, and transport as top constraints in the Nigerian investment environment. On the effect of power supply, the duo noted that firms in Nigeria lose almost 10% of annual sales due to energy interruptions, and pay very high cost for alternative source of energy. Access to finance was also identified as a very critical problem of the business climate. Firms rely on internal sources for financing both long-term and short-term operations, as banks provide only about 1% of short-term and long-term finance requirements of the firms, preferring to finance trading than the real sector.

The presenters canvassed for the following reforms:

- Policy and administrative bottlenecks:
 - Business Registration: further decentralize CAC and make Zonal offices operational, operationalize online registration.
 - Contract Enforcement: extend new High Court Rules to all States, scale up ADR, introduce commercial/ small claims courts.
 - Business Licenses: do inventory of licenses, fast track services, disseminate information about procedures and payments.
 - Tax: clarify responsibilities and jurisdictions, streamline tax administration procedures.
 - Land: strengthen States land registries, replace physical valuation with standard schedule of properties.
 - Strengthen public sector institutional capacity and deepen public-private dialogue.
- Infrastructure and Input costs:
 - Energy: As per government reform agenda - develop gas to power, implement the MYTO, establish performance contract, invest in transportation and distribution
 - Transport: as per government agenda - continue with national transportation investment plan, greater private sector participation in road

development and management, sustain on-going port reforms and restart concessioning of railways

- Finance: develop credit bureaus, expand SME credit markets
- Trade Facilitation: simplify import/export documentation, modernize customs, reduce number of agencies in the ports and consolidate inspections.

▪ **Firm Skills**

- Turn policy into actions.
- Reform vocational training system in line with industry requirements.
- Firms to increase investments in skills development as a means to increase their productivity.
- Focus on attaining higher education completion rate across the board.

After exhaustive deliberations on the issues raised by the presenters, the Policy Commission set forth the following agenda to improve the investment climate:

- Review Property Rights Act - streamline procedures for property registration - benchmark Kano and Lagos States.
- Harmonize all taxes to eliminate the multiplicity of taxes and make Nigeria competitive globally.
- Develop checklists of performance targets for key MDAs; publicize and monitor - holding the CEOs accountable.
- Review/launch the Code of Corporate Governance in Nigeria, and hold Directors responsible for infractions.
- Generate 3,000MW annually, split between thermal and hydro.
- Conclude reform of the power sector.
- Provide enabling regulation for private captive power generation and distribution companies.
- Engage a world-class management firm for the power transmission company.
- Make electricity tariff attractive to private investors in the power sector.
- Revive and equip technical colleges. Provide incentives for private technical colleges.
- Keep Polytechnics as technical institutions, rather than convert to universities.
- Align curriculum in technology, science, and management with industry needs.

	Now 2008 - 2010	Phase Two 2010 - 2015	Phase Three 2016 - 2020
INSTITUTIONS			
1.	What do we hope to achieve by?	<p>a. Review Property Rights Act</p> <p>Streamline procedures for property registration - benchmark Kano and Lagos States.</p> <p>b. Harmonise all taxes to eliminate the multiplicity of taxes and make Nigeria competitive globally.</p> <p>c. Develop checklists of performance targets for key MDAs, publicize and monitor, holding the CEOs accountable.</p> <p>d. Review/launch the Code of Corporate Governance in Nigeria, and hold Directors responsible for infractions.</p>	<p>a. Monitor Public Procurement and the Fiscal Responsibility Acts, and continue publication of allocations to states and local governments.</p> <p>b. Continually review taxes to make Nigeria competitive.</p> <p>c. Continually update the performance targets for key MDAs, publicize and monitor, holding the CEOs accountable.</p> <p>d. Continually review the Code of Corporate Governance in Nigeria, and hold Directors responsible for infractions.</p>
			<p>a. Continually review taxes to make Nigeria competitive globally.</p> <p>b. Continually update the performance targets for key MDAs, publicize and monitor, holding the CEOs accountable.</p> <p>c. Continually review the Code of Corporate Governance in Nigeria, and hold Directors responsible for infractions.</p>

2.	Implementation and Monitoring Structures to be put in place?	<ul style="list-style-type: none"> a. State Governments b. National Assembly / FIRS c. NESG/Devt. Partners d. CAC/ SEC 	<ul style="list-style-type: none"> a. NESG/Devt. Partners b. FIRS / National Assembly c. NESG/Devt. Partners d. CAC/ SEC 	<ul style="list-style-type: none"> a. FIRS / National Assembly b. NESG/Devt. Partners c. CAC/ SEC
3.	Key Performance Indicators	<p>Rankings in World Bank business survey</p> <p>Rankings in WEF competitiveness report</p>	<p>Rankings in World Bank business survey</p> <p>Rankings in WEF competitiveness report</p>	<p>Rankings in World Bank business survey</p> <p>Rankings in WEF competitiveness report</p>

	Now 2008 - 2010	Phase Two 2010 - 2015	Phase Three 2016 - 2020	
INSTITUTIONS				
1.	What do we hope to achieve by?	<ul style="list-style-type: none"> a. Review Property Rights Act <ul style="list-style-type: none"> Streamline procedures for property registration - benchmark Kano and Lagos States. b. Harmonise all taxes to eliminate the multiplicity of taxes and make Nigeria competitive globally. c. Develop checklists of performance targets for key MDAs, publicize and monitor, holding the CEOs accountable. d. Review/launch the Code of Corporate Governance in Nigeria, and hold Directors responsible for infractions. 	<ul style="list-style-type: none"> a. Monitor Public Procurement and the Fiscal Responsibility Acts, and continue publication of allocations to states and local governments. b. Continually review taxes to make Nigeria competitive. c. Continually update the performance targets for key MDAs, publicize and monitor, holding the CEOs accountable. d. Continually review the Code of Corporate Governance in Nigeria, and hold Directors responsible for infractions. 	<ul style="list-style-type: none"> a. Continually review taxes to make Nigeria competitive globally. b. Continually update the performance targets for key MDAs, publicize and monitor, holding the CEOs accountable. c. Continually review the Code of Corporate Governance in Nigeria, and hold Directors responsible for infractions.
2.	Implementation and Monitoring Structures to be put in place?	<ul style="list-style-type: none"> a. State Governments 	<ul style="list-style-type: none"> a. NESG/Devt. Partners 	<ul style="list-style-type: none"> a. FIRS / National Assembly

		<p>b. National Assembly / FIRS</p> <p>c. NESG/Devt. Partners</p> <p>d. CAC/ SEC</p>	<p>b. FIRS / National Assembly</p> <p>c. NESG/Devt. Partners</p> <p>d. CAC/ SEC</p>	<p>b. NESG/Devt. Partners</p> <p>c. CAC/ SEC</p>
3.	Key Performance Indicators	<p>Rankings in World Bank business survey</p> <p>Rankings in WEF competitiveness report</p>	<p>Rankings in World Bank business survey</p> <p>Rankings in WEF competitiveness report</p>	<p>Rankings in World Bank business survey</p> <p>Rankings in WEF competitiveness report</p>

	Now 2008 – 2010	Phase Two 2010 – 2015	Phase Three 2015 - 2020	
SKILLS DEVELOPMENT				
1.	What do we hope to achieve by?	<p>a. Revived and well equipped technical colleges.</p> <p>b. Provide incentives for private technical colleges.</p> <p>c. Keep Polytechnics as technical institutions, rather than convert to universities.</p> <p>d. Aligned curriculum in technology, science, and management with industry needs.</p>	<p>Expanded technical colleges, and give more credence to them.</p> <p>Improved funding and curriculum development.</p> <p>Improved the quality of maths and science education.</p> <p>Strong linkages between academia and industry</p>	<p>Higher education comparable to what obtains in the western world.</p> <p>Local availability of specialised research and training services.</p> <p>Strong linkages between academia and industry</p>
2.	Implementation and Monitoring Structures to be put in place?	<p>a. Federal/State Governments</p> <p>b. Federal/State Governments</p> <p>c. Federal/State Governments</p> <p>d. Higher educational institutions and the industry</p>	a to d Sustained	a to d Sustained
3.	Key Performance Indicators and Timelines	<p>a. Higher Education Enrolment</p> <p>b. Strong partnership between the academia and industry</p> <p>c. World-class management and business schools</p>	a to c Sustained	a to c Sustained

OIL & GAS POLICY COMMISSION

Co-Chairs: Mr. Basil Omiyi; Chairman, Shell Nigeria

Engr. Abubakar Yar'Adua; GMD NNPC

Speakers: Mr. Jacques Marraud De Grottes; MD Total ELF Nig. Ltd (Rep by Mr Guy Maurice) - *“Creating an Enabling Environment for Sustainable Oil and Gas Operations”*

Dr. Volker Treichel; Lead Economist World Bank – *“Deepening Reforms in the Downstream Petroleum Sector”*

Ms. Lois Laraba Machunga-Disu; MD, Jalz Energy Ltd – *“Driving and Sustaining Oil and Gas Linkages to all other Economic Sectors”*

The break-out session started with introduction of the co-chairs and speakers. **Mr. Jacques Marraud De Grottes** focused his presentation on creating a favorable investment climate for the oil and gas industry, in view of its capital intensive nature, which involves huge technological risk, enormous investment and long life cycles of 30-40 years. This is in addition to the exploration license, which takes up to 15 years or more. He noted that ensuring sustainable development of host communities will help the oil and gas industry to operate effectively, especially as the communities expect so much from the oil and gas companies.

The new paradigm as identified by the presenter is to promote partnership of all stakeholders, capacity development - especially enterprise building within budget envelopes, and gradual transfer of infrastructure to community foundations, among others, within the oil and gas sector. Concerning the funding of the sector, the presenter emphasized that there is need for the

States where the industry is located to assist in safeguarding its operations to avert the ugly situation where fields are shutdown, thereby leading to a drastic decrease in oil and gas production and a resultant reduction in government revenue.

In further emphasized the importance of maintaining adequate security in the Niger Delta that oil and gas enterprise is very costly and there is difficulty in mobilizing specialists needed for the sustained growth of the sector due to the worrisome incidence of kidnappings.

In conclusion, he stated that Nigeria has a huge reserve of oil and gas potential, but there is need to create a favourable environment, which includes the existence of a stable investment climate, an improved security situation in the Niger Delta and finally, competition amongst investors should be played within a set of stable rules.

Mr Volker Treichel in his contribution stated that abundant oil reserves create favourable conditions for the development of a competitive downstream sector. He noted the importance of ensuring a reliable cost-effective supply of refined petroleum products in the country. According to the presenter, *"Nigeria is the petroleum hub for West and Central Africa"* He noted that the high demand for petroleum products - especially fuel oil, which totals about 225,000 bpd - is not commensurate with supply situation as a result of the declining refining capacity in oil industry. As the presenter puts it, installed capacity in the refineries is about 445,000 bpd, but only about 100,000 bpd is operational presently. He informed the participants that the highest production in the industry was reached in 1991 – estimated at only 240,000 bpd.

Mr Treichel listed the key causes of decline in the sector as: pricing system, lack of a regulatory framework to attract private investment, and NNPC's dominant role in the importation and marketing of petroleum products. He ended his presentation by informing the participants that there is need for key reforms over the short-term to begin reversing the decline of the downstream sector. Also, there should be gradual phase-out of petroleum subsidy and development of remedial measures in collaboration with

stakeholders. He noted finally that the role of NNPC in the importation and distribution of refined oil should be drastically minimized.

Ms. Lois Laraba Machunga-Disu started her presentation by listing the major economic sectors as agriculture, financial services, communications, transport, manufacturing/industry etc. She then acknowledged that: *“Despite the availability of natural resources, population, and domestic markets, all sectors of the Nigerian economy performed below their potential during the nation’s first 40 years of independence”* She equally noted that despite abundant oil and gas resources, Nigeria remains poorer today than it was at independence in 1960. The presenter affirmed that the future remains bright for the country if its leaders can learn from past mistakes. She said that the target set for Vision 2010 has not been attained because of mistakes of the leadership, and there is still time to correct the mistakes and recover the missed opportunities. She reminded all participants that life depends greatly on energy, and opportunities to harness the sector exist in surveying, civil works, drilling operation among others.

However, the presenter was quick to point out that despite the country’s dependence on oil and gas, agriculture remains the major contributor to the GDP growth and has been adduced as the engine to overall economic growth, and more effective in reducing poverty, compared to other sectors’ contributions.

Ms Machunga-Disu concluded her paper by recommending the extension of the Vision 2020 planning cycle/national planning from current annual and four year plans to rolling plans of 100 years, 50 years, 25 years, 10 years, 5 years and 2 years. Some of her recommendations included a shift from budget spending on export to domestic work programs; the need for NNPC to take control of oil budget planning and identification of priorities; and the need to make suitable changes to petroleum arrangements and fiscal system to support domestic policies.

Comments, Questions and Answers

Ola Sobande agreed on the need for the nation not to base her budgeting system on oil and gas alone and suggested the development of oil grid, cutting across the entire states of the federation.

Moses Onu also agreed that the budget should be rooted in oil concept of our country. He called for the recall of fiscal regime in governance. He further stated that activities in oil sector should be well positioned to provide employment and solve infrastructural problem of the country.

James Nikky stated that oil and gas ought to be the basis for the realization of the Vision 2020 dream. He added that the problem is the mindset of Nigerians. He further told the section that there is need for the restructuring of the Nigerian states, especially the Niger Delta, to foster long lasting peace in the country.

The session ended with inputs from the Co-Chairs - **Mr Basil Omiyi** and **Engr. Abubakar Yar'Adua**, who were represented by Mr. Babs Omotowa, Vice President, Infrastructure and Logistics, Shell EP Africa and Alhaji Ibrahim Waziri, Group Executive Director, Corporate Services, NNPC respectively.

In his contribution, Alhaji Ibrahim Waziri stated that it is necessary that government allow appropriate pricing policy for the oil and gas sector. He warned that with the current pricing system in the oil and gas, it will be difficult to attract foreign investment in the industry. He concluded that there is need for gradual removal of oil subsidy to allow for appropriate pricing of the product.

In his opinion, Mr. Babs Omotowa stated that there is need to encourage all stakeholders to dialogue frequently on the issues concerning oil and gas. He agreed with the issues raised concerning oil and gas pricing, and called for capacity building within the oil and gas sector industry. He ended his speech by thanking all participants, especially the resource persons.

PC'S ROAD MAP

Creating an Enabling Environment for Sustainable Oil and Gas Operations			
What do we hope to achieve by?	Short term 2009-2010 (1 years)	Medium Term 2010-2015 (5 years)	Long Term 2015-2020 (5 years)
1	Funding the master plan	Significant increase in refining capacity Appropriate pricing of oil and gas.	
	Implementation and monitoring structures to be put in place	Rebuilding downstream infrastructure in the Oil and Gas sector Reducing NNPC's dominant role importation and marketing of petroleum products. Transparent open - third party access in the downstream sector.	
	Key performance indicators and Timelines	National economy depend deeply on oil and gas industry Abundant oil reserves exist in Nigeria.	
2	Security	Restore sustainable peace in the Niger Delta environment	

Current Situation and Reform Options			
What do we hope to achieve by?	Short term 2009-2010 (1 years)	Medium Term 2010-2015 (5 years)	Long Term 2015-2020 (5 years)
1 Funding the master plan	Products derived from refined petroleum products could be a basis for new industries, especially petrochemicals, plastics, tyres, cosmetics.	Gradual phase-out of petroleum subsidy. Reduction in NNPC roles in petroleum importation and distribution.	
Implementation and monitoring structures to be put in place	Encourage collaboration among stakeholders. Collaboration with stakeholders to achieve expected result in oil and gas sector.		
Key performance indicators and Timelines	Nigeria can become refining hub for West and Central Africa. Products derived from refined Petroleum products can create more industries		

Driving & Sustaining Oil & Gas Linkages to all Other Economic Sectors

What do we hope to achieve by?	Short term 2009 - 2010 (1 years)	Medium Term 2010-2015 (5 years)	Long Term 2015-2020 (5 years)	
1	Funding the master plan			
	<p>Implementation and monitoring structures to be put in place</p>	<p>Annual budget should not only be linked to oil</p> <p>Make suitable changes to petroleum arrangement and fiscal system to support domestic policies</p> <p>Embark on massive quality technical /commercial education and skill acquisition</p> <p>Refine existing contract in the light of vision 2020</p> <p>Expand local content for the real sector by following the Brazilian model</p> <p>Consolidate all fundings for Niger Delta and Rural Development in Nigeria</p>	<p>Shift budget spending from export to domestic work programs</p> <p>Revive the downstream sector based on efficient market pricing</p>	<p>Extend planning cycle of vision 2020 to 100 years, 50 years and 25years</p>
	Key Performance Indicators and Timelines	<p>Effective non oil investment is the key driver for economic growth rather than oil</p>		

INFRASTRUCTURE POLICY COMMISSION

Forum Chair: Engr. Kashim Ali; President, Nigerian Society of Engineers

Speakers: Mr Stephen Raggett; PPP Specialist, Nigeria Infrastructure Advisory Facility - *"National PPP Policy Framework and the Next Steps to Implementation"*

Mr Steven Dimitriyev; Senior Economist, Finance and Private Sector Development, World Bank – *"Outline of PPP Framework Development Program"*

Facilitator: Kunle Elebute; Partner, KPMG

Consultant: Mr Nnanna Anyim Ude; CEO, Agon Continental Ltd

In his opening remarks, **Engr. Ali** informed the house of the Policy Commission's work over the past 12 months, noting that infrastructure development is pivotal to development agenda/goals of the nation. There was a desperate need to upgrade infrastructure across the country. He sought for focused deliberations and implored all participants to be generous with comments and suggestions on the way forward for the important task ahead.

The summary of Post NES#13 Infrastructure Policy Commission's Activities was given by **Mr Nnanna Anyim Ude**, who reported on the numerous positive developments within the period – i.e. the previous summit (NES#13) and the present one (NES#14). He presented the progress made on implementation of NES#13 recommendations and noted the existence of a gulf between policy and practice, with regards to the actualization of the infrastructure agenda of NES#13. He further outlined the Commission's activities to date, namely, the convening of a stakeholder forum on revitalizing the Nigerian Railway System, and the Sector Update Reports on Power, Rail, the Sea Ports,

Aviation, Roads, Water and Sanitation – reminding delegates on the *status quo* with regards to these sectors. These are:

Roads

- 34,000 km of federal roads.
- The release of the Road Sector Policy.
- The appointment of a World Bank/Federal Ministry of Transport Road Sector Reform Team.
- No appropriation for Roads in the 2008 fiscal budget.
- The suspension of the National Road Fund Policy.
- The issuance of EOI by FERMA for road concession on 10 federal roads for maintenance.

Power

- The setting up of a Presidential Committee with a mandate to generate 6,000 MW by 2010.
- The agreement on the mechanism for funding.
- The approval of the National Energy Policy.
- The approval of the National Gas Master Plan.
- The approval of the National Gas Pricing Policy and Regulations.
- The approval of the Multi-Year Tariff Order.
- A few IPPs have come on stream.
- Power generation nation-wide is approximately 4,000 MW.

Rails

- Total Railway of coverage is still 3,557 km (single track).
- No major policy statement on rehabilitation and modernization
- Presidential Committee to review financing options for the Railway Modernization programme.
- Contract for Lagos to Kano rail line slowed down due to concept clarification and funding.
- Presidential Statement on Concessioning.
- Railway still not an alternative mode of land transportation.

Aviation

- 22 airports – only four (4) are viable (ABV, LOS, PHC and KAN).

- Only MMIA2 has standard infrastructure.
- No airport has met ICAO Safety Conditions.
- Safe Tower project completed in Lagos, Abuja and Port Harcourt.
- Status of Abuja Airport concessioning programme still unclear.

Inland Water Ways

- 12 navigable water ways (about 3000km) mostly under utilized.
- Dredging of River Niger yet to commence.
- Water ways largely absent as a means of transportation.

Water & Sanitation

- 2% decline on improved water sources and 2% improvement on improved sanitation (still off the mark on UN MDG targets).
- WIMAG Strategic Framework yet to be approved.
- National Water Resources Bill yet to be passed into law.
- Three water resources management bodies (GWMA, HAS & NIRWMC) and One environment regulator (NESREA) created.
- Sector reform programmes delayed by merger and de-merger.
- Federal Ministry of Water Resources now created.

Cross-Cutting Issues

- ICRC has been established.
- A draft PPP Policy has been released.

These milestones thereafter set the tone for subsequent presentations and discussions.

The first presentation by **Mr Stephen Raggett** profiled the history and purview of the Nigerian Infrastructure Advisory Facility (NIAF), which was set up to assist federal and state governments and funded by the UK government's Department for International Development (DFID). NIAF's agenda seeks to compliment the development finance role of government, and in doing so, the agency has developed a national policy statement on private public partnerships (PPPs), begun to implement financial oversight and planning for PPPs, and mapped out critical key success factors, which

will in effect, guide its planning and advisory role within the context of national economic development.

He rationalized the growing quest for the PPP model internationally, especially for emerging and developing markets, noting that PPPs offered several advantages over other infrastructure project models, namely, greater accountability, reduced opportunity for corruption and better risk management. He further stressed that the PPP model was part of the overall solutions set for infrastructure development, noting that: *"it is not the solution per se, but government reserves the right to know what approach is appropriate – whether direct investment or PPP."* NIAF had so far helped develop a National Policy Statement on PPP, which was launched at the Infrastructure Summit. The ICRC has also been proposed as the centre of PPP expertise, going forward. In his view, the key success factors for NIAF are realistic expectations from its pilot projects, good communications and planning (FGN and State Collaboration, predictable and transparent processes), capacity building and training (via donor support – from the public and private sectors), and political commitment and sense of urgency.

Mr Steven Dimitriyev's presentation explained the supporting role of the World Bank, with specific reference to the capacity building and institutional framework agenda. The special purpose vehicle deployed for this was the ICRC – the Infrastructure Concession and Regulatory Commission, which was established by Law in 2005 and eventually activated in November 2008, with the understanding to further develop statutory framework. He expressed his willingness to key into the agenda of the Policy Commission, but however, cautioned that the the Bank remain a key adviser to government in various privatization transactions and would continue to act as a conduit to multi-lateral assistance and external guarantees for PPPs. The support function of the Bank to government's reform agenda remains paramount, especially as the regulatory agenda for infrastructure was still work in progress and housed by several agencies. A few sample policies yet to be developed and refined include: investors' rights in event of early termination; re-negotiation of contracts; repatriation of profit; lenders' rights; resolution of contract disputes; project taxation; availability of government support; and incentives/concessions to investors. He looked forward to partnering with the Policy

Commission and all other agencies - including extending the Bank's knowledge and expertise into completing the legal and regulatory agenda of the various infrastructure sub-sectors – Gas Bill, Petroleum Industry Reform Bill, the Ports and Harbor Authority's Bill, the Nigerian Railway Bill, the National Transport Commission Bill, the Inland Waterways Bill and the Federal Competition Commission Bill. The Bank was also well placed to offer advice to the Privatization Support Program and guide PPP project teams on corporate governance code, standards, ethics and insolvency and creditor rights.

In summary, Mr Dimitriyev said that several assistance program components are currently under consideration with the Bank. These include, but not limited to - a 6 year institutional development and PPPI financing program, \$30 million for capacity building for ICRC and MDAs at Federal level, \$7-8 million for Regulatory Reform, \$50-60 million for PPP transactions support, \$100 million facility for infrastructure finance, and \$10 million to build up capital markets instruments and options.

After the presentations, the PCs Facilitator - **Mr Kunle Elebute** then summarized the infrastructure priority issues for discussion, which include: Power, Railways, Roads and Aviation. He posed series of questions to participants with specific reference to the critical issues bedeviling these sub-sectors.

- How can commercial and investment banks extend the tenor required for financing IPPs - as they usually require 12 – 15 year funding?
- On Railways: Within next 12 to 24 months, can we achieve concessioning of existing railways for private sector investment efficiency and take long haul trucks off our roads?
- On the Roads: How do we kickstart the concessioning process of key highways that have high traffic and that will be bankable for private sector to fund over the medium to long term?

Mr Elebute also spoke on the need for a master plan for Infrastructure development that will guide investment and funding options up to 2020. He then went on to guide discussions with the view to structure short, medium and long term recommendations and targets for the transportation sub-sectors.

He advised on the need to focus energies on achieving short term wins for the sector, while thinking of the long term (master plan).

Comments, Questions and Answers

Several delegates expressed their views and recommendations. They reiterated the need to begin to implement the Transportation Master Plan, the lack of an integrated master plan for the Power sector, developing the rail network and integrating it to the sea ports, concessioning, state and federal ownership of transportation infrastructure, Nigeria's ambition to be a regional aviation hub for the ECOWAS sub-region, financing options available locally and offshore, and the need to approve and implement the Water Investment Mobilization and Application Guidelines, amongst others.

Comments by Mr Kayode Khalidson, NIAF

- On master plan for Power. There is need to move more progressively. A master plan is key to getting funding for Transmission and Distribution.
- On Roads: 8,000 km of new roads? Who came up with this figure? Need for new plans to be fed into master plan for transport.
- On Rail: Need to build from the successful port concessioning. Bidders are interested in rail concessioning; they need to plug into the master plan.
- Airports: 18 unviable airports. Federal Government should not hold on to it. FG should hand over the airports to the States.
- All of these dovetail into the integrated master plan for transport. Need to avoid silos of activities. Therefore, there is need to be careful not to create duplicate institutions.
- The East West Line – need to begin diagnostic review/studies before we go into viability of these projects.
- Options available –road concessions/PPP or direct investment by FG.

Ambassador Emmanuel Njiwah, Chairman Taraba State Planning Commission

Question: How are we tapping our water resources? What other energy sources are we relying on to generate power needs?

Comment: Lagos State Government Official

- FG needs to encourage local fabrications of transformers etc
- Tenor of Funding for Energy – should be extended from 12-15 years to about 20 years.

Comment: Mrs R. A. Onabamiro, Lagos State Government

- Can we have clusters for electricity generators – non-grid players who can offload/sell to the grid.

Comment: Engr F. C. Ogbolu, Nigerian Society of Engineers

- We need to diversify into other energy sources – coal, nuclear etc.

