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
SUMMIT GALA DINNER

Guest Speaker: Alhaji Tanimu Yakubu; Chief Economic Adviser to the President—The Race to 2020: Facing our Challenges

Documentary: Through My Eye: My Story, My Voice

Special Guest of Honour: Senator David Mark; Senate President, Federal Republic of Nigeria

Vote of Thanks: Mr Pascal Dozie; Chairman, MTN Nigeria

Thursday, October 23, 2008

Corporate Breakfast Meeting

Plenary 2: Resource Mobilization & Pricing Mechanism

Parallel Interactive Sessions 2: Social Infrastructure, Land Reform and Food Security

(School Enrolment & Teacher Welfare)

Parallel Interactive Sessions 2: Social Infrastructure, Land Reform and Food Security

(Vocational Education and Skills Development)

Parallel Interactive Sessions 2: Social Infrastructure, Land Reform and Food Security

(Land Reform & Food Security)

SECTION 2: REPORTS OF THE POLICY COMMISSIONS

1. Investment Climate and Competitiveness
2. Oil and Gas
3. Infrastructure
4. Human Development
5. Governance and Institutions
6. Non Oil and Non Agriculture Sectors
CONTENTS

Introduction 8

Executive Summary 11

Themes of Past Summits and the Ideas Behind Them 14

SECTION 1

Tuesday, October 21, 2008
Pre-Summit Plenary: Public Service and Governance 23
Summit Briefing 31

Wednesday, October 22, 2008
Opening Plenary: Changing the Nigerian Mindset 33
Parallel Interactive Sessions 1: Economic Infrastructure (Oil & Gas) 41
Parallel Interactive Sessions 1: Economic Infrastructure (Power) 52
Parallel Interactive Sessions 1: Economic Infrastructure (Transportation) 60

FORMAL OPENING CEREMONY

Welcome Remarks: Mazi Sam Ohuabunwa; Chairman, NESG 68
Remarks: Senator Mohammed Sanusi Daggash; Minister and Deputy Chairman, National Planning Commission 70
Formal Opening: H.E. Umaru Musa Yar’Adua; President of the Federal Republic of Nigeria 71
Keynote Address: Hamish McRae; Economic Journalist and Principal Economic Journalist of the Independent, Futurist and Author – Positioning and Strategic Imperatives 72
Vote of Thanks: Prof Sylvester Monye; Executive Secretary, National Planning Commission 74
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
7. Science and Technology 153
8. Agriculture and Food Security 161

CLOSING DINNER
Special Guest: H.E. Dr. Goodluck Jonathan; Vice President of the Federal Republic of Nigeria 167
Guest Speaker: Senator Sanusi Daggash; Hon. Minister/Deputy Chairman, National Planning Commission 168

Documentary: We Can Do It 168

Vote of Thanks: CEO, First Bank of Nigeria Plc 170

Friday, October 24, 2008
Feedback/Ministerial Roundtable with Policy Commissions 173

SECTION 3: SUMMARY OF SUMMIT RECOMMENDATIONS

CLOSING CEREMONY
Presentation of Summit Summary: Dr Doyin Salami/Mrs Maryam Lemu 179

Closing Address: H.E. President Umaru Musa Yar’Adua 182

Vote of Thanks: Mr. Laoye Jaiyeola; Chairman, NES#14 Joint Planning Committee 182

APPENDICES
Appendix A: NES#14 Programme of Events 184
Appendix B: Speakers and Technical Support Team 195
Appendix C: List of Participants 197
Appendix D: List of Media 217
Appendix E: Members of the Joint Planning Committee 219
Editorial Team 220
Appendix F: List of Sponsors 221
Appendix G: Acronyms 222
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
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 rec-
ommendations at the summit remained unimplemented while politi-
cal concerns occupied the forefront of national discourse. The posi-
tive signs, which had come from the deregulation of the telecommu-
nication sector, were applauded. However, there were emerging sig-
als 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 Eco-
nomic 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

---

*Economic Summit*
• 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 Ohuabunwa 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.

28 Economic Summit
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), cognitive (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 Ibeche 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 Mobola 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 Rabin 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

<table>
<thead>
<tr>
<th>ISSUES</th>
<th>WAY FORWARD</th>
<th>RESPONSIBILITIES</th>
<th>TIMELINES</th>
</tr>
</thead>
</table>
| 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 mindset 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 mindset 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, Petrobas Nigeria Ltd – “The Brazilian Experience in Local Content Policy for Oil & Gas”


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 Petrobas 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

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,
a rmed 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
tw o 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.
- Petrobas 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 began 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”


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

52 Economic Summit
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:

Economic Summit 53
• 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 mitigating 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.

<table>
<thead>
<tr>
<th>Country</th>
<th>Population (Millions)</th>
<th>Per Capita (Watts)</th>
</tr>
</thead>
<tbody>
<tr>
<td>South Africa</td>
<td>45</td>
<td>1022</td>
</tr>
<tr>
<td>Thailand</td>
<td>70</td>
<td>571</td>
</tr>
<tr>
<td>Brazil</td>
<td>180</td>
<td>500</td>
</tr>
<tr>
<td>Egypt</td>
<td>80</td>
<td>256</td>
</tr>
<tr>
<td>Zambia</td>
<td>10.6</td>
<td>165</td>
</tr>
<tr>
<td>Ghana</td>
<td>21</td>
<td>86</td>
</tr>
<tr>
<td>Kenya</td>
<td>32</td>
<td>38</td>
</tr>
<tr>
<td>Nigeria</td>
<td>140+</td>
<td>27</td>
</tr>
</tbody>
</table>

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 $386 million (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 Shonckan; 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 Shonckan 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

60 Economic Summit
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 N20. 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:

- **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.

- **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.

- **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.

- **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.

- **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 Ohuabunwa, 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 Ohuabunwa, followed by opening remarks by Senator Sanusi Daggash.

Mazi Sam Ohuabunwa 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 Ohuabunwa 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 Ohuabunwa 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 Ohuabunwa 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 Ohuabunwa 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 mitigated 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 Rusa’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 Ebun 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 Ebun 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

Economic Summit 99
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

---

*Economic Summit 101*
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 plentifullness 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 Salon 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 Rabiu, 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.

110 Economic Summit
<table>
<thead>
<tr>
<th>INSTITUTIONS</th>
<th>Now 2008 - 2010</th>
<th>Phase Two 2010 - 2015</th>
<th>Phase Three 2016 - 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. What do we hope to achieve by?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>b. Harmonise all taxes to eliminate the multiplicity of taxes and make Nigeria competitive globally.</td>
<td>b. Continuously review taxes to make Nigeria competitive.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>c. Develop checklists of performance targets for key MDAs, publicize and monitor, holding the CEOs accountable.</td>
<td>c. Continuously update the performance targets for key MDAs, publicize and monitor, holding the CEOs accountable.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>d. Review/launch the Code of Corporate Governance in Nigeria, and hold Directors responsible for infractions.</td>
<td>d. Continuously review the Code of Corporate Governance in Nigeria, and hold Directors responsible for infractions.</td>
<td></td>
</tr>
</tbody>
</table>
2. **Implementation and Monitoring Structures to be put in place?**

<table>
<thead>
<tr>
<th></th>
<th>Phase One 2008 - 2010</th>
<th>Phase Two 2010 - 2015</th>
<th>Phase Three 2016 - 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>a.</strong> State Governments</td>
<td>a. FIRS / National Assembly partners</td>
<td>a. FIRS / National Assembly partners</td>
<td>a. FIRS / National Assembly partners</td>
</tr>
<tr>
<td><strong>b.</strong> National Assembly / FIRS</td>
<td>b. FIRS / National Assembly partners</td>
<td>b. FIRS / National Assembly partners</td>
<td>b. FIRS / National Assembly partners</td>
</tr>
<tr>
<td><strong>c.</strong> NESG / Devt. Partners</td>
<td>c. FIRS / National Assembly partners</td>
<td>c. FIRS / National Assembly partners</td>
<td>c. FIRS / National Assembly partners</td>
</tr>
<tr>
<td><strong>d.</strong> CAC/SEC</td>
<td>d. CAC/SEC</td>
<td>d. CAC/SEC</td>
<td>d. CAC/SEC</td>
</tr>
</tbody>
</table>

3. **Key Performance Indicators**

<table>
<thead>
<tr>
<th></th>
<th>Phase One 2008 - 2010</th>
<th>Phase Two 2010 - 2015</th>
<th>Phase Three 2016 - 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Rankings in WEF competitiveness report</strong></td>
<td>Rankings in WEF competitiveness report</td>
<td>Rankings in WEF competitiveness report</td>
<td>Rankings in WEF competitiveness report</td>
</tr>
</tbody>
</table>

**INSTITUTIONS**

1. **What do we hope to achieve by?**

<table>
<thead>
<tr>
<th></th>
<th>Phase One 2008 - 2010</th>
<th>Phase Two 2010 - 2015</th>
<th>Phase Three 2016 - 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>b.</strong> Harmonise all taxes to eliminate the multiplicity of taxes and make Nigeria competitive globally.</td>
<td>b. Continually review taxes to make Nigeria competitive.</td>
<td>b. Continually update the performance targets for key MDAs, publicize and monitor, holding the CEOs accountable.</td>
<td></td>
</tr>
<tr>
<td><strong>c.</strong> Develop checklists of performance targets for key MDAs, publicize and monitor, holding the CEOs accountable.</td>
<td>c. Continually update the performance targets for key MDAs, publicize and monitor, holding the CEOs accountable.</td>
<td>c. Continually review the Code of Corporate Governance in Nigeria, and hold Directors responsible for infractions.</td>
<td></td>
</tr>
<tr>
<td><strong>d.</strong> Review / launch the Code of Corporate Governance in Nigeria, and hold Directors responsible for infractions.</td>
<td>d. Continually review the Code of Corporate Governance in Nigeria, and hold Directors responsible for infractions.</td>
<td>d. Continually review the Code of Corporate Governance in Nigeria, and hold Directors responsible for infractions.</td>
<td></td>
</tr>
</tbody>
</table>

2. **Implementation and Monitoring Structures to be put in place?**

<table>
<thead>
<tr>
<th></th>
<th>Phase One 2008 - 2010</th>
<th>Phase Two 2010 - 2015</th>
<th>Phase Three 2016 - 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>a.</strong> State Governments</td>
<td>a. NESG / Devt. Partners</td>
<td>a. FIRS / National Assembly</td>
<td>a. FIRS / National Assembly</td>
</tr>
<tr>
<td><strong>b.</strong> National Assembly / FIRS</td>
<td>b. FIRS / National Assembly partners</td>
<td>b. FIRS / National Assembly partners</td>
<td>b. FIRS / National Assembly partners</td>
</tr>
<tr>
<td><strong>c.</strong> NESG / Devt. Partners</td>
<td>c. FIRS / National Assembly partners</td>
<td>c. FIRS / National Assembly partners</td>
<td>c. FIRS / National Assembly partners</td>
</tr>
<tr>
<td><strong>d.</strong> CAC/SEC</td>
<td>d. CAC/SEC</td>
<td>d. CAC/SEC</td>
<td>d. CAC/SEC</td>
</tr>
</tbody>
</table>
### Key Performance Indicators

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Rankings in World Bank business survey</td>
<td>Rankings in WEF competitiveness report</td>
<td>Rankings in World Bank business survey</td>
</tr>
<tr>
<td>Rankings in WEF competitiveness report</td>
<td>Rankings in WEF competitiveness report</td>
<td>Rankings in WEF competitiveness report</td>
</tr>
</tbody>
</table>

### SKILLS DEVELOPMENT

**1. What do we hope to achieve by?**

| a. Revived and well equipped technical colleges. | a. Expanded technical colleges, and give more credence to them. | Higher education comparable to what obtains in the western world. |
| b. Provide incentives for private technical colleges. | b. Improved funding and curriculum development. | Local availability of specialised research and training services. |
| c. Keep Polytechnics as technical institutions, rather than convert to universities. | c. Improved the quality of maths and science education. | Strong linkages between academia and industry. |
| d. Aligned curriculum in technology, science, and management with industry needs. | d. Strong linkages between academia and industry. | |

**2. Implementation and Monitoring Structures to be put in place?**

| a. Federal/State Governments | a to d Sustained | a to d Sustained |
| b. Federal/State Governments | | |
| c. Federal/State Governments | | |
| d. Higher educational institutions and the industry | | |

**3. Key Performance Indicators and Timelines**

| a. Higher Education Enrolment | a to c Sustained | a to c Sustained |
| b. Strong partnership between the academia and industry | | |
| c. World-class management and business schools | | |

---

*Economic Summit 113*
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

Economic Summit 115
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

<table>
<thead>
<tr>
<th>What do we hope to achieve by?</th>
<th>Short term 2009-2010 (1 years)</th>
<th>Medium Term 2010-2015 (5 years)</th>
<th>Long Term 2015-2020 (5 years)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Funding the master plan</td>
<td>Significant increase in refining capacity.</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Appropriate pricing of oil and gas.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Implementation and monitoring structures to be put in place</td>
<td>Rebuilding downstream infrastructure in the Oil and Gas sector</td>
<td>Reducing NNPC’s dominant role importation and marketing of petroleum products.</td>
<td>Transparent open - third party access in the downstream sector.</td>
</tr>
<tr>
<td>Key performance indicators and Timelines</td>
<td>National economy depend deeply on oil and gas industry</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Abundant oil reserves exist in Nigeria.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2 Security</td>
<td>Restore sustainable peace in the Niger Delta environment</td>
<td></td>
<td></td>
</tr>
<tr>
<td>What do we hope to achieve by?</td>
<td>Short term 2009-2010 (1 year)</td>
<td>Medium Term 2010-2015 (5 years)</td>
<td>Long Term 2015-2020 (5 years)</td>
</tr>
<tr>
<td>--------------------------------</td>
<td>--------------------------------</td>
<td>-------------------------------</td>
<td>-------------------------------</td>
</tr>
<tr>
<td>1 Funding the master plan</td>
<td>Products derived from refined petroleum products could be a basis for new industries, especially petrochemicals, plastics, tyres, cosmetics.</td>
<td>Gradual phase-out of petroleum subsidy.</td>
<td>Reduction in NNPC roles in petroleum importation and distribution.</td>
</tr>
<tr>
<td>Implementation and monitoring structures to be put in place</td>
<td>Encourage collaboration among stakeholders.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Key performance indicators and Timelines</td>
<td>Collaboration with stakeholders to achieve expected result in oil and gas sector.</td>
<td>Nigerian can become refining hub for West and Central Africa.</td>
<td></td>
</tr>
</tbody>
</table>

| Products derived from refined Petroleum products can create more industries | | | |
## Driving & Sustaining Oil & Gas Linkages to all Other Economic Sectors

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

Economic Summit 121
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 concessions programme still unclear.