Comment: Ahmad Yakasai., Commissioner, Commerce and Industry, Kano State

- IPPs – compel FG to consolidate these IPPs with a view to tidying up efforts and fast-track the achievement of our power targets.
- Tariffs – illegal connections need to be tackled.
- Control Tower in Kano state – mid-wifed by the Kano state government. Also airport concessioning for Kano airport is in the pipeline, looking at the MMA 2 Build, Operate and Transfer (BOT) model.

Comment: Murtala Oladapo, Multi International Limited

- No system, structure and procedure in place – this is the reason for past failures.
- No stakeholder consultations were done.
- Credit enhancement by government – this needs to be addressed.

Question: Lagos State government Official

- Can we begin to build local and state capacity, so that the FG can concentrate on raising funds?
- Can we also begin to outsource to private sector players?

Comment: Mr Abodunrin Roberts, Equity Insurance

- Bond Market is an option to funding power, or special purpose vehicles, with input funds from the World Bank and multilaterals

Comment: Engr Ajibola, Deputy President, Nigerian Society of Engineers

- The NSE is not aware of the transport master plan done by a German company – need for Nigerian engineers to be involved in development process.

Comment: Engr Kunle Bakare, Nigerian Society of Engineers

- Audit of existing infrastructure needs to be done.
- Need to have cadastral information in the country.
- Master plan for cities is important and controlled development.

Comment: Mr Ade Olayiwola

- All infrastructure development plans need to run concurrently – road, rail, water et al.

Comment: Seyi Sijuade, Project Director, Railway Modernization Project

- Transition to ICRC recommendation: FG needs to come up with clear cut guide lines on what is required to be done before ICRC becomes fully operational.

Comment: R. A. Onabamiro, Lagos State government

- Need to have more collaboration between state and FG. State government should be encouraged to rehabilitate roads, while supervision functions can be the purview of FG.

Comment: Roland Ataguba, MD, Bethlehem Rail Infrastructure Ltd

- Nothing can take place on mono-rails because the railway tracks are out of date.

Comment: Lagos State Government Official

- Lagos State has an institutional framework for PPPs – for all transport system.
- Expressions of Interest (EOIs) for Agbado to CMS; Okokomaiko – CMS corridors soon to be advertised.

Comment: Mrs Adegbite, Vice President, ICAN

- Need to modernize other airports as 4 airports are not enough.

- What to do to ensure airspace safety in other airports?
- How to attenuate exploitation of Nigerians by airlines – air fares?

Comment: Ambassador Njiwah

- Taraba State airport is to be completed soon – in 24 months times possibly.

Comment: Bodunrin Roberts

- Diversification of airports – human and cargo airports needed.
- No need for every state to have an airport of its own.
- State governments should funnel airport efforts into other transport modes.

After the ensuing discussion that followed, Mr Elebute sought to summarize participants' views and comments. He observed that a lot of work had been done in the Transportation sector, despite the lack of harmony and coordination in the sector. For instance, a 25-year old master plan for the railways exists. He also mentioned that participants consensus that exploitation of and investment in domestic gas is a short term route to addressing power supply gaps), especially when juxtaposed with what is required to mine and develop the nation's dormant coal reserves. The BPE had also done a lot of preparatory work, including the commissioning of the IFC years ago to conduct feasibility studies, with a view to gauging the sector for its long-term viability. So much work had really been done in this sector and there was no need to reinvent the wheel, he said. He said there was an urgent need to begin to implement and move to the next level of the various transactions.

In view of the focus on short to long-term transportation objectives, participants drew up a series of actionable points.

Power

- NIPP Projects : Need to complete them on time and to budget.
- Privatize distribution of electricity.
- Energy master plan to determine long term energy mix.
- Complete Mambilla Hydro Plant.

Roads

- Complete and fund all on-going road projects in 2009 fiscal plan/budget.

- On-going funding/maintenance of roads to be concessioned.
- Diagnostic studies of roads to be concessioned.
- FG to encourage states that are willing to fund/build their own road networks.

Rail

- BPE to implement rehabilitation/concessioning programme of railway infrastructure.
- Completion of Itakpe - Warri and links to the sea ports (Onne and Tin Can ports and Inland Container Depots).
- Pre-feasibility study for East – West and Itakpe – Abuja – Kaduna – Katsina.

Aviation

- BPE to continue concessioning programmes.
- Pre-feasibility study for a regional hub.

Water/Sanitation

- Approve and implement water investment mobilization and application guideline.

All Transport Modes (Cross cutting)

- Full establishment of ICRC in 2009.
- Passage of all infrastructure-related bills.
- Government capacity for investment in infrastructure.
- Bond for infrastructure development.
- Local content required.
- Audit of infrastructure.
- Master plan for cities.
- Infrastructure guarantee fund.

Closing Remarks

In his closing remarks Engineer Ali thanked participants for their candour and pragmatic suggestions proffered for the growth of the nation's transportation industry. He stressed the need for proactive attitude and measurable target setting. *"There is a need for all of us to be active and pragmatic"*.

PC's ROAD MAP

All Transport Modes (Cross-Cutting)

SHORT TERM	ACTION BY AND STRATEGY	OUTPUT
Establishment and take-off of ICRC	Recruitment and Selection of staff by ICRC	Effective take-off of ICRC
Passage of infrastructure related bills	National Assembly (Senate and House of Representatives)	Legal backing
Emphasis on local development	Stakeholders	Increased self reliance
LONG TERM		
Establish an Infrastructure Guarantee Fund	Government. Option of funding infrastructure through Bond	Increased access to long term finance

RAILWAY

SHORT TERM	ACTION BY AND STRATEGY	OUTPUT
Implementation of rehabilitation and concessioning programme of railway infrastructure	BPE and National Council on Privatization	Increase in operational efficiency of railways
Completion of Itakpe-Warri railway and links to the sea port	Government and Concessionaire	Improved haulage of iron ore and steel products
Extension of rail line to Inland Container Depots	Government and Concessionaire	Increased efficiency of ICD
LONG TERM		
Pre-feasibility study for East-West rail: Itakpe- Abuja-Kaduna-Katsina-; Port Harcourt-Calabar	Government	Inter-linkage of rail lines

ROAD

SHORT TERM	ACTION BY AND STRATEGY	OUTPUT
Complete all on-going road projects	Government and Concessionaire	Easier transportation
Funding and maintenance of roads to be concessioned	Government	Trouble free PPP
LONG TERM		
Diagnostic studies of roads to be concessioned	Government	Improved road network

POWER

SHORT TERM	ACTION BY AND STRATEGY	OUTPUT
Completion of NIPP Projects on time and to budget	Special funding arrangement by Federal and State Government	Increased output of 2000MW annually
Privatise electricity distribution	Government	Improved supply
LONG TERM		
Implement Energy Master plan	Government and Stakeholders	Determination of energy mix for improved supply

AVIATION

SHORT TERM	ACTION BY AND STRATEGY	OUTPUT
Continuation of airport concessioning programme	BPE and National Council on Privatisation	Improved air safety and travels. Air hub for West Africa
LONG TERM		
Pre-feasibility study for a regional hub for air transport	Government and Stakeholders	Increased passenger and cargo handling ability

WATER & SANITATION

SHORT TERM	ACTION BY AND STRATEGY	OUTPUT
Finalise and approve Water Investment Mobilization and Application Guideline	Government	Improved water supply and increase in life expectancy

HUMAN DEVELOPMENT POLICY COMMISSION

Chair: Dr Sunny Kuku, Eko Corp

Speakers: Mr Abiola Lawal; Snr. Vice President & Chief Strategy Officer, Allied Energy – *“Making an Effective Human Capital Development out of our Graduates”*

Dr. Ayodele Odusola; National Economist, UNDP Nigeria – *“2008 National Human Development Report (NHDR): Achieving Growth With Equity”*

Facilitators: Mrs Folashade Adefisayo and Mrs Adesua Ifedi

The Chairman, **Dr. Sunny Kuku** opened the session by outlining the various segments that make up the Commission. These include: Education, Health and Youth Development. He lamented the state of human capital development in the country and said that public sector alone cannot produce appropriate skills for the economy. He said that there is need for partnership between public and private sectors, but government should provide the enabling environment for private sector participation in human capital processes.

Mr Abiola Lawal in his presentation, painted a gloomy picture of the reality in Nigeria where a university degree does not guarantee jobs and living income. He said that academic standards have fallen so low that over the past decade, university degree is no longer a guarantee of communication skills or technical competence. The reality is also that economic growth is not sustainable without Human Capital Development (HCD). Human capital Development is about putting people at the centre of development, and is a source of competitiveness in the new knowledge economy. He said the phenomenon of graduate unemployment in Nigeria is a chronic problem with mind-blowing statistics

estimating that over 1 million Nigerian graduates are unemployed or underemployed.

Statistics have also revealed that 60% of Nigerian population are classified as youths (below 30 years) and this provides an incredible opportunity for manpower and skills development in the SETI space; rather, we treat this human capital development as liability instead of asset. He identified ICT as a viable solution/strategy for reducing poverty in Africa and building a “middle class” that will sustain economic activities (similar to the India and Costa Rica model). The main issue facing Nigeria and its ICT program is “*quality manpower.*”

Continuing his presentation, Mr Lawal cited an example of the Indian Model where a spate of reforms - post-1991 economic crisis - gave impetus to the Indian economy, particularly, the ICT sector. As part of the reform agenda, the Indian Government took the following major steps to promote ICT:

- The creation in 1988 of a World Market Policy, with a focus on software development for export;
- Telecommunications policy reform: privatization of the national long-distance and mobile phone markets and development of a more comprehensive approach to ICT.
- While the policies to establish the Indian Institutes of Technology started in the 1960's, they were expanded into various cities around India to create a large pool of technical skills. Government adopted a computer policy to encourage R&D in personal computers.

The Presenter also mentioned that Public-Private Partnerships were adopted and the initiative was catalyzed by the IT Ministry. A positive result of this effort has been the IT Act of 2000, which aims to set the overall strategy for the IT sector.

Another case study given by Mr Lawal was the Costa Rican model, which was based on policy cohesion and general support. In this case, he said, there was no significant opposition to a development strategy based on technology and human capital development – although there was no singular driver; it

was not about the government. Private sector, public sector, educational institutions, research centers all contributed. A concerted effort and program to install computer labs in schools adopted two unique characteristics:

- Concentration on Elementary Schools (deep impact on students).
- Focus on using the computer as a tool to aid general learning process rather than on teaching computer skills

Thus, a tremendous effort went into ensuring that education facilities produce appropriate skilled knowledge workers and professionals to contribute to the development of Costa Rica. A strategy of trade liberalization and export promotion became an attraction for Foreign Direct Investments (FDIs) and this encouraged major technology companies, such as Intel, to invest and site a major “*processing*” plant in the country, which is aggressively competing with other IT established countries such as Brazil, Mexico, Singapore, Ireland, Israel and Thailand.

Drawing from the models, Mr Lawal recommended that Nigeria should:

- Provide serious incentives to Foreign High Tech Investors to locate their plants and laboratory in Nigeria (tax holidays, technology village with 24x7 power guarantee etc).
- Promote political and economic stability.
- Entrench rule of law (protect intellectual properties and enforce contract and infractions on IP).
- Embrace transparency and low level of corruption.
- Recognize that technology is an international product – the infrastructure must be there to support the “*supply chain*” of people and products.
- High quality airport systems, travel and cargo.
- A long term strategy and commitment for science and technology that must be backed by policy, investment and enabling legislation to attract high technology companies to invest in the country.
- Solve the power problem – It is the bane of all development activities. No investor will take us serious without it!

Dr. Ayodele Odusola posited that the United Nations office in Nigeria have produced five development reports. The 2008 Human Development Report

focus is identical to government's priority areas, even though there is the need for evidence-based reporting system. He reported that Nigeria is lagging behind countries like Kenya, Ghana, Cameroon, and Equatorial Guinea among others, and development can only be guaranteed by ensuring growth with equity. Furthermore, achievement of the MDG goals will ensure high human development progress and rapid and strong social outcomes, which will lead to poverty reduction. Again, bridging gender disparities is also a socio-economic and political opportunity that will promote equal regional development, while promotion of good governance will stabilize democracy.

According to Dr Odusola, the way forward includes the following:

- Adopting international best practices.
- Computing GDP computed at the State level.
- Producing vital statistics for development planning purposes.
- Reconciling administrative statistics with national surveys to bring about consistency in statistical application.

Comments & Responses

Mr Alex, Ministry of Finance & Economic Planning, Delta State, in his own contribution said that reliable statistical data is sine qua non for effective development planning purposes. *Mr Fabiyi of Federal Ministry of Education*, in response to the statistical issue, stated that there is copious data on primary schools and what is needed is consensus building. *The Ogun State Commissioner for Education* said that educational problem emanated from the federal level due to its control over primary schools. In addition, he said that most state Ministries of Education have Departments of Planning, Research and Statistics (DPRS) but no research function is carried out. *The Jigawa State Commissioner for Education* lamented the general poor quality of teachers prevalent in the education systems, while *Mrs Babatunde Aremu of UBE*, said that the UBE has been collecting data on enrolment, gender issues etc since 2004. In addition, she said that there should be dis-articulation of JSS and SSS but not of the unity schools. *Wole Obayomi, KPMG* said that entry requirement into universities should be standardized.

Further comments came from *Dauda Lambadi, Federal Ministry of Youth Development* who spoke about policy inconsistency on youth matters and that government should try to harmonize MDA activities for improved performance. He concluded that there is need for affirmative action in collaboration with banks in order to facilitate credit facilities for youth vocational training. *Adesuwa Ifedi* noted that Nigerian youths are excelling in various international vocational contests and that the potential to change their communities is real. The private sector, she added, should be encouraged to be involved in vocational training for the youths. *Tunde Johnson* in his own contribution said that states should be more involved in Human Capital Development. He said that Development dynamics of today demand that skills imparted on graduate should make them employable and development plan formulation should extend to 20-30 years for consistent tracking. *Sina, First Bank* said that there is professional dislocation/job mis-match due to the urge for better income. *Prof. Elegido of the Lagos Business School* said that the issue of brain drain is real and Nigerian graduates are performing impressively outside Nigeria. He suggested that the private sector should be encouraged and stimulated to train graduates for development purposes and that teacher retention in schools is a function of motivation. *Mrs Marinbo* said that Teachers should be given internship training for professional proficiency; the quality of teaching materials is poor and teacher satisfaction is required for quality educational standard.

Policy Commission's Recommendation

The Commission had proffered solutions at 13th Summit. These include: Governance, funding, teacher motivation, quality and training, curriculum relevance, equity (rich-poor, girl-boy), and issues of quality. From the deliberations, it is obvious government cannot do what needs to be done without the private sector complementing government's efforts, as the sector has the means, the skills and the need to provide vital support.

1. The PC first recommendation therefore was that the private sector needs to play a greater role in education, health and youth development through direct investment in institutions, technical and vocational schools, and consultancy. It advances the success of the Lagos Business School as a model of how private investors can fill a gap in the

education sector. The greatest areas of need where the private sector can make significant impact are:

- a. Teacher training schools
 - b. Teacher professional development institutions.
 - c. Vocational schools.
 - d. Curriculum development.
 - e. Primary health centres.
 - f. Venture capital funds directed at the youth.
2. The second recommendation is that NESG should coordinate the organized private sector to form a coalition to build consensus and implement suggestions. This should be a multidisciplinary or multi-policy commission effort.
 3. The third recommendation is for the Federal Government to support and encourage this coalition in a plethora of ways such as active involvement in the coalition, buying-in to the effort, encouraging other levels of government to support, developing the legal and regulatory framework and policies.

The PC realizes that Government's role is critical to ensuring success but hope that private sector initiative and investment will not only ensure that we are able to build pockets of excellence in education, health and youth development, but will also act as a *"pull"* for Government.

The Reality/Possibilities

- Economic growth is not sustainable without human capital development (HCD).
- HCD is about putting people at the centre of development.
- HCD is a source of competitiveness in the new knowledge economy.

Possibilities

- ICT is a viable solution/strategy for reducing poverty.

- Rich human potential for resource exploitation and exploration.
- Zero tolerance for corruption can ginger development to highest level.

PC's ROAD MAP

Sector	What	When	Whom
Education	<ul style="list-style-type: none"> • Need for teacher motivation e.g remuneration, adequate inst. Material • Continuous training for teachers • Graduate internship training for teachers • Private sector should play greater role in all aspects of education 	2009	FME
		2009	All Govts
		2009	All Govts
		2009	Private sector
Health			
Youth Dev	<ul style="list-style-type: none"> • Youth policy should be reviewed 	2009	
General	<ul style="list-style-type: none"> • Private sector should be encouraged • Consensus building among 3 tiers of govt • Intensify data information dissemination to all end users 	2008	Org. PS
		2009	Fed,ST,LG
		2008	NBS

GOVERNANCE & INSTITUTIONS POLICY COMMISSION

Co-Chair: Chief Philip Asiodu; Chairman, Medife Limited

Speaker: Mr. Soji Apampa; CEO Convention of Business Integrity -
"Corporate Compliance with Corporate Social Expectations"

Facilitator Ms. Yemisi Ransome-Kuti; CEO, NNNGO

Papers were presented by **Mr. Soji Apampa** and **Ms. Yemisi Ransome-Kuti**. The presentation of Mr. Soji Apampa dwelled on Corporate Social Responsibility (CSR) and the business response to it, while Ms. Yemisi Ransome-Kuti reported on the activities of the Policy Commission since NES#13.

Mr. Soji Apampa in his presentation stated that the perception of people in public offices is that they strive to remain in power by going through a cycle: first, enter into alliance, sign a pact, work through survival, and then deliver to the alliance. The reward of delivering to the alliance, he said, is getting re-elected.

On business companies in Nigeria, he stated that the general perception is that business companies are happy having beautiful corporate offices in the midst of squalor and penury of their surrounding environment. He added that activities of some business companies in Nigeria justify the perception, as some of the activities cause *"desolation of the land and fauna"* and result in the *"destruction of the masses sources of livelihood"*. He noted that corruption is a major factor in businesses and that the ordinary folks have lost a lot of money in the capital market due to the unscrupulous actions of many corporate cheats. He stressed that business companies in Nigeria aid and abet corrupt public

officials in money laundering, while professional companies, accountants, lawyers etc. shield the corrupt from facing the full force of the law.

Mr. Soji Apampa was therefore of the opinion that CSR was necessary to reverse these perceptions and thus supports the idea of establishing a CSR Commission as being proposed at the Senate in a private bill to “*regulate*” compliance with CSR laws. He stated that the CSR Commission would ensure that corporations/companies and all producers of goods and services contribute to economic, social and environmental progress of their host communities in the areas of education, infrastructural facilities and other basic amenities. Other benefits he highlighted include: ensuring respect for human rights of those affected by activities of companies in keeping with Nigeria’s international obligations and commitments; encouraging local capacity-building through close cooperation with local community, and developing and applying effective self-regulatory practices and management systems that foster a relationship of confidence and mutual trust between enterprises and societies in which they operate. He stated that although the CSR Commission bill, which is being privately sponsored at the Senate has passed a second reading stage, business response to the bill has been very weak. He thus expressed disappointment over the docile attitude of the business sector towards a bill that will put enormous responsibility on them.

Mr. Soji Apampa further noted that governance and corruption seem to lie along a continuum where the entrenched principles of one spell doom for the other, and our value system reflects on our reputation, reality and image. He stressed that accountability should be entrenched through clearly understood procedures and channels of communication that enable public feedback without fear of reprisal or victimization. He added that business self-regulation, government regulations, and the watchdog initiative of CSOs would be ineffective without adequate public feedback mechanism. He stated that our institutions are weak but could be reconstructed through clan mechanism that assumes people will negotiate a set of standards that will guide how they perform. This will eventually help members to cope with dynamic/turbulent environment and develop a shared value system and rebuild their weak institutions. He explained that the value system determines what goals are strongly emphasized by society and by what means, and that corruption of

the value system occurs as a result of dissonance between social reality and expectations.

Concluding, Mr. Apampa urged the business sector to immediately produce a well-considered response to the CSR Commission policy proposal and also examine carefully, the regulatory environment for CSR and corporate governance. He said that ethics and values need to be redirected towards achieving good corporate governance, while lasting positive change requires strong, purposeful, collective action between businesses, government and corporate stakeholders.

Ms. Yemisi Ransome-Kuti then presented a report on the activities carried out by the Policy Commission since NES#13. Some of the activities were highlighted as follows:

- Establishment of a Corporate Partnership Committee made up of 32 organizations (Private Sector and Donor Partners) that will support the activities of the Commission financially, and identify priority areas that should form its work plan. The Committee is chaired by Mrs. Amina Oyagbola of MTN Nigeria.
- Structuring of position papers and advocacy instruments to enable it interface with appropriate agencies in the course of the year in achieving the objectives of the Commission.
- Hosting of a Policy Dialogue on “*Ethics, Value Re-Oriented and Rebuilding Institutions*” on Tuesday May 20, 2008 at the Muson Centre, Onikan – Lagos. The dialogue, which drew participants from the public and private sectors, was in strict adherence to the recommendations made at the 13th Nigerian Economic Summit (NES#13), and its focus was on strengthening good governance in the management of all aspects of the Nigerian State. The objectives of the dialogue include: to support the various reforms with sufficient standard of ethics, to re-build our social, political and governance institutions in order to accelerate our ability to meet the MDGs, and to understand the perception of Nigerians on ethics and values.
- The Policy Commission under the umbrella of CIPOGG collaborated with

- state level governments, particularly the Lagos State as follows:
- Partnering with the Lagos State Government through the Policy Commission's CIPOGG (Coalition for Issues-Based Politics & Good Governance) on Civil Society Partnership. The partnership will enable the State and Local Governments to integrate grassroots community and civil society participation in all aspects of policy formulation and implementation throughout the state.
 - CIPOGG conducted identification and mapping of CSO Networks and Coalitions in Lagos State on behalf of the Lagos State Government in December 2007. The exercise was supported by the State and Local Government Programme (SLGP) of the DFID.
 - CIPOGG in collaboration with other major CSO networks and coalitions participated in a meeting with the LASG at Ostra Hall, Ikeja on the 8th of April 2008, to work out practical steps in making the LASG-CSO partnership operational.
 - CIPOGG in the month of April 2008, in Lagos State, organized a Local Government Civic Education Campaign - called: *"You Sef Na Gofment"*, on the constitutional roles of Local Governments. This was conducted in 5 Local Governments (Lagos Mainland, Surulere, Ajeromi/Ifelodun, Ikeja, Lagos Island) to promote awareness and understanding of the functions and responsibilities of local governments' Chairmen and Councilors, prior to their elections later in the year.
 - CIPOGG also engaged popular music celebrities in a Media Campaign between April and May 2008 with repeat broadcasts for six weeks on Lagos Television and Radio Lagos. Popular showbiz icons, Charles Oputa (Charley Boy), Stella Monye, and ex-PMAN President, Bolaji Rosiji, volunteered to speak on electoral expectations and the constitutional roles of the local government prior to the 2008 election in Lagos State. One of the major outcomes of the Civic Education campaign was the agreement by some Local Government Chairmanship candidates to hold regular quarterly town Hall meetings with their constituents when elected.

- CIPOGG paid a courtesy visit to the State Governor, H.E, Mr. Babatunde Raji Fashola (SAN) on Thursday, May 8, 2008. The aim of the visit were to formally present to the Governor some of the activities of CIPOGG namely: the Bra Limited, Lagos Electoral Expectation Survey Findings 2007, a report of the town hall meetings; a report of the Lagos State/CSO meetings; a summary of the partnership structure and action plan enumerating short, medium and long-term activities of the LASG-CSO partnership; and a copy of the draft MOU guiding the partnership agreement between CIPOGG and Lagos State Government. These documents were presented to the Governor by Yemisi Ransome-Kuti , Chairman of Lagos State CIPOGG.
- CIPOGG actively participated in the identification of a pilot project – “*Safe & Clean Lagos*” to be carried out jointly throughout the state by the LASG and the CSOs.

Concluding, Ms Ransome-Kuti noted that activities of the Policy Commission have been encouraging but not without some challenges, such as: getting the public sector (government) officials to allow non-state actors participate in the policy process, and the private sector’s willingness to fund policy related dialogues.

Recommendations

At the end of the discussions, the members came up with the following recommendations:

- The Corporate Social Responsibility (CSR) should not be a legislative matter.
- The leadership of the nation must exhibit self-restraint and self-sacrifice.
- The current size of government is not sustainable and therefore must be slimmed down at the end of fiscal year 2009, to be incorporated into the year 2010 budget.
- Government should: articulate new ethos for Nigerians; avoid pomp and frivolous publicity and expenditure; re-emphasize public goods; and speed-up electoral reform process.
- Local Government should be expunged from the constitution.

- Government should concentrate on: providing infrastructure and facilitating the business environment; pursuing the public service reforms and corporate governance reforms, and establishing a basis for rational choice based on shared ethics and values.
- The National Planning Commission should be responsible for coordinating the activities of the local NGOs, as the Ministry of Women Affairs does not have the capacity to do so.