**Inland Water Ways**
- 12 navigable waterways (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 multilateral 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 bedevilling 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 Khaledson, 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 Njiwha, 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: Abonad Yakubu, 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-wised 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 Olayiwole
- 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 Njiwha*
- 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".
### All Transport Modes (Cross-Cutting)

<table>
<thead>
<tr>
<th>SHORT TERM</th>
<th>ACTION BY AND STRATEGY</th>
<th>OUTPUT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Establishment and take-off of ICRC</td>
<td>Recruitment and Selection of staff by ICRC</td>
<td>Effective take-off of ICRC</td>
</tr>
<tr>
<td>Passage of infrastructure related bills</td>
<td>National Assembly (Senate and House of Representatives)</td>
<td>Legal backing</td>
</tr>
<tr>
<td>Emphasis on local development</td>
<td>Stakeholders</td>
<td>Increased self reliance</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>LONG TERM</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Establish an Infrastructure Guarantee Fund</td>
<td>Government. Option of funding infrastructure through Bond</td>
<td>Increased access to long term finance</td>
</tr>
</tbody>
</table>

### RAILWAY

<table>
<thead>
<tr>
<th>SHORT TERM</th>
<th>ACTION BY AND STRATEGY</th>
<th>OUTPUT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Implementation of rehabilitation and concessioning programme of railway infrastructure</td>
<td>BPE and National Council on Privatization</td>
<td>Increase in operational efficiency of railways</td>
</tr>
<tr>
<td>Completion of Itakpe-Warri railway and links to the sea port</td>
<td>Government and Concessionaire</td>
<td>Improved haulage of iron ore and steel products</td>
</tr>
<tr>
<td>Extension of rail line to Inland Container Depots</td>
<td>Government and Concessionaire</td>
<td>Increased efficiency of ICD</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>LONG TERM</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Pre-feasibility study for East-West rail: Itakpe-Abuja-Kaduna-Katsina-Port Harcourt-Calabar</td>
<td>Government</td>
<td>Inter-linkage of rail lines</td>
</tr>
</tbody>
</table>
### ROAD

<table>
<thead>
<tr>
<th>SHORT TERM</th>
<th>ACTION BY AND STRATEGY</th>
<th>OUTPUT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Complete all on-going road projects</td>
<td>Government and Concessionaire</td>
<td>Easier transportation</td>
</tr>
<tr>
<td>Funding and maintenance of roads to be concessioned</td>
<td>Government</td>
<td>Trouble free PPP</td>
</tr>
</tbody>
</table>

### LONG TERM

| Diagnostic studies of roads to be concessioned | Government | Improved road network |

### POWER

<table>
<thead>
<tr>
<th>SHORT TERM</th>
<th>ACTION BY AND STRATEGY</th>
<th>OUTPUT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Completion of NIPP Projects on time and to budget</td>
<td>Special funding arrangement by Federal and State Government</td>
<td>Increased output of 2000MW annually</td>
</tr>
<tr>
<td>Privatise electricity distribution</td>
<td>Government</td>
<td>Improved supply</td>
</tr>
</tbody>
</table>

### LONG TERM

| Implement Energy Master plan | Government and Stakeholders | Determination of energy mix for improved supply |
## AVIATION

<table>
<thead>
<tr>
<th>SHORT TERM</th>
<th>ACTION BY AND STRATEGY</th>
<th>OUTPUT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Continuation of airport concessioning programme</td>
<td>BPE and National Council on Privatisation</td>
<td>Improved air safety and travels. Air hub for West Africa</td>
</tr>
</tbody>
</table>

### LONG TERM

<table>
<thead>
<tr>
<th>ACTION BY AND STRATEGY</th>
<th>OUTPUT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Government and Stakeholders</td>
<td>Increased passenger and cargo handling ability</td>
</tr>
</tbody>
</table>

## WATER & SANITATION

<table>
<thead>
<tr>
<th>SHORT TERM</th>
<th>ACTION BY AND STRATEGY</th>
<th>OUTPUT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Finalise and approve Water Investment Mobilization and Application Guideline</td>
<td>Government</td>
<td>Improved water supply and increase in life expectancy</td>
</tr>
</tbody>
</table>
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”


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 Danda 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. Adesunna 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 Marinho 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.
- Zero tolerance for corruption can ginger development to highest level.

**PC's ROAD MAP**

<table>
<thead>
<tr>
<th>Sector</th>
<th>What</th>
<th>When</th>
<th>Whom</th>
</tr>
</thead>
<tbody>
<tr>
<td>Education</td>
<td>• Need for teacher motivation e.g. remuneration, adequate inst. Material</td>
<td>2009</td>
<td>FME</td>
</tr>
<tr>
<td></td>
<td>• Continuous training for teachers</td>
<td>2009</td>
<td>All Govts</td>
</tr>
<tr>
<td></td>
<td>• Graduate internship training for teachers</td>
<td>2009</td>
<td>All Govts</td>
</tr>
<tr>
<td></td>
<td>• Private sector should play greater role in all aspects of education</td>
<td></td>
<td>Private sector</td>
</tr>
</tbody>
</table>

| Health      |                                                                      |      |            |
|-------------|                                                                      |      |            |
| Youth Dev   |  • Youth policy should be reviewed                                   | 2009 |            |
| General     |  • Private sector should be encouraged                               | 2008 | Org. PS    |
|             |  • Consensus building among 3 tiers of govt                           | 2009 | Fed.ST.LG   |
|             |  • Intensify data information dissemination to all end users          | 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 fanna” 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-Orientation 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 Sej Na Gofment", on the constitutional roles of Local Governments. This was conducted in 5 Local Governments (Lagos Mainland, Surulere, Ajero/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.

<table>
<thead>
<tr>
<th>Objectives</th>
<th>Required Action</th>
<th>Activities</th>
<th>Outcomes</th>
<th>Responsible Parties</th>
<th>Time Frame</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Establish Clear Standards for Good Corporate Governance</td>
<td>1.1 Establish Sound Governance Framework for TMs, Family Owned Businesses, NGOs and Corporates</td>
<td>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.</td>
<td>- 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</td>
<td>NeSG - GIPC, UNIC, UNIDO, IFIC, CAC, CBI, NASSME, MCCI, NECA, LBS, MAN, NPC</td>
<td>by end of Q2, 2009</td>
</tr>
<tr>
<td>Support the reform of a Key Public Sector Institution, &quot;Public Procurement&quot;</td>
<td>1.2 Negotiate Code of Ethics to be met by all parties involved in Public Procurement with the key actors and BPP</td>
<td>1.2.1 Identify what best practice occurs already within government; identify what gaps, if any, it may still have - Negotiate final version with key interests to its adoption - Workshop on Public Procurement - Lobby till adopted</td>
<td>Code of Ethics Governing the behaviour of all parties to Public Procurement, contractors and civil servants inclusive</td>
<td>Justice Research Institute, CAC, NeSG - GIPC, INTEGRITY, CIPPOG, BPP, MAN</td>
<td>by end of Q4, 2008</td>
</tr>
<tr>
<td>Strengthen Legislative Capacity to carry out the oversight function over the reform of Public Procurement</td>
<td>1.3 Push for the full implementation of a Legislative Oversight of all aspects of the Public Procurement Act at Federal Level and in Lagos State</td>
<td>1.3.1 Design and build an oversight mechanism for tracking public procurement at State &amp; Federal Levels and providing lawmakers with intelligence they need to effectively oversee implementation of Public Procurement Act</td>
<td>- Website where monitoring details for public procurement are kept and updated in real-time - Web based form based updates to procurement process - Web based whistleblowing on violations and exceptions reporting</td>
<td>CSILAC, CAC, NeSG - GIPC, INTEGRITY, CIPPOG, UNIDO, OSWA, BPP, MAN, NASS Commissions on Procurement</td>
<td>by end of Q1, 2009</td>
</tr>
<tr>
<td>2. Push to establish a new basis for Rational Choice based on shared Ethics &amp; Values</td>
<td>2.1 Examine Expectations that Society places on the individual today</td>
<td>2.1.1 Conduct Focus Group Discussions amongst women's groups, faith-based groups, youth groups, professional associations, labor unions, business associations, political parties and the media</td>
<td>The minimum set of ethical values common and acceptable to us in Nigerian Society today - A set of core values which we can evolve to raise Nigerians to improved levels of moral expanse</td>
<td>NDA, NeSG - GIPC, INTEGRITY, CIPPOG, UNDP, ActionAid</td>
<td>by end Q2, 2009</td>
</tr>
</tbody>
</table>

146 Economic Summit
| 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. | 3.2 Establish A Public Feedback Mechanism/Public Accountability Center | 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. | - Positive incentives encourage people to use their social ties in the common good |
| 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. | 3.3 Appoint Business Envoys/Partnership Team & Establish a Secretariat for them | 3.3.1 Reports made by Citizen and organisations through public feedback mechanism are channelled to appropriate authorities by the Business Envoys who act as a buffer and shield the whistleblower. | - Transaction costs reduce in dealing with each other |
|  |  |  | - Shared resources are channelled into the common good |
|  |  |  | UNGC, UNIDO, UNODC, CAC, LBS, CBI, NeSG - GIPC | By End Q4, 2018 |
|  |  |  | PCC, UNGC, UNIDO, UNODC, CAC, LBS, CBI, NeSG - GIPC, T, CBC | By end Q3, 2009 |
|  |  |  | At NES# 15 |

Economic Summit 147
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 the 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/outourcing.
- 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. Chiwea: 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

<table>
<thead>
<tr>
<th>Issue</th>
<th>Recommendations</th>
<th>Responsibility</th>
<th>Delivery Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>Data</td>
<td>Develop database on non-oil sector as basis of national development plan (especially industrial)</td>
<td>FMCI, NBS</td>
<td>12 months</td>
</tr>
<tr>
<td>Policy</td>
<td>- Economic growth target of 13% per annum for next 12 years to double welfare of citizens</td>
<td>Federal, State</td>
<td>Immediate</td>
</tr>
<tr>
<td></td>
<td>- Industrial policy should trigger value addition</td>
<td>-do-</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Policy consistency and focus to drive growth</td>
<td>-do-</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Attract FDI and promote subcontracting model</td>
<td>NIPC</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Commitment to policy implementation/delivery</td>
<td>Federal, state</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Develop meticulous, patient and trusting workforce</td>
<td>Federal, state</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Fight corruption more pointedly</td>
<td>EFCC</td>
<td></td>
</tr>
<tr>
<td>Competitiveness</td>
<td>- Move up the value chain: intensify manufacturing value-added (MVA)</td>
<td>Private sector</td>
<td>Immediate</td>
</tr>
<tr>
<td></td>
<td>- Attain international standards and Quality</td>
<td>-do-</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Strengthen support organizations - private sector organizations (PSOs)</td>
<td>FMCI</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Provide/ upgrade infrastructure - electricity/ build Small Hydro Power stations, SHP, roads, etc</td>
<td>Presidency</td>
<td></td>
</tr>
<tr>
<td>Capacity Dev</td>
<td>- Upgrade knowledge, skills, patience and trust</td>
<td>Private sector</td>
<td>Immediate</td>
</tr>
<tr>
<td></td>
<td>- Adopt subcontracting production model</td>
<td>Federal, state</td>
<td></td>
</tr>
<tr>
<td>Regulations</td>
<td>- Discourage the Nigerian Factor’ - frustrates policies implementation</td>
<td>All stakeholders (public and private sector)</td>
<td>NOW!</td>
</tr>
<tr>
<td></td>
<td>- Circumvention of existing procedures and preferences for ‘Quick Fixes’</td>
<td>Federal, state</td>
<td>Immediate</td>
</tr>
<tr>
<td></td>
<td>- Middle players expropriation of policy benefits from intended targets</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Sector operators’ demand / pressure for policy over-turns - cause policy drifts &amp; inconsistency</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Strengthen public institutions</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

152 Economic Summit
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.
<table>
<thead>
<tr>
<th>Action</th>
<th>Timelines</th>
<th>Who to do</th>
<th>Outcome</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>GENERAL</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1 Increased Allocation to S&amp;T in Development Budgets</td>
<td>Immediate</td>
<td>Federal Government</td>
<td>Increased STI activities</td>
</tr>
<tr>
<td>2 Appoint Special Adviser to President on Science &amp; Technology</td>
<td>Immediate</td>
<td>President to appoint and National Assembly to ratify</td>
<td>Streamlined and better coordination of STI input</td>
</tr>
<tr>
<td><strong>GENERAL</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>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</td>
<td>Immediate</td>
<td>Ministry of Science and Technology</td>
<td>Production of STI resource data for planning purposes</td>
</tr>
<tr>
<td>4 Mindset transformation to engage STI deployment in the actualisation of 7 Point Agenda.</td>
<td>Immediate</td>
<td>Awareness campaign by both public and private sector actors</td>
<td>Integration of STI in mainstream development activities</td>
</tr>
<tr>
<td>5 Promote greater collaboration between the public and private sectors through knowledge transfer as well as priority funding of the Science &amp; Technology sector.</td>
<td>Immediate</td>
<td>Public and Private sector agencies</td>
<td>Improved linkages in STI development and utilization process</td>
</tr>
<tr>
<td><strong>ICT</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6 Determine available capacity of ICT infrastructure to optimise it for future service demand.</td>
<td>2008/2009</td>
<td>Govt to appoint a consultant to provide reports to detail available ICT infrastructure and requirements for target 2020 k</td>
<td>Develop an inventory and identify gaps and areas of future needs</td>
</tr>
<tr>
<td>Action</td>
<td>Timelines</td>
<td>Who to do</td>
<td>Outcome</td>
</tr>
<tr>
<td>--------</td>
<td>-----------</td>
<td>-----------</td>
<td>---------</td>
</tr>
<tr>
<td><strong>GENERAL</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7 Design and encourage expansion modern ICT facility with a view of the existing infrastructure.</td>
<td>2010-2014</td>
<td>PPP</td>
<td>Increased and more efficient ICT services</td>
</tr>
<tr>
<td>8 Encourage adequate human capacity development via train-the-trainer programmes and partnering with ICT organisations on skills transfer</td>
<td>2008/2009</td>
<td>Universities, Academia, Int’l ICT Organization</td>
<td>Efficient ICT manpower</td>
</tr>
<tr>
<td>9 Provide incentives for investment in WIMAX Broadband network</td>
<td>2009/2010</td>
<td>Govt</td>
<td>do</td>
</tr>
<tr>
<td>10 WIMAX &amp; other broadband networks should be designed to cover educational institutions &amp; STI agencies</td>
<td>2008/2009</td>
<td>PPP</td>
<td>Improved R&amp;D and efficient STI manpower Development</td>
</tr>
<tr>
<td><strong>BIOTECH</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>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.</td>
<td>Immediate</td>
<td>Research institutes, universities and the private sector</td>
<td>Improved productivity and income</td>
</tr>
</tbody>
</table>
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

Economic Summit 161
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.

<table>
<thead>
<tr>
<th>Objectives for 2008-10</th>
<th>Implementation measures taken by NESG</th>
</tr>
</thead>
<tbody>
<tr>
<td>Deepen NEI implementation &amp; dissemination of information</td>
<td>Promoted at every meeting, discussed at the 6th NESG Agriculture Summit, National Capacity Building Training Programme</td>
</tr>
<tr>
<td>Commodity-based focus on productivity</td>
<td>Establishment and promotion of rice net work to promote paddy rice production in Nigeria.</td>
</tr>
<tr>
<td>Revisit the land Use Act of 1978 as to make it effective and favorable</td>
<td>This was done but the Policy Commission has not reviewed it</td>
</tr>
<tr>
<td>More advocacy to enforce court ruling against multiple taxation</td>
<td>NIL</td>
</tr>
<tr>
<td>Enforce the inclusion of 5% cassava flour in confectionary</td>
<td>This was a major point during the 6th NESG Agriculture Summit in December, 2007</td>
</tr>
<tr>
<td>Government should not be involved in the sale and distribution of fertilizers</td>
<td>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</td>
</tr>
<tr>
<td>Establish effective linkages between production and consumption</td>
<td>Rice Network</td>
</tr>
<tr>
<td>Evolve a more efficient PPP in infrastructure development and environmental degradation control.</td>
<td>Nil</td>
</tr>
</tbody>
</table>
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 NDCC 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 Orah. 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 Rabiu, 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:

- Secretariat set-up;
- Launch and public presentation of Network;
- Two commissioned studies to inform policy advocacy and dialogue;
- Two policy dialogues/target setting sessions with the Executive and National Assembly;
- Workshop/seminar (2 series);
- 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 Ohuabunwa, 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 Oycloa 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 summiters 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.
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 de-capitalisation 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

174 Economic Summit
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

176 Economic Summit
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 Technology 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 Jaiycola; 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"*. 

*Economic Summit 181*
After the presentation, Mazi Sam Ohuabunwa, 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 Arilkewe, Former Permanent Secretary, Ministry of Finance

PANELISTS

Chief Phillip Asiodu, CON, Chairman, Medife Ltd., and former Economic Adviser to the President (Moderator)
Professor Dibu Ojerinde, Executive Secretary Joint Admissions and Matriculations Board
Alhaji Gidayo 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 Ibuikun Awosika, MD, Sokos Chair Centre

PANELISTS
Professor Peter Olomuabi, University of Lagos (Moderator)
Alhaji Ili 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.”

Arinze E. Okwueme, Senior Special Assistant to the President, MDOs, at the Thirteenth Nigeria Economic Summit (NES) 2013
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 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, Globelec
Achieving Effective and Sustainable Decentralization of Power Supply: An Operators View by Prof Barth Nnaji, MD, Geometric Power Limited

PANELISTS
Hon. Godwin Nduzi 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
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 3,557 km of single track; and roadways network of 194,394 km. 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, GCPR - 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, CPC 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 Nnaji, 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)
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 Oduina, Honourable Minister of State for Energy (Gas)
- Setting and Achieving Local Content Objectives in the Oil and Gas sector: Lessons from Brazil by Mr. Rudy Felix Ferreira - Managing Director, Petranas Nigeria Limited
- Framework for Restoring and Sustaining Peace in the Niger Delta: The Imperatives by Mr. Timi Aleibe, MD, Niger Delta Development Commission

**PANELISTS**

- Senator Lee Meabba, Chairman, Senate Committee on Upstream Petroleum Resources (Moderator)
- Mr. Wale Tinubu, Group MD/CEO, OANDO PLC
- Mr. Shwiley 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. Ogbueburwa, 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
- 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 - 8.30 am  CORPORATE BREAKFAST MEETING  THE ROLE OF MICROFINANCE INSTITUTIONS IN ACHIEVING VISION 20:2020  SPEAKER: MR. FEMI FANANWO, 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


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 Development (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 2006**

**12.00 noon - 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.

<table>
<thead>
<tr>
<th>FORUM TITLE</th>
<th>PRIMARY AND SECONDARY SCHOOL ENROLMENT AND TEACHER WELFARE (VENUE 2)</th>
</tr>
</thead>
</table>

**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 adopt.

**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**

**12.00pm - 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 Kata Ofor, Principal, Federal Science and Technical College, Yeba
<table>
<thead>
<tr>
<th>Time</th>
<th>Activity</th>
</tr>
</thead>
<tbody>
<tr>
<td>12.00noon - 2.45pm</td>
<td>PARALLEL INTERACTIVE SESSIONS 2: SOCIAL INFRASTRUCTURE, LAND REFORM &amp; FOOD SECURITY.</td>
</tr>
</tbody>
</table>

**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 Dimaji Bankoie, 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-Isa, 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 Deggash, Honourable Minister / Deputy Chairman of National Planning Commission (NPC)
Vote of Thanks: by CEO, First Bank Nigeria Plc.

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

<table>
<thead>
<tr>
<th>S/N</th>
<th>TITLE</th>
<th>NAMES</th>
<th>COMPANY</th>
<th>POSITION</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Inam</td>
<td>Wilson</td>
<td>Templars</td>
<td>Partner</td>
</tr>
<tr>
<td>2</td>
<td>Alh.</td>
<td>Bashir M.</td>
<td>MAN</td>
<td>DG/CEO</td>
</tr>
<tr>
<td>3</td>
<td>Dr.</td>
<td>John</td>
<td>SON</td>
<td>CEO</td>
</tr>
<tr>
<td>4</td>
<td>Mrs.</td>
<td>Awosika</td>
<td>Sokoa Chair Centre</td>
<td>MD/CEO</td>
</tr>
<tr>
<td>5</td>
<td>Mr.</td>
<td>Hadley</td>
<td>Dangote Cement</td>
<td>CEO</td>
</tr>
<tr>
<td>6</td>
<td>Prof.</td>
<td>Anya O.</td>
<td>NESG</td>
<td>Policy Adviser</td>
</tr>
<tr>
<td>7</td>
<td>Prof.</td>
<td>Okeahalam</td>
<td>BGLPc</td>
<td>Director</td>
</tr>
<tr>
<td>8</td>
<td>Sen.</td>
<td>Zaynab</td>
<td>Senate, Nat.assembly</td>
<td>Chairman, Senate</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Common Nat. Plen.</td>
</tr>
<tr>
<td>9</td>
<td>Alhaji</td>
<td>Gidado</td>
<td>Mukhtar</td>
<td>Rtd Pubic Servant</td>
</tr>
<tr>
<td>10</td>
<td>Dr.</td>
<td>Emmanuel</td>
<td>The Presidency</td>
<td>Presidential Adviser On Petroleum</td>
</tr>
<tr>
<td>11</td>
<td>Mrs.</td>
<td>Ormobaola</td>
<td>Accenture Country</td>
<td>Managing Director</td>
</tr>
<tr>
<td>12</td>
<td>Mr.</td>
<td>Frank</td>
<td>ABC Transport Plc.</td>
<td>MD/CEO</td>
</tr>
<tr>
<td>13</td>
<td>Mr.</td>
<td>Akin</td>
<td>PIMS</td>
<td></td>
</tr>
<tr>
<td>14</td>
<td>H.R.H.</td>
<td>Alhaji</td>
<td>Nuhu Sanusi</td>
<td>Emir Of Dutse</td>
</tr>
<tr>
<td>15</td>
<td>Alhaji</td>
<td>Mahmud</td>
<td>Yayaole Ahmed,</td>
<td>CFr</td>
</tr>
<tr>
<td>16</td>
<td>Mr.</td>
<td>Ferreira</td>
<td>Rudy Felix</td>
<td>SGF</td>
</tr>
<tr>
<td>17</td>
<td>Mr.</td>
<td>Peter Kieran</td>
<td>CPCs Transcom</td>
<td>CEO President</td>
</tr>
<tr>
<td>18</td>
<td>Mr.</td>
<td>Tinubu</td>
<td>Jibril Adewale</td>
<td>Oando Plc</td>
</tr>
<tr>
<td>19</td>
<td>Mr.</td>
<td>Volker</td>
<td>Treichel</td>
<td>GCE</td>
</tr>
<tr>
<td>20</td>
<td>Mr.</td>
<td>Foluso</td>
<td>Phillips</td>
<td>Phillips Consulting Ltd Chairman/ CEO</td>
</tr>
<tr>
<td>21</td>
<td>Mr.</td>
<td>Hemandro</td>
<td>De Soto</td>
<td>Inst. For Liberty &amp;Dem. President</td>
</tr>
<tr>
<td>22</td>
<td>Mr.</td>
<td>Simon</td>
<td>Harford G.</td>
<td>Actis West Africa</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Chief Executive</td>
</tr>
<tr>
<td>23</td>
<td>Prof.</td>
<td>Sylvestre</td>
<td>Monye</td>
<td>NPC</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Executive Secretary</td>
</tr>
<tr>
<td>24</td>
<td>Dr.</td>
<td>Egbohag</td>
<td>Emmanuel O.</td>
<td>The Presidency</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Special Advisor To The Presid. on Petroleum</td>
</tr>
<tr>
<td>25</td>
<td>Mr.</td>
<td>Omoh</td>
<td>Gabriel</td>
<td></td>
</tr>
<tr>
<td>26</td>
<td>Chef</td>
<td>Asiodu</td>
<td>Phillip</td>
<td>Medife Ltd.</td>
</tr>
<tr>
<td>27</td>
<td>Mr.</td>
<td>Hadley</td>
<td>Anthony Richard</td>
<td>Dangote Cement</td>
</tr>
<tr>
<td>28</td>
<td>Dr.</td>
<td>Kalu I.</td>
<td>Kalu</td>
<td>BGL Plc</td>
</tr>
<tr>
<td>29</td>
<td>Mr.</td>
<td>Okeahalam</td>
<td>Charles</td>
<td>BGL Plc</td>
</tr>
<tr>
<td>30</td>
<td>Mr.</td>
<td>Olusegun</td>
<td>Oshinowo</td>
<td>NECA</td>
</tr>
<tr>
<td>31</td>
<td>Mr.</td>
<td>Longmas</td>
<td>Sambo Wapmuk</td>
<td>Indusi. Training Fund, Jos</td>
</tr>
<tr>
<td>32</td>
<td>Mr.</td>
<td>Onno</td>
<td>Ruhl</td>
<td>World Bank</td>
</tr>
<tr>
<td>33</td>
<td>Mr.</td>
<td>Steven</td>
<td>Dimitriyev</td>
<td>World Bank</td>
</tr>
<tr>
<td>34</td>
<td>Mr.</td>
<td>Alberic</td>
<td>Keccou</td>
<td>UNDP</td>
</tr>
<tr>
<td>35</td>
<td>Prof</td>
<td>Ruffa</td>
<td>Rukeyyatu</td>
<td>Min. Of Edu.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Jigawa State</td>
</tr>
</tbody>
</table>