Objectives	Required Action	Activities	Outcomes	Responsible Parties	Time Frame
1. Establish Clear Standards for Good Corporate Governance	1.1. Establish Sound Governance Framework for SMEs, Family Owned Businesses, NGOs and Corporates	1.1.1. For each organization type and by sector, conduct focus group discussions (max 20) to identify key issues, constraints, opportunities, key actors, institutions, rules, sanctions, rewards and controls.	- Code of Ethics/Conduct/Good Practice in relation to the governance of each organization type in each key sector considered - National Policy Framework on Corporate Governance	NeSG - GIPC, UNIGC, UNODC, UNIDO, IFC, C4C, CBI, NASME, NACCIMA, NECA, LBS, MAN, NPC	by end of Q2, 2009
Support the reform of a Key Public Sector Institution, "Public Procurement"	1.2. Negotiate Code of Ethics to be met by all parties involved in Public Procurement with the key actors and BPP	1.2.1. - Identify what best practice occurs already within government. - Identify what gaps, if any, it may still have - Identify what the best case looks like - Negotiate final version with key interests to its adoption - Workshop on Public Procurement - Lobby till adopted	Code of Ethics Covering the behaviour of all parties to Public Procurement, contractors and civil servants inclusive	Justice Research Institute, C4C, NeSG - GIPC, INTEGRITY, CIPOGG, BPP, MAN	by end Q4, 2008
Strengthen Legislative Capacity to carry out the oversight function over the reform of Public Procurement	1.3. Push for the full implementation of Legislative Oversight of all aspects of the Public Procurement Act at Federal Level and in Lagos State	1.3.1. -Design and build an oversight mechanism for tracking public procurement at State & Federal Levels and providing lawmakers with intelligence they need to effectively oversee implementation of Public Procurement Act	- Website where monitoring details for public procurement are kept and updated in real-time - Web based /sms based updates to procurement process - Web/sms based whistleblowing on violations and exceptions reporting	CISLAC, C4C, NeSG - GIPC, INTEGRITY, CIPOGG, UNODC, OSIWA, BPP, MAN, NASS Committees on Due Process	by end Q3, 2009
2. Push to establish a new basis for Rational Choice based on shared Ethics & Values	2.1. - Examine Expectations that Society places on the individual today 2.2. - Examine Means Society Prescribes to attain The Expectations 2.3. - Examine the levels of access Society provides to the Means	2.1.1. - Conduct Focus Group 2.3.1. Discussions amongst women's groups, faith-based groups, youth groups, professional associations, labour unions, business associations, political parties and the media	- The minimum set of ethical values common and acceptable to us in Nigerian Society today - A set of core values which we can evoke to rouse Nigerians to improved levels of moral courage	NOA, NeSG - GIPC, INTEGRITY, CIPOGG, UNDP, ActionAid	By end Q2, 2009

<p>3 Push to establish Controls & Oversight Mechanisms</p>	<p>3.1 Establish The Need for Collective Action</p>	<p>3.1.1 Run a workshop on Collective Action for the Private Sector in Nigeria</p>	<p>Strengthen Social Capital Amongst Nigerians so that</p> <ul style="list-style-type: none"> - Positive incentives encourage people to use their social ties in the common good - Transaction costs reduce in dealing with each other - Shared resources are channeled into the common good 	<p>UNGC, UNIDO, UNODC, C4C, LBS, CBI, NeSG - GIPC</p>	<p>By End Q4, 2008</p>
<p>Monitoring and evaluation of performance without the ability to give feedback (even by blowing the whistle) is futile. In the absence of an FOI Act or Whistleblower Protection Act we must find some other means.</p>	<p>3.2 Establish A Public Feedback Mechanism/Public Accountability Center</p>	<p>3.2.1 - Identify what Nigerians consider to be the characteristics of a safe, credible, independent public feedback mechanism for use in complaints regarding governance matters</p> <ul style="list-style-type: none"> - Establish the web/sms based system and share costs with Procurement monitoring system 	<ul style="list-style-type: none"> - Website where reports targeted at relevant government agencies can be channeled through and monitored in real-time by persons making report - Web based /sms based updates to complaints handling process - Web/sms based whistleblowing on violations and exceptions reporting 	<p>PCC, UNGC, UNIDO, UNODC, C4C, LBS, CBI, NeSG - GIPC, TI, CBC</p>	<p>By end Q3, 2009</p>
<p>Blowing the whistle and promptly being identified and victimised should never be allowed to happen. Credible people who are trusted by Government, Business and Civil Society should be appointed as go-between</p>	<p>3.3 Appoint Business Envoys/Ombudsman Team & Establish a Secretariat for them</p>	<p>3.3.1 Reports made by Citizens and organizations through public feedback mechanism are channeled to appropriate authorities by the Business Envoys who act as a buffer and shield the whistleblower</p>		<p>PCC, UNGC, UNIDO, UNODC, C4C, LBS, CBI, NeSG - GIPC, TI, CBC</p>	<p>At NES# 15</p>

NON-OIL NON-AGRICULTURE POLICY COMMISSION

Co-Chair: Chief (Mrs) Stella Okoli; CEO Emzor Pharmaceutical

Speaker: Masayoshi Matsushita; Regional Head, UNIDO – *“Nigeria in 2020: The Non-Oil Sector as the Key Economic Growth Driver”*

Panelists: Mr. Oyewole; Deputy Comptroller, Nigeria Customs Headquarters

The sectors covered by the Policy Commission discussion include manufacturing, solid minerals, tourism, trade and facilitation and finance. The Presentation by **Mr Masayoshi Matsushita** set the tone of the discussions. He observed that the key challenges in the sector in Nigeria include the dearth of industrial statistics in Nigeria, and huge effect of Nigeria’s population on the compilation of credible industrial statistics. In the light of several structural constraints against the sector, he concluded that the Vision 20: 2020 is a very ambitious political statement.

He then enumerated some of the identified realities in the sector, which include low GDP of US \$115 billion and low per capita GDP of US \$1,213. There is also preponderant economic non-diversification of the economy as government still overtly depends on crude oil revenue. Another reality is the non-competitiveness of the non-oil sector and this he backed up with available statistics.

- Nigeria ranks 101th in the world in the competitiveness index.
- Export trade stands at US\$1 billion per year while Manufacturing Value-added (MVA) is too small to drive the economy.
- While 70% of Sub-Saharan Africa (SSA) export trade consists of primary low technology products in which manufacturing articles is less than 3%, Nigeria is still the least in available development capital within bloc.
- Manufacturing contributes 4.81% of economic growth.

- The percentage manufacturing value-added (% MVA) is low: declined from 8.4% (1980) to 4.6% (2005), even as Ghana grew from 7.8% to 9.8% (1990) to 9.8% (1990), and Indonesia grew from 13% (1980) to 27.7% (2000).
- There is complete absence of subcontracting pyramid.
- Summarily, at the present state of little or no value-added production, competitiveness remains a mirage.

The Presenter went further to analyze the possibility of Nigeria attaining the 20th position among global economies by the year 2020. Noting that Nigeria, Indonesia, and Switzerland occupy 48th, 21st and 20th respective positions in world's nominal GDP, Nigeria will need to double Indonesia's GDP to attain the 21st position. The situation is even more critical with GDP per capita, which determines the real GDP; here he observed that Nigeria's 165th position with \$1,213, and France's 21st position with \$30,693, means that Nigeria will need to grow at more than 30 times current rate to attain that position.

In positing the way forward to 20: 2020, **Mr Matsushita** stated as follows:

- Economy must grow at 13% per annum for next 12 years.
- Industrial sector must drive growth.
- The country must move up the value chain – industrial policies should trigger value addition process.
- Government should strengthen support organizations - private sector organizations (PSOs), as well as competitiveness and innovation.
- Infrastructure development (roads, power, ports) will reduce cost of doing business and increase competitiveness.
- Government should develop institutions - industrial parks, enterprise zones, universities, R&D facilities and clusters of knowledge centres. In this case, it should establish small hydro power plants to cater for specific cluster use.
- Expand job creation and make manufacturing labour intensive through sub-contracting/outsourcing.
- Mainstream environmental protection for sustainable non-oil sector development.

Panelists Discussions

- The 'Nigerian Factor' frustrates policy implementation.

- Circumvention of existing procedures and preferences for 'Quick Fixes'.
 - Middle players expropriate policy benefits from intended targets (e.g. Cotton farmers, fertilizer subsidy, etc)
 - Demand/pressure for policy overturns by sector operators cause policy drifts and inconsistency.
- Nigeria must promote quality products to remain competitive.
 - Operators should partner with government agencies to ensure proper implementation of policies.

Questions, Comments & Response

Ibrahim Garba: Given the enormous sector challenges such as the textile sector, Vision 20:2020 is not possible to achieve.

S. Oriala: What about the leather sector, how could Nigerians be discouraged from consuming animal hides and skin?

Alhaja Ramatu: Nigeria and Indonesia have been described as similar, having large population and slow economies, what should Nigeria do to overtake Indonesia in economic performance?

Rotimi, NEXIM: Is it possible for Nigeria to overtake 28 countries between her and the 20th country on the global nominal GDP ranking? Also, in the context of the process of the emergence of European Enterprises, how would UNIDO aid SME transformation in Nigeria?

Anthony:

- National policy articulation has been very unstable and not focused to ensure that sectors are integrated and synergized.
- The non-competitiveness of Nigerian products due to lack of market and international politics affects the economy.
- The high cost of finance negatively affects the development of the leather industry, especially the Leather Blue, which has market in Italy.
- Policy must drive the 'Buy Nigerian Products' goal to encourage market for Nigeria products.

- Power generated from the small hydro power plants (SHPs) should be integrated into the national grid.

Dr. B. Chizga: Successive leadership failures are at the root of the problem. The dependence on oil for national revenue is also a problem. Strategies for sector development must be detailed and workable.

Garba Hayatu: Policy consistency will lead to economic development. Bad leadership leads to policy inconsistency and corruption.

Responses

- The textile industry is extremely important for employment generation and wealth creation. Cost of credit is very high and UNIDO is working with the Federal Government to restore textile and leather industries. The leather industry is stronger than the textile industry, and UNIDO already has a technical centre in Aba and establishing effluent treatment plant in Kano for the textile industry.
- There is need for more FDI to work with local entrepreneurs. Indonesian took advantage of FDI from Japan and Europe and took advantage of its requisite international standards and quality specifications, as well as the sub-contracting arrangement to build and increase industrial capacity.
- SMEs must drive to attain the standards, develop technical skills through training and strive to be very competitive.
- SME promoters must be patient and trusting in sub-contracting arrangements. Payments for supplies and contracts/services must not be expected immediately to enhance trust.
- Vision 20:2020 is a political statement that is very difficult to achieve. Achieving the figures does not matter to the people, but doubling their quality of life (income).
- Policy implementation is a problem in Nigeria. Small hydro power plants programme is feasible in Nigeria (China has 55,000 of such stations).
- Good leadership is not as critical to achieving economic growth as meticulous and patient workforce, trust, skills and management

capability. There is also need for strong leadership.

- People cannot be coerced to choose poor quality goods. So, quality and price determines consumers' acceptance of certain products. Producers must strive to attain competitive quality and standards to exploit the huge Nigerian and West African markets.
- The SHP targets to boost the livelihood and enterprise of rural dwellers. For instance, the 5MW Biomass-based SHP for Abakaliki will promote rice producers' clusters as sources of rice husk.

PC's ROAD MAP RECOMMENDATION MATRIX

Issue	Recommendations	Responsibility	Delivery Time
Data	Develop database on non-oil sector as basis of national development plan (especially industrial)	FMCI, NBS	12 months
Policy	<ul style="list-style-type: none"> - Economic growth target of 13% per annum for next 12 years to double welfare of citizens - Industrial policy should trigger value addition - Policy consistency and focus to drive growth - Attract FDI and promote subcontracting model - Commitment to policy implementation/delivery - Develop meticulous, patient and trusting workforce - Fight corruption more pointedly 	Federal, State =do= =do= NIPC Federal, state Federal, state EFCC	Immediate
Competitiveness	<ul style="list-style-type: none"> - Move up the value chain: intensify manufacturing value-added (MVA) - Attain international standards and Quality - Strengthen support organizations -private sector organizations (PSOs) - Provide/ upgrade infrastructure -electricity(build Small Hydro Power stations, SHP), roads, etc 	Private sector =do= FMCI Presidency	Immediate
Capacity Dev	<ul style="list-style-type: none"> - Upgrade knowledge, skills, patience and trust - Adopt subcontracting production model - Strengthen support organizations (PSOs) 	Private sector Federal, state	Immediate
Regulations	<ul style="list-style-type: none"> - Discourage the Nigerian Factor' -frustrates policies implementation <ul style="list-style-type: none"> - Circumvention of existing procedures and preferences for 'Quick Fixes' - Middle players expropriation of policy benefits from intended targets - Sector operators' demand / pressure for policy overruns -cause policy drifts & inconsistency - Strengthen public institutions 	All stakeholders (public and private sector) Federal, state	NOW! Immediate

SCIENCE AND TECHNOLOGY POLICY COMMISSION

Co-Chair: Prof. Anya O. Anya, Policy Adviser, NESG

Speakers: Professor B. O. Solomon; Director General NABDA – *“Making Science, Technology and Innovation the Primary Driver of Economic Growth and Modernization”*

Mr. Tunde Arogunmati; Adviser, AKTP (British Council)/PC’s Consultant

Consultant: Mr. Tunde Arogunmati, AKTP Consultant, British Council

The Co-chair **Prof. Anya O. Anya** declared the session open by observing the role of STI in national development and lamented over the non-implementation of recommendations. He observed that the number of participants was small and symbolic of the levity with which the nation treats STI.

The PC’s Consultant, **Mr. Tunde Arogunmati**, started the PC’s presentation by highlighting the importance of STI to 2020. According to him, to attain relevance at the centre of the policy stage, the Nigerian Science & Technology sector needs to:

- Be willing to establish motivating and convincing future scenarios in areas such as Efficient Energy, Food Security, Environmental Protection, Infrastructure & Transportation Options from the immediate to 2010, 2015, 2020 - 2050 etc.
- Improve the ability to analyze the sources and practical relevance of innovation, vis-a vis exploiting strategic socio-economic opportunities in the same areas as above.
- Actively engage and dialogue with key players in public policy formulation, such as the federal and state governments, their ministries, the local

- governments, professional bodies, academia and private sector operators.
- An S&T Audit is needed immediately to assess content of all ministries and all existing formal linkages, with a view to plan ahead and enhance the strategic positioning of S&T in the 7-Point Agenda.

For seamless delivery towards these ends, it would be expedient for the President to appoint a Special Adviser on S&T.

On the issue of connecting S&T to Innovation, the report stated that the time has come to set up a Science & Technology Strategy Board to articulate medium to long term strategies across the various disciplines and coordinate resultant activities by facilitating:

- Industry and commercialization focus nationwide.
- Capacity building.
- Enhancement of PPP-driven business environment.
- Systematic exploitation of new S&T advances, especially by start-up and emerging enterprises.
- Development of fiscal policies and incentives to enhance access to finance.
- Infrastructure development.
- Supportive legal and regulatory framework.

The PC report also focused on maximising value of current natural and human resource matrix. According to the Presenter, ICT is a relatively new development paradigm as it generates numerous product and business process innovations. It enables better and more flexible organisation and production by increasing network efficiencies and cost-savings through faster transactions and better communications among economic agents. For developing countries, ICT has provided new opportunities for the less privileged to use knowledge and technology for economic activities and to improve their livelihoods, e.g. telecentres, cybercafes, and mobile telephony by micro-businesses. This has made it an important vehicle for developing countries to “leap frog” the development trajectory and rapidly closing the gap between the rich and the poor. The report calls for the promulgation of an enabling policy to proliferate functional competence in computer and internet usage to prepare the rural and semi-urban population, especially the youth, to operate gainfully in the

global knowledge economy. The best S & T personnel are employed by the multinational companies, especially, in the finance and oil and gas sectors, due to relatively higher remuneration - hence performance is skewed towards this segment. There is a need for parity to enable the public sector attract and retain world-class competencies. Nigeria has a comparative advantage in the Oil & Gas Industry that should be exploited in the medium to long term through material science exploitation of plastics and related compounds and alloys.

The PC also recommended the adoption of strategic Intellectual Property Registration (IPR) regimes through a more coherent national patent system with global relevance and compliance. It makes further recommendations on how to build a highly skilled and mobile S&T workforce for the future.

- All levels of education, with emphasis on entrepreneurship, ICT and specialized training to be greatly enhanced.
- Special emphasis should be placed on the informal sector and also women and youth empowerment, especially in the sub-urban and rural areas.
- Expanding beyond the limits of formal education with focus on developing a knowledge economy based on leveraging manpower development and competitiveness.
- Systematically organize S&T capabilities around development problems and opportunities to create sustainable institutional templates.

On international cooperation in S&T, the report recommends that broad based frameworks with local content and international appeal to be developed and deployed taking into account global technical and financial assistance initiatives.

In his presentation, **Prof. B. O. Solomon** highlighted Five Key Fields of Technology driving economic growth and globalization in the 21st Century. He traced the role of STI in economic development and made a classification of areas where STI can be deployed, such as biotechnology and bioinformatics, the nurturing of *in-vivo* and *in-vitro* researches for commercial purposes, and the application of information processing techniques to the sequential and structural analysis of genomic, proteomic and other data, for purposes of disease control, manufacturing and export.

He went on to recommend as follows:

- As a matter of urgency, there is need for exploitation of our abundant bioresources through the establishment of Bioresource Development Centres in various parts of the country to address food security, poverty, youth restiveness and affordable healthcare.
- The development of Centres of Excellence in our tertiary/medical institutions should be encouraged.
- There is need to pass the Bio-Safety Bill into law to legalize and regulate biotechnology practices.
- There is need to support public-private-participation in industrialization.
- There is need for data management and software applications: This encompasses the field of artificial intelligence.
- There is need for creative and interactive applications such as computer games, e-commerce systems, animations and edutainment.
- There is need for the development of microelectronics: This should include chip design and manufacture, micro-controllers, PLCs, photonics and their linkages to specialized appliances in consumer and optoelectronics, household items, power tools, medicine, robotics, biosciences, aerospace and in general manufacturing.
- A telecommunication policy should be enacted. This should cover areas such as the application of software and chip design skills to handheld devices and to signal distribution and management.
- The government must update its perceptions; a fragmented support of science and technology systems is no longer sufficient; it is imperative to put in place an integrated innovation system, which implies new attitudes, forms of organization, and the promotion of greater collaboration between the public and private sectors, as well as priority funding of the science and technology sector.

In another paper on African Knowledge Transfer Partnership (AKTP), delivered by **Mr Tunde Arogumati**, a new process encompassing mentoring, knowledge transfer and employment and sponsored by the British Council was reviewed. The operation of the system entails the following:

- A partnership which helps businesses improve their competitiveness or productivity through knowledge, technology and skills available from Higher Education Institutions.

- A partnership is a relationship formed between a company and an academic institution (“Knowledge Base”) facilitating the transfer of knowledge, technology and skills, which the company partner currently has no access to.
- Each partnership employs a recent graduate (called an “Associate”) who works in the company on a project of strategic importance to the business with supervision by knowledge base supervisor from the partner Higher Education Institution.
- The Associate is employed for approx. 2 years depending on the aims and scope of the partnership.
- There is strong partnership with the Nigerian Higher Education Sector, which is designed to work in science (broadly defined) and increase support for the higher education sector.
- The program facilitates real wealth creation and already has link universities in UK and Nigeria through DELPHE.
- The UK has what is acknowledged to be a very successful Knowledge Transfer Partnership programme, which has been tried and tested.
- Businesses acquire new knowledge and expertise for wealth creation. AKTP Associates gain business-based experience and personal development opportunities.
- Higher Education Institutions bring their experience to enhance the business relevance of their research and teaching-curriculum development relevant to the economy.
- There are presently pilot programs Uganda, Ghana, Kenya and Nigeria by the British Council with its local partners and lead consultant, UK stakeholders.
- Initial pilot with interim evaluations, leading to decision on expansion has been done.
- Its operational mode consists of a Nigerian company, Knowledge Base (University/Polytechnic) and Knowledge Base Supervisor, Associate, AKTP Adviser, supported by local higher education/ private sector forum. UK support from British Council, UK KTP Adviser (Lead consultant), Nigerian Knowledge Base links with UK Knowledge Base

The system was strongly recommended as a strategy for curbing unemployment, transferring knowledge, developing entrepreneurship and mentoring.

Panelist Discussions

The panel reviewed issues raised in the papers and the STI situation on ground and came up with the following:

Realities

- Science is the principal driver of change; in the past, quality control, continuous improvement and certification were widely adopted by many firms and businesses; today, however, in the knowledge society, it must be recognized that innovation has a competitive advantage that must be developed and embraced;
 - STI policy can drive outcomes; since the old STI policy was abandoned no new one has been put in place;
 - Such a policy framework must evolve a system for involving tertiary institutions in the STI system;
 - Developments in modern biotechnology are yet to find industrial applications in medicine, industry, agriculture, food technology and environmental management; and
- The ICT system in the country remains bedevilled by technology gaps.

Possibilities

- Restructuring and streamlining the STI development and management environment for optimum performance;
- Tertiary institutions if properly funded can serve as the hub of STI development; and
- Achievements in ICT can be further improved through the adoption and adaptation of state of the art technologies.

PC's ROAD MAP

In a roadmap session the following was articulated as immediate, short and medium term actions that should be met in order to make a quantum leap toward achieving Vision 20: 2020.

	Action	Timelines	Who to do	Outcome
	GENERAL			
1	Increased Allocation to S&T in Development Budgets	Immediate	Federal Government	Increased STI activities
2	Appoint Special Adviser to President on Science & Technology	Immediate	President to appoint and National Assembly to ratify	Streamlined and better coordination of STI input
	GENERAL			
3	Conduct STI audit to assess STI content of all ministries and all existing formal linkages with a view to plan ahead and enhance the strategic positioning	Immediate	Ministry of Science and Technology	Production of STI resource data for planning purposes
4	Mindset transformation to engage STI deployment in the actualisation of 7 Point Agenda.	Immediate	Awareness campaign by both public and private sector actors	Integration of STI in mainstream development activities
5	Promote greater collaboration between the public and private sectors through knowledge transfer as well as priority funding of the Science & Technology sector.	Immediate	Public and Private sector agencies	Improved linkages in STI development and utilization process
	ICT			
6	Determine available capacity of ICT infrastructure to optimise it for future service demand.	2008/2009	Govt to appoint a consultant to provide reports to detail available ICT infrastructure and requirements for target 2020	Develop an inventory and identify gaps and areas of future needs

	Action	Timelines	Who to do	Outcome
	GENERAL			
7	Design and encourage expansion modern ICT facility with a view of the existing infrastructure.	2010-2014	PPP	Increased and more efficient ICT services
8	Encourage adequate human capacity development via train-the trainer programmes and partnering with ICT organisations on skills transfer	2008/2009	Universities, Academia, Int'l ICT Organization	Efficient ICT manpower
9	Provide incentives for investment in WIMAX Broadband network	2009/2010	Govt	-----do-----
10	WIMAX & other broadband networks should be designed to cover educational institutions & STI agencies	2008/2009	PPP	Improved R&D and efficient STI manpower Development
	BIOTECH			
11	Develop bio-resources such as grass-cutter domestication, aquaculture, and mass propagation of planting materials for farmers through tissue culture techniques and domestication and deployment of GM technology.	Immediate	Research institutes, universities and the private sector	Improved productivity and income

AGRICULTURE & FOOD SECURITY POLICY COMMISSION

Chair: Mr Emmanuel Ijewere; MD, Best Food Ltd

Speakers: Professor Eric Eboh; African Institute for Applied Economics
– *“Agricultural Sector towards 2020: Challenges and Responsibilities”*

Mr Jite Okoloko; CEO, Notore Chemical Industries Limited –
“Championing the African Green Revolution: The Platform for Growth”

Mr. Roland Oroh; PropCom, - *NESG Rice Network*

Facilitator: Mrs Foluke Areola; President, Fishery Society of Nigeria

Mrs. Areola, the Agriculture Policy Commission Facilitator, started by referring to the interactive session on Land Reform. She spoke of the advantages of pursuing agriculture in Nigeria and reiterated that agriculture will become a relevant sector if we can articulate policies and ideas that will make people believe in the agricultural sector of the nation. She then introduced the speakers for the session.

Professor Eric Eboh started by echoing that the road to 2020 will have to be shaped by what happens in agriculture. In giving a recap of the NES #13 recommendations, he emphasized on the fact that there must be a deepening of the Nucleus Estate Initiative (NEI) implementation and dissemination in order to achieve sustainable development in Agriculture. The table below depicts activities and achievements of the Policy Commission since NES #13:

Professor Eboh went on to delineate the reasons why Agriculture is indispensable to the development of the Nigerian economy. These include the fact that it drives industrial growth, is a renewable wealth which oil is not, it stabilizes the volatile oil and gas industry, and it is the best comparative

route to global integration. He also spoke about the key challenges facing agriculture today and how they could be addressed, which were namely: raise productivity to competitive levels, reduce the high cost of agribusiness, improve market oriented production, regenerate the farmer population, increase quality private investment and enhance value added to agricultural products. He ended the session by talking about the stakeholders who will be involved in achieving these, which are namely: Government, Nucleus Estate Initiative (NEI) Operators, Farmers/Producers and the NESG.

Objectives for 2008-10	Implementation measures taken by NESG
Deepen NEI implementation & dissemination of information	Promoted at every meeting, discussed at the 6th NESG Agriculture Summit, National Capacity Building Training Programme
Commodity-based focus on productivity	Establishment and promotion of rice net work to promote paddy rice production in Nigeria.
Revisit the land Use Act of 1978 as to make it effective and favorable	This was done but the Policy Commission has not reviewed it
More advocacy to enforce court ruling against multiple taxation	NIL
Enforce the inclusion of 5% cassava flour in confectionary	This was a major point during the 6th NESG Agriculture Summit in December, 2007
Government should not be involved in the sale and distribution of fertilizers	The 6th NESG Agric Summit discussed this fully, An emergency meeting on food crisis held in May 2008, new government policy on fertilizer in place
Establish effective linkages between production and consumption	Rice Network
Evolve a more efficient PPP in infrastructure development and environmental degradation control.	Nil

The next presentation by **Mr. Jite Okoloko** laid credence to the fact that Agriculture is critical to national development. He added that Africa is a starving continent producing 10% lower than it did in 1960 and utilizing less than 3% of total fertilizer available. He said that Egypt, South Africa and Morocco are the only countries in Africa fully utilizing fertilizers, adding that there is a need for the country to average between 200kg/Ha and 350 Kg/Ha of fertilizer for optimum yield in Agriculture. Thus, the average world fertilizer utilization is 100kg/ha, while average fertilizer utilization in Africa is 22kg/ha and only 10kg/ha in Sub-Saharan Africa (excluding South Africa). He stated that in Sub-Saharan Africa, there is an 18% annual increase required to supply nutrients to produce enough food for a growing population and the mindset that Africa cannot make money in Agriculture without subsidies needs to be reversed. He revealed that less than 200,000 people are directly affected by the oil sector in Nigeria, while Agriculture contributes over 40% of the nation's GDP.