**Economic Summit 195**
<table>
<thead>
<tr>
<th>No.</th>
<th>Name 1</th>
<th>Name 2</th>
<th>Organization</th>
<th>Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>36</td>
<td>Mr. Ayodele</td>
<td>Oduosa</td>
<td>UNDP</td>
<td>National Economist</td>
</tr>
<tr>
<td>37</td>
<td>Mr. Adenuga</td>
<td>Wale</td>
<td>Waie Adenuga Prods MD</td>
<td></td>
</tr>
<tr>
<td>38</td>
<td>Mr. Odusina</td>
<td>Emmanuel O.</td>
<td>OHMS, Gas</td>
<td>Hon. Minister Of State</td>
</tr>
<tr>
<td>39</td>
<td>Prof. Segun</td>
<td>Awonusi</td>
<td>OSME</td>
<td>Hon. Comm. For Edu.</td>
</tr>
<tr>
<td>40</td>
<td>Mr. Fola</td>
<td>Arthur-worrey</td>
<td>Self Employed</td>
<td></td>
</tr>
<tr>
<td>42</td>
<td>Mr. John</td>
<td>Clayton</td>
<td>NTI</td>
<td></td>
</tr>
<tr>
<td>43</td>
<td>Dr. Hafiz S.</td>
<td>Wali</td>
<td>NIAF</td>
<td>PPP Specialist</td>
</tr>
<tr>
<td>44</td>
<td>Mr. Stephen</td>
<td>Raggett</td>
<td>NTPC Ltd India</td>
<td>Director Of Operations</td>
</tr>
<tr>
<td>45</td>
<td>Mr. Chandan</td>
<td>Roy</td>
<td>Ministry Of Power</td>
<td></td>
</tr>
<tr>
<td>46</td>
<td>Mr. Vemal</td>
<td>V.S</td>
<td>New Horizons College</td>
<td>Resource Manager</td>
</tr>
<tr>
<td>47</td>
<td>Mrs. Maryam</td>
<td>S. Lemu</td>
<td>Phillip Consulting</td>
<td></td>
</tr>
<tr>
<td>48</td>
<td>Mr. Fosu</td>
<td>Phillips</td>
<td>Nobel</td>
<td>CEO</td>
</tr>
<tr>
<td>49</td>
<td>Mr. Andrew</td>
<td>Reicher</td>
<td>NDBM Group</td>
<td>National Coordinator</td>
</tr>
<tr>
<td>50</td>
<td>Mr. George-Hill</td>
<td>Anthony</td>
<td>ESSPIN</td>
<td>Lead Specialist, Edu.</td>
</tr>
<tr>
<td>51</td>
<td>Mr. Alerio</td>
<td>Ayida-otobo</td>
<td>Globel</td>
<td>Policy &amp; Planning</td>
</tr>
<tr>
<td>52</td>
<td>Prof. Peter F.</td>
<td>Omolubi</td>
<td>University Of Lagos</td>
<td>Prof of Psychology</td>
</tr>
<tr>
<td>53</td>
<td>Mr. Masayoshi</td>
<td>Matsushita</td>
<td>UNIDO</td>
<td>Resident Rep.in Nig.</td>
</tr>
<tr>
<td>54</td>
<td>Dr. Adeola</td>
<td>Adenikiju</td>
<td>University Of Ibadan</td>
<td>Associate Professor</td>
</tr>
<tr>
<td>55</td>
<td>Mr. Hamish</td>
<td>Macrea</td>
<td>Independent</td>
<td>Associate Editor</td>
</tr>
<tr>
<td>56</td>
<td>Mr. Soji</td>
<td>Apampa</td>
<td>CBI</td>
<td>Director</td>
</tr>
<tr>
<td>57</td>
<td>Mrs. Helen</td>
<td>Marinho</td>
<td>Neimeth Int'l Pharm</td>
<td>CEO</td>
</tr>
<tr>
<td>58</td>
<td>Mazi Sam. L.</td>
<td>Ohuabunwa</td>
<td>Northwestern University, USA</td>
<td>For. Minster of For. Minster of</td>
</tr>
<tr>
<td>59</td>
<td>Prof Richard</td>
<td>Joseph</td>
<td></td>
<td>Infor &amp; Comm.</td>
</tr>
<tr>
<td>60</td>
<td>Mr. Frank</td>
<td>Nweke Jnr.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
# Appendix C: List of Participants

<table>
<thead>
<tr>
<th>S/N</th>
<th>TITLE</th>
<th>NAMES</th>
<th>COMPANY</th>
<th>POSITION</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Mr.</td>
<td>Sola</td>
<td>Stanbic IBAC Bank Plc</td>
<td>Deputy CEO</td>
</tr>
<tr>
<td>2</td>
<td></td>
<td>Stanley</td>
<td>NNPC Group</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Dr.</td>
<td>Levi</td>
<td>NNPC Group</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Dr.</td>
<td>Ayo</td>
<td>NNPC Group</td>
<td></td>
</tr>
<tr>
<td>5</td>
<td></td>
<td>Okon</td>
<td>NNPC Group</td>
<td></td>
</tr>
<tr>
<td>6</td>
<td></td>
<td>Aminu</td>
<td>NNPC Crop</td>
<td></td>
</tr>
<tr>
<td>7</td>
<td></td>
<td>Igbokwe Edwin M.</td>
<td>African Inst For Applied Econ.</td>
<td>Consultant</td>
</tr>
<tr>
<td>8</td>
<td></td>
<td>Chucks</td>
<td>NNPC Corp</td>
<td></td>
</tr>
<tr>
<td>9</td>
<td></td>
<td>Alabi</td>
<td>NNPC Corp</td>
<td></td>
</tr>
<tr>
<td>10</td>
<td></td>
<td>I.D. Waziri</td>
<td>NNPC Crop</td>
<td></td>
</tr>
<tr>
<td>11</td>
<td></td>
<td>L.D. Adegbite</td>
<td>NNPC</td>
<td></td>
</tr>
<tr>
<td>12</td>
<td></td>
<td>M.S. Barkindo</td>
<td>NNPC</td>
<td></td>
</tr>
<tr>
<td>13</td>
<td></td>
<td>Adline Okeke</td>
<td>MTN</td>
<td>Events &amp; Spon. Specialist</td>
</tr>
<tr>
<td>14</td>
<td></td>
<td>Okeke Andrew O.</td>
<td>MTN</td>
<td></td>
</tr>
<tr>
<td>15</td>
<td></td>
<td>Bola Olayinka</td>
<td>DN Meyer Plc</td>
<td>MD</td>
</tr>
<tr>
<td>16</td>
<td></td>
<td>Charles Anudu</td>
<td>Swift Networks Ltd.</td>
<td>MD</td>
</tr>
<tr>
<td>17</td>
<td>Dr.</td>
<td>Oboh Osa Anthony</td>
<td>Unique Ven. Capital</td>
<td>MD/CEO</td>
</tr>
<tr>
<td>18</td>
<td>Mrs.</td>
<td>Oluwafunke I. Osibodu</td>
<td>Vigeo Holdings Ltd</td>
<td>Director</td>
</tr>
<tr>
<td>19</td>
<td>Engr.</td>
<td>Iyne Ogolo</td>
<td>NSEngr.</td>
<td>Executive Secretary</td>
</tr>
<tr>
<td>21</td>
<td>Arc</td>
<td>Akintunde Inolehin</td>
<td>Change Media Projects Ltd</td>
<td></td>
</tr>
<tr>
<td>22</td>
<td>Mr.</td>
<td>Shina Atiola</td>
<td>First Bank of Nigeria Plc</td>
<td>Head, Econ. Intell. Unit</td>
</tr>
<tr>
<td>23</td>
<td>Alh. Dr</td>
<td>U. Abdulmuhaleab (Con)</td>
<td>First Bank Of Nigeria Plc</td>
<td>Chairman</td>
</tr>
<tr>
<td>24</td>
<td>Mr.</td>
<td>Oladele Oyelola</td>
<td>First Bank Of Nigeria Plc</td>
<td>Ed, North</td>
</tr>
<tr>
<td>25</td>
<td></td>
<td>Philip Obioha</td>
<td>Computer Warehouse Group</td>
<td>Chief Operating Officer</td>
</tr>
<tr>
<td>26</td>
<td></td>
<td>Hassan Usman</td>
<td>Aso Savings &amp; Loans Plc</td>
<td>Md/Ceo</td>
</tr>
<tr>
<td>27</td>
<td></td>
<td>Rowland Ataguba</td>
<td>Bethlehem Rail Infrast. Ltd</td>
<td></td>
</tr>
<tr>
<td>28</td>
<td>Mr.</td>
<td>Kehinde Lawanson</td>
<td>First Bank Of Nigeria Plc</td>
<td>Ed, Lagos And West</td>
</tr>
<tr>
<td>29</td>
<td>Chief. Dr.</td>
<td>Jasper F. Jumbo</td>
<td>Niger Delta Pro. Con. Ltd</td>
<td>Executive Chairman</td>
</tr>
<tr>
<td>30</td>
<td>Prof (Mrs)</td>
<td>Carolyn A. Afolami</td>
<td>Uni. Of Agriculture, Abeokuta</td>
<td>Professor</td>
</tr>
<tr>
<td>31</td>
<td>F. A.</td>
<td>Afolabi</td>
<td>Okomu Oil Palm Plc</td>
<td>Consultant</td>
</tr>
<tr>
<td>32</td>
<td></td>
<td>Adebayo B. Aramolaran</td>
<td>Uni. Of Agriculture, Abeokuta</td>
<td>Prof. &amp; Head Of Depart</td>
</tr>
<tr>
<td>33</td>
<td></td>
<td>Iboroma Alpana</td>
<td>Solola &amp; Akpana (Barr. &amp; Sol.)</td>
<td>Managing Partner</td>
</tr>
<tr>
<td>34</td>
<td></td>
<td>Abodunrin Roberts</td>
<td>Equity Assurance, Plc</td>
<td>Asst. Gm</td>
</tr>
<tr>
<td>35</td>
<td></td>
<td>Jimi Morgan</td>
<td>3T Consulting Nigeria Limited</td>
<td>CEO</td>
</tr>
<tr>
<td>36</td>
<td></td>
<td>Stephen Botha</td>
<td>Integrated Cash Mgt. Services</td>
<td></td>
</tr>
<tr>
<td>37</td>
<td></td>
<td>Raymond Mgbeokwere</td>
<td>Kakawa Discount House</td>
<td>Head Corp Services</td>
</tr>
<tr>
<td>38</td>
<td></td>
<td>Birnbiola Wright</td>
<td>Kakawa Discount House</td>
<td>Head, Wealth Mgt</td>
</tr>
<tr>
<td>39</td>
<td>Mr.</td>
<td>Manssour Jarmakani</td>
<td>Jagal Group/Nigerdock Nig. Plc</td>
<td>Group Exe. Director</td>
</tr>
<tr>
<td>40</td>
<td></td>
<td>Emeka Onwuka</td>
<td>Diamond Bank</td>
<td>GM Director/CEO</td>
</tr>
</tbody>
</table>

---

*Economic Summit* 197
<table>
<thead>
<tr>
<th>No.</th>
<th>Engr.</th>
<th>Name</th>
<th>Title/Agency</th>
</tr>
</thead>
<tbody>
<tr>
<td>41</td>
<td></td>
<td>Akhimen Ehi, Austin</td>
<td>Chams Plc.</td>
</tr>
<tr>
<td>42</td>
<td></td>
<td>Kashim Abdul Ali</td>
<td>Nig. Society Of Engineers</td>
</tr>
<tr>
<td>43</td>
<td></td>
<td>Mai Aliyu Muhammed</td>
<td>Federal Character Commission</td>
</tr>
<tr>
<td>45</td>
<td></td>
<td>Joseph Olusola Adeyemi</td>
<td>ADCA Consultants Ltd.</td>
</tr>
<tr>
<td>46</td>
<td>Mr.</td>
<td>Samueli Ordu</td>
<td>Nat. Insurance Commission</td>
</tr>
<tr>
<td>47</td>
<td></td>
<td>Ajibola Bankole</td>
<td>National Insurance Commission</td>
</tr>
<tr>
<td>48</td>
<td></td>
<td>Kunle Adedigba</td>
<td>Skye Bank Plc.</td>
</tr>
<tr>
<td>49</td>
<td></td>
<td>Irene N. Chigbue</td>
<td>Bureau Of Public Enterprises</td>
</tr>
<tr>
<td>50</td>
<td></td>
<td>Yunana J. Malo</td>
<td>Bureau Of Public Enterprises</td>
</tr>
<tr>
<td>51</td>
<td>Mrs.</td>
<td>H.A. Abdullah</td>
<td>Nnpc</td>
</tr>
<tr>
<td>52</td>
<td></td>
<td>M. Babai Bello</td>
<td>Nnpc</td>
</tr>
<tr>
<td>53</td>
<td>Mrs.</td>
<td>Edith F. Olubanjo</td>
<td>Nnpc</td>
</tr>
<tr>
<td>54</td>
<td>Mrs.</td>
<td>Lola Akpala</td>
<td>OJ &amp; T Ltd.</td>
</tr>
<tr>
<td>55</td>
<td>Miss.</td>
<td>Ekezie Ngozi</td>
<td>OJ &amp; T Ltd.</td>
</tr>
<tr>
<td>56</td>
<td></td>
<td>Funmi Aseri</td>
<td>ABR</td>
</tr>
<tr>
<td>57</td>
<td></td>
<td>Olaiikan Asuni</td>
<td>Glaxosmithkline</td>
</tr>
<tr>
<td>58</td>
<td></td>
<td>Ikechi Ibeji</td>
<td>Energy Info Services Nig Ltd.</td>
</tr>
<tr>
<td>60</td>
<td></td>
<td>Farroq Oreagba</td>
<td>Nigerian Stock Exchange</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>No.</th>
<th>Prof.</th>
<th>Name</th>
<th>Title/Agency</th>
</tr>
</thead>
<tbody>
<tr>
<td>61</td>
<td></td>
<td>Adesayi Sijuwade</td>
<td>Railway Development Office</td>
</tr>
<tr>
<td>62</td>
<td></td>
<td>Bart Nnaji</td>
<td>Geometric Power Ltd.</td>
</tr>
<tr>
<td>63</td>
<td></td>
<td>Najib Abboud</td>
<td>IHS Nig Plc</td>
</tr>
<tr>
<td>64</td>
<td>Mr.</td>
<td>Onyekuru U. Henry</td>
<td>NSE</td>
</tr>
<tr>
<td>65</td>
<td>Prof.</td>
<td>Ndi Okereke-Onyuke</td>
<td>Nigerian Stock Exchange</td>
</tr>
<tr>
<td>66</td>
<td></td>
<td>Frank Aigbojun</td>
<td>Businessday Media Ltd.</td>
</tr>
<tr>
<td>67</td>
<td></td>
<td>Victor Onyenkeza</td>
<td>KPMG</td>
</tr>
<tr>
<td>68</td>
<td></td>
<td>Igboke Edwin M.</td>
<td>UNN</td>
</tr>
<tr>
<td>69</td>
<td></td>
<td>Socipe Tosin</td>
<td>Chams Plc</td>
</tr>
<tr>
<td>70</td>
<td></td>
<td>Awuneka Ajumogobia</td>
<td>Accenture</td>
</tr>
<tr>
<td>71</td>
<td></td>
<td>Mohammed Saleenu Auwal</td>
<td>National Planning Commission</td>
</tr>
<tr>
<td>73</td>
<td>Prof.</td>
<td>S. O. Anyanwu</td>
<td>Fed. University Of Tech.,Yola</td>
</tr>
<tr>
<td>74</td>
<td></td>
<td>Alhaji Madiu Haruna</td>
<td>Federal Min.of Finance, Abuja</td>
</tr>
<tr>
<td>75</td>
<td>Chief</td>
<td>G. U. Evulukwu</td>
<td>Travelox Retail Nigeria</td>
</tr>
<tr>
<td>76</td>
<td>Dr.</td>
<td>Iwuagwu Obi</td>
<td>Fed. Min. Of Com.&amp; Industry</td>
</tr>
<tr>
<td>77</td>
<td></td>
<td>Adesola Osinowo</td>
<td>UBA</td>
</tr>
<tr>
<td>78</td>
<td></td>
<td>Murtala A. Oladapo</td>
<td>Murty International Limited</td>
</tr>
<tr>
<td>79</td>
<td></td>
<td>Iniru Wills</td>
<td>NDDC</td>
</tr>
<tr>
<td>80</td>
<td></td>
<td>Uche U. Richard</td>
<td>ICAN</td>
</tr>
<tr>
<td>81</td>
<td></td>
<td>T. A. Rufai</td>
<td>NNPC</td>
</tr>
<tr>
<td>82</td>
<td>Mrs.</td>
<td>Akindele A. M.</td>
<td>NNPC</td>
</tr>
<tr>
<td>83</td>
<td>Dr.</td>
<td>Fabiya Amakiri</td>
<td>NNPC</td>
</tr>
</tbody>
</table>