Continuing, Mr Okoloko informed the audience that Notore partnered with NDDC to go into the rice belts so as to economically empower the communities. He also narrated the current challenges facing the sector namely: direct purchase and distribution of fertilizer by government; low effectiveness of the subsidy system, inadequate transportation infrastructure and high cost of road transportation leading to wastage and low productivity; low investment in irrigation projects and inadequate promotion of improved seeds. Other challenges identified by Mr Okoloko are limited agriculture inputs; quality regulation and adulteration of agriculture input products; lack of storage facilities discouraging increased productivity; lack of guaranteed market for agriculture produce and uncertainty of output prices; poor education on value of fertilizer application; and credit availability to farmers.

The last presentation was on the NESG Rice Network made by **Roland Oroh**. The presentation started by explaining the structure and framework of the network, which included the goal, activities, membership and governance of the network. In this instance, the goal is to promote policy reforms and advocacy for increased private sector investments through inter-stakeholder dialogues and partnerships. To accomplish its goal, the network seeks to engage

in various advocacy programmes and activities comprising policy dialogues, facilitation of catalytic interventions, public enlightenment campaigns, information exchange and research. Its membership includes public and private sector operators with interest in the rice sector. Governance structure consists of General Meeting; Executive Committee; Coordinator; Support staffs.

So far, the network has held three General Meetings; Elected the Executive Committee – RIFAN, FMA, Agric Policy Commission, PropCom, Olam, Dana Foods, Isiaku Rabi, and FMC; Nominated two Coordinators from the Private and Public sectors, and was formally launched on July 8, 2008 by the Honourable Minister of Agriculture. The work program for the Rice Network for 2008/09 is as follows:

- a. Secretariat set-up;
- b. Launch and public presentation of Network;
- c. Two commissioned studies to inform policy advocacy and dialogue;
- d. Two policy dialogues/target setting sessions with the Executive and National Assembly;
- e. Workshop/seminar (2 series);
- f. Communication tools - establish the Network website and an executive briefing newsletter titled "Rice Policy Briefs".

Animated discussions followed the presentations by way of questions and comments and responses/clarifications from the presenters as summarized below:

- Notore intends to produce 5kg fertilizer bag, which is more suitable for the market. The production is being delayed because of the precariousness in the Niger Delta.
- Notore needs to provide shareholder value. Fertilizer produced here must be cheaper than the landing price for fertilizer. No handling, clearing and freight costs are involved for Notore. There is also no importers profit. Creating an effective and efficient business is important and Notore does not plan to be a monopoly.
- Government should buy and sell subsidized products. Subsidies on outputs are better than on inputs, like is practiced in the USA.

- Large Scale mechanized farming is also very important. The skills are available locally. Green revolution was not from mechanized farming in South East Asia and they have similar demography and behaviour as Nigeria.
- Most Nigerian farmers are farming on an average of 2-3 hectares. The mindset must be created that the local farmer must link input to output.
- Notore will be involved in educational programs for retirees and military. Notore also plans to organize educational programs for universities.
- There should be presidential initiatives on all the crops and monitoring of the targets.

PC's ROAD MAP

The Road map session was conducted immediately after the Policy Commission meeting. The participants discussed issues in Agriculture and proffered recommendations on the way forward.

Issues

- There is a visible disconnect between agricultural education and practice. Only few agriculture graduates engage in Agribusiness.
- Land issues: There is lack of proper access to land as a result of title ownership rights issues, inappropriate legislation and lack of land resource map and registration.
- Inadequate access to credit facilities/finance: Poor implementation of micro-finance policy in the agricultural sector.
- Undercapitalization of Agricultural Development Bank.
- Unavailability of long-term financing for agricultural projects.
- High cost of doing business as a result of poor infrastructure and poor service delivery.
- Low-level corporate private sector investment in agriculture as a result of high level of risk in the sector.
- Low productivity in the sector.

Recommendations/Way Forward

- Adoption by the National Executive Council of the Nucleus Estate Initiative as a model to grow the sector and the immediate implementation at the states and local government levels.

- Strengthening of agricultural education and extension system.
- Implementation of the voucher based subsidy policy in agricultural input distribution in line with the National Fertilizer Policy of 2007.
- Creation of appropriate incentives to encourage long-term agribusiness debt and equity financing.
- Simplification of agricultural land access and titling.
- Developing key agricultural infrastructure particularly rural roads, power and irrigation facilities.
- Making agricultural development initiatives programmes gender sensitive.

CLOSING DINNER

- Special Guest:** H. E. Dr Goodluck Jonathan; Vice President, Federal Republic of Nigeria
- Guest Speaker:** Senator Sanusi Daggash; Hon. Minister/Deputy Chairman, National Planning Commission
- Documentary:** “We Can Do It”
- Vote of Thanks:** CEO, First Bank Plc (Represented by Mr. Ola Oyelola, Executive Director North, First Bank of Nigeria Plc)

The dinner started with opening remarks by **Mazi Sam Oluabunwa**, Chairman NESG. He acknowledged the presence of the Vice President, Dr. Goodluck Jonathan and other distinguished personalities. He expressed gratitude for what had been achieved at the summit during the past few days of intense public private dialogue aimed at achieving economic transformation. He noted that the Vice President’s attendance at the previous year’s summit and again this year encourages us to hope that our dreams for the country will be realized. It further shows government’s readiness to work closely with the private sector in order to take the nation to the desired destination. He declared that participants have engaged in serious brainstorming within the past three days, and as the summit draws to a close the next day, there is already some emerging consensus. He believed that the spirit of “can do”, pervading the summit, must be intensely supported by the spirit of “walking the talk”. In this respect, he stated the need to facilitate the public service reforms, massively invest in economic infrastructure, build human capital and unleash the private sector. In his words, “the way to change the Nigerian mindset is to show results”. He expressed certainty that the presence of the Vice President at the Closing Dinner, the President at the Opening Ceremony and the Senate President at the Opening Dinner raises high hopes that the summit will accomplish its

objectives and achieve tangible results. He then welcomed everyone to the dinner.

Following the welcome remarks by the NESG Chairman was a special documentary titled **“We Can Do It”**, highlighting the “can do” spirit of Nigerians. The documentary, which received remarkable response from the audience, featured the powerful stories of four entrepreneurs who exhibit the Nigerian “We Can Do It” spirit - Frank Nneji, ABC Transport; Cosmas Okoli (a physically challenged Nigerian) founder of Mobility Aid and Appliances Research and Development Centre [MAARDEC]; Florence Seriki, Omatek Computers, and Alhaji Ahmadu Chanchangi, CEO, Chanchangi Airlines. All these remarkable individuals harnessed their potentials and overcame various obstacles to become achievers and figures of inspiration.

Remarks - Sanusi Daggash

In his remarks, Senator Sanusi Daggash noted that to get Nigeria to be one of the top 20 economies by the year 2020, the private sector would continue to be the primary engine of growth. He stated that though government would continue to downsize its role in economic production, it would not abdicate its oversight and regulatory roles towards ensuring rapid economic growth and social development. He promised that the government will be proactive in ensuring healthy fiscal and monetary management and the smooth functioning of the Nigerian economy. Senator Daggash noted the importance of deregulation and the need to avoid over-regulation, maintaining that privatization will continue as an important cornerstone of national development to enhance competitiveness and efficiency, reduce financial burdens on the government, and facilitate the attainment of national distributional goals. He further stressed the need to deal with the problem of narrow manufacturing base and stated that the government is encouraging trade zones, indigenous technology and small and medium scale industries because of the important role they have to play.

Senator Daggash also spoke on the tenet of liberalization as contributing to the dynamic growth being witnessed in the economy; but he warned that this would continue in so far as Nigeria has the capacity to absorb such levels of liberalization, while declaring that Nigeria would not bow to illegitimate

pressure like that of the WTO or the ETA, he cautioned against over protection of the private sector.

Continuing his presentation, the National Planning Minister spoke on the need to develop human resource, considering the fact that the *“most important resource of any nation must be the talent, skills, creativity and the will of the people”*. *“What we have between our ears, at our elbows and in our hearts is much more important than what we have below our feet and around us”*. He also highlighted the importance of attitudes to success, entrepreneurship, and entrepreneurship development. He decried the extremely high level of illiteracy and cautioned that no nation can achieve full progress with only half of its human resource.

Senator Daggash further delineated the role that the private sector must continue to play. In his submission, the private sector must be strong and dynamic, robust and self reliant, and competent and orderly; it must not take freedom of enterprise as license to exploit without any sense of social responsibility; it must support Nigeria’s struggle to ensure social justice and achieve other social objectives; it must think in longer term, engage foreign investors in mutually beneficially partnerships and invest in continuous development of manpower.

In his goodwill message, **Vice-President Goodluck Jonathan** noted that the Summit process has over the years helped to support the evolution of public private partnerships in Nigeria, especially in the development and institutionalization of Policy Commissions, which have facilitated the implementation of the Summit Recommendations. Some of the recommendations are not only part of the national planning agenda but have engendered a new confidence between the public and private sectors. In this regard, the robust interaction and exchange of ideas by the participants is based on how to translate our vision into reality to become one of the world’s top 20 economies by the year 2020.

The Vice-President assured that the recommendations and the outcome of the Summit will be taken seriously. In this regard, the Vice President undertook to make arrangements for the NESG to address the National Economic Council as part of the post-summit advocacy. According to him, the Seven Point

Agenda was outlined as an implementation framework for a modern industrialized nation by the President in response to the very urgent need for development. He noted that the theme of this year's Summit reminds us of the challenges and opportunities ahead of us, with regard to the critical infrastructure, land reform and food security that would help in realizing the vision.

While acknowledging some cheering aspects of the economy, such as macroeconomic stability, good international credit rating, stable exchange rate, and good external debt position, Dr Jonathan however, noted that ensuring the welfare of all Nigerians is the most urgent challenge. He emphasized the importance Government is placing on power generation with the information that government is investing USD 5.3 billion in the power sector and that the Infrastructure Concession Regulatory Commission has been established to encourage private sector participation in this vital area. He also noted that the Ministry of Niger Delta has also been established to bring vital development to the Niger Delta region. He further stated that at the federal level, e-payment would be used for payment of contractors and other business transactions, as the Government strives to reduce the amount of physical cash for its transactions, as part of its effort to bring about a cashless economy in Nigeria, and thus, reduce the corruption and security risks associated with carrying physical cash.

The Vice President also noted that Nigeria's quest to become one of the top twenty economies by the year 2020 could not be realized without the cooperation of other levels of government – state and municipalities, as well as the private sector, development partners and civil society. In this case, all the governments in the federation have been encouraged to design their own vision 2020 plan. He stated that since the private sector will continue to be the engine of growth, it should exploit opportunities that abound in the country, while the government on its part will continue to put in place policies that will attract willing investors to manufacturing, agriculture and sports.

The vote of thanks was offered by **Mr Ola Oyelola** of First Bank Plc - the corporate sponsor of the dinner. He thanked the Vice President for his presence

and continued support of the Summit process. He also thanked Minister Daggash for his skillfully delivered, thought-provoking presentation. He further expressed gratitude to NESG *“for always providing this avenue every year for Nigerians to brainstorm and to chart the way forward for our beloved country.”* He observed that the ‘Can Do’ Nigerian spirit in the gathering would enable the achievement of the Vision 2020, and appreciated all summiteers for their valuable time and presence. He thanked the sponsors of the dinner – the board of First Bank Nigeria, and informed NESG of the Bank’s continued support of its programmes.

DAY 3

*Feedback/ Ministerial Roundtable With Policy
Commissions*

Summit Closing Ceremony

DAY 3: Friday, October 24, 2008

MINISTERIAL ROUNDTABLE WITH POLICY COMMISSIONS

Chairman: Prof. Anya O. Anya, Policy Adviser, NESG

Panelists: Senator Sanusi Daggash, Minister of National Planning

Elder Orubebe, Minister for Special Duties

Remi Babalola, Minister of State for Finance

Dr. Zaku, Minister of State for Science and Technology

Fatimah Ibrahim, Minister for Energy

Mohammed Gusau, Minister for Mines and Steel

Chief Philip Asiodu, Chairman, MEDIFE Ltd

Emmanuel Ijewere, MD, Best Foods Ltd

In his remarks, **Prof. Anya O. Anya** reminded the participants that the past three days had witnessed over 700 people from the national and international scene engage in a vigorous discussion of broad issues of the Nigerian economy – in addition to focusing on sector-specific issues - with the objective to chart a course for the country and accelerate the pace of sustainable economic development. In his words: *“We cannot always be a potential great Nigeria for ever.”*

He then defined the order of proceedings of the Ministerial Roundtable to

consist of: a) Presentations from the Policy Commissions' Co-Chairs, b) Comments from the Ministers, and c) Feedback from the Public.

Chief Phillip Asiodu presented the report of the Governance and Institutions Policy Commission. The presentation described the issues of governance and institutions as paramount to achieving Vision 20:2020. It reiterated the urgent need to articulate a new ethics of governance and reform the enabling institutions, which are the cognitive dimensions of development. Imperatives to this include the nurturing of a well-motivated, competent and technocratic bureaucracy; downsizing and rightsizing of the civil service; institutionalization of continuous capacity building in the civil service to reduce the need for the multiplication of "special/technical assistants". To ensure that government dedicates itself to the urgent challenges the country faces, it is necessary to curtail various excesses of government functionaries. It is similarly important to avoid pomp and frivolity in the discharge of government duties. To this end, it recommended that government should henceforth ban congratulatory messages to public officers in the media.

The presentation also pushed for a periodic review of the new contributory Pensions Act. The Act should be flexible enough to encourage inter-sectoral labour mobility between private and public sectors. Furthermore, to ensure effective monitoring and evaluation, there should be a proper devolution and assignment of responsibilities to specific agencies, and the institutionalization of a mechanism to periodically audit performance and channel update to the executive arm of government. Agency-imposed barriers to effective implementation of tasks should be apprehended and sanctioned accordingly. However, to ensure that expectations are met, the private sector needs to develop interest in, and awareness of, the activities of the public sector.

The presentation by the Human Development Policy Commission vividly illustrated the tragedy of human *decapitalisation* through a documentary portraying the grim reality of everyday living for the ordinary Nigerian. It highlighted specific problems that contribute to the erosion of human capital in Nigeria and the consequences of the collective irresponsibility to this problem. Scenes of absolute and abject poverty, crime, urban slum, malnutrition, corruption and images of faces filled with hopelessness painted

an outline of the endemic nature of the problem that Nigerians face. Morbidity and indolence have crippled human capital; poverty, corruption and negligence have contributed to erode both the skills and capabilities of a generation of Nigerians on whom rests the prospects of the future; poor education and disinvestment in human capital have, over the years, increased the level of social morbidity and produced an increasingly large population of people who are unemployable and have become social misfits – thus constituting a burden to themselves and the society. The presentation spoke on the criticality of urgent action in rebuilding human capital.

The conclusion called for less of talk and more of action - *“We are very far indeed from where we want to go”* – and recommends as follows:

- Increased role for the private sector in human capital development.
- Private sector coordination by the NESG.
- Government support for the drive to rebuild human capital.

The presentation of the Agriculture and Food Security Policy Commission revolved around the Nucleus Estate Initiatives. Details of this can be found in the section on Agriculture Policy Commission.

The Oil and Gas Policy Commission in its presentation expounded on leveraging on the sector to achieve Vision 2020. However, it recognized that with the Niger Delta problem still looming large, the achievement of that Vision remains threatened. Hence, stability in the region is a precondition for the attainment of the vision and this will be informed by the outcome of the recently established Niger Delta Technical Committee.

In response, Minister for National Planning – **Senator Sanusi Daggash**, spoke of the government’s commitment to undertake a comprehensive national resource-gap audit based on the template of the MDGs from the federal to the local level. According to him, this will inform the basis of planning. He also appreciated the fact that compensation in the Civil Service is not commensurate with effort and does not properly reflect equity and fairness. However, prior to determining an appropriate compensation scheme, there will be the need to do a comprehensive audit of human resource in the Civil Service – from levels 01-17 – so as to ascertain what is available, where the

gaps exist, and what is needed. This will form the basis for performing a downsizing/rightsizing exercise.

Senator Daggash further noted that the proposed CSR Act is not aimed as a punitive measure, but a responsibility that the private sector has to undertake as it goes about its business. He went on to disprove the perception from some quarters that political office holders employ excessive number of aides. To him, such opinion will need to be put in the context of the level of political development in Nigeria, where most times, the requisite technical skills needed by the political appointees to perform creditably are lacking within the Civil Service. The nation can only deal effectively with this if it begins, as a matter of urgency, to upgrade the skill level of the general population.

Also responding, the Minister of State for Finance – **Mr Remi Babalola**, mentioned that constraints imposed by the system dictate some of the actions taken by the ministers – like appointment of aides. Sometimes, it is because the required skill level cannot be found within the public sector.

In her contribution, the Minister of Energy – **Mrs Fatimah Ibrahim** noted that human capital problems are endemic in the Energy Sector. Thus inadequate development of manpower requirements would scuttle the goal of attracting foreign and local investors into the sector. She recognized the fact that certain internal constraints limit the ability of some of the sectors, including energy to achieve set objectives and noted that concerted efforts are being made to ensure that adequate pricing is achieved in order to develop the needed infrastructure. According to her, if the nation plans to grow at the rate of 13% per annum, the Energy Sector must grow at 15% to support that national growth rate. She pointed out that any country that has succeeded in developing its infrastructure did so first by developing the Energy Sector, which is capital intensive by nature. Her assurance was that intense planning has gone into the energy sector and the plans are finally yielding fruits.

Minister of Special Duties - **Elder Orubebe**, in his speech acknowledged that the gap between recommendations and delivery stems largely from “responsibility failure” on the part of both private and public sectors. He believed the issue of development has been vigorously discussed and Nigeria

does not lack capable minds to articulate what needs to be done to move it forward as a nation. The main problem/challenge the country is faced with in this instance is the mindset, which tends to avert responsibility. What is thus needed is to devolve responsibility down to individual levels such that it becomes possible for people to be held accountable for their actions.

Making his submission, the Minister of Science and Technology – **Dr Zaku**, requested the NESG to form an implementation and monitoring group that should be tasked with implementing the recommendations from the annual Summits. In his view, sending recommendations to government amounts to a little more than buck passing which cannot produce the result everybody expects.

Question/Comments

- Nothing has been done about Niger Delta. The Niger Delta Technical Committee cannot solve the Niger Delta question.
- Withdrawal from hosting U17 Game is a good one, so as to focus on more crucial things. Need to have a road map on each of the 7-Point Agenda. National Awards should be suspended until we are able to solve the problem of Power.
- What specific CSR strategies are currently being implemented by the oil companies operating in the Niger Delta?
- Follow up on implementation is key to productive and effective summit.

Responses

- We cannot condemn current initiatives about the Niger Delta until we have had a chance to consider the outcome of the fledgling Niger Delta Technical Committee.
- Most issues in the Energy Sector are currently receiving adequate attention.

Summary

The Chairman, in summary acknowledged that for the first time in many Summits, an opportunity has been provided for serving Ministers to attend and interact with the Summit audience. For the first time also, serving Ministers had challenged themselves on accountability and responsibility. These are milestone achievements.

In conclusion, he acknowledged that the real emergency in the nation currently is in the Education Sector. The nation ignores this sector at its own peril. Science and Rechnology are the basis of development and agriculture is the immediate instrument not only for generating employment but also harnessing enough resource to get the economy performing excellently, aside from oil. In this instance, the critical issue lies in paying attention to the problem of land titling and redistribution.

SUMMIT CLOSING CEREMONY

Summit Summary Presenters: Dr. Doyin Salami; Pan African University, Lagos

Mrs Maryam Lemu

Closing Address: H. E. President Umaru Musa Yar'Adua (Represented by Senator Mohammed Sanusi Daggash, Honourable Minister of National Planning)

Vote of Thanks: Mr. Laoye Jaiyeola; Co-Chairman, Private Sector and NES #14 Joint Planning Committee

The Summit Summary was presented jointly by **Dr. Doyin Salami** and **Mrs Maryam Lemu**. In introducing the Final Report of the three-day Summit, the duo admitted that realizing our national ambition requires an understanding that the race to 2020 is a global one. The implications of such lofty attainment requires that the size of the national economy should increase five-fold from about \$170 billion to \$900 billion by 2020, and such key questions on conviction, desire, creativity and sacrifice need to be addressed. They albeit ended with the statement that: *"We can win this race if we really start running"*.

Beyond the introduction, the main content of the presentation is divided into three sections – *Our Realities, The Possibilities, and Bridging the Gap*.

Our Realities: This section of the presentation highlights that fact that we must be ready to pay the price by facing the realities in order to realize our national ambition to be among the first twenty biggest economies in the world

by 2020. Key points of the Realities presented include:

- Loss of competitiveness of the Nigerian economy in the global economy. Our economy is not even ranked in the top ten African economies.
- Nigeria ranks low in global ratings, which include IFC's "Doing Business 2009" and World Economic Forum (WEF) ranking in its latest Global Competitiveness Index (GCI).
- The global economic environment is changing in ways that may hurt Nigeria – turmoil in global financial markets, sustained fall in oil prices and the growing threat of 'protectionism'.
- Inadequate infrastructure in critical areas, inadequate framework for incentives, and the high cost of doing business with government are the reasons for Nigeria's loss of competitiveness.
- Our macroeconomic environment remains stable as evidenced by fast income growth, stable exchange rate, increasing corporate investment, and growth in financial markets.
- Governance and Institutional Capacity is weak.
- The living conditions of our people characterized by poverty, hunger, low mortality rate, leave a lot to be desired. As a result, many of the populace do not believe in the Nigerian dream - often exhibiting a mindset of hopelessness and despondency

The slide presentation of **The Possibilities** started with a picture of Nigeria's Olympic Gold winning football team, 'Dream Team 1' and the statement, *"We have won before, we can win again"*. What we can achieve as a nation if we believe in ourselves and overcome our fears and challenges is thus the focus. Key possibilities scenarios include the following:

- The size of our economy will grow to at least US\$900 billion.
- Mechanisms of regulation, resource mobilization and allocation will be efficient and share the proceeds of growth relatively equitably.
- Infrastructure will be adequate to sustain and grow economic activity.
- Our corporations will be characterized by governance structures which comply with international standards.
- All sectors of the economy will be growing in a sustainable manner and generating work for our people.
- Infant mortality will be less than one-in-ten of children born.

- All our children will be enrolled in schools, thus affording them an opportunity to gain productive skills.
- More than three-quarters of all Nigerians resident within our borders will live above the poverty line

Bridging the Gap, which is the final aspect concentrates on what must be done to bridge the gap between the realities and the possibilities. As the presentation states: bridging the gap is *“Walking The Talk”* and this requires a lot of energy, commitment and determination; it is an endurance race”.

Important actions identified that need to be taken include the following:

- Evolve a credible democratic process.
- A continually learning Public Service that is efficient, accountable, empowered and result oriented.
- Resource Mobilization - appropriate pricing mechanism; accelerate on-going reforms in Agriculture and Land Ownership.
- Create an Infrastructure Fund.
- Review the unbundling model currently being adopted for the Power Sector.
- Develop the Oil and Gas sector.
- Secure Lives and Property.
- Engender development in the Niger Delta

The presentation also looked at the issue of ‘People’. It noted that people would align with the vision 2020 when they see commitment, action and positive results. To change the mindset of people, government at all levels must ‘Walk-the-Talk’. Improving the quality of education must be addressed by empowering teachers, ensuring 100% enrolment in basic education by 2012, and making significant public and private sector investment in Vocational and Technical Education.

The presentation concluded by stating that: *“Our goal is Transformation...not Linear Progression”*. It informed the President that the next Summit (NES #15) shall be one of appraisal by all stakeholders, and will seek to confirm that we are on course in the race to 2020. It implored the President to note that though the ideas are not new, the right people must be engaged, empowered, and held accountable for performance - *“We must all work together”*.

After the presentation, **Mazi Sam Oluwabunwa**, Chairman NESG, proceeded to present the Summit recommendations to Senator Sanusi Daggash for onward delivery to His Excellency: President Umaru Musa Yar'Adua.

In his closing remarks, **Senator Sanusi Daggash** read the President's address, which consists of the following main highlights:

- Pays tributes to the NESG and the National Planning Commission for organizing NES#14, which he acknowledged is apt in its theme, quality of discourse, and excellent organization.
- Considers Nigeria's aspiration to 20:2020 as a legitimate aspiration.
- Encourages all stakeholders to step up their commitments to the race to 20:2020.
- Promises to study the recommendations of the summit and to give it his utmost energy and commitment to speed up the process of transformation of Possibilities into Realities.
- Reassures the NESG that the recommendations will be considered and appropriately integrated into government policies.

Mr. Laoye Jaiyeola gave the '**Vote of Thanks**'. He gave special thanks to the Almighty God for the success of the Summit. He also thanked the President for finding time to personally attend the Opening Ceremony and sending a representative at the Closing Ceremony. He acknowledged that the annual NES Summits have become the highest platform for interaction between the private and public sectors in Nigeria. He expressed gratitude to all participants, media, sponsors, and resource persons for their teamwork and invaluable contributions to the success of the Summit.

APPENDICES

Programme of Events

Speakers and Technical Support Team

Lists of Participants

List of Media

Members of the Joint Planning Committee

List of Sponsors

Editorial

SCHEDULE OF ACTIVITIES

TUESDAY 21ST OCTOBER 2008

4.00 pm- 6.00pm PRE- SUMMIT PLENARY: PUBLIC SERVICE AND GOVERNANCE

PROLOGUE

Thomas Friedman- In his book "The World Is Flat"- said "... in the globalization system... one of the most important and enduring competitive advantages that a country can have today is a lean, effective, honest civil service". He was indicating that there is a strong correlation between a country's competitiveness and prosperity and the quality of its public sector. The reality in Nigeria today is a public service that is under pressure to adapt to an ever changing world and to position Nigeria to maximize her potential of becoming one of the top economies by 2020. To achieve our vision, Public Service must become non-partisan, professional, and competent and must be able to earn the public's confidence. The questions therefore are: what can be done to ensure that talented people are attracted to the civil service as their first choice. How prepared is the Nigerian public service for the race to 2020? What kind of skills, competencies, tools, attitudes are required to transform the Nigerian Public Service? What changes are to be made to ensure that institutions of government are ethical, accountable and transparent? Nigeria's civil service of tomorrow should be such that can attract, manage and keep the right talents.