198 Economic Summit
<table>
<thead>
<tr>
<th>No.</th>
<th>Name</th>
<th>Designation</th>
<th>Company/Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>84</td>
<td>Mrs. Zainab Abdurrahman</td>
<td>NNPC</td>
<td>GGM Retail</td>
</tr>
<tr>
<td>85</td>
<td>Mrs. Coker E. O.</td>
<td>NNPC</td>
<td>GM, CPD</td>
</tr>
<tr>
<td>86</td>
<td>Sambo A. H.</td>
<td>NNPC</td>
<td>GGM</td>
</tr>
<tr>
<td>87</td>
<td>Engr. A. L. Yaraoua</td>
<td>NNPC</td>
<td>Gmd</td>
</tr>
<tr>
<td>88</td>
<td>Dr. W. O. Ayangbile</td>
<td>NNPC</td>
<td>Ged</td>
</tr>
<tr>
<td>89</td>
<td>Dr. David Ige</td>
<td>NNPC</td>
<td>Gm'n'Sta (Upstream)</td>
</tr>
<tr>
<td>90</td>
<td>Dr. E. A Ekekam</td>
<td>NNPC</td>
<td>Gm, Pid</td>
</tr>
<tr>
<td>91</td>
<td>Dr. Peter Nmadu</td>
<td>NNPC</td>
<td>Ggm</td>
</tr>
<tr>
<td>91</td>
<td>Shewu Ladan</td>
<td>NNPC</td>
<td>Ged, C&amp;I</td>
</tr>
<tr>
<td>92</td>
<td>Stanley Inye Lawson</td>
<td>NNPC</td>
<td>GE D, Fin. &amp; Accounts</td>
</tr>
<tr>
<td>93</td>
<td>Alabi S. Olukayode</td>
<td>NNPC</td>
<td>GGM Greenfield</td>
</tr>
<tr>
<td>94</td>
<td>M. S. Barkindo</td>
<td>NNPC</td>
<td>Projects Division</td>
</tr>
<tr>
<td>95</td>
<td>I. D. Waziri</td>
<td>NNPC</td>
<td>GED (Coord Special Projects)</td>
</tr>
<tr>
<td>96</td>
<td>Engr. Mustapha Bulama</td>
<td>Nigerian Society of Engr.</td>
<td>GED, Corp. Services</td>
</tr>
<tr>
<td>97</td>
<td>Engr. Adekunle Mokuolu</td>
<td>Nigerian Society of Engr.</td>
<td>Vice President</td>
</tr>
<tr>
<td>98</td>
<td>Engr. O. Aijola</td>
<td>Nigerian Society Of Engr.</td>
<td>Deputy President</td>
</tr>
<tr>
<td>99</td>
<td>Victor Onyenkpa</td>
<td>KMPG Professional Services</td>
<td>Partner</td>
</tr>
<tr>
<td>100</td>
<td>C. Oshiakfe</td>
<td>Spring Capital Market Ltd.</td>
<td>MD</td>
</tr>
<tr>
<td>101</td>
<td>Ikpe Chikere</td>
<td>Afrinvest (WestAfrica) Ltd.</td>
<td>Deputy MD</td>
</tr>
<tr>
<td>102</td>
<td>Mr. Anwar Jamakani</td>
<td>Jagal Group/Nigordock Nig.</td>
<td>GE Chairman</td>
</tr>
<tr>
<td>103</td>
<td>Dr. Patrick Akhata</td>
<td>Afrifab PLC</td>
<td>Head, Enterprise Risk Management</td>
</tr>
<tr>
<td>104</td>
<td>Akindele Adeyinka A. A.</td>
<td>Credit Reference Company</td>
<td>Business Analyst</td>
</tr>
<tr>
<td>105</td>
<td>Aya Terab</td>
<td>Min. of Finance, Borno State</td>
<td>Hon. Commissioner</td>
</tr>
<tr>
<td>106</td>
<td>Aisha Garba</td>
<td>UBA</td>
<td>Principal Reporter</td>
</tr>
<tr>
<td>107</td>
<td>Dan Ede</td>
<td>FRCN</td>
<td>President</td>
</tr>
<tr>
<td>108</td>
<td>Dr. Marie Stella Onugha</td>
<td>Nig. Mining &amp; Geoscl. Society</td>
<td>Regional Director</td>
</tr>
<tr>
<td>109</td>
<td>Adewuyi Gbeye</td>
<td>Skye Bank Plc</td>
<td>Director General</td>
</tr>
<tr>
<td>110</td>
<td>Mr. Yusuf Adamu</td>
<td>Kaduna State Government</td>
<td>Deputy Director</td>
</tr>
<tr>
<td>111</td>
<td>Olaitan R. A</td>
<td>Fed. Min Of Finance</td>
<td>Senior Reporter</td>
</tr>
<tr>
<td>112</td>
<td>Frederick Idenai</td>
<td>Lagos Television</td>
<td></td>
</tr>
<tr>
<td>113</td>
<td>Fagbogun Abiola</td>
<td>Eko Fm</td>
<td></td>
</tr>
<tr>
<td>115</td>
<td>Udobi Ibe</td>
<td>NNPC</td>
<td>Mgr, Govt Relations</td>
</tr>
<tr>
<td>116</td>
<td>Uno J. Adeniji</td>
<td>NNPC</td>
<td>General Manager</td>
</tr>
<tr>
<td>117</td>
<td>Mrs. Philomena Okonkwo</td>
<td>NNPC</td>
<td>Mgr. Admin &amp; Protocol</td>
</tr>
<tr>
<td>118</td>
<td>Dr. Olumide Ayodele</td>
<td>PARP NASS</td>
<td>Macroeconomist</td>
</tr>
<tr>
<td>119</td>
<td>Dr. Ekeocha P Chukwuemeke</td>
<td>PARP NASS</td>
<td>Public Finance Expert</td>
</tr>
<tr>
<td>120</td>
<td>Dr. Benjamin Solomon Akhere</td>
<td>PARP NASS</td>
<td>Spe. Asst. to Proj Cord</td>
</tr>
<tr>
<td>121</td>
<td>Dr. Gafar T. Iliyia</td>
<td>PARP NASS</td>
<td>Executive Director</td>
</tr>
<tr>
<td>122</td>
<td>Prof. BUKA Babane</td>
<td>Lake Chad Research Institute</td>
<td>Technical Adviser</td>
</tr>
<tr>
<td>123</td>
<td>Levi Oguke</td>
<td>NPC</td>
<td></td>
</tr>
</tbody>
</table>
John Bezard, Kaduna State Government, Hon. Commissioner
Azubike Obiora Chukwuka, Min. of Mines & Steel Dev, AG Director
Bulus James, Kaduna State Govt., Special Adviser
Okwe Mathias, The Guardian Newspapers, Correspondent
Arch. M. Namadi Sambo, Kaduna State Government, Executive Governor
Faith Tuedor-Matthews, UBA
Mohammed Tura-Umaru, Renaissance Capital
Hon (Dr) Micheal A. Jibrin, Plateau State House Of Assembly
Olasunmbo Olajubu, Oando Plc, Corporate Com. Officer
Akin Yusuf, Skye Bank Plc
Nuhu Ahmed, FCT Administration, Director
Osaze Edosomwan, National Emerg. Mgt Agency, Internal Auditor
Lai Yaya, NIIF, Policy Adviser
Roland Ochik, Rossland Consulting Ltd, Managing Consultant
Buba M. G., Code Of Conduct Bureau, AG. Secretary
Mohammed Kabir Abdullahi, NEXIM Bank, Senior Manager
Gado Samir, Renaissance Capital, Financial Economist
Ibrahim Mohammed King, National Planning Commission, Assistant Director
Enwezor J. O., Commerce & Industry, D. Director (Planning)
Elsie Edem Esara, National Planning Commission, Director
Mike G. Omotosho, OSGF, The Presidency, Director
Sabo S. Ahmed, OSGF, Presidency, Director
Suleiman Sanusi, NEXIM Bank, Abuja Agm
Ochu Chukwuma, National Planning Commission, PA/HIM
Augustine B. Ajogwu, NIPOST HQ Abuja, Chief Marketing Officer
Mal. Dauda Danladi, MNI, Fed. Min. Youth Development, Director
Ahmad Rabiu, Invest. & Securities Tribunal, Hon. Member
Otito Emmanuel O., Otito Farms, Farmer
Kevin Caruso, NITEL
Dr. Suleyman AbdusSuleiman, Office Of The National Security Adviser
Kabir Muhammed Suleiman, National Assembly, Abuja
Pascal Dozie, MTN, Chairman
Beeka H.D., Beeka’pev Energy Resources, Executive Director
Adeedi Abiodun, BGL Plc, Equity Analyst
Adeleke Wole, Dangote Cement, Chief Financial Officer
Agavi Mohammed F., Coteclina
Aina O. Lawrence, Fintech Associates Ltd
Akinsanya Titilayo, Coca-Cola Nig. Ltd
Akobundu Nkem, Coca-cola Nig. Ltd
Alazigha Tamunoyo, BGL Asset Mgt. Ltd, Deputy MD
Amali Amali A., Coca-cola Nig. Ltd
Arinze Paul, BG Exploration & Prod. Nig Ltd
Bakare Samir
<table>
<thead>
<tr>
<th>Name</th>
<th>Position/Company</th>
</tr>
</thead>
<tbody>
<tr>
<td>Babagun Boleji</td>
<td>Chaper Hill Advisory Partners Ltd</td>
</tr>
<tr>
<td>Diko Aminu</td>
<td>Dangote Group</td>
</tr>
<tr>
<td>Ekuwem Emmanuel</td>
<td>ATCONS</td>
</tr>
<tr>
<td>Eyo Henry</td>
<td>SEVICOM Institute</td>
</tr>
<tr>
<td>Herbert Onye Orji</td>
<td>Summa Guar &amp; Trust Coy. Plc</td>
</tr>
<tr>
<td>Ganesan Sridhar</td>
<td>SOSACO Nig. Ltd</td>
</tr>
<tr>
<td>Gauran Lavinia</td>
<td>SOSACO Nig. Ltd</td>
</tr>
<tr>
<td>Hulson Helen C.</td>
<td>US. Consulate Lagos</td>
</tr>
<tr>
<td>Iroanya Chris</td>
<td>Nig. Association Of Small Industrialist</td>
</tr>
<tr>
<td>Joseph O. Tagboe</td>
<td>KPMG Professional Services</td>
</tr>
<tr>
<td>Knut Ulmuoen</td>
<td>Dangote Cement</td>
</tr>
<tr>
<td>Mshelia Clara</td>
<td>BGL Security Ltd</td>
</tr>
<tr>
<td>Mujika Modupe</td>
<td>BGL Asset Mgt. Ltd</td>
</tr>
<tr>
<td>Musonda Monica</td>
<td>Dangote Cement</td>
</tr>
<tr>
<td>Nurani S. Kedamath</td>
<td>Conserveria African Ltd</td>
</tr>
<tr>
<td>Obilade Mayowa O.</td>
<td>U.S. Consulate General, Lagos</td>
</tr>
<tr>
<td>Mtofor Kalu Michael</td>
<td>FSTC Yaba Fed. Min Of Education</td>
</tr>
<tr>
<td>Otowola Niyi</td>
<td>Qando Plc Head Of Department</td>
</tr>
<tr>
<td>Olawo Wale</td>
<td>BGL Securities Ltd</td>
</tr>
<tr>
<td>Paul Afinze</td>
<td>BG Exploration &amp; Prod. Nig Ltd</td>
</tr>
<tr>
<td>Owunna Clement Mazi</td>
<td>Diamond Bank Plc</td>
</tr>
<tr>
<td>Popoola Yvonne</td>
<td>Spring Bank Plc</td>
</tr>
<tr>
<td>Rabiu Tayo</td>
<td>Coteacna</td>
</tr>
<tr>
<td>Samaila Zubairu</td>
<td>Dangote Cement</td>
</tr>
<tr>
<td>Shasanya Wale</td>
<td>Bg Explor. &amp; Prod. Nig Ltd</td>
</tr>
<tr>
<td>Umunnakwe Ify</td>
<td>BGL Private Equity</td>
</tr>
<tr>
<td>Uzoma Nwankwo</td>
<td>Dangote Group</td>
</tr>
<tr>
<td>Rahmat Ilomena Iyodo</td>
<td>NEPZA</td>
</tr>
<tr>
<td>M. Mustapha Bintube</td>
<td>JAIZ Int. Plc</td>
</tr>
<tr>
<td>Anil Trigunayat</td>
<td>High Commission Of India</td>
</tr>
<tr>
<td>Ibrahim Baba Muhammed</td>
<td>Nigerian Financial Intelligence Unit</td>
</tr>
<tr>
<td>Ahmed Moddibo Mohammed</td>
<td>Universal Basic Educ. Comm</td>
</tr>
<tr>
<td>Gerba Hayatu</td>
<td>NEPZA</td>
</tr>
<tr>
<td>Are Olaiyiwola</td>
<td>Catamaran Nigeria Ltd</td>
</tr>
<tr>
<td>Adebowale O. Agboola</td>
<td>Lagos State University</td>
</tr>
<tr>
<td>Godwin Obaseki</td>
<td>Afinvest (W.A) Ltd</td>
</tr>
<tr>
<td>Auslim Jo-maciugu</td>
<td>Bank Of Industry</td>
</tr>
<tr>
<td>Bachejide Oduosola</td>
<td>Legacy Realities Ltd</td>
</tr>
<tr>
<td>Moustapha Aminu</td>
<td>IHS Nig Plc</td>
</tr>
<tr>
<td>Onakomaaya Olugbenga</td>
<td>IHS Nig Plc</td>
</tr>
<tr>
<td>Mimi Deke</td>
<td>Xhr8 Ltd</td>
</tr>
<tr>
<td>Godwin Kadiri</td>
<td>Xhr8 Ltd</td>
</tr>
</tbody>
</table>

*Economic Summit 201*
Economic Summit
Ademola Ogunlowo | Tell Communications Ltd | Country Director
Eamon Cassidy | DFID | Ambassador
Dewez Michel | Belgian Embassy | Ambassador
Charles Nwachukwu | National Planning Comm | Secretary
Mohammed Shehu | Aso Savings & Loans Plc | ED
Kamoru Oladimeji | PHB Asset Management Ltd | Snr. Portfolio Manager
Sakpoba Kose | PHB Asset Mgt Ltd | Snr. Analyst
Engr. Mohammed Tela Samaila | Min Of Budget & Econ Plan. | Commissioner
Agbouloude Abimbola Ilwan | Edison Ross | Principal Consultant
Gonya Philibus Job | National Planning Comm | JPC Secretarial
Salami Akeem | National Planning Comm | Secretary
Kuburat Adeshile Adenegan | National Planning Comm | Confidential Secretary
Ibrahim Y. Dicko | Elisalat Nigeria | Director, Govt & Regulatory Affairs
Obindi Ben | Public Servant | Commissioner
Prof. Dibu Ojerinde | JAMB | Registrar/CEO
Fola Daniel | National Insurance Comm | Comm. For Insurance
C. Joseph Udeh | Nigerian Immigration Service | Comptroller Of Immigration Service
Ibrahim Dasuki S Nakande | Min Of Inform. & Comm | Hon. Minister Of State
Safiya I. Muhammad | Min Of Special Duties, The Presidency | Permanent Secretary
Prof. Sylvester Monye | National Planning Comm | Sec. to the Commission
Sam I. Ogbe | National Planning Comm | Permanent Secretary
Mallam I. Taba, OON | Presidency, Office Of SGF | Permanent Secretary
Amb. Joe Keshi | Cabinet Sec. OSGF | Permanent Secretary
Dr. (Amb) Hakeem Baba-abhmed | OSGF | Permanent Secretary
M. A. Garba | OSGF | Permanent Secretary
Alih. A. R. Shehu | OSGF | Director
Nicholas E. Msheliza | OSGF | SA (Economic Affairs)
Yusuf Aliyu Addy | The Presidency, OSGF | SA, Communications
Prof. Nicholas A. Damaachi | OSGF | Permanent Secretary
Mrs. Elizabeth B.P. Emuren | Fed Min of Com. & Industry | Permanent Secretary
Felix Hassan Hyat | Fed Min Of Aviation | Minister
Romi Babalola | Fed Min Of Finance | Min. Of State (Finance)
Wande Akinpelu | Fed Min Of Finance | SA To The Hon. Minister Of State
Akoshile Ameen Adedoyin | NIMC | Dep.Dir. (Corp. Serv.)
Aiyiju Abubakar Aziz | NIMC | Director
Chris E. Onyenam | NIMC | Director General
Amb. Biodun Owoseni | Min. of Foreign Affairs | Acting Perm. Secretary
Oyebola Kuku | Min. of Foreign Affairs, Abuja | Director

Economic Summit  
203
<table>
<thead>
<tr>
<th>No.</th>
<th>Name</th>
<th>Title/Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>296</td>
<td>Adejine B. N. Otarunfemi</td>
<td>Deputy Director, Min. Of Defence</td>
</tr>
<tr>
<td>298</td>
<td>Mrs. Bunmi Lawson</td>
<td>MD, Accion Microfinance Bank Ltd.</td>
</tr>
<tr>
<td>299</td>
<td>Garba Suifyanu</td>
<td>MD, NPC</td>
</tr>
<tr>
<td>300</td>
<td>Chief Mrs Adegite Omeresan E. FCA</td>
<td>Vice President, ICAN</td>
</tr>
<tr>
<td>301</td>
<td>Mr. Adegbite A. Olutoyin FCA</td>
<td>CEO, ICAN</td>
</tr>
<tr>
<td>302</td>
<td>Akoh Samuel Onoja</td>
<td>Flour Mills Of Nigeria</td>
</tr>
<tr>
<td>303</td>
<td>Areola Foluke</td>
<td>Fisheries Society Of Nigeria</td>
</tr>
<tr>
<td>304</td>
<td>Bukar Kyari Abba</td>
<td>MD/CEO, Valucard Nigeria Plc</td>
</tr>
<tr>
<td>305</td>
<td>Eboh Eric Chiedum</td>
<td>Executive Director, African Inst. for Applied Eco.</td>
</tr>
<tr>
<td>306</td>
<td>Emman Obinna</td>
<td>MD/CEO, Thomas Wyatt Nigeria Plc</td>
</tr>
<tr>
<td>307</td>
<td>Ijewere Emmanuel</td>
<td>CEO, Best Food Nig. Ltd</td>
</tr>
<tr>
<td>308</td>
<td>Irene N. Chebue</td>
<td>DG, Bureau Of Public Enterprises</td>
</tr>
<tr>
<td>309</td>
<td>Lois L. Machungadi-sui</td>
<td>MD/CEO, Jaz Energy Ltd.</td>
</tr>
<tr>
<td>310</td>
<td>Nwanze Chike E.</td>
<td>Manager, HR, Stockbrokers Limited</td>
</tr>
<tr>
<td>311</td>
<td>Oguntuase Olufunmi</td>
<td>Chief Executive, Promasidor Nigeria Ltd</td>
</tr>
<tr>
<td>312</td>
<td>Ola Sobande</td>
<td>MD, Ola Sobande &amp; Co.</td>
</tr>
<tr>
<td>313</td>
<td>Olusanya Abiodun</td>
<td>Manager, HR, Europcar/STI Consulting</td>
</tr>
<tr>
<td>314</td>
<td>Raj J. Baloukji</td>
<td>Chief Executive, BePapyrus Limited</td>
</tr>
<tr>
<td>315</td>
<td>Dr. Richard Uchechukwu FCA</td>
<td>CEO, ICAN</td>
</tr>
<tr>
<td>316</td>
<td>Williams Sunday Olufemi</td>
<td>MD, Supercard Ltd.</td>
</tr>
<tr>
<td>317</td>
<td>Dr. Abolo Emmanuel</td>
<td>Chief Economist, Access Bank Plc</td>
</tr>
<tr>
<td>318</td>
<td>Ade-ajayi Funmi</td>
<td></td>
</tr>
<tr>
<td>319</td>
<td>Adegbesan Adesola</td>
<td>Md, Stanbic IBTC Bank Plc</td>
</tr>
<tr>
<td>320</td>
<td>Adelowo Adesola A.</td>
<td>Md, Inlaks Computers Ltd</td>
</tr>
<tr>
<td>321</td>
<td>Agbanobi Lawrence</td>
<td>BCM, United Bank For Africa</td>
</tr>
<tr>
<td>322</td>
<td>Aigboje Aig-inoukhude</td>
<td>MD/CEO, Access Bank Plc</td>
</tr>
<tr>
<td>323</td>
<td>Akebueze Ben</td>
<td>Hon. Commissioner, Min. of Econ. Plann &amp; Budget</td>
</tr>
<tr>
<td>324</td>
<td>Prof. Anya O. Anya</td>
<td>Partner, NESG</td>
</tr>
<tr>
<td>325</td>
<td>Azeez Aiatoye Folurunso</td>
<td>Md, Ernest &amp; Young</td>
</tr>
<tr>
<td>326</td>
<td>Bolaji Osunsanya</td>
<td>Md, Gando Gas And Power</td>
</tr>
<tr>
<td>327</td>
<td>Sola David-borha</td>
<td></td>
</tr>
<tr>
<td>328</td>
<td>Dozie Pascal G.</td>
<td></td>
</tr>
<tr>
<td>329</td>
<td>Egbikin Henry</td>
<td>Ernest &amp; Young, Seven - Up Bottling Co Plc</td>
</tr>
<tr>
<td>330</td>
<td>El-khatili Faysal</td>
<td>Chairman, Coca Cola Nigeria Limited</td>
</tr>
<tr>
<td>331</td>
<td>Ekuememor Chukwuemeka A.</td>
<td>Access Bank Plc</td>
</tr>
<tr>
<td>332</td>
<td>Ezirwa Vitus Chimebere</td>
<td>HR Director, Coca Cola Nigeria Limited</td>
</tr>
<tr>
<td>333</td>
<td>Ighodalo Asue</td>
<td>Partner, Banwo &amp; Ighodalo</td>
</tr>
<tr>
<td>334</td>
<td>Lm Mtuueli</td>
<td>MD, Dubri Oil Company Lyd</td>
</tr>
<tr>
<td>335</td>
<td>Keith Richards</td>
<td>MD, Promasidor Nigeria Ltd</td>
</tr>
<tr>
<td>336</td>
<td>Lawal Olusegun</td>
<td>GM, LAL Nigeria Limited</td>
</tr>
<tr>
<td>337</td>
<td>Lawson Bunmi</td>
<td></td>
</tr>
<tr>
<td>338</td>
<td>Mu'azu Adamu Bawa</td>
<td>Executive Secretary, The Presidency</td>
</tr>
</tbody>
</table>