FORUM CHAIR

Chief Phillip Asiodu, Chairman, Medife Limited and former Economic Adviser to the President

SPEAKERS

Transformation and High Sustained Growth: Public Service and Governance in Nigeria by **Prof Richard Joseph**, John Evans Professor of International History and Politics, Northwestern University, USA
Opportunities, Options and Prospects for Redefining the Institutions of Governance in Nigeria by **Mr. Akin Arikawe**, Former Permanent Secretary, Ministry of Finance

PANELISTS

Chief Philip Asiodu, CON, Chairman, Medife Ltd., and former Economic Adviser to the President (Moderator)
Professor Dibu Ojerinde, Executive Secretary, Joint Admissions and Matriculations Board
Alhaji Gidado Mukhtar, Former Permanent Secretary Kano State

7.00 - 8.30pm SETTING THE AGENDA FOR THE SUMMIT: NES #14 BRIEFING

MASTERS OF CEREMONY - BIMBO OLOYEDE & EBERE YOUNG

SCHEDULE OF ACTIVITIES

WEDNESDAY 22ND OCTOBER 2008

9.00am- 11.30am **OPENING PLENARY: CHANGING THE NIGERIAN MINDSET: THE REALITIES. THE POSSIBILITIES**

PROLOGUE

The country has been plagued with failed promises by successive governments and the recent economic transformations have not truly trickled down to the common man. In addition to this, a number of public utilities and infrastructure are simply not functioning. The common man and the middle class have a seeming sense of hopelessness, skepticism and utter disbelief in Nigeria's journey to 2020. This attitude, though arguably justified, will be a major roadblock to our race to 2020. Can the government rebuild and create trust and confidence in the minds of Nigerians? This is the question this plenary seeks to answer.

FORUM CHAIRS

Prince Kayode Tokunbo (SAN), Honourable Minister of Culture, Tourism & National Orientation
Mr. Foluso Phillips, CEO Phillips Consulting

SPEAKERS

Changing the Nigerian Mindset: Accelerating the Creation of Enterprise Societies by Prof. Richard Joseph, John Evans Professor of International History and Politics, Northwestern University, USA
Changing the Nigerian Mindset: Inspiring and Mobilizing Nigerians by **Mr. Frank Nweke Jnr**, former Minister of Information & Communication
Changing the Nigerian Mindset: The Realities, The Possibilities – Perspective of the Businesswoman by **Mrs Ibukun Awosika**, MD, Sokoa Chair Centre

PANELISTS

Professor Peter Omoluabi, University of Lagos (Moderator)
Alhaji Idi Mohammed Faruk, DG, National Orientation Agency (NOA)
Mr. Anthony George-Hill, National Coordinator, Niger Delta Budget Monitoring Group



Vision 2020 must be embraced by all Nigerians and our partners. We must break with business as usual and use our energies to realize our potentials and not just talk about them.



Amina I. Ibrahim, Senior Special Assistant to the President on MDGs at the Thirteenth Nigerian Economic Summit (NES #13)

SCHEDULE OF ACTIVITIES

WEDNESDAY 22ND OCTOBER 2008

12.00noon -2.45pm PARALLEL INTERACTIVE SESSIONS 1: ECONOMIC INFRASTRUCTURE

Updating and expanding Critical ECONOMIC INFRASTRUCTURE is as a pre-condition towards the achievement of a globally competitive economy.

FORUM TITLE POWER (VENUE 1)

PROLOGUE

Electricity has been a major challenge for the Nigerian economy. With an annual output of US\$120bn and a population of 140million growing at approximately 2.5% annually, Nigeria currently produces and distributes less than 3,500MW of electricity. In contrast, South Africa with US\$490bn and a population of 42million produces 44,000MW of power. It is widely believed that the journey to 20:2020 will be eroded unless there is a dramatic improvement in electricity supply and a major transformation in this sector of the Nigerian economy. Presentations during this forum will address the following questions:

- What must Nigeria do with respect to the availability of electricity if she hopes to attain her objective?
- What strategies and frameworks have been successfully deployed by countries which have transformed their power sector? How can Nigeria adopt or modify these models to meet her challenges?
- How should these strategies and frameworks be phased to ensure goal attainment within the desired period?

FORUM CHAIRS

Mrs. Fatima Ibrahim, Honorable Minister of State for Energy (Power)
Dr. Kalu Idika Kalu, Chairman, BGL Plc

SPEAKERS

Transforming the Nigerian Power Sector: The Indian Experience by **Shri Chandan Roy**, Senior Director, NTPC, The largest Indian Power Sector Company
Imperatives for Reforming the Nigerian Power Sector by **Mr. Andrew Reicher**, CEO, Globeleq
Achieving Effective and Sustainable Decentralization of Power Supply: An Operators View by **Prof Barth Nnaji**, MD, Geometric Power Limited

PANELISTS

Hon. Godwin Ndudi Elumelu, Chairman, House of Representative Committee on Power and Steel (Moderator)
Dr. Ransome Owan, Chairman National Electricity Regulatory Commission (NERC)
Mr. Mansur M. Musa, President, National Union of Electricity Employees (NUEE)
Alh. Bashir Borodo, President, Manufacturers Association of Nigeria
Mr. Onno Ruhl, Country Director for Nigeria, The World Bank.

WEDNESDAY 22ND OCTOBER 2008

12.00noon -2.45pm PARALLEL INTERACTIVE SESSIONS 1: ECONOMIC INFRASTRUCTURE

FORUM TITLE TRANSPORTATION (VENUE 2)

PROLOGUE The lack of internal transport links in Nigeria has long hampered the development of a truly national economy. The case is particularly pathetic in mega cities like Lagos and Port Harcourt where numerous lives are lost, commercial activities are hampered and sometimes paralyzed due to transportation inefficiencies. Records show that Nigeria currently has 70 airports - 36 with paved runway and 34 with unpaved runway; total railway coverage of 3,557km of single track; and roadways network of 194,394km. For Nigerian to be in the league of the leading economies by 2020, the challenges in this sector must be tackled squarely. Presentations during this forum will address the following questions:

- What kind of maintenance strategy should be adopted?
- How do we overhaul the railway network for improved transportation efficiency?
- Given other country's experiences, what method or policy action can Nigeria adopt?
- How can/should these strategies and frameworks be phased to ensure goal attainment within the desired period?

FORUM CHAIR Chief Ernest Shonekan, GCFR - Former Head of State, Federal Republic of Nigeria

SPEAKERS **Stimulating and Sustaining Railway Sector Transformation in Nigeria: Lessons from other Countries** by Mr. Peter Kieran, President, CPCSC Transcom Limited, Canada
Nigeria as a Continental Aviation Hub: Policy and Non-Policy Requirements by Mrs. Diezani Alison-Madueke, Honourable Minister of Transportation
Building Globally Efficient and Competitive Megacities through Efficient Transport System by Prof. Charles Okeahalam, Director, BGL

PANELISTS **Mr. Frank Nneji**, MD, ABC Transport (Moderator)
Harold Demuren, DG, Nigeria Civil Aviation Authority (NCAA)
Alhaji Gidado Amman, President, National Union of Road Transport Workers (NURTW)
Engineer Zubairu Yakubu, MD, National Inland Waterways Authority (NIWA)

SCHEDULE OF ACTIVITIES

WEDNESDAY 22ND OCTOBER 2008

12.00noon -2.45pm PARALLEL INTERACTIVE SESSIONS 1: ECONOMIC INFRASTRUCTURE

FORUM TITLE

PROLOGUE

Despite the proven natural Gas reserves of 185 trillion cubic feet (01/06) and increasing revenues through growing crude exports, poverty level in the country has not dissipated and violence in the Niger Delta area continues to be a major source of concern. This sector is faced with poor industrial base, low level of infrastructure and participation of indigenous companies. The Local Content Policy as set out by the Federal Government of Nigeria says that by 2010, 70% of the local content of the petroleum industry in Nigeria would have been attained. In monetary terms, it is expected that over US\$4 billion worth of oil contracts are to be handled by indigenous oil companies in Nigeria. This forum will address the following questions:

- How can we encourage and implement local content initiatives?
- How do we diversify the oil industry while strengthening the industry to tap the much potential that is within the sector?
- How do we build technical capacity in the sector?

FORUM CHAIR

Mr. Odein Ajumogobia (SAN) Honourable Minister of State for Energy (Petroleum)

SPEAKERS

Imperatives for Achieving Global Competitiveness and Domestic Economic Integration in the Oil and Gas sector by **Mr. Emmanuel Odusina**, Honourable Minister of State for Energy (Gas)
Vision 20:2020: Characteristics of an Appropriate Energy Infrastructure by Prof. Anthony O. Adegbulugbe, Professor of Energy System and Planning Management
Setting and Achieving Local Content Objectives in the Oil and Gas sector: Lessons from Brazil by Mr. Rudy Felix Ferreira – Managing Director, Petrobas Nigeria Limited
Framework for Restoring and Sustaining Peace in the Niger Delta: The Imperatives by Mr. Timi Alaibe, MD, Niger Delta Development Commission

PANELISTS

Senator Lee Meaba, Chairman, Senate Committee on Upstream Petroleum Resources (Moderator)
Mr. Wale Tinubu, Group MD/CEO, OANDO PLC
Mr. Shawley Coker, Chairman, Petroleum Technology Association of Nigeria
Comrade Babatunde Ogun, National President **PENGASSAN**
Engr. Abubakar L. Yar'adua, GMD, Nigerian National Petroleum Corporation
Mr. John Chaplain, MD/CEO ExxonMobil, Nigeria

WEDNESDAY 22ND OCTOBER 2008

4.00pm -6.30pm FORMAL OPENING CEREMONY

- **Welcome Remarks** by Mazi Sam I. Oluabunwa, Chairman, Nigerian Economic Summit Group (NESG)
- **Remarks** by Senator Sanusi Daggash, Honourable Minister / Deputy Chairman of National Planning Commission (NPC)
- **Formal Opening** of the Summit by **His Excellency, Alhaji Umaru Musa Yar'Adua**, GCFR, President and Commander in Chief of the Federal Republic of Nigeria
- **Positioning Nigeria for The World in 2020: Opportunities and Strategic Imperatives** by **Mr. Hamish McRae**, Economic Journalist & Principal Economic Journalist of the Independent, Futurist and Author - The World in 2020.
- **Vote of Thanks** by **Prof. Sylvester Monye**, Executive Secretary, National Planning Commission

7.30pm

SUMMIT GALA DINNER

- **Special Guest of Honour:** Senator David Mark, Senate President of Nigeria
- **Special Guest:** His Excellency, Mr. Babatunde Fashola (SAN) Governor of Lagos State
- **Guest Speaker - Alhaji Tanimu Yakubu**, Chief Economic Adviser to the President.
TOPIC: THE RACE TO 2020: FACING OUR CHALLENGES.
- **DOCUMENTARY: THROUGH MY EYES: MY STORY, MY VOICE**
- Entertainment by Prof Laz Ekwueme Choral Group
- Vote of Thanks by Chief Executive Officer, MTN Nigeria

DRESS CODE: FULL NATIONAL DRESS

SCHEDULE OF ACTIVITIES

THURSDAY 23RD OCTOBER 2008

7.30 am- 8.30am

CORPORATE BREAKFAST MEETING
THE ROLE OF MICROFINANCE INSTITUTIONS IN ACHIEVING VISION 20:2020
SPEAKER: MR. FEMI FABANWO, DIRECTOR, OFIB, CENTRAL BANK OF NIGERIA

9.00am - 11.00am

PLENARY 2 : RESOURCE MOBILIZATION AND PRICING MECHANISM

PROLOGUE

In this new era where countries like India, China and Dubai are destinations for investments from all over the world, what will Nigeria do to attract resources and capital? How can we ensure that our market stays competitive and responsive to appropriate price signals? How do we price utilities in a way to attract and mobilize capital flows to Nigeria? How do we replicate the successful telecoms framework in other basic infrastructure like power and transportation and so forth and yet ensure that investors have appropriate returns on their investments? What mechanisms can be adopted to ensure that prices of public utilities are competitive enough to attract the right kind of investments? The Journey to 2020 can be accelerated if Nigeria develops an effective framework for mobilizing global resources through effective pricing.

FORUM CHAIR

Chief Kola Jamodu Former Minister of Industry

SPEAKERS

A Framework for Pricing Public Goods: Objectives and Characteristics by **Dr. Shamsudeen Usman**, Honourable Minister of Finance
Setting prices to Achieve Rapid and Sustainable Development: Lessons for Nigeria from other Countries by **Mr. Hamish McRae**, Economic Journalist and Principal Economic Journalist of the Independent. Futurist and Author- The World in 2020.
PPP, Infrastructure Finance and the Investment Climate - for Achieving the Vision 2020 by **Ms Marilou Uy**, Director, Africa Region Finance and Private Sector Development, The World Bank

PANELISTS

Honourable Samuel Egya, Chairman, House Committee on National Planning, Population & Economic Devevelopment (Moderator)
Comrade Abdulwaheed Omar, President, Nigeria Labour Congress (NLC)
Mrs. Elizabeth Fagbure, Institute of Directors
Mr. Michael Bell, Resident Representative, IMF

SCHEDULE OF ACTIVITIES

THURSDAY 23RD OCTOBER 2008

12.00noon -2.45pm PARALLEL INTERACTIVE SESSIONS 2: SOCIAL INFRASTRUCTURE, LAND REFORM & FOOD SECURITY. Extending Nigeria's significance in the global economy beyond its current role as a commodity supplier is heavily dependent on its capacity to develop a highly skilled and productive workforce.

FORUM TITLE PRIMARY AND SECONDARY SCHOOL ENROLMENT AND TEACHER WELFARE (VENUE 1)

PROLOGUE

With about 7 million children of primary school age not enrolled in schools, it becomes even more difficult to meet the MDGs target that Nigeria must attain 100% enrolment into Primary and Secondary Schools. The gap of primary enrolment in northern Nigeria is much worse than other parts of the country. Several factors- including economic, cultural, religious- are responsible for this shortfall. The race to 2020 requires a competitive workforce which can only be attained when we address school enrolment problems and teacher welfare. This forum will address the following:

- Transforming the Nigerian education system to nurture a new generation of Nigerians with the skills and confidence to face a changing world.
- Re-branding the teaching profession for competitiveness.
- Successful frameworks in school enrolment and teacher welfare that Nigeria can adapt.

FORUM CHAIR

Dr. Igwe Aja-Nwachukwu, Honourable Minister of Education
Mrs Funke Osibodu, former MD/CEO, Eko Bank Plc

SPEAKERS

Meeting the Challenges of Nomadic Education in Nigeria: Lessons from Successful Examples by **Dr. Masooda Bano**, Department of International Development, Oxford University, UK
Successful Models for Achieving Complete Child Enrolment: the Jigawa Experience by **Alhaji Sule Lamido**, Executive Governor of Jigawa State
Models for Meeting the Challenges of Stimulating and Sustaining Teacher Professionalism by **Helen Marinho**, former Principal of Queens' College

PANELISTS

Mrs Zainab Kure, Chairman, Senate Committee on National Planning (Moderator)
Mr. Alberic Kacou, UNDP Resident Representative / Coordinator
Mr. Onem Nelson, President, Nigerian Union of Teachers (NUT)

SCHEDULE OF ACTIVITIES

THURSDAY 23RD OCTOBER 2008

12.00noon -2.45pm **PARALLEL INTERACTIVE SESSIONS 2: SOCIAL INFRASTRUCTURE, LAND REFORM & FOOD SECURITY**

FORUM TITLE VOCATIONAL EDUCATION AND SKILLS DEVELOPMENT (VENUE 2)

PROLOGUE

Vocational education is a strategic approach to the supply of skilled manpower to existing industries, and more importantly to equip youths with the skills and competencies to launch them into sustainable entrepreneurial efforts. Thus, graduates of vocational and technical institutions could provide the skilled manpower required to create an entrepreneurial economy needed to achieve Nigeria's 2020 vision. Presentations in this forum will address the following:

- Transforming vocational institutions to produce highly skilled manpower required to transform the economy
- Using vocational training to provide life-long skills development that will improve the youth's general proficiency for employment and also as development catalysts
- Integrating vocational education into the mainstream of Nigeria's educational framework at national and sub-national levels

FORUM CHAIR

Hon. Farouk Lawan, Chairman, House of Representatives Committee on Education

SPEAKERS

Skills for the Nation through Vocational Innovation by **Mr. John Clayton**, Knowledge Transfer Programme Adviser, Crumbia and NE England, UK
Vocational Education and Vision 2020: Experiences from around the World by **Mr. Longman Wapmuk**, Director General, Industrial Training Fund
Integrating Vocational Education into Nigeria's Educational Structure by **Prof Akin Akindoyeni**, former DG/CEO, NIPSS

PANELISTS

Mr. Segun Osinowo, Director General, Nigeria Employer's Consultative Association (Moderator)
Mr. Nuru Yakubu, Executive Secretary, National Board for Technical Education (NABTE)
Mr. Wale Adenuga, MD, Wale Adenuga Productions (WAP)
Engr. Michael Kalu Ofor, Principal, Federal Science and Technical College, Yaba

12.00noon -2.45pm PARALLEL INTERACTIVE SESSIONS 2: SOCIAL INFRASTRUCTURE, LAND REFORM & FOOD SECURITY.

FORUM TITLE LAND REFORM AND FOOD SECURITY (VENUE 3)

PROLOGUE

The Nigerian Agriculture sector is faced with several challenges largely because of the old subsistence approach to farming, which adds little to Nigeria's GDP, and the age long problem of Land Reform. How accessible is land for Agricultural purposes? The whole essence of food security begins with the availability of fertile land where farmers can produce quality goods thereby creating wealth. Nigeria's journey to 2020 can only be realized when this sector is reformed. Presentations during this session will address the following questions:

- How do we commercialize agriculture and transform it into a commercial engine for broad-based economic growth?
- What changes are critical to reforming land laws? How can land be accessible for agricultural use?
- How do we optimize Nigeria's growth through the release of lands for commercialized farming?

FORUM CHAIR

Honourable Dimeji Bankole , Speaker, House of Representatives

SPEAKERS

Using Land Policy as a Tool for Rapid Transformation of Agriculture Productivity in Nigeria: Lessons from other Countries by **Mr. Hernando de Soto**, President Institute for Liberty and Democracy, Peru
A Framework for Promoting Sustainable Commercial Agriculture in Nigeria by **Dr. Adesoji Adelaja**, Land Policy and Economic Development Strategist; Director, Michigan State University Land Policy Institute; and, John A. Hannah Distinguished Professor in Land Policy, Michigan State University
Current Issues in Land Reform and Food Security: Realities and Possibilities by **H.R.H. Alhaji Nuhu Sanusi**, Emir of Dutse, Jigawa State, and former General Manager, Kano Sugar Industries Ltd.

PANELISTS

Mr Fola Arthur Worrey, Former Permanent Secretary, Bureau for Lands, Lagos State (Moderator)
Mr. Gbenga Ashafa Permanent Secretary, Bureau for Lands, Lagos State
Mr. G. Hatty, Chairman, Zimbabwean Farmers Association
Alhaji Mohammed Gana-Yisa Honourable Commissioner for Agriculture, Kwara State
Mr. Emmanuel Adeyemi, MD. FUMMAN Limited

SCHEDULE OF ACTIVITIES

THURSDAY 23RD - FRIDAY 24TH OCTOBER 2008

2.30pm - 6.00pm **POLICY COMMISSIONS BREAK OUT SESSION (DETAILS IN PAGE 21)**

7.30pm **SUMMIT CLOSING DINNER**

Special Guest of Honour: His Excellency, Dr. Goodluck Jonathan, Vice President, Federal Republic of Nigeria
Special Guest: Governor Bukola Saraki, Chairman Governor's Forum
Guest Speaker: Senator Sanusi Daggash, Honourable Minister / Deputy Chairman of National Planning Commission (NPC)
Vote of Thanks: by CEO, First Bank Nigeria Plc.

Documentary: "We Can DO IT"

FRIDAY 24TH OCTOBER 2008

8.30am - 9.30am **SPECIAL PLENARY SESSION: GLOBAL FINANCIAL TURMOIL AND VISION 2020**

PROLOGUE

The credit crunch, starting with defaults in the sub-prime mortgage markets in the United States, has had severe impact on all major financial markets world over and has had continuous rippling effects on other aspects of business, with implications for total economic performance. Governments round the globe are compelled to step in with different measures to stem the problem and different legislation is being considered. The implications are *far reaching, still unfolding and are certainly going to lead to the emergence of a new global financial landscape.* Nigeria has not been left out of the turmoil as foreign investors liquidate their positions in the stock market. The falling US dollar has caused a considerable drop in our foreign reserves. What further implications does the current crisis have for banking and entire financial sector? Join a group of seasoned professionals to discuss the impacts the ongoing global financial turmoil will have on the drive towards the achievement of vision 2020?

10.00am - 2.00pm **MINISTERIAL ROUNDTABLE WITH POLICY COMMISSIONS (Pcs Feedback Dialogue with Ministers)**

Forum Chair: Alhaji Yayale Ahmed, Secretary to the Government of the Federation
 10.00 - 11.30am: Oil & Gas; Agriculture; Non-oil-non-Agric; and Science & Technology Policy Commissions.
 11.30am - 2.00pm: Human Capital; Governance & Institutions; Investment Climate & Competitiveness and Infrastructure Policy Commissions

3.30pm - 4.30pm **SUMMIT CLOSING CEREMONY**

Presentation of Summit Summary by **Dr. Doyin Salami and Maryam Lemu**
Closing Address by **H.E. President Umaru Musa Yar'adua**
Vote of Thanks by **Mr. Laoye Jaiyeola**, Co-Chairman, Private Sector, NES # 14 Joint Planning Committee

Appendix B: Speakers & Technical Support Team

S/N	TITLE	NAMES		COMPANY	POSITION
1		Inam	Wilson	Templars	Partner
2	Alh.	Bashir M.	Barodo	MAN	
3	Dr.	John	Ndanusa Akanya	SON	DG/CEO
4	Mrs.	Awosika	I. bukun	Sokoa Chair Centre	MD/CEO
5	Mr.	Hadley	A. Richard	Dangote Cement	CEO
6	Prof.	Anya .O.	Anya	NESG	Policy Adviser
7	Prof.	-Okeahalam	Charles	BGLPlc	Director
8	Sen.	Zaynab	A. Kure	Senate, Nat.ssembly	Chairman, Senate Comm.on Nat. Plan.
9	Alhaji	Gidado	Mukhtar	Rtd Pubic Servant	
10	Dr.	Emmanuel	Egbogah	The Presidency	Presidential Adviser On Petroleum
11	Mrs	Omobola	Johnson	Accenture Country	Managing Director
12	Mr.	Frank	Nneji	Abc Transport Plc	MD/CEO
13	Mr.	Akin	Arikawe	PIMS	
14	H.R.H.	Alhaji	Nuhu Sanusi	Emir Of Dutse	
15	Alhaji	Mahmud	Yayale Ahmed,	CFR	SGF
16	Mr.	Ferreira	Rudy Felix		
17	Mr.	Peter Kieran	Cpcs Transcom	CEO President	
18	Mr	Tinubu	Jubril Adewale	Oando Plc	GCE
19	Mr.	Volker	Treichel		
20	Mr.	Foluso	Phillips	Phillips Consulting Ltd	Chairman/ CEO
21	Mr.	Hernando	De Soto	Inst. For Liberty & Dem.	President
22	Mr.	Simon	Harford G.	Actis West Africa	Chief Executive
23	Prof.	Sylvester	Monye	NPC	Executive Secretary
24	Dr.	Egbogah	Emmanuel O.	The Presidency	Special Adviser To The Presid. on Petroleum
25	Mr.	Omoh	Gabriel		
26	Chief	Asiodu	Phillip	Medife Ltd.	CEO
27	Mr.	Hadley	Anthony Richard	Dangote Cement	
28	Dr.	Kalu I.	Kalu	BGL Plc	Chairman
29	Mr.	Okeahalam	Charles	BGL Plc	
30	Mr.	Olusegun	Oshinowo	NECA	DG
31	Mr	Longmas	Sambo Wapmuk	Indust. Training Fund, Jos	
32	Mr.	Onno	Ruhl	World Bank	
33	Mr.	Steven	Dimitriyev	World Bank	
34	Mr.	Alberic	Kacou	UNDP	
35	Prof	Rufa'i	Rukayyatu	Min. Of Edu. ,	Jigawa State

36	Mr.	Ayodele	Odusola	UNDP	National Economist
37	Mr.	Adenuga	Wale	Wale Adenuga Prods	MD
38	Mr.	Odusina	Emmanuel O.	OHMS, Gas	Hon. Minister Of State
39	Prof.	Segun	Awonusi	OSME	Hon. Comm. For Edu.
40	Mr.	Fola	Arthur-worrey	Self Employed	
41	Engr.	Prof	Mohammed G. Yisa	Kwara SM Of Agric.	Hon Comm & Nat. Res
42	Mr.	John	Clayton	Aea Momenta/British Council	
43	Dr.	Hafiz S.	Wali	NTI	
44		Stephen	Raggett	NIAF	PPP Specialist
45	Mr.	Chandan	Roy	NTPC Ltd India	Director Of Operations
46	Mr.	Verma	V.S	Ministry Of Power	
47	Mrs.	Maryam	S. Lemu	New Horizons College	Resource Manager
48	Mr.	Foluso	Phillips	Phillip Consulting	
49	Mr.	Andrew	Reicher	Globel	CEO
50	Mr.	George - Hill	Anthony	NDBM Group	National Coordinator
51	Mr	Alero	Ayida-otobo	ESSPIN	Lead Specialist, Edu. Policy & Planning
52	Prof.	Peter F.	Omoluabi	University Of Lagos	Prof of Psychology
53	Mr	Masayoshi	Matsushita	UNIDO	Resident Rep.in Nig.
54	Dr.	Adeola	Adenikiju	University Of Ibadan	Associate Professor
55	Mr	Hamish	Macrea	Independent	Associate Editor
56	Mr.	Soji	Apampa	CBI	Director
57	Mrs.	Helen	Marinho		
58	Mazi	Sam. I.	Ohuabunwa	Neimeth Int'l Pharm	CEO
59	Prof	Richard	Joseph	Northwestern University , USA	
60	Mr.	Frank	Nweke Jnr.		For. Minister of Infor & Comm.