204 Economic Summit
<table>
<thead>
<tr>
<th>No.</th>
<th>Name</th>
<th>Company/Position</th>
<th>Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>339</td>
<td>Muoyo Oluwande</td>
<td>Stanbic IBTC Bank Plc</td>
<td>GM</td>
</tr>
<tr>
<td>340</td>
<td>Murtala Oladapo A.</td>
<td>Stanbic IBTC Bank Plc</td>
<td>CEO</td>
</tr>
<tr>
<td>341</td>
<td>Newson Chris</td>
<td>Stanbic IBTC Bank Plc</td>
<td>S.A To The Hon. Min of State For Finance</td>
</tr>
<tr>
<td>342</td>
<td>Dr. Ogbera Felix</td>
<td>Fed. Min. Of Finance, Abuja</td>
<td></td>
</tr>
<tr>
<td>343</td>
<td>Ogbuehi Chidinma</td>
<td>XDS Solutions Limited</td>
<td>Gen. Manager, CPS</td>
</tr>
<tr>
<td>344</td>
<td>Oghuunu Charles</td>
<td>Coca Cola Nigeria Limited</td>
<td>MD</td>
</tr>
<tr>
<td>345</td>
<td>Ogundanaie Babatunde</td>
<td>Oando Exploration &amp; Prod. Ltd.</td>
<td>S.A To The Hon. Min of State For Finance</td>
</tr>
<tr>
<td>346</td>
<td>Olubanwo Femi</td>
<td>Banwo &amp; Ighodalo</td>
<td>CEO</td>
</tr>
<tr>
<td>347</td>
<td>Mr. Olumide Adekunle</td>
<td>American Business Council</td>
<td>Consultant</td>
</tr>
<tr>
<td>348</td>
<td>Peterside Atado N.A</td>
<td>Stanbic IBTC Bank Plc</td>
<td>Chairman</td>
</tr>
<tr>
<td>349</td>
<td>Sadiku Yewande</td>
<td>Stanbic IBTC Bank Plc</td>
<td>Head, Corp. Finance</td>
</tr>
<tr>
<td>350</td>
<td>Sandey Seye</td>
<td>Coca Cola Nigeria Limited</td>
<td>Director Of Finance</td>
</tr>
<tr>
<td>351</td>
<td>Sankar Narayanan V.</td>
<td>Inlaks Computers Ltd</td>
<td>Executive Director</td>
</tr>
<tr>
<td>352</td>
<td>Ubah Irene Nnabuogu</td>
<td>Coca Cola Nigeria Limited</td>
<td>Director, Public Affairs &amp; Communications</td>
</tr>
<tr>
<td>353</td>
<td>Ugoji Clem Osondu</td>
<td>Bank Of Industry</td>
<td>Comm. Manager</td>
</tr>
<tr>
<td>354</td>
<td>Dr. Uka Eke</td>
<td>Pricewater House Coopers</td>
<td>Head, Strat. Planning</td>
</tr>
<tr>
<td>355</td>
<td>Ukpeh Gabriel</td>
<td>Access Bank Plc</td>
<td>Group Deputy Md</td>
</tr>
<tr>
<td>356</td>
<td>Williams Atiola</td>
<td>MTN</td>
<td>External Com. Officer</td>
</tr>
<tr>
<td>357</td>
<td>Samaila Zubairu</td>
<td>Dangote Cement</td>
<td>ED</td>
</tr>
<tr>
<td>358</td>
<td>Engr. Abiyesu Abi</td>
<td>Nigerian LNG Limited</td>
<td>Deputy MD</td>
</tr>
<tr>
<td>359</td>
<td>Abubakar Abdurahaman Shuibu</td>
<td>Min.of Land &amp; Survey, Yola.</td>
<td>Dep. Chief Credit Officer</td>
</tr>
<tr>
<td>360</td>
<td>Alh. Adefisayo Folasade</td>
<td>Corona Schools</td>
<td>Hon. Commissioner</td>
</tr>
<tr>
<td>361</td>
<td>Adekolu Balogun</td>
<td>NOTORE</td>
<td></td>
</tr>
<tr>
<td>362</td>
<td>Ade-odiachi Robert</td>
<td>Airline Services &amp; Logistics Plc</td>
<td>CEO</td>
</tr>
<tr>
<td>363</td>
<td>Akerele Richard</td>
<td>MTN</td>
<td>HR Executive</td>
</tr>
<tr>
<td>364</td>
<td>Akinkugbe Ouchen</td>
<td>Union Bank Of Nigeria</td>
<td>GMD</td>
</tr>
<tr>
<td>365</td>
<td>Barth Ebong OON</td>
<td>Spring Capital Markets Ltd</td>
<td>MD</td>
</tr>
<tr>
<td>366</td>
<td>Dr. Oshia Christopher</td>
<td>Spring Capital Markets Ltd</td>
<td></td>
</tr>
<tr>
<td>367</td>
<td>Egbert Imomoh</td>
<td>Afren Energy Resources Ltd</td>
<td>MD</td>
</tr>
<tr>
<td>368</td>
<td>Chief Isaac Uzozie</td>
<td>Migro Nigeria Limited</td>
<td>MD</td>
</tr>
<tr>
<td>369</td>
<td>Awolumate Abimbola</td>
<td>UBA Plc</td>
<td>Sen. Strat. Consultant</td>
</tr>
<tr>
<td>370</td>
<td>Dr. Awosoyin Raphael S.</td>
<td>Oando Plc</td>
<td>Group Chief Technical Officer</td>
</tr>
<tr>
<td>371</td>
<td>Babatunde Johnson</td>
<td>Adecco Tusan Consulting</td>
<td>CEO</td>
</tr>
<tr>
<td>372</td>
<td>Bashorun Randle J. K.</td>
<td>JK Randle Prof. Services</td>
<td>CEO</td>
</tr>
<tr>
<td>373</td>
<td>Dangote Aliko</td>
<td>Dangote Group</td>
<td>President</td>
</tr>
<tr>
<td>374</td>
<td>Ebetaleye Godfrey</td>
<td>Afr ibank Nigeria Plc</td>
<td>Senior Asst GM</td>
</tr>
<tr>
<td>375</td>
<td>Elegido Juan</td>
<td>Lagos Business School</td>
<td>DEAN</td>
</tr>
<tr>
<td>376</td>
<td>Mr. Erebor Franklin</td>
<td>UBA Plc</td>
<td>GM, Energy Bank</td>
</tr>
</tbody>
</table>

Economic Summit 205
<table>
<thead>
<tr>
<th>Name</th>
<th>Organization/Company</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ibenene Chima</td>
<td>Nigeria LNG Limited</td>
</tr>
<tr>
<td>Ize-iyamu Godwin</td>
<td>UBA Plc</td>
</tr>
<tr>
<td>Jumotu Kola</td>
<td>Nutricia Ltd</td>
</tr>
<tr>
<td>Kalu Kenneth</td>
<td>UBA Plc</td>
</tr>
<tr>
<td>Dr. Mrs. Lombin Lami Hannahu</td>
<td>Nat Veterinary Research Institute</td>
</tr>
<tr>
<td>Mbakwe Debby</td>
<td>Star-comms</td>
</tr>
<tr>
<td>Muhammad Jibrin</td>
<td>Asco Savings &amp; Loans Plc</td>
</tr>
<tr>
<td>Mulwa Elijah</td>
<td>Accion Microfinance Bank Ltd.</td>
</tr>
<tr>
<td>Oducza Phillips</td>
<td>UBA Plc</td>
</tr>
<tr>
<td>Serki Florence</td>
<td>Omatek Venture Plc</td>
</tr>
<tr>
<td>Haja Shagaya Bola</td>
<td>Practoil (Nig.) Ltd.</td>
</tr>
<tr>
<td>Dr. Sonaiya Ebun</td>
<td>Total Health Trust Ltd.</td>
</tr>
<tr>
<td>Sullivan Akala</td>
<td>UBA Plc</td>
</tr>
<tr>
<td>Urua Iniohong</td>
<td>Afribank Nigeria Plc</td>
</tr>
<tr>
<td>Varetas Panos</td>
<td>Pz Cussons Nigeria Plc</td>
</tr>
<tr>
<td>Zailani Isa</td>
<td>Afribank Nigeria Plc</td>
</tr>
<tr>
<td>Kevin Caroso</td>
<td>Nilel</td>
</tr>
<tr>
<td>Victoria mendez-charles</td>
<td>High Commission Republic of Trinidad &amp; Tobago</td>
</tr>
<tr>
<td>Dr. Kola Masha</td>
<td>Notore</td>
</tr>
<tr>
<td>Ladi Awosika</td>
<td>Health Trust Ltd.</td>
</tr>
<tr>
<td>Mike Jide A.</td>
<td></td>
</tr>
<tr>
<td>Dr. Nwosu Ikenna</td>
<td>Mooregate Limited</td>
</tr>
<tr>
<td>Obayomi Oluwole</td>
<td></td>
</tr>
<tr>
<td>Ogorji Martins</td>
<td></td>
</tr>
<tr>
<td>Ogunbukola Matthew Olusegun</td>
<td></td>
</tr>
<tr>
<td>Ojo-odiose Emmanuel</td>
<td>Notore</td>
</tr>
<tr>
<td>Okafor Caroline N.</td>
<td>Notore</td>
</tr>
<tr>
<td>Omogbenigun Funmi</td>
<td>MTN</td>
</tr>
<tr>
<td>Onajite Okoloko P.</td>
<td>Notore</td>
</tr>
<tr>
<td>Osita Adubasim</td>
<td>Dorman Long Engineering</td>
</tr>
<tr>
<td>Ovota Iyamu</td>
<td>Notore</td>
</tr>
<tr>
<td>Oyeboke Gbenga</td>
<td>Aluko &amp; Oyeboke</td>
</tr>
<tr>
<td>Richard Kramer</td>
<td>Capital Alliance (Nigeria) Ltd</td>
</tr>
<tr>
<td>Sanya Tinuola</td>
<td></td>
</tr>
<tr>
<td>Utot Udeme</td>
<td>Saatchi &amp; Saatchi</td>
</tr>
<tr>
<td>Waie Goodluck</td>
<td>MTN</td>
</tr>
<tr>
<td>Yinusa M. J.</td>
<td></td>
</tr>
<tr>
<td>Adeodeji Abiodun</td>
<td>BGL Plc</td>
</tr>
<tr>
<td>Adeleke Wole</td>
<td>Dangote Cement</td>
</tr>
<tr>
<td>Agavi Mohammed Forlor</td>
<td>Cotecna</td>
</tr>
</tbody>
</table>

206 Economic Summit
Aina Olusegun Lawrence - Fintech Associates Limited  - Executive Chairman
Akinsanya Titilayo - Coca-Cola Nigeria Limited  - HR Director
Akobundu Nkem - Coca-Cola Nigeria Limited  - Technical Director
Alazigha Tamuno - BGL Asset Management Limited
Amali Amali A. - Coca-Cola Nigeria Limited
Arize Paul - BG Exploration & Production Nig Ltd
Bakere Lanre - Spring Capital Markets Ltd
Balogun Bolaji - Chaper Hill Advisory Partners Ltd.  - Managing Partner
Diko Aminu - Dangote Group  - Group Coo. Secretary
Ekwekem Emmanuel - Atcons
Eyo Henry - Sevicom Institute  - Hd. Sevicom Institute
Ade-Ajayi Funmilayo - Citibank Nigeria Limited  - Chief Operating Officer
Ganesan Srihar - Sosaco Nigeria Limited
Gauran Lavana - Sosaco Nigeria Limited  - MD
Hussein Helen C. - U.S. Consulate Lagos  - Political - Economic Section Chief

Mr. Iroanya Chris - Nig. Asso. of Small Industrialists  - 1st Vice Chairman
Joseph Olakunreunmi Tegbe - KPMG Professional Services
Knut Ulvmoen - Dangote Cement
Mshelia Ciara - BGL Security Limited  - Regional Head
Mujota Modupe - BGL Asset Management Ltd
Musonda Monica - Dangote Cement
Nurani Subramaniam K. - Conserveria Africana Limited  - MD
Obiade Mayowa O. - U.S. Consulate General, Lagos  - Economic Specialist
Ofor-Kalu Micheal - FSTC Yaba Fed. Min. of Education
Olowola Niyi - Oando Ptc
Oluwole Wale - BGL Securities Limited
Onyenchp Victor - KPMG Professional Services