Appendix C: List of Participants

S/N	TITLE	NAMES	COMPANY	POSITION
1	Mr.	Sola David- Borha	Stanbic Ibtc Bank Plc	Deputy CEO
2		Stanley Inye Lawson	NNPC Group	
3	Dr	Levi Ajuonuma	NNPC Group	
4	Dr	Ayo Balogun	NNPC Group	
5		Okon Timothy E.	NNPC Group	
6		Aminu Baba-kusa	NNPC Crop	
7		igbokwe Edwin M.	African Inst For Applied Eco.	Consultant
8		Chuks Onuoha	NNPC Corp.	
9		Alabi Solagbade O.	NNPC Corp	
10		I.D. Waziri	NNPC Crop	
11		L.D. Adegbite	NNPC	
12		M.S. Barkindo	NNPC	
13		Adline Okeke	MTN	Events & Spon. Specialist
14		Okeleke Andrew O.	MTN	
15		Bola Olayinka	DN Meyer Plc	MD
16		Charles Anudu	Swift Networks Ltd.	MD
17	Dr	Oboh Osa Anthony	Unique Ven. Capital	MD/CEO
18	Mrs	Olufunke I. Osibodu	Vigeo Holdings Ltd	Director
19	Engr	lyne Ogolo	NSEngr.	Executive Secretary
20		John Kato	Business & Martime W/Africa	Bus. Dev. Mgr.
21	Arc	Akintunde Imolehin	Change Media Projects Ltd	
22	Mr	Shina Atilola	First Bank of Nigeria Plc	Head, Eco. Intell. Unit
23	Alh. Dr	U. Abdulmuhlab (Con)	First Bank Of Nigeria Plc	Chairman
24	Mr	Oladele Oyelola	First Bank Of Nigeria Plc	Ed, North
25		Philip Obioha	Computer Warehouse Group	Chief Operating Officer
26		Hassan Usman	Aso Savings & Loans Plc	Md/Ceo
27		Rowland Ataguba	Bethlehem Rail Infrast. Ltd	
28	Mr.	Kehinde Lawanson	First Bank Of Nigeria Plc	Ed, Lagos And West
29	Chief. Dr.	Jasper F. Jumbo	Niger Delta Pro. Con. Ltd	Executive Chairman
30	Prof (Mrs)	Carolyn A. Afolami	Uni.of Agriculture, Abeokuta	Professor
31		F. A Afolabi	Okomu Oil Palm Plc	Consultant
32		Adebayo B. Aromolaran	Uni. Of Agriculture, Abeokuta	Prof. & Head Of Depart
33		Iboroma Akpana	Solola & Akpana (Barr. & Sol.)	Managing Partner
34		Abodunrin Roberts	Equity Assurance. Plc	Asst. Gm
35		Jimi Morgan	3T Consulting Nigeria Limited	CEO
36		Stephen Botha	Integrated Cash Mgt Services	
37		Raymond Mgbeokwere	Kakawa Discount House	Head Corp.Services
38		Bimbola Wright	Kakawa Discount House	Head, Wealth Mgt
39	Mr.	Manssour Jarmakani	Jagal Group/Nigerdock Nig. Plc	Group Exe. Director
40		Emeka Onwuka	Diamond Bank	GM Director/CEO

41		Akhimien Ehi. Austin	Chams Plc	
42	Engr.	Kashim Abdul Ali	Nig. Society Of Engineers	President
43		Mai. Aliyu Muhammed	Federal Character Commission	Federal Commissioner
44		Ibrahim G. Garba	Garba/Ibrahim & Asso. Consul.	Managing Partner
45		Joseph Olusola Adeyemi	ADCA Consultants Nig. Ltd	CEO
46	Mr.	Samuel Ordu	Nat. Insurance Commission	Dir. Finance & Accounts
47		Ajibola Bankole	National Insurance Commission	Manager
48		Kunle Adedigba	Skye Bank Plc	Deputy GM
49		Irene N. Chigbue	Bureau Of Public Enterprises	DG
50		Yunana J. Malo	Bureau Of Public Enterprises	Deputy Director
51	Mrs.	H.A. Abdullah	NNPC	GGM, Investment
52		M. Mabai Bello	NNPC	GGM, Special Projects
53	Mrs.	Edith F. Olubanjo	NNPC	GM Eco. Res. & Int. Dev
54	Mrs.	Lola Akpata	OJ & T Ltd,	CNN Rep/CEO
55	Miss.	Ekezie Ngozi	OJ & T Ltd	Rel. Mgt Executive
56		Funmi Sanusi	ABR	
57		Olalekan Asuni	Glaxosmithkline	Planning Director
58		Ikechi Ibeji	Energy Info. Services Nig Ltd	Editor- In - Chief
59	Engr.	I.O. Adegun	National Planning Comm.	Coordinating Director
60		Farooq Oreagba	Nigerian Stock Exchange	Head, Strategy And New Products Project Director
61		Adeseyi Sijuwade	Railway Development Office	
62	Prof.	Bart Nnaji	Geometric Power Ltd	CEO
63		Najib Abboud	IHS Nig Plc	
64	Mr.	Onyekuru U. Henry	NSE	GM
65	Prof.	Ndi Okereke-onyiuke	Nigerian Stock Exchange	DG/CEO
66		Frank Aigbogun	Businessday Media Ltd	CEO
67		Victor Onyenkpea	KPMG	
68		Igboke Edwin M.	UNN	
69		Sodipe Tosin	Chams Plc	
70		Awuneba Ajumogobia	Accenture	
71		Mohammed Saleehu Auwal	National Planning Commission	
72	Rev	Nworgu Echi	Uni. Of Nigeria, Nsukka	Special Assistant to VC
73	Prof.	S. O. Anyanwu	Fed. University Of Tech., Yola	
74	Alhaji	Madiu Haruna	Federal Min. of Finance, Abuja	Deputy Director
75	Chief	G. U. Evulukwu	Travelex Retail Nigeria	Vice Chairman
76	Dr	Iwuagwu Obi	Fed. Min. Of Com. & Industry	SA, To Hon. Minister
77		Adesola Osinowo	UBA	Head, Events & Spon.
78		Murtala A. Oladapo	Murty International Limited	CEO
79		Iniruo Wills	NDCC	SA to the MD
80		Uche U. Richard	ICAN	
81		T. A. Rufai	NNPC	GGMAudit
82	Mrs	Akindele A. M	NNPC	GM
83	Dr.	Fabiya Amakiri	NNPC	GGM, LNG 6 Power

84	Mrs.	Zainab	Abdurrahman	NNPC	GGM Retail
85	Mrs.	Coker	E. O	NNPC	GM, CPD
86		Sambo	A. H	NNPC	GGM
87	Engr.	A. L.	Yar'adua	NNPC	Gmd
88	Dr.	W. O.	Ayangbile	NNPC	Ged
89	Dr.	David	Ige	NNPC	Ggm/Sta (Upstream)
90		E. A	Ejekam	NNPC	Gm, Pid,
91	Dr.	Peter	Nmadu	NNPC	Ggm
91		Shehu	Ladan	NNPC	Ged, C&I
92		Stanley	Inye Lawson	NNPC	GE D, Fin. & Accounts
93		Alabi S.	Olukayode	NNPC	GGM Greenfield Projects Division
94		M. S.	Barkindo	NNPC	GED (Co-ord Special Projects)
95		I. D.	Waziri	NNPC	GED, Corp. Services
96	Engr.	Mustapha	Bulama	Nigerian Society of Engr.	
97		Adekunle	Mokuolu	Nigerian Society of Engr.	Vice President
98	Engr.	O.	Ajibola	Nigerian Society Of Engr.	Deputy President
99		Victor	Onyenkpa	KMPG Professional Services	Partner
100		C.	Oshiafi	Spring Capital Market Ltd	MD
101		Ike	Chioke	Afrinvest (West Africa) Limited	Deputy MD
102	Mr.	Anwar	Jarmakani	Jagal Group/Nigerdock Nig. Plc	GE Chairman
103	Dr.	Patrick	Akhaba	Afrbank Plc	Head, Enterprise Risk Management
104		Akinyede	Adeyinka A.	Credit Reference Company	Business Analyst
105		A.	Terab	Min. of Finance, Borno State	Hon. Commissioner
106		Aisha	Garba	UBA	
107		Dan	Ede	FRCN	Principal Reporter
108	Dr.	Marie	Stella Sonuga	Nig. Mining & Geosci. Society	President
109		Adewuyi	Gbaye	Skye Bank Plc	Regional Director
110	Mr	Yusuf	Adamu	Kaduna State Government	Director General
111		Olaitan	R. A	Fed. Min Of Finance	Deputy Director
112		Frederick	Idehai	Lagos Television	Senior Reporter
113		Fagbolagun	Abiola	Eko Fm	
114		Ikoko	Philomena Anwuli	NNPC	DM, Strategy & Plan.
115		Udobi	Ibe	NNPC	Mgr, Govt Relations
116		Uno J.	Adeniji	NNPC	General Manager
117	Mrs	Philomena	Okonkwo	NNPC	Mgr. Admin & Protocol
118	Dr.	Olumide	Ayodele	PARP NASS	Macroeconomist
119	Dr.	Ekeocha	P Chukwuemeka	PARP NASS	Public Finance Expert
120		Benjamin	Solomon Akhere	PARP NASS	
121	Dr.	Gafar	T. Ijaiya	PARP NASS	Spe. Asst. to Proj. Cord
122	Prof.	Bukar	Bababe	Lake Chad Research Institute	Executive Director
123		Levi	Oguike	NPC	Technical Adviser

124		John Bezard	Kaduna State Government	Hon. Commissioner
125		Azubike Obiora Chukwuka	Min. of Mines & Steel Dev.	AG Director
126		Bulus James	Kaduna State Govt.	Special Adviser
127		Okwe Mathias	The Guardian Newspapers	Correspondent
128	Arch.	M. Namadi Sambo	Kaduna State Government	Executive Governor
129		Faith Tuedor-Matthews	UBA	
130		Mohammed Tura-Umaru	Renaissance Capital	
131	Hon (Dr)	Micheal A. Jibrin	Plateau State House Of Assembly	
132		Olasunmbo Olajubu	Oando Plc	Corporate Com. Officer
133		Akin Yusuf	Skye Bank Plc	
134		Nuhu Ahmed	FCT Administration	Director
135		Osazee Edosomwan	Nat.ional Emerg.Mgt Agency	Internal Auditor
136		Lai Yahaya	NIAF	Policy Adviser
137		Roland Orroh	Rossiland Consulting Ltd	Managing Consulate
138		Buba M. G.	Code Of Conduct Bureau	AG. Secretary
139		Mohammed Kabir Abdullahi	NEXIM Bank	Senior Manager
140		Gadio Samir	Renaissance Capital	Financial Economist
141		Ibrahim Mohammed king	National Planning Commission	
142		Enwezor J. O.	Commerce & Industry	Assistant Director
143		Elsie Edem Esara	National Planning Commission	D. Director (Planning)
144		Mike G. Omotosho	OSGF, The Presidency	Director
145		Sabo S. Ahmed	OSGF, Presidency	Director
146		Bakowa Francis .O.	Fed. Min Of Info & Comm.	
147		Suleiman Sanusi	Nexim Bank, Abuja Agm	
148		Ochu Chukwuma	National Planning Commission	PA/HM
149		Augustine B. Ajogwu	NIPOST HQ Abuja	Chief Marketing Officer
150		Mal. Dauda Danladi, MNI	Fed. Min. Youth Development	Director
151		Ahmad Rabi	invest. & Securities Tribunal	Hon. Member
152		Otiotio Emmanuel O.	Otiotio Farms	Farmer
153		Kevin Caruso	NITEL	
154	Dr.	Suleyman Abdu Ndanusa	Office Of The National Security Adviser	
155		Kabir Muhammed Suleiman	National Assembly, Abuja	
156		Pascal Dozie	MTN	Chairman
157		Beeka H.D.	Beeka'pev Energy Resources	Executive Director
158		Adedeji Abiodun	BGL Plc	Equity Analyst
159		Adeleke Wole	Dangote Cement	Chief Financial Officer
160		Agavi Mohammed F.	Cotecna	
161		Aina O. Lawrence	Fintech Associates Ltd	
162		Akinsanya Titilayo	Coca Cola Nig. Ltd	
163		Akobundu Nkem	Coca-cola Nig. Ltd	
164		Alazigha Tamunoye	BGL Asset Mgt. Ltd	Deputy MD
165		Amali Amali A.	Coca-cola Nig. Ltd	
166		Arinze Paul	BG Exploration & Prod. Nig Ltd	
167		Bakare Lanre	Spring Capital Markets Ltd	Head, Res. & Strategy

168		Balogun Bolaji	Chaper Hill Advisory Partners Ltd	
169		Diko Aminu	Dangote Group	
170	Mr.	Ekuwem Emmanuel	ATCONS	President
171		Eyo Henry	SEVICOM Institute	
172	Prof.	Herbert Onye Orji	Summa Guar.& Trust Coy. Plc	Chairman
173		Ganesan Sridhar	SOSACO Nig. Ltd	ED
174		Gauran Lavania	SOSACO Nig. Ltd	
175		Hulson Helen C.	US. Consulate	Lagos
176		Iroanya Chris	Nig. Association Of Small	Industriailist
177		Joseph O. Tegbe	KPMG Professional Services	Partner
178		Knut Ulvmoen	Dangote Cement	GMD Cement
179		Mshelia Clara	BGL Security Ltd	
180		Mujota Modupe	BGL Asset Mgt. Ltd	Chief Operating Officer
181		Musonda Monica	Dangote Cement	
182		Nurani S. Kedamath	Conserveria African Ltd	
183		Obilade Mayowa O.	U.S. Consulate General, Lagos	
184		Mrofor Kalu Micheal	FSTC Yaba Fed. Min Of Education	
185		Olowola Niyi	Oando Plc Head Of Department	
186		Oluwo Wale	BGL Securities Ltd	Deputy MD
187	Mr.	Paul Arinze	BG Exploration& Prod. Nig Ltd	GM Policy & Corporate Affairs
188		Owunna Clement Mazi	Diamond Bank Plc	
189		Popoola Yvonne	Spring Bank Plc	
190		Rabiu Tayo	Cotecna	
191		Samaila Zubairu	Dangote Cement	
192	Mr.	Shasanya Wale	Bg Explor. & Prod. Nig Ltd	Policy Bus. Advisor
193		Umunnakwe Ify	BGL Private Equity	
194		Uzoma Nwankwo	Dangote Group	
195	Mrs.	Rahmat Ilemona Iyodo	NEPZA	Planning Manager
196		M. Mustapha Bintube	JAIZ Int. Plc	MD/CEO
197		Anil Trigunayat	High Commission Of India	Deputy High Comm.
198				Bank Of Industry Ltd
199		Ibrahim Baba Muhammed	Nig. Financial Intelligence Unit	Personal Aide
200	Dr.	Ahmed Moddibo Mohammed	Universal Basic Educ. Comm	
201		Garba Hayatu	NEPZA	
202		Are Olayiwola	Catamaran Nigeria Ltd	MD
203		Adebowale O. Agboola	Lagos State University	Lecturer
204		Godwin Obaseki	Afrinvest (W.a) Ltd	MD/CEO
205		Austin Jo-madugu	Bank Of Industry	GM
206		Babajide Odusola	Legacy Realities Ltd	
207		Moustapha Aminu	IHS Nig Plc	Director
208		Onakomaiya Olugbenga	IHS Nig Plc	Director/CCO
209		Mimi Deke	Xlr8 Ltd	Client Service Officer
210		Godwin Kadiri	Xlr8 Ltd	Content Developer

211		Chuks	Onuoha	Nnpc	GGM, IT
212	Mr.	L.D.	Adegbite	NNPC	Ggm Hr
213	Chief	Sena	Anthony	NNPC	Coordinator Cslid
214		Aminu	Baba-kusa	Nig National	Pet Corp Ggm
215		Okon	Timothy E.	NNPC	GGM Strategy
216	Dr.	Levi	Ajuonuma	NNPC	GGM, Public Affairs
217	Dr.	Ayo	Balogun	NNPC	GGM
218	Dr.	Bamanga	Tukur	African Business Roundtable	Executive President
219		Orji K.	Okezie	Min. of Econ Plan.& Dev	Director
220		Oyeyemi	Kolawole	MTN	General Manager
221		Osaze	Ebueku	MTN	Brand Manager
222		Egbeyemi	Florence	Total E&P Nig Ltd	Business Coordinator
223		Enujuba	Pauly	Total E&P Nig Ltd	G.M
224		Lukanmbi	Tolulope	Total E&P Nig Ltd	Economist
225		Maurice	Guy	Total E&P Nig Ltd	MD/CEO
226		Ngoka	Charles	Total E&P Nig Ltd	ED, SB/NOA
227		Gidado	Mukhtar	Rtd Public Servant	Perm. Secretary (Rtd.)
228		Olakunle	Alake	Dangote Nig Ltd	Chief Operating Officer
229		Yerima L.	Ngama	Diamond Bank Plc	Executive Director
230		Omotoso	E. Ayodele	National Planning Comm	Director
231		Otuyalo	Sinmisola Olayinka	Lagos State Government	Princ. Planning Officer
232		Fagunwa	A. Omosola	Lagos State Govt	Chief Information Officer
233		A.	Oyenusi	Min of Econ. Plan. & Budget	Director, Statistics
234		Odiachi	Paul Eziashi	National Planning Comm	Director JPC Member
235		Ojo	Oluwole J.	Rev Mobilisation Allocation & Fiscal Comm	
236		Lawal	Lateef Adisa	Min Of Econ Plann. Budget L/S	Director, Planning
237		Louisa	Buthelezi-nhlapo	South African High Comm	Economic Counselor
238		Makwatse	Mokgethi	South African High Commission	Second Secretary
239		Robin	Renee Sanders	U. S. Embassy	Ambassador, U.S
240		Seun	Adeyemi Oluwole	Citi Investment Capital Ltd	Chief Operating Officer
241		Caroline	Taye Ajibade	Min Of Commerce, Ind & C	Permanent Secretary
242		Morenike	Onasanya	Skye Bank	Vice - Chairperson
243		Mustapha	Bintube	Jaiz International Plc	
244		Badejo	Bamidele Abiona	Lagos State Government	Hon. Commissioner
245		M.	Abdul Ganiyu	Bank Of Industry	AGM
246		Yemi	Adetunji	Accenture	Senior Executive
247		Awuneba	Ajumogobia	Accenture	Comptroller, Finance
248		Usen	Udoh	Accenture	
249		Niyi	Yusuf	Accenture	
250		Abayomi	Olarinmoye	Accenture	
251		Fatima	Sule-yusuf	Legacy Realities Ltd	Vice President
252		William	Iwabi Oyetakin	Nicomtech Group	MD/CEO
253		Layode	Mosunmola	Leap Africa Ed	
254		Nosa	Igiebor	Tell Communications Ltd	Editor-in Chief

255		Ademola	Ogunlowo	Tell Communications Ltd	
256		Eamon	Cassidy	DFID	Country Director
257		Dewez	Michel	Belgian Embassy	Ambassador
258		Charles	Nwachukwu	National Planning Comm	Secretary
259		Mohammed	Shehu	Aso Savings & Loans Plc	ED
260		Kamoru	Oladimeji	PHB Asset Management Ltd	Snr. Portfolio Manager
261		Sakpoba	Kose	PHB Asset Mgt Ltd	Snr. Analyst
262	Engr.	Mohammed	Tela Samaila	Min Of Budget & Econ Plan.	Commissioner
263		Agbouluade	Abimbola Rilwan	Edison Ross	Principal Consultant
264		Gonya	Philibus Job	National Planning Comm	JPC Secretariat
265		Salami	Akeem	National Planning Comm	Secretary
266		Kuburat	Adeshile Adenekan	National Planning Comm	Confidential Secretary
267	Dr.	Alhassan	Bako Zaku	Fed. Min Of Science & Tech.	Hon. Minister Of State, Science & Technology
268		Ibrahim	Y. Dikko	Etisalat Nigeria	Director, Govt & Regulatory Affairs
269	Maj.Gen.	J.A.	Okunbor	Nigerian Army	Chief Logistics
270		Obinali	Ben	Public Servant	Commissioner
271	Prof.	Dibu	Ojerinde	JAMB	Registrar/CEO
272		Fola	Daniel	National Insurance Comm	Comm. For Insurance
273		C.	Joseph Udeh	Nigerian Immigration Service	Comptroller Of Immigration Service
274		Ibrahim	Dasuki S Nakande	Min Of Inform. & Comm	Hon. Minister Of State
275		Safiya I.	Muhammad	Min Of Special Duties, The Presidency	Permanent Secretary Sec. to the Commission
276	Prof.	Sylvester	Monye	National Planning Comm	Sec. to the Commission
277		Sam I.	Ogbe	National Planning Comm	
278	Mallam	I.	Talba, OON	Presidency, Office Of SGF	Permanent Secretary
279	Amb.	Joe	Keshi	Cabinet Sec. OSGF	Permanent Secretary
280	Dr. (Amb)	Hakeem	Baba-ahmed	OSGF	Permanent Secretary
281		M.	A. Garba	OSGF	
282	Alh.	A.	R. Shehu	OSGF	Director
283		Nicholas	E. Msheliza	OSGF	SA (Economic Affairs)
284		Yusuf	Aliyu Addy	The Presidency, OSGF	SA, Communications
285	Prof.	Nicholas	A. Damachi	OSGF	Permanent Secretary
286	Mrs.	Elizabeth	B.P Emuren	Fed Min of Com. & Industry	Permanent Secretary
287		Felix	Hassan Hyat	Fed Min Of Aviation	Minister
288		Remi	Babakola	Fed Min Of Finance	Min. Of State (Finance)
289		Wande	Akinpelu	Fed Min Of Finance	SA To The Hon. Minister Of State
290		Akoshile	Ameen Adedoyin	NIMC	Dep.Dir. (Corp. Serv.)
291		Aliyu	Abubakar Aziz	NIMC	Director
292		Chris E.	Onyemenam	NIMC	Director General
293	Amb	Biodun	Owoseni	Min. of Foreign Affairs	Acting Perm. Secretary
294		Oyebola	Kuku	Min. of Foreign Affairs, Abuja	Director

295		Adejinle	Benny	Min. of Foreign Affairs	Deputy Director
296	Dr.	B.N.	Olorunfemi	Min. Of Defence	Dir. Plan. Res.& Strat.
297	Hon.	Samuel	A. Egya	National Assembly	Member, House of Rep
298	Mrs.	Bunmi	Lawson	Accion Microfinance Bank Ltd.	MD
299		Garba	Sufiyanu	NPC	
300	Chief Mrs	Adegite	Omeresan E. FCA	ICAN	Vice President
301	Mr	Adeplate	A. Olutoyin FCA	ICAN	CEO
302		Akoh	Samuel Onoja	Flour Mills Of Nigeria	
303		Areola	Foluke	Fisheries Society Of Nigeria	
304		Bukar	Kyari Abba	Valucard Nigeria Plc	MD/CEO
305		Eboh	Eric Chiedum	African Inst.for Applied Eco.	Executive Director
306		Emman	Obinyan	Thomas Wyatt Nigeria Plc	MD/CEO
307		Ijewere	Emmanuel	Best Food Nig. Ltd	CEO
308		Irene	N. Chiebue	Bureau Of Public Enterprises	DG
309		Lois L.	Machunga-disu	Jaiz Energy Ltd.	MD/CEO
310		Nwanze	Chike E.	Stockbrokers Limited	
311		Oguntuase	Olufunmi	Promasidor Nigeria Ltd	Manager, HR
312		Ola	Sobande	Ola Sobande & Co.	Chief Executive
313		Olusanya	Abiodun	Europcar/ STI Consulting	
314		Raid J.	Baloukji	Bel Papyrus Limited	MD
315	Dr.	Richard	Uchechukwu FCA	ICAN	
316		Williams	Sunday Olufemi	Supercard Ltd.	MD
317	Dr.	Abolo	Emmanuel	Access Bank Plc	Chief Economist
318		Ade-ajayi	Funmi		
319		Adegbesan	Adesola	Stanbic IBTC Bank Plc	
320		Adelowo	Adesola A.	Inlaks Computers Ltd	Md
321		Agbanobi	Lawrence	United Bank For Africa	BCM
322		Aibgoje	Aig-imoukhuede	Access Bank Plc	MD/CEO
323		Akabueze	Ben	Min. of Eco. Plann& Budget	Hon. Commissioner
324	Prof.	Anya	O. Anya	NESG	
325		Azeez	Alatoye Folorunso	Ernest & Young	Partner
326		Bolaji	Osunsanya	Oando Gas And Power	Md
327		Sola	David-borha		
328		Dozie	Pascal G.		
329		Egbiki	Henry	Ernest & Young	
330		El-khalil	Faysal	Seven - Up Bottling Co Plc	Chairman
331		Eluemunor	Chukwuemeka A.	Access Bank Plc	
332		Ezinwa	Vitus Chimebere	Coca Cola Nigeria Limited	HR Director
333		Ighodalo	Asue	Banwo & Ighodalo	Partner
334		Imo	Itsueli	Dubri Oil Company Lyd	MD
335		Keith	Richards	Promasidor Nigeria Ltd	MD
336		Lawal	Olusegun	LAL Nigeria Limited	GM
337		Lawson	Bunmi		
338		Mu'azu	Adamu Bawa	The Presidency	Executive Secretary

339		Muoyo Oluwande		Stanbic Ibtc Bank Plc	GM
340		Murtala Oladapo A.			
341		Newson Chris		Stanbic Ibtc Bank Plc	CEO
342	Dr.	Ogbera Felix		Fed. Min. Of Finance, Abuja	S.A To The Hon. Min of State For Finance
343		Ogbuehi Chidinma		XDS Solutions Limited	
345		Oghuwvu Charles		Coca Cola Nigeria Limited	Gen. Manager, CPS
346		Ogunnaike Babatunde		Oando Expoloration &Prod. Ltd	MD
347		Olubanwo Femi		Banwo & Ighodalo	Partner
348	Mr.	Olumide Adekunle		American Business Council	Consultant
349		Peterside Atedo N.A		Stanbic IBTCBank Plc	Chairman
350		Sadiku Yewande		Stanbic IBTC Bank Plc	Head, Corp. Finance
351		Sandey Seye		Coca Cola Nigeria Limited	Director Of Finance
352		Sankar Naraynan V.		Inlaks Computers Ltd	Executive Director
353		Ubah Irene Nnabuogo		Coca Cola Nigeria Limited	Director, Public Affairs & Communications
354		Ugorji Clem Osondu		Coca Cola Nigeria Limited	Comm. Manager
355	Dr	Uka Eke		Bank Of Industry	Head, Strat. Planning
356		Ukpeh Gabriel		Pricewater House Coopers	Partner
357		Wigwe Herbert		Access Bank Plc	Group Deputy Md
358		Williams Atilola		MTN	External Com. Officer
359		Samaila Zubairu		Dangote Cement	ED
360	Engr.	Abbiyesuku Faithful Abbi		Nigerian LNG Limited	Deputy MD
361		Abdulqadir Jeli Bello		UBA Plc	Dep. Chief Credit Officer
361	Alh.	Abubakar Abdurahaman Shuib		Min.of Land & Survey, Yola.	Hon. Commissioner
362		Adefisayo Folasade		Corona Schools	
363		Adekalu Balogun		NOTORE	
364		Ade-odiachi Robert			
365		Akerele Richard		Airline Services & Logistics Plc	CEO
366		Akinkugbe Opunimi Orikaba			
367		Amina Oyagbola		MTN	HR Executive
368	Dr.	Barth Ebong OON		Union Bank Of Nigeria	GMD
369		Oshiafi Christopher		Spring Capital Markets Ltd	MD
370		Egbert Imomoh		Afrenu Energy Resources Ltd	MD
371	Chief	Isaac Uzozie		Migfo Nigeria Limited	GMD
372		Awolumate Abimbola		UBA Plc	Sen. Strat. Consultant
378	Dr.	Awoseyin Raphael S.		Oando Plc	Group Chief Technical Officer
379		Babatunde Johnson		Adecco Tusen Consulting	CEO
380		Bashorun Randle J. K.		JK Randle Prof.Services	CEO
381		Dangote Aliko		Dangote Group	President
382		Ebetaleye Godfrey		Afribank Nigeria Plc	Senior Asst GM
383		Elegido Juan		Lagos Business School	DEAN
384	Mr.	Erebor Franklin		UBA Plc	GM, Energy Bank

385		Ibeneche	Chima	Nigeria LNG Limited	MD
386		Ize-iyamu	Godwin	UBA Plc	ED
387	Dr.	Jamodu	Kola	Nutricima Ltd	Chairman
388		Kalu	Kenneth	UBAba Plc	Head Eco. & Market Intelligence
389	Dr. Mrs.	Lombin	Lami Hannatu	Nat. Veterinary Research Institute	Executive Director
390		Mbakwe	Debby	Star-comms	
391		Muhammad	Jibrin	Aso Savings & Loans Plc	Executive Director
392		Mulwa	Elijah	Accion Microfinance Bank Ltd.	Head Business Development & Training
393		Oduoza	Phillips	UBA Plc	Deputy MD (South)
394		Seriki	Florence	Omatek Venture Plc	MD
395	Hajia	Shagaya	Bola	Practoil (Nig.) Ltd.	GMD
396	Dr.	Sonaiya	Ebun	Total Health Trust Ltd.	
397		Sullivan	Akala	UBA Plc	Director, Corp. Banking
398		Urua	Iniobong	Afribank Nigeria Plc	Senior Manager
399		Varelas	Panos	Pz Cussons Nigeria Plc	CEO
400		Zailani	Isa	Afribank Nigeria Plc	Ed, Strategy & Risk Management
401		Kevin	Caroso	Nitel	MD/CEO
402		Victoria	mendez-charles	High Commission Republic of Trinidad & Tobago	High Commissioner (Diplomat)
403		Kola	Masha	Notore	
404	Dr.	Ladi	Awosika	Health Trust Ltd.	High Commissioner
405		Mike	Jide A.		
406	Dr.	Nwosu	Ikenna	Mooregate Limited	MD/CEO
407		Obayomi	Oluwole		
408		Ogorji	Martins		
409		Ogunbukola	Matthew Olusegun		
410		Ojo-odiase	Emmanuel	Notore	Corp. Com. Manager
411		Okafor	Caroline N.	Notore	
412		Omogbenigun	Funmi	MTN	Head, Corp. Com.
413		Onajite	Okoloko P.	Notore	MD/CEO
414		Osita	Adubasim	Dorman Long Engineering	
415		Ovota	Iyamu	Notore	
416		Oyebode	Gbenga	Aluko & Oyebode	Managing Partner
417		Richard	Kramer	Capital Alliance (Nigeria) Ltd	Chairman
418		Sanya	Tinuola		
419		Ufot	Udeme	Saatchi & Saatchi	GMD
420		Wale	Goodluck	MTN	
421		Yinusa	M. J.		
422		Adedeji	Abiodun	BGL Plc	
423		Adeleke	Wole	Dangote Cement	
424		Agavi	Mohammed Forfor	Cotecna	Consultant

424		Aina	Olusegun Lawrence	Fintech Associates Limited	Executive Chairman
425		Akinsanya	Titilayo	Coca Cola Nigeria Limited	HR Director
426		Akobundu	Nkem	Coca-cola Nigeria Limited	Technical Director
427		Alazigha	Tamunoye	BGL Asset Management Limited	
428		Amali	Amali A.	Coca-cola Nigeria Limited	
429		Arinze	Paul	BG Exploration & Production Nig Ltd	
430		Bakare	Lanre	Spring Capital Markets Ltd	
431		Balogun	Bolaji	Chaper Hill Advisory Partners Ltd.	Managing Partner
432		Diko	Aminu	Dangote Group	Group Coy. Secretary
433		Ekuwem	Emmanuel	Alcons	
434		Eyo	Henry	Sevicom Institute	Hd, Sevicom Institute
435		Ade- Ajayi	Funmi	Citibank Nigeria Limited	Chief Operating Officer
436		Ganesan	Sridhar	Sosaco Nigeria Limited	
437		Gauran	Lavania	Sosaco Nigeria Limited	MD
438		Hulson	Helen C.	U.S. Consulate Lagos	Political - Economic Section Chief
439	Mr.	Iroanya	Chris	Nig. Asso. of Small Industrailists	1st Vice Chairman
440		Joseph	Olakunsumi Tegbe	KPMG Professional Services	
441		Knut	Ulvmoen	Dangote Cement	
442		Mshelia	Clara	BGL Security Limited	Regional Head
443		Mujota	Modupe	BGL Asset Management Ltd	
444		Musonda	Monica	Dangote Cement	
445		Nurani	Subramaniam K.	Conserveria Africana Limited	MD
446		Obilade	Mayowa O.	U.S. Consulate General, Lagos	Economic Specialist
447		Ofor Kalu	Micheal	FSTC Yaba Fed. Min of Education	
448		Olowola	Niyi	Oando Plc	
449		Oluwo	Wale	BGL Securities Limited	
450		Onyenkpa	Victor	KPMG Professional Services	
451	Mazi	Clement	Owunna	Diamond Bank Plc	Director
452		Popoola	Yvonne	Spring Bank Plc	Deputy GM
453		Rabiu	Tayo	Cotecna	MD
454		Samaila	Zubairu	Dangote Cement	
455		Shasanya	Wale	BG Exploration & Production Nig Ltd	
456		Umunnakwe	Ify	BGL Private Equity	Partner
457		Uzoma	Nwankwo	Dangote Group	Group Exe. Director
458		Akpofure	Obatare	Poverty Reduction Soc. of Nig	Secretary
459		Okwulehie	Paul	Fed. Min. Of Labour	Director of Labour
460		Onayiga	Kunle	Oando Plc	
461		Lawal	Funso	Sogenal Oil & Gas	
462		Yahaya	Cecilia	National Identity Mgt. Commission	Asst. Director
463		Ibraheem	Rafiu	NPC	
464		Abdu	Usman	Borno State	Perm Sec
465		Tijani	Taofiq Ajibade		Snr. Tech Assistant
466	Engr.	Ganiyu	Abiodun Johnson	Lagos State Ministry	Special Adviser

467	Hon.	Samuel	A. Egya	of Works & Infrastructure National Assembly	
468		Richard	Mark Mbaram	AgroNigeria	Editor
469	Mrs	Adebiyi	Mofoluke .o.	Oyo State Government	Director
470		Ibiam	Nnenna Oluchi	Ruwen	State Co-ordinator
471		Obilade	Enuogbope Afolabi	Durham Business School, Uk	
472	Prof	Ige	Cyril Segun	Convenant University	
473	Mrs	Evelyn	Adesina	DOF Institute Of Catering & Hotel Mgt	DEAN
474		Bryan	Isiramen	Sixt Rent A Car	
475		Anne-cecile	Moulin	Abu For South China	Country Director
476		Shehu	Abubakar	Fidelity Bank Plc	GH, Public Sector
477		Akindede	Adeyinka	Credit Ref Company	
478		Ignay	Nwene	Fidelity Bank Plc	Senior Manager
479		Martins	Esin	Dangote Group	Officer
480		Auwalu	Abubakar	NNPC	Gm
481		Abubakar	W. Ahmed	Shell	Govt Rel. Manager
482		Anthony	Corbett	Vimpel Com	
483		Bethel	Amadi	National Assembly	Legislator
484		Oyekanmi	Rotimi	Ranaisance Group	
485		Musa	Bello	NNPC- Cpsk	IT Administrator
486	Prince	Abel	Yekorogha	Media Attache	
487		Chretien	Caroline	High Comm. Of Canada	
488		Oseloka	Zikora	Geometric Power Ltd	Public Affairs Manager
489	Dr.	Elijah	Olu Adewale	Lagos State Govt.	
490		Tony	Elumelu	UBA Plc	GMD
491		Vicken F.	Koundakjian	Canadian High Commission	Counselor
492		Alhassan	M. Fawo	Fed Civil Service Comm	
493		Ismail	Radwan	Wolrd Bank	
494		Ann	Rickard	Shell	Exe. Vice President
495		Chike	Ogeah	Sahcol	MD/CEO
496		Solomon	Akhere Benjamin	Parp, National Assembly	
497		Graham	Hatty	Zimbabwe Farmers Association	Chairman
498		Kayode	Khalidson	NIAF	
499		Amafah	Joy	Coca-cola	
500		Reginald	Ihebuzor	UBA	Deputy GM
502		Uzoma	Idaboh		
503		Iyore	Charles	Dion & Associates	
504		Adesuwa	Ifedi	Student In Free Enterprise	Country Director
505		Oloko	Adebamike	Kakawa Discount House Ltd	Manger
506		Adeyemi	E. O.	Fumman	Chairman/MD
507		Balogun	Rotimi	Uba Plc	AGM, Corporate Banking (North)
508		Okezie	Maria N.	National Planning Commission	Secretary
509		Adoyi	Michael	National Planning Commission	

510		Onyechi N.	NASENI	Deputy Director
511	Dr.	Jeremiah S. Abba	Nexim Bank	AGM
512		Judith M. Eta	NIAF	Project Consultant
513		Joshua T. Abu	National Orientation Agency	Executive Director
514		Lawal Mohammed Hamadu	Special Services Office	Assistant Director
515		Sylvester C. Davou	Min. Of Finance, Plateau State	Accountant General
516		Akim Yusuf	Skye Bank Plc	Assit.General Manager
517	Hon.(dr.)	Michael A. Jibrin	Legislature Chairman House Committee on Health	
518		Mohammed Tura-umaru	Renaissance Capital	
519		Faith Tuedor-matthews	UBA	DMD North
520		Benjamin Solomon Akhere	Parp, National Assembly	Political Scientist
521		Bob Tansey	U.S Embassy	
523		Abdullahi Murtala	National Planning Commission	Security to Hon. Minister
534		Haliru Abdullahi	National Planning Commission	P.A to Hon. Minister
525		Danjuma Shiddi	National Planning Commission	CSO to Hon. Minister
526	Prof.	Bamidele Ogbе Solomon	National Biotech Dev Agency	Director General
527		Ibrahim Sanni	NNPC - CPSK	DM Training Services
528		A.S. Badmus	Ogun State Government	Director
529	Mrs.	Opakirite J. Nzobiwu	Fed Min Of Interior	Assist Director
530		Sufiyanu Garba	National Planning Commission	Tech Asst to Hon. Minister
531		Austin Okere	Computer Warehouse	MD
532	Mrs.	Dorothy Ufot	Dorothy Ufot &Co.	Legal Practitioner
533		Ron Greenberg	USAID	
534		Rabi Semiyu Momoh	Promasidor Nig Ltd	Sales Manager
535		Adetoye Adesola Gideon	Due Process Office Osogbo, Osun State	Economist
536		Emeka Ibezimuko	Studio 24	Photographer
537		Ubong E. D	Shell	Strategy &Portfolio
538	Hon.	Ndudi Elumelu	House Of Reps	Chairman House Committee On Power
539		Eboyem Omebere Joel	National Planning Commission	Planning Officer
540	Mrs.	Ogunnaike E.S	NNPC	Manager (Economics)
541	Dr.	Davies Okarevu	Niger Delta Dev. Comm	
542		Abdullahi Haruna Kwaru	Min. Of Commerce & Industry Kano State	Director Of Com.
543		Ahmed Ibrahim Yakasai	Kano State Government	Hon. Commissioner for Commerce & Industry
544		Esotu Mike	National Identity Mgt Comm	Dir. Finance & Invest.
545		Ben Alofoje	National Identity Mgt Comm	
546		Aisha Sali	National Identity MgtComm	
547		Aderonke Agunbiade	National Identity Mgt Comm	Head Human Capital Management
548	Mr.	E. S. A. Ojo	Ministry Of Defence	Ast. Director (Planning)
549		Obasi Philip Ikechi	National Planing Commission	Senior Planning Officer

550	Mr.	Olugbenga Obadina		Ancient International	Vice Chairman
551		Aremu Ade Augustine		National Planning Commission	Chief Planning Officer
552		Sunday Anani		National Planning Commission	Secretary
553	Prince	John Adeleke		Oyo State Government	Special Adviser (Economic Planning)
554		Akingbala A. Oloyede		National Planning Commission	Chief Planning Officer
555		Adekunle Ajala		Spog Petrochemicals Ltd	Managing Director
556	Prof.	Idowu B. Odeyemi		Fed. Uni of Technology Akure	
557		Lillie Adegbite		NNPC	
558		Dcg Bello Sulaiman		Nig. Security & Civil Def. Corps	Director Of Admin
559		Chijioke Dozie		Kaizen Venture Partners	Managing Partner
560		Nwabuikwu Paul		NOI Polls	Dir. of Communications
561	Miss.	Toni Akinluyi		NOI Polls Research Associate	
562		Nnaedozi Princess Ngozi		Intercontinental Bank	Snr Reg. Chief Executive
563		Eneanya Njideka Jasmine		Intercontinental Bank	Group Executive
564		David .C. Nwogbo		National Open University of Nig	Asst. Registrar
565	Mr.	Batholomen Aja		Debt Management Office	Senior Economist
566	Hajia	Zainab Liyasu Sa'ab		NITEL	Chief Marketing Officer
567		Henry Lortim		Business World	
568		Izuegbu E. O		Min of Labour & Prod. Abuja	Director
569		Tommy N. Opue		National Planing Comm. Press	Photo Info.
570	Engr.	Felix Koyenikan		Federal Housing Authority	Managing Director
571		Henry Okolo		Dorman Long Engineering	
572	Mrs.	Odegbaro Gladys E.		Federal Ministry Of Justice	Chief State Counsel
573		Nanbol Emmanuel Nanle		Nigerian Shipper's Council	Principal Maritime Officer
574		Chijioke Amu-nnadi		Niger Delta Dev. Comm	SAtO the MD
575		Ozo Chidindu Eze MNI		Fed Min Of Env, HUD	Director
576		Frances Nicholls		Panorama Reports Inst	Project Manager
577		Olusola Olatunde A		Ass. for Comp. Empowerment of Nigerians With Disability	National Secretary
578		Fajuyitan Oluwole A.		Due Process Office	Director
579		Amuda Moshood		National Mirror Newspaper	Correspondent
580		Habu Suleiman		National Planing Commission	Assistant Director
581	Dr.	H. O. Demuren		Nig. Civil Aviation Authority	Director General
582		H.A Karage		NNPC - CPSK	Manager (Training)
583	Engr.	Joshua T. Ripiye		Min Of Comm. & Ind. Taraba	General Manager
584	Engr.	Egbagbe Emmanuel		Fed Min Of Agric & Water Res.	Director
585	Dr.	Adolphus Okebugwu		Adolpho Holdings Ltd	Chairman
586	Dr.	B.I Chizea		Bic Consultancy Services	Managing Consultant
587		Chris Uba		Business World	Associate Editor
588	Senator	Udoma Udo Udoma		Securities & Exchange Comm	Chairman
589		Musa Al-faki		Securities & Exchange Comm	Director General
590		Sam B Uko		Exxon Mobil	Snr. P.A Representative

591		Sama'ila	A. Lanzai	Min of Budget & Eco Plan.	Bauchi Deputy Director
592	Dr.	Abraham	Nwankwo	Debt Management Office	Director General
593		Kikiowo	Samuel	Dangote Group	Area Sales Manager - Cement
594		Obande	O P	Fed Civil Service Commission	Director
595		Iboro	Idiong	Truss Oil & Gas Inc	
596		R.O	Adeniyi	NNPC	Manager
597		Eloho	Samuel Omuye	National Planing Commission	Assit. Director
598		Felix O.	Asikpata	Budget Office of the Federation	Assit. Director
599		Nweke	Lawrence Osita	Budget Office Of The Federation	Assit. Director
600		Ngozie	Dozie	Kaizen Venture	Partners
601		Muyi	Ladoja	Real Oil Mills	CEO
602		Dauda	Lawal	FBN Plc	
603		Godwin	E. Nyame	Taraba State Government	Commissioner for Agric
604		Ayonote	Emike	MTN Nigeria	Marketer
605		Oba	Otudeko	Nigeria Stock Exchange	President
606	Prof	W.E	Herbert	NUC	
607	Prof.	Njioda	M Gadzama	University Of Maiduguri	Prof. Of Zoology
608		Uchegbulam	U. Ikem	Ascend	Rep of the National President
609		Ayo	Edu	Abuja Investments Co. Ltd	Head, Finance & Investments
610		Offiah	Uche G.	National Planing Commission	Director
611	Dr.	Elias	A Udeaja	National Planing Commission	Special Adviser to the Hon. Minister
612		Oyama	Egba Ovat	National Planing Commission	Senior Clerical Officer
613		Suleiman	Williams	National Planing Commission	Planning Officer
614		Maureen	N Emezi	National Planing Commission	Confidential Secretary
615		Sadauki	Musa	NNPC	
616		Gbadebo	A.O	NNPC	Mgr Energy Research
617		Osuji	Ndubuisi	Fed Min of Environment	Deputy Director
618		Anyanwu	Ndubuisi	NOI Polls	CEO
619		Fabiyi	Abiodun Adedamola	Fed Min Of Education	Asst. Director
620		Goodluck	Olufemi	Min Of Mine & Stell Dev.	Deputy Director
621		Abubakar	Halimatu Saadiya	National Planing Commission	Planning Officer li
622		Saleh	Ibrahim	Nigerian Shipper's Council	Deputy Director
623		John H.	Ahmadu	Nigerian Police	Deputy Inspector General Of Police
624		Paul	Mari Bdiya	National Productivity Centre	Director General
625	Engr.	R.D.	Abubakar	Office of the Sec to Govt of Fed	Director
626		A.	Akinkugbe	OSGF	Director
627		Suleiman	Yahaya	Rosehill Group Ltd	Ceo
628		Aigbe	Charles	UBA Plc	Head Exter. Relations
629		A U	Enunwa	Delta State Ministry of Eco.Plan.	Director
630		Timi	Alaibe	NDDC	MD/CEO

631		Makarfi	A. Mohammed	National Assembly	Chairman Fin. Comm
632		Ayoola	Ola Lawrence	Office of Auditor Gen. for the Federation	Director of Audit
633		C. A.	Borha	Nigerian Ports Authority	General Manager
634		Christy	Akko	NDDC	
635		Aginighan	Power Ziakede	Niger Delta Dev Commission	
636	Hon	Adebayo	Bankole	Oyo State Government	Commissioner For Finance
637		Muhammad	Sirajo	Taraba State Government	CPO
638		Ali	Njobai	Taraba State Government	Director International Cooperation
639		Habi	A Biyams	State Planning Commission	Director
640		Ajiya S.	Garba	Taraba State Planning Comm	Secretary
641		Eke	Spiff	Niger Delta Dev Commission	Liaison Officer
642		James	J Nengi	Niger Delta Dev Commission	Executive Director
643	Sen	Anyim	Ude MON	Sen of Fed Republic Of Nigeria	Chairman, Senate Com. On Aviation
644		Ekeh	Lucy Adaobi	Edward Kingston Associates	
645		Aishetu	Kolo	Morgan Stanley	Vice President
646		Martins	Ugorji	Belview	
647	Dr.	Suleyman	Abdu Ndanusa	Office of the Nat. Security Adviser	Director, Economic Intelligence Dir.
648		Alagbe	Thomas Oladokun	Oyo State Government	Permanent Secretary
649		Olufemi	Joshua	MTN Nigeria	Business Solution Consultant
650		Gbenga	J. Adewoye	MTN Nigeria	Technical Support Help Desk
651		Charles	Iyore	Dion & Associates	Principal Partner
652		Sani	Badamosi	Nigerian Stock Exchange	AGM
653		Mohammed S.	Wada	First Bank of Nigeria Plc	Special Assistant to Chairman
654		Michael	W. Bell	IMF Resident Mission in Nigeria	Senior Resident Representative
655		Lawal	Funso Otunba	Sogenal Oil & Gas	Chairman
656		Kunle	Onayiga	Oando Plc	E.A to the DG/CEO
657		Awobokun	Abayomi	Oando Plc	Executive Assist. to GCEO
658		Amafah	Joy	Coca Cola	
659		Kayode	Klalidson	Nig. Infrast. Advisory Facility	Transport Coordinator
660		Aliyu	Mohammed A	MTN Nigeria	Regional Enterprise Solution Manager
661		Lamido	Sanusi	First Bank Of Nigeria Plc	Executive Director, Risk Management
662	Alh.	Mohammed	Hayatudeen	Alpine Investment Limited	

663		Ismail	Adetola Lawal	LAL Nigeria Limited	MD/Ceo
664		Crompt	Voets	Netherlands Embassy	Dep. Head Of Mission
665	H.E	Jeffery	Russel Hart	Australian High Commission	High Commissioner
666		Rahila	Thomas	National Planning Commission	Technical Assistant to The Hon. Minister
667		Aboze	J.E	Schmitze Energi Fab & Steel Ltd.	CEO
668		Nancy	Chiwendu	Schmitze Energi Fab & Steel Ltd.	Secretary
669		Andrew	Cornthwait	Renaissance Group	
670		Oyinkan	Adewale	Renaissance Group	
671		Jim	Ovia	Zenith Bank Plc	GMD/CEO
672		Ayodele	Balogun	Notore	Chief Marketing Officer
673		Enmmanuel	Chike Nwanze	Icon Stockbrokers Limited	Vice Chairman
674		Jonah	Agyo	Government House, Jalingo	Chairman, Due Process
675		Enahoro	Victor	BGL Plc	Vice President
676	Prof	Onuoha	K.M	University of Nigeria, Nsukka	Deputy Vice-chancellor
677		Taofik	Gboyelade	First Bank Of Nigeria Plc	Assistant Manager
678		Aku	Agum .M	First Bank Of Nigeria Plc	Retail Marketing Officer
679		Faloseyi	Michael .O	Nigerian Electricity Regulatory	Comm. Manager
680	Hon.	Dare	Omotosho	Ministry of Com.& Industry	Ekiti State, Nigeria Commissioner
681		Ibrahim	Badmos	Federal Ministry of Youth Dev.	Deputy Director
682		Kaka	Sale Nwunji	Taraba State Planning Com.	Director of Budget
683		Ugboma	Diadu Abec	DAU Integrated Services Ltd.	Managing Director
684		Cyril	Odu	Exxon Mobil	Executive Director
685		Fapojuwu	Joseph Olusegun	Centre For Mgt. Development	Director, Admin & Finance
686		Bayo	Adeleke	First Bank of Nigeria Capital Plc	MD/CEO
687	Dr.	Haruna	U. Sanusi	Federal Ministry of Defence	Permanent Secretary
688		Aisha	Garba	UBA Plc	Service Quality Manger
689		Njiwah	Emmanuel	Taraba State Plan.Commission	Chairman
690		Sunmonu	Abraham O. Dada	Ondo State Government	Special Adviser
691	Alh.	B.Y	Ahmed	Nexim Bank	MD/CEO
692	Dr.	Ransome	Owan	NERC	Chairman/CEO
693		Adama	Momodu	First Bank of Nigeria Plc	Relationship Manager- retail Marketing
694		Rilwan	Bello-osagie	First Security Discount House Ltd	MD/CEO
695		Nicholas	White	Abu For South China	
696	Dr.	Okon M.	Amana	Sixt Rent A Car	MD/CEO
697	Engr.	Ganiyu	Abiodun Johnson	Lagos State Ministry of Works & Infrastructure	Special Adviser to the Governor
698		Mba	Emeka	Coca Cola Nigeria Limited	Public Affairs & Communications
699	Dr.	Princewill	Ekanem	NDDC	Director PRS/MIS

700		Tyson	Jamiu .O	Soft Skills Mgt Consultants	Business Dev.Officer (trainee Consultant)
701		Ntorue	Freddie	O.H.C.S.F	Director
702		Idowu-ominyi	Iyabo	Fed. Ministry of Information & Communication	AG. Perm. Secretary
703		Rafeequat	Onabamiro	Lagos State Government	Permanent Secretary
704		Francis	Olusola Bajowa	Fed.Ministry of Information &Communication	Ass. Director
705		Kotso	Rachael	RMRDC, Abuja	Chief Scientific Officer
706		Mohammed	Babayo Suleiman	Fed.Ministry Of Information &Communication	Director
707		Benjamin	Benedict	Knowledge Centre Nigeria	Chief Knowledge Worker
708		Eniola	Dada	New Dawn Africa	Director
709		Anule	Emmanuel	Financial Standards	Correspondent
710		M.A	Garba	Office of the Secretary to the Federal Government	Director
711	Comrade	Mansur	M. Musa	Nat. Union of Elect. Employees	National President
712		Abubakar	Mujeli	Cotecna Destination	Consultants
713		Reji	George	Olam Nigeria Limited	General Manager
714	Prof.	Tunji	Akande	NISER	Director General
715	Dr.	Yusuf	Lawal	JAMB	Deputy Director
716		Sule	Umar Bichi	Redstar Express Plc (Fedex)	MD/CEO
717		Emma	Okey Nwosu	Fed.Mini.Of Com. & Industry	Ass. Director
718		Dalyop	C. Mancha	Plateau State House of Assembly	Chairman, Finance Committee
719		Enemo	Azuka.l	Njikoka Local Government, Anabra State	Head, Local Govt. Administration
720		Aminu	Yusuf	Ministry Of Finance, Niger State	Hon. Commissioner
721		Paul	Abiodun Akanbioluwa	FEES Lilimited	Executive Director
722		Jide	Dada	BGLAsset Management Limited	
723		Onoh	D.C	The Presidency, Office of the SGF Officer	
724		Bello	John	The Presidency, Office Of The SGF Admin Officer	
725	Engr.	Mohammed Sani	Alhassan	Fed.Capital Dev.Authority	Executive Secretary,
726		Umaru	Waziri	FCTA	Director Of Finance
727		Yusuf	Abdullahi	Jagal Group	Director
728		Mohammed Aliyu		NIAF	Project Consultant
729		Moses O.	Ekenimoh	Centre For Mgt Development	Director
730		Jatau	Adeh Garuba	Fed. Road Safety Commission	Ass. Area Commander
731	Comrade	Friday	Agoreyo	Trade Union Congress	Chairman, FCT Council
732		Linus	Okorie	New Vision Consults	Managing Consultant
733		Valery	V. Vozdvizhenskiy	Embassy of Russian Federation	Senior Counselor
734		Peter	Adejo	First Bank Of Nigeria Plc	Ass. Manager
735		Usman	Imanah	BGL Plc	Corporate Com.Officer
736		Akin	Rotimi	BGL Plc	Brand Manager

737		Rotimi	Oyedele	Nexim Bank	Mgr, Strategic Planning
738		Ahmed	Badawi	Skye Bank Plc	Area Manager
739		Sylvester	O. Akele	SEC	Director
740	Dr.	Stephen	Olorunfemi	Min.of Budget & Planning, Kogi State	Hon. Commissioner
741		Alexandra	Gillies	University Of Cambridge	Phd. Student
742		Nour	Sani Hanga	Kano State Government	Hon. Commissioner for Planning & Budget
743	Prof.	Adesoji	Adesanya	NISER, Ibadan	Head, Research & Consultancy Unit
744		Sanyo	Akintola	BGL Plc	PR Officer
745		Ekebor	U. Charlie	Ministry of Commerce & Industry, Imo State	Director
746		Kabir	Muhammed S.	National Assembly	Director
747	Dr.	Peter	O.mbam	Ebonyi State Poverty Reduction Support Activities for Rural Dev.	General Manager
748	Dr.	M.	Lecky	Federal Ministry Of Health	Director
749		Adenuga	Adeniyi Olatunji	CBN, Abuja	Principal Economist
750		Mouftaou	Oyedekpo Laleye	Embassy of the Rep. of Benin	Ambassador
751		Nwaokoagbara	A.I	DPR	Zonal Oper. Controller
752		Abbaly	Johnson	Achievers' Consortium Int'l	Chief Executive
753		Akintoye	Abiodun Oyewunmi	Access Bank Plc	Deputy Manager
754		Idowu	Faost Olayinka	Nigerian Stock Exchange	General Manager
755		Nyananso	Gabriel Ekanem	Partners For Water & Sanitation	Country Manager
756		Kunmi	Adio-moses	Ministry of Establishment & Training, L/S Govt	P.A to the Hon. Commissioner
757	Senator	Ibrahim	M. Ida	Natioanl Assembly, Abuja	Senator
758		Olalekan	Lawal	LAL Limited	Branch Manager
759		Oguntuase	Florence Modupe	Ministry of Eco.Planning, Lagos State Govt	Special Adviser on Budget & Eco. Dev.
760		Aluko I.	Folashade	Ministry of Economic, Lagos State Govt.	Director of Budget
761		Auwal	Abdullahi	MTN	Bus. Accounts Exec.
762		Chijioke	Nworka	IFC	Bus. Dev. Officer
763	Dr.	Anne	Nzegwu	National Planning Commission	Deputy Director
764		Nze	Sunday Oriala	Edge Ngo Media	Director
765		Abubakar	Shehu	MTN	Regional Mkting Mgr
766	Dr.	Chris Ejike	Imoka	Chris Ejik Agencies Ltd.	Chairman
767	Dr.	Massda	Bano	University of Oxford	Research Fellow
768		Abdussamad	Dasuki	Dangote Group	Relationship Officer
769		Adenibigbe	Olayiwola	Dangote Group	Marketing Executive
770		Babs	Omotowa	Shell E&P Africa Ltd.	Vice President
771		H.B	Ahmed	Nigeria Customs Service	Comptroller General of Customs
772		Quenette	Okehie	First Bank of Nigeria Plc	

773		Ogoegbulem Frank Ijeh	State Security Service, Abuja	PSO Capital Market
774		K. Adelodun H.	ICAN	P.A to the President
775		Abdul Mukhtar	Abuja Investments Co. Ltd	MD/CEO
776	Arc	Y.O. A Ajayi	Lagos State Government	Permanent Secretary
777		Adeniyi Wale	Nigeria Customs Service	PRO
778		Williams J.O	Lagos State Government	Permanent Secretary
779		Ahonsi Unuigbo	Stanbic IBTC Bank Plc	Head, Govt. & Int'l Organisation
780		Edna Uddiong	U.S Fulbright Scholar to UNILAG	Scholar
781		Salaudeen Abolaji Tajudeen	NNPC - CPSK	Record & Data Base Administrator
782		Amina Ibrahim	OSSAP MDG's	OSSAP
783		Arthur Ejiofor	Patrick Oke & Associate	Manager
784		Adegoke Taylor	Taylor Common Solutions	CEO
785		Eruchalu Uche	Adolphs Holdings Ltd Md/Ceo	
786	Chief Mrs.	Stella Okoli	Emzor Pharm. Industries Ltd.	MD/CEO
787		Osaretin Odaro	IFC	Country Leader For Advisory Services
789		Nsah Eric Tanko	Govt. House, Taraba State	State Consultant
790		Femi Kolawole	First Bank Of Nig Plc	Banking Executive
800		Kevin Quinlan	DFID Nigeria	Team Leader, Eco. Growth
801		Cindsey Block	DFID Nigeria	Economic Advisor
802		Famakinwa Olubusola	University Of Lagos	
803		Godwin Etefa	Voice of Nigeria	Bus. Correspondent
804	Dr.	A.U Sanda	Udu, Sokoto	Senior Lecturer
805		Alhassan Mohammed Fawo	Fed.Civil Service Commission	Director, Discipline & Appeals
806		Jide A. Mike	Manufacturers Ass. of Nigeria	Director General
807		Beeka Beem Hassana	Ariebp Nigeria Limited	MD/CEO
808	Dr.	Joshua T Johnmark	The Biwec Group, Berlin	MD/CEO
809		Oluseye Kolapo	Neimeth Int'l Pharm Plc	Reg. Coordinator, North
810	Dr.	Ahmed Modibbo M.	Universal Basic Educ. Comm	Executive Secretary
811	Dr.	Soji Adelaja	Michigan State University	
812		Nginu Rita Ifeoma	National Planning Commission	Youth Corper
813		Imunmolen Evelyn	MTN Nigeria	Bus. Sol. Consultant
814		Bala Ado	MTN Nigeria	Bus. Sol. Consultant
815		Richard Joseph	Northwest University	
816		Nwadozie Iyke	Accenture	
817		Segun Aliu	Chams Plc	Store Administrator
818		Uche Roseita Akuchie	National Planning Commission	Senior Confidential Secretary
819		Ezinne Otuije	National Planning Commission	CCO
820		Sam Njikonye	Accenture	
821		Bayo Adeleke	FBNCapitals Ltd.	MDD

Appendix D: List of Media

NO	Title	Names	Company	Position
1	Mr.	James Ifeanyi Ezeoke	Celth Global Concepts	
2	Mr.	Boason Omofaye	Africa Business Cahnnel	Editor/Producer
3	Mr.	Adelani Ashamu	Champion Newspapers Ltd	Staff Reporter
4	Mr.	James Ifeanyi Ezeoke	Celth Global Concepts Media	MD
5	Prof	O. Jemie	Businessday Media Ltd	
6	Mrs.	Helen Eni	Tell Magazines	Senior Ass. Editor/ Head, Business Desk
7	Mr.	Mkpuma Ben- Bright	Financial Standard	Senior Associate Editor
8	Mr.	Adeniyi Tunde	Businessday	Photo Journalist
9	Mr.	Yunus Abdulhamid	Daily Trust	
10	Mr.	Adeshida Abayomi	Vanguard	
11	Mr.	Ummu Ibrahim	CNBC Africa	Reporter
12	Mr.	Ayo Oguntade	LTV	Camera Man
13	Mr.	Ayo Fred	N.T.A News	Camera Man
14	Mr.	Aghaeze O. Sunday	Thisday	Photo Editor
15	Mr.	Moreno Haniel	AIT	Reporter
16	Mr.	Kunle Aderinokun	Thisday, Abuja	Senior Correspondent
17	Mr.	Dennis Meryi	The Sun	Senior Correspondent
18	Mr.	Anosike Greyne	National Press Centre	Editor
19	Mr.	Bitrus Maikyau	Change Media	
20	Mr.	Agwaza Bemdoo	Chang Media	
21	Mr.	James I. Ezeokeh	Celth Global Media Concepts	Director
22	Mr.	Azuwike Mbadiwe Martins	Business Time	Editor
23	Mr.	Bright Ewulu	Business Entreprises Guideline	Editor
24	Mr.	Egbunike Olisa	News Agency Of Nigeria	Desk Editor
25	Mr.	Emeka Onuora	NTA Network News, Lagos	
26	Mr.	Onwordi Henry	Andromedia Production Ltd.	Camera Man
27	Mrs.	Oyetunde Abimbola	FRCN	Business Editor
28	Mr.	Ray Echebiri	Business World Newspaper	Editor -In -Chief
29	Mr.	Ariyo Temitope	AIT Lagos	Bus. Correspondent
30	Mr.	Agada Simeon	Finanacial Standard Newspaper	
31	Mr.	Chijama Ogbu	The Nation Group Business	Editor
32	Mr.	Emele Onu	Daily Independent	Finance Editor
33	Mr	Aminu Ayodele	This Day	
34	Mr	Iheanyi Nwachukwu	Business Day	Correspondent
35	Mr	Kayode Ekundayo	Daily Trust	
36	Mr	Omoh Gabriel	Vanguard	Business Editor
37	Mr	Mojeed Jamiu	Daily Independent	Deputy Editor
38	Mrs.	Raji Khadijah Aderonke	Channels TV Lagos	

39	Mr.	Simeon	Agada	Financial Standard	Editor
40	Mr.	Tony	Manuaka	Tell Communications	Snr. Ass. Editor
41	Mr.	Ofikhenua	John	The Nation	Reporter
42	Mr.	Idongesit	Ekponudim	Studio 24	
43	Mr.	Nsineno	May-Anthony	Newsafrica	Snr. Correspondence
44	Mrs.	Bukola	Adewale	Channels TV Lagos	Reporter
45	Mr.	Danladi	Abigail	Studio 24	
46	Mr.	Emeka	Ibezimako	Studio 24	
47	Mr.	Emeka	Izeze	Guardian Newspaper Ltd	Editor In Chief
48	Mr.	Ibrahim	Mijinyawa	BBC World Service	Broadcast Journalist
49	Mr.	Edeh	Joseph	News Agency Of Nigeria	Reporter
50	Mr.	Gbola	Abass Subair	Tribune Newspaper	Reporter
51	Mr.	Umoru	Henry	Vanguard	Reporter
52	Mrs.	Cordellia	Ukwuoma	NTA News	Asst. Manager: News
53	Mr.	Isuku	Juliet	DBN Television	Reporter
54	Mr.	Muritala	Shehu	DBN Television	Camera Man
55	Mr.	Abigail	Danladi	Studio 24	Business Development
56	Mrs.	Ogechukwu	Amucha	Guardian Newspapers	Asst. Sales Manager
57	Mr.	Badejo	Ademuyiwa	Businessday Media Ltd, Abuja	Abuja Bureau Chief
58	Mr.	Julius	Ato I	Business World	Photo Journalist
59	Mr.	Taiye	Sasona	Channels Television	Camera Man
60	Mr.	Sam	Adeko	The Punch	Ass Photo Editor
61	Mr.	Idongesit	Ekponudim	Studio 24	Business Development
62	Mr.	Paul	Okolo	Bloomberg News	Reporter
63	Mr.	Francis	Udoakpan	CNBC Africa	Editor/Camera
65	Mr.	Ogebe	Tony	Niger Delta Standards	Photo Journalist
65	Mr.	Ade	Ogidan	The Guardian	Business Editor
66	Mr.	Peter	Urube	MBI Televisions	Camera Man
67	Mr.	Amelie	Bauetta	Sml Strat. Media for Foreign Affairs Project	Director
68	Mr.	David	Garay Mazon	Sml Strat. Media for Foreign Affairs	Editorial Director
69	Mrs.	Bukola	Afolabi	The Week	Reporter
70	Mr.	Edward	Simmonds	Pioneer News-Working With Times	Editorial Director
71	Mr.	Adeosun	Olufemi	The Punch Correspondent	
72	Mr.	Justus	Nduwugwe	Leadership News Papers	Ass. Business Editor
73	Mr.	Nwachukwu	Onyinye	Businessday Media	Correspondent
74	Mrs.	Franca	Uzoma-Olua	Nta Network News	Prin. Correspondent
75	Mr.	Unokanjo	Anthony	Policy Magazine	Bureau Chief
76	Mrs.	Lucy	Etim	The Abuja Inquirer News Paper	Senior Correspondent
77	Mr.	John	Nwokocho	Vanguard Media Limited	Business Editor - Sunday Vanguard
78	Mr.	Ojobi	Matthew	National Planning Commission	Press Officer
79	Mr.	Hakeem	Okanlawon	AIT News	Cameraman
80	Mr.	Christopher	Adedeji	Daily Independent	Reporter
81	Mr.	Usman	Aliyu Vulegbo	NTA, Abuja	Reporter
82	Mr.	Ayuba	Yakubu	NTA, Abuja	Cameraman

83	Mr.	O.	Gabriel	Channels Television News	Reporter
84	Mrs.	Funke	Ogunlolu	Minaj Broadcasting Int'l (MBI)	Reporter
85	Mr.	Emmanuel	Ohiomokhare	DAAR Communications Plc (AIT)	Reporter
86	Mr.	Camillus	Eboh	Reuters	Correspondent

Appendix E: List of Members of Joint Planning Committee

Private Sector

1.	Laoye	Jaiyeola	-	Kakawa Discount House
2.	Doyin	Salami	-	Lagos Business School
3.	Charles	Nwodo	-	XL Management Services Limited
4.	Bolaji	Balogun	-	Chapel Hill Denham Group Ltd
5.	Albert	Okumagba	-	BGL Limited
6.	Stanley	Egbochuku	-	Daily Times Group
7.	Wonuola	Adetayo	-	Soft Skills Mgt. Consultants
8.	Mansur	Ahmed	-	NESG
9.	Deborah	Okafor	-	NESG
10.	Azih	Innocent	-	NESG
11.	Charles	Nwanze	-	NESG
12.	Rekyia	Zubairu	-	Bank of Industry

Public Sector

1.	Ayodele	Omotosho	-	National Planning Commission
2.	Phil	Oshodin	-	National Planning Commission
3.	Adeosun	FT	-	National Planning Commission
4.	Mohammed	Auwal	-	National Planning Commission
5.	Gonya	P.J.	-	National Planning Commission
6.	Eddy I.	Ogbeihe	-	National Planning Commission
7.	Tunde	Lawal	-	National Planning Commission
8.	S.	Eloho	-	National Planning Commission
9.	Mohammed	King Ibrahim	-	National Planning Commission
10.	Mutawalli	S. Kukawa	-	NIPC
11.	Bandele	A.G. Amoo	-	CBN, Research Dept.
12.	Babajide	S. Fatoki	-	CBN, Research Dept.
13.	Dr. Ifediora	Amobi	-	Office of the Vice President
14.	Nasiru	D. Oki	-	Police Headquarters, Abuja
15.	Ogbenna	G.T.	-	Federal Ministry of Finance
16.	Ubani	N.G.	-	NNPC

17.	Adeniyi	R.O.	-	NNPC
18.	Nonye	Ndidi	-	Office of the SGF
19.	Adejinle	Benny A.A.	-	Ministry of Foreign Affairs

Editorial

1.	Stanley	Egbochuku
2.	Dr. Ifediora	Amobi
3.	Deborah	Okafor
4.	Ladi	Shokoya
5.	Muyiwa	Moyela
6.	Tega	Agbanobi

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1.	Achike	Anthonia Ifeyinwa	University Of Nigeria, Nsukka
2.	Babatunde	Adegbesan	Geoscience Consulting
3.	Jide	Awe	Jidaw Systems Limited
4.	Kelikume	Ikechukwu	Lagos Business School
5.	Moyela	Muyiwa	The Quadrant Company
6.	Nzeh	Celestine Emeka	African Institute For Applied Economics
7.	Oladipupo	Shokoya	University Of Lagos
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9.	Onyukwu	E. Onyukwu	University Of Nigeria, Nsukka
10.	Uzuegbunam	Frank C.	Bluefield Africa Ltd
11.	Badru	Omotayo .H	Phillips Consulting Limited
12.	A. A.	Taiwo	NPC
13.	Innocent	Azih	NESG
14.	Chris	Okpoko	NESG
15.	Dr. Ogho	Okiti	BusinessDay
16.	Kenneth	Kwujoli	NPC
17.	Rosa	Are	NESG
18.	Jane	Afundu	NESG
19.	Tega	Agbanobi	NESG
20.	Kemi	Parker	NESG
21.	Kevin	Nwanze	NESG

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Chams Plc

Appendix G: Acronyms

ACGS	Agricultural Credit Guarantee Scheme
AfDB	African Development Bank
ADPs	Agricultural Development Projects
AIAE	African Institute for Applied Economics
BOFIA	Bank and Other Financial Institutions Act
BPSR	Bureau for Public Service Reform
BPE	Bureau of Public Enterprise
BPO	Budget and Planning Office
CBN	Central Bank of Nigeria
CBSHIS	Community-Based Social Health Insurance Scheme
CET	Common ECOWAS Tariffs
CG	Corporate Governance
CI	Citizens International
CIDA	Canadian International Development Agency
CIPOGG	Coalition for Issues-Based Politics and Good Governance
CSR	Corporate Social Responsibility
DFID	Department for International Development
DNA	Deoxyribonucleic Acid
DPR	Department of Petroleum Resources
DMO	Debt Management Office
ECOWAS	Economic Community of West African States
EEG	Export Expansion Grant
EFCC	Economic and Financial Crimes Commission
EITI	Extractive Industry Transparency Initiative
EMT	Economic Management Team
ETLS	ECOWAS Trade Liberalization Scheme
EU	European Union
FCT	Federal Capital Territory
FDI	Foreign Direct Investment

FRN	Federal Republic of Nigeria
FG	Federal Government
FSS	Financial Sector Strategy
FIRS	Federal Inland Revenue Services
FMARD	Federal Ministry of Agriculture and Rural Development
GCI	Global Competitive Index
GES	Growth Environment Score
GDI	Gender Development Index
GDP	Gross Domestic Product
HDI	Human Development Index
I	Instrumental Index
ICASA	International Conference on AIDS and Sexually Transmitted Infections in Africa
ICAN	Institute of Chartered Accountants of Nigeria
ICPC	Independent Corrupt Practices and other related offences Commission
ICT	Information and Communication Technology
IFC	International Finance Corporation
IFPR	International Food Policy Research Institute
IITA	International Institute of Tropical Agriculture
IOD	Institute of Directors
IMF	International Monetary Fund
ISO	International Standards Organization
LCCI	Lagos Chamber of Commerce and Industry
LEEDS	Local Economic Empowerment and Development Strategy
MAN	Manufacturers Association of Nigeria
MDAs	Ministries, Departments and Agencies
MDGs	Millennium Development Goals
MIGA	Multilateral Investment Guarantee Agency
MSMD	Ministry of Solid Minerals and Development
MSME	Micro, Small and Medium Scale Enterprises
MTEF	Medium Term Expenditure Framework
NA	National Assembly

NABDA	National Biotechnology Development Agency
NACCIMA	Nigerian Association of Chambers of Commerce, Mines and Agriculture
NACA	National Agency for Civil Aviation
NAFDAC	National Agency for Food, Drug, Administration & Control
NAFPP	National Accelerated Food Production Program
NAOC	Nigerian Agip Oil Company
NASME	Nigerian Association of Small and Medium Enterprises
NASS	National Assembly
NASSI	Nigerian Association of Small Scale Industries
NASENI	National Agency for Science and Engineering Infrastructure
NAVOA	National Value Orientation Agency
NCC	Nigerian Coal Corporation
NDDC	Niger Delta Development Commission
NDIC	Nigeria Deposit Insurance Corporation
NDBDA	Niger Delta Basin Development Authority
NEC	National Energy Council
NECA	Nigerian Employers' Consultative Association
NEEDS	National Economic Empowerment and Development Strategy
NEI	Nucleus Estate Initiative
NEPAD	New Partnership for Africa's Development
NEPA	National Electric Power Authority
NEPC	Nigerian Exports Promotions Council
NERC	Nigerian Electricity Regulatory Commission
NES	Nigerian Economic Summit
NESG	Nigerian Economic Summit Group
NFITC	National Foundation for Innovation and Competitiveness
NGOs	Non Governmental Organizations
NHIS	National Health Insurance Scheme
NIPC	Nigerian Investment Promotions Commission
NITEL	Nigerian Telecommunications
NLC	Nigerian Labour Congress

NMA	National Maritime Authority
NMC	Nigerian Mining Corporation
NNNGO	Nigerian Network of Non Governmental Organization
NOA	National Orientation Agency
NPC	National Planning Commission
NNPC	Nigerian National Petroleum Corporation
NPF	Nigerian Police Force
NTA	Nigerian Television Authority
NYSC	National Youth Service Corps
OECD	Organization for Economic Co-operation & Development
OMPADEC	Oil Mineral Producing Areas Development Commission
OPEC	Oil Producing and Exporting Countries
O&G	Oil and Gas
P	Physical Infrastructure Index
PENCOM	Pension Commission
PCs	Policy Commissions
PHCN	Power Holding Company of Nigeria
PPD	Public Private Dialogue
PPP	Purchasing Power Parity
PPP	Public Private Partnership
PSD	Private Sector Development
PSI	Policy Support Instrument
RBDAs	River Basins Development Authorities
R & D	Research and Development
RHI	Reproductive Health Index
ROSC	Report of Standard and Codes
S & T	Science and Technology
SAP	Structural Adjustment Programme
SEC	Security and Exchange Commission
SEEDS	State Economic Empowerment and Development Strategy
SMEDAN	Small and Medium Enterprises Development Agency

SMEEIS	Small and Medium Enterprises Equity Investment Scheme
SMEs	Small and Medium Enterprises
SPFS	Special programme on Food Security
SPDC	Shell Petroleum Development Company
STE	Science and Technology Education
TCF	Trillion cubic feet
TC	Technological capability index
UBE	Universal Basic Education
UN	United Nations
NEPAD	New Partnership for African Development
UNESCO	United Nations Educational, Scientific and Cultural Organizations
UNCTAD	United Nations Conference on Trade and Development
UN GC	United Nations Global Compact
UNIDO	United Nations Industrial Development Organization
UNILAG	University of Lagos
USAID	United States Agency for International Development
USA	United State of America
VAT	Value Added Tax
VON	Voice of Nigeria
WBG	World Bank Group
WEF	World Economic Forum
WIMBIZ	Women in Business
WTO	World Trade Organization
YES	Young Entrepreneurship Scheme

The Report on the Fourteenth Nigerian Economic Summit with the theme: "The Race to 2020: The Realities. The Possibilities" explored and analyzed the possible scenarios that might influence and shape Nigeria's economy in the years to 2020. It also identified and analyzed the factors that would determine Nigeria's competitive position in the global economic order and what must be done to position it to compete in the top twenty league.

The Fourteenth Summit also seeks to identify and critically analyse key impediments that could hamper Nigeria's progress towards Vision 2020 attainment, as well as critically evaluate specific endowments and attributes Nigeria must possess to enhance the capacity to compete in the global race to development.

It posits that to pursue the Vision 2020 project successfully, there is need to make implementation less difficult and more result-oriented, as well as the need to implement choices with high level of responsibility, competence, transparency and commitment, which is vital to the realization of vision 2020.