Mazi Clement Owurunna - Diamond Bank Plc  - Director
Popoola Yvonne - Spring Bank Plc  - Deputy GM
Rabiu Tayo - Colecta  - MD
Samaile Zubah - Dangote Cement
Shasanya Wale - BG Exploration & Production Nig Ltd
Umunnakwe Ify - BGL Private Equity  - Partner
Uzoma Nwankwo - Dangote Group  - Group Exe. Director
Akpoفئة Obastre - Poverty Reduction Soc. of Nig  - Secretary
Okwulehle Paul - Fed. Min. Of Labour  - Director of Labour
Onayiga Kunle - Oando Ptc
Lawal Funso - Sogenal Oil & Gas
Yahaya Cecilia - National Identity Mgt. Commission Asst. Director
Ibraheem Ratu - NPC
Abdul Usman - Borno State  - Perm Sec
Tijani Taoof Ajibade - Snr. Tech Assistant
Engr. Ganiyu Abiodun Johnson - Lagos State Ministry  - Special Adviser
<table>
<thead>
<tr>
<th>No.</th>
<th>Name</th>
<th>Title/Position</th>
<th>Organization/Company</th>
</tr>
</thead>
<tbody>
<tr>
<td>467</td>
<td>Samuel A. Egya</td>
<td>Hon.</td>
<td>National Assembly</td>
</tr>
<tr>
<td>468</td>
<td>Richard Mbari</td>
<td>Director</td>
<td>AgroNigeria</td>
</tr>
<tr>
<td>469</td>
<td>Mrs Adebiyi Mofoluke, O.</td>
<td>Director</td>
<td>Oyo State Government</td>
</tr>
<tr>
<td>470</td>
<td>Iblam Nnenna Otuchu</td>
<td>State Co-ordinator</td>
<td>Nisn</td>
</tr>
<tr>
<td>471</td>
<td>Obilade Enuguboho Afolabi</td>
<td>Durham Business School, UK</td>
<td></td>
</tr>
<tr>
<td>472</td>
<td>Prof Ige Cyril Segun</td>
<td>Convenant University</td>
<td></td>
</tr>
<tr>
<td>473</td>
<td>Mrs Evelyn Adesina</td>
<td>DEAN</td>
<td>DOF Institute Of Catering &amp; Hotel Mgt</td>
</tr>
<tr>
<td>474</td>
<td>Bryan Isiramen</td>
<td>Sixt Rent A Car</td>
<td></td>
</tr>
<tr>
<td>475</td>
<td>Anne-celie Moulin</td>
<td>Country Director</td>
<td>Abu For South China</td>
</tr>
<tr>
<td>476</td>
<td>Shehu Abubakar</td>
<td>GH, Public Sector</td>
<td>Fidelity Bank Plc</td>
</tr>
<tr>
<td>477</td>
<td>Akindele Adeginya</td>
<td>Senior Manager</td>
<td>Credit Ref Company</td>
</tr>
<tr>
<td>478</td>
<td>Ignay Nwene</td>
<td>Senior Manager</td>
<td>Fidelity Bank Plc</td>
</tr>
<tr>
<td>479</td>
<td>Martins Esin</td>
<td>Officer</td>
<td>Dangote Group</td>
</tr>
<tr>
<td>480</td>
<td>Awaru Abubakar</td>
<td>Gm</td>
<td>NNPC</td>
</tr>
<tr>
<td>481</td>
<td>Abubakar W. Ahmed</td>
<td>Govt Rel. Manager</td>
<td>Shell</td>
</tr>
<tr>
<td>482</td>
<td>Anthony Corbett</td>
<td>IT Administrator</td>
<td>Vimpel Com</td>
</tr>
<tr>
<td>483</td>
<td>Bethel Amadi</td>
<td>Legislator</td>
<td>National Assembly</td>
</tr>
<tr>
<td>484</td>
<td>O eyekanni Rotimi</td>
<td>Renaissance Group</td>
<td></td>
</tr>
<tr>
<td>485</td>
<td>Musa Beilo</td>
<td>NNPC- Cpsk</td>
<td></td>
</tr>
<tr>
<td>486</td>
<td>Prince Abel Yekorogha</td>
<td>Media Attaché</td>
<td></td>
</tr>
<tr>
<td>487</td>
<td>Christian Caroline</td>
<td>Public Affairs Manager</td>
<td>High Comm. Of Canada</td>
</tr>
<tr>
<td>488</td>
<td>Oseloka Ikpeazu</td>
<td>Public Affairs Manager</td>
<td>Geometric Power Ltd</td>
</tr>
<tr>
<td>489</td>
<td>Dr. Elijah Olu Adefwau</td>
<td>Lagos State Govt.</td>
<td></td>
</tr>
<tr>
<td>490</td>
<td>Tony Elumelu</td>
<td>GMD</td>
<td>UBA Plc</td>
</tr>
<tr>
<td>491</td>
<td>Vicken F. Koundakjian</td>
<td>Counselor</td>
<td>Canadian High Commission</td>
</tr>
<tr>
<td>492</td>
<td>Alhassan M. Fawo</td>
<td>Fed Civil Service Comm</td>
<td></td>
</tr>
<tr>
<td>493</td>
<td>Ismail Radwan</td>
<td>World Bank</td>
<td></td>
</tr>
<tr>
<td>494</td>
<td>Ann Rickard</td>
<td>Exec. Vice President</td>
<td>Shell</td>
</tr>
<tr>
<td>495</td>
<td>Chike Ogeah</td>
<td>MD/CEO</td>
<td>Sahcol</td>
</tr>
<tr>
<td>496</td>
<td>Solomon Akhere Benjamin</td>
<td>Parp, National Assembly</td>
<td></td>
</tr>
<tr>
<td>497</td>
<td>Graham Hatty</td>
<td>Chairman</td>
<td>Zimbabwe Farmers Association</td>
</tr>
<tr>
<td>498</td>
<td>Kayode Kairison</td>
<td>NIAF</td>
<td></td>
</tr>
<tr>
<td>499</td>
<td>Amalah Joy</td>
<td>Coca-Cola</td>
<td></td>
</tr>
<tr>
<td>500</td>
<td>Reginald Ihebuzor</td>
<td>UBA</td>
<td></td>
</tr>
<tr>
<td>502</td>
<td>Uzoma Idris</td>
<td>Deputy GM</td>
<td></td>
</tr>
<tr>
<td>503</td>
<td>Iyore Charles</td>
<td>Dion &amp; Associates</td>
<td></td>
</tr>
<tr>
<td>504</td>
<td>Adesuwa Ifedi</td>
<td>Country Director</td>
<td>Student In Free Enterprise</td>
</tr>
<tr>
<td>505</td>
<td>Oloko Adebamike</td>
<td>Manger</td>
<td>Kakawa Discount House Ltd</td>
</tr>
<tr>
<td>506</td>
<td>Adewumi E.O.</td>
<td>Chairman/MD</td>
<td>Fumman</td>
</tr>
<tr>
<td>507</td>
<td>Babogun Rotimi</td>
<td>AGM, Corporate</td>
<td>UBA Plc</td>
</tr>
<tr>
<td>508</td>
<td>Okezie Maria N.</td>
<td>National Planning Commission (Secretary)</td>
<td></td>
</tr>
<tr>
<td>509</td>
<td>Adayi Michael</td>
<td>National Planning Commission</td>
<td></td>
</tr>
</tbody>
</table>

208 Economic Summit
Onyechi N. NASENI Deputy Director
Jeremiah S. Abba Nexim Bank AGM
Judith M. Eta NIAF Project Consultant
Joshua T. Abu National Orientation Agency Executive Director
Lawal Mohammed Hamadu Special Services Office Assistant Director
Sylvester C. Davou Min. Of Finance, Plateau State Accountant General
Akim Yusuf Skye Bank Plc Asst. General Manager
Hon.(dr.) Michael A. Jibrin Legislature Chairman House Committee on Health
Mohammed Ture-umaru Renaissance Capital
Faith Tuedor-matthews UBA DMD North
Benjamin Solomon Akhere Parp, National Assembly Political Scientist
Bob Tansey U.S. Embassy
Abdullahi Murtala National Planning Commission Security to Hon. Minister
Haliru Abdullahi National Planning Commission P.A. to Hon. Minister
Danjuma Shiddi National Planning Commission CSO to Hon. Minister
Prof. Barnidele Ogbe Solomon National Biotech Dev Agency Director General
Ibrahim Sanni NNPC - CPSK DM Training Services
A.S. Badmus Ogun State Government Director
Mrs. Opakirite J. Nzobiwu Fed Min Of Interior Assist Director
Sufiyau Garba National Planning Commission Tech Asst to Hon. Minister
Austin Okere Computer Warehouse MD
Mrs. Dorothy Ufot Dorothy Ufot & Co. Legal Practitioner
Ron Greenberg USAID
Rabi Semiyu Momoh Promasidor Nig Ltd Sales Manager
Adetoye Adesola Gideon Due Process Office Osogbo, Osun State Economist
Emeka Ibezimuko Studio 24 Photographer
Ubang E. D Shell Strategy & Portfolio
Ndudi Elumelu House Of Reps Chairman House Committee On Power
Mrs. Eboye Omereba Joel National Planning Commission Planning Officer
Mrs. Ogunnaike E.S NNPC Manager (Economics)
Dr. Davies Okarevu Niger Delta Dev. Comm Director Of Com.
Abdullahi Haruna Kwarar Min. Of Commerce & Industry Kano State
Ahmed Ibrahim Yakassai Kano State Government Hon. Commissioner for Commerce & Industry
Esolu Mike National Identity Mgt Comm Dir. Finance & Invest.
Ben Alofoje National Identity Mgt Comm
Aisha Sali National Identity Mgt Comm
Aderonke Agunbiade National Identity Mgt Comm Head Human Capital Management
Mr. E. O. A. Ojo Ministry Of Defence Ast. Director (Planning)
Obasi Philip Ikechi National Planning Commission Senior Planning Officer
<table>
<thead>
<tr>
<th>Name</th>
<th>Organisation</th>
<th>Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mr. Olugbenga Obadina</td>
<td>Ancient International</td>
<td>Vice Chairman</td>
</tr>
<tr>
<td>Aremu Ade Augustine</td>
<td>National Planning Commission</td>
<td>Chief Planning Officer</td>
</tr>
<tr>
<td>Sunday Anani</td>
<td>National Planning Commission</td>
<td>Secretary</td>
</tr>
<tr>
<td>Prince John Adeleke</td>
<td>Oyo State Government</td>
<td>Special Adviser (Economic Planning)</td>
</tr>
<tr>
<td>Akingbala A. Oloyede</td>
<td>National Planning Commission</td>
<td>Chief Planning Officer</td>
</tr>
<tr>
<td>Adekunle Ajala</td>
<td>Spog Petrochemicals Ltd</td>
<td>Managing Director</td>
</tr>
<tr>
<td>Idowu B. Odeyemi</td>
<td>Fed. Uni of Technology Akure</td>
<td></td>
</tr>
<tr>
<td>Lillie Adegbite</td>
<td>NNPC</td>
<td></td>
</tr>
<tr>
<td>Dcg Bello Sulaiman</td>
<td>Nig. Security &amp; Civil Def. Corps</td>
<td>Director Of Admin</td>
</tr>
<tr>
<td>Chiijioke Dozie</td>
<td>Kaizen Venture Partners</td>
<td>Managing Partner</td>
</tr>
<tr>
<td>Nwabukwu Paul</td>
<td>NOI Polls</td>
<td>Dir. of Communications</td>
</tr>
<tr>
<td>Miss. Toni Akinluyi</td>
<td>NOI Polls Research Associate</td>
<td></td>
</tr>
<tr>
<td>Nnaedozie Princess Ngozi</td>
<td>Intercontinental Bank</td>
<td>Srn Reg. Chief Executive</td>
</tr>
<tr>
<td>Enenanya Nideka Jasmine</td>
<td>Intercontinental Bank</td>
<td>Group Executive</td>
</tr>
<tr>
<td>David C. Nwogbo</td>
<td>National Open University of Nig</td>
<td>Asst. Registrar</td>
</tr>
<tr>
<td>Mr. Bathiocimen Aja</td>
<td>Debt Management Office</td>
<td>Senior Economist</td>
</tr>
<tr>
<td>Hajia Zainab Liyasu Sa'ab</td>
<td>NITEL</td>
<td>Chief Marketing Officer</td>
</tr>
<tr>
<td>Henry Lortim</td>
<td>Business World</td>
<td></td>
</tr>
<tr>
<td>Izuegbu E. O</td>
<td>Min of Labour &amp; Prod. Abuja</td>
<td>Director</td>
</tr>
<tr>
<td>Tommy N. Opue</td>
<td>National Planing Comm. Press</td>
<td>Photo Info.</td>
</tr>
<tr>
<td>Engr. Felix Koyenikan</td>
<td>Federal Housing Authority</td>
<td>Managing Director</td>
</tr>
<tr>
<td>Henry Okolo</td>
<td>Dorman Long Engineering</td>
<td></td>
</tr>
<tr>
<td>Mrs. Odegbaro Giedys E.</td>
<td>Federal Ministry Of Justice</td>
<td>Chief State Counsel</td>
</tr>
<tr>
<td>Nenbol Emmanuel Nanie</td>
<td>Nigerian Shipper's Council</td>
<td>Principal Maritime Officer</td>
</tr>
<tr>
<td>Chijioke Amunna</td>
<td>Niger Delta Dev. Comm</td>
<td>SA to the MD</td>
</tr>
<tr>
<td>Ozo Chichindu Eze MNI</td>
<td>Fed Min Of Env. HUD</td>
<td>Director</td>
</tr>
<tr>
<td>Frances Nichols</td>
<td>Panorama Reports Inst</td>
<td>Project Manager</td>
</tr>
<tr>
<td>Olusola Olatunde A</td>
<td>Ass. for Comp. Empowerment of Nigerians With Disability</td>
<td>National Secretary</td>
</tr>
<tr>
<td>Fajuyitan Oluwole A.</td>
<td>Due Process Office</td>
<td>Director</td>
</tr>
<tr>
<td>Amuda Moshood</td>
<td>National Mirror Newspaper</td>
<td>Correspondent</td>
</tr>
<tr>
<td>Habu Suleiman</td>
<td>National Planning Commission</td>
<td>Assistant Director</td>
</tr>
<tr>
<td>Dr. H. O. Demuren</td>
<td>Nig. Civil Aviation Authority</td>
<td>Director General</td>
</tr>
<tr>
<td>H.A Karage</td>
<td>NNPC - CPSK</td>
<td>Manager (Training)</td>
</tr>
<tr>
<td>Engr. Joshua T. Ripyie</td>
<td>Min Of Comm. &amp; Ind. Taraba</td>
<td>General Manager</td>
</tr>
<tr>
<td>Engr. Egbaghe Emmanuel</td>
<td>Fed Min Of Agric &amp; Water Res.</td>
<td>Director</td>
</tr>
<tr>
<td>Dr. Adolphus Okebugwu</td>
<td>Adolpho Holdings Ltd</td>
<td>Chairman</td>
</tr>
<tr>
<td>Dr. B.I Chizea</td>
<td>Bc Consultancy Services</td>
<td>Managing Consultant</td>
</tr>
<tr>
<td>Chris Uba</td>
<td>Business World</td>
<td>Associate Editor</td>
</tr>
<tr>
<td>Senator Udoma Udo Udoma</td>
<td>Securities &amp; Exchange Comm</td>
<td>Chairman</td>
</tr>
<tr>
<td>Musa Al-feki</td>
<td>Securities &amp; Exchange Comm</td>
<td>Director General</td>
</tr>
<tr>
<td>Sam B Uko</td>
<td>Exxon Mobil</td>
<td>Snr. P.A.Representative</td>
</tr>
</tbody>
</table>

210 Economic Summit
<table>
<thead>
<tr>
<th>No.</th>
<th>Name</th>
<th>Position</th>
<th>Organization/Department</th>
</tr>
</thead>
<tbody>
<tr>
<td>591</td>
<td>Same’ila A. Lanzai</td>
<td>Min of Budget &amp; Eco Plan. Bauchi Deputy Director</td>
<td></td>
</tr>
<tr>
<td>592</td>
<td>Dr. Abraham Nwankwo</td>
<td>Debt Management Office Director General</td>
<td></td>
</tr>
<tr>
<td>593</td>
<td>Kikiowo Samuel</td>
<td>Dangote Group Area Sales Manager - Cement</td>
<td></td>
</tr>
<tr>
<td>594</td>
<td>Obande O P</td>
<td>Fed Civil Service Commission Director</td>
<td></td>
</tr>
<tr>
<td>595</td>
<td>Ibori Idiong</td>
<td>Truss Oil &amp; Gas Inc</td>
<td></td>
</tr>
<tr>
<td>596</td>
<td>R.O Adeniyi</td>
<td>NNPC Manager</td>
<td></td>
</tr>
<tr>
<td>597</td>
<td>Eloho Samuel Omuye</td>
<td>National Planing Commission Asst. Director</td>
<td></td>
</tr>
<tr>
<td>598</td>
<td>Felix O. Asipika</td>
<td>Budget Office of the Federation Asst. Director</td>
<td></td>
</tr>
<tr>
<td>599</td>
<td>Nweke Lawrence Osita</td>
<td>Budget Office Of The Federation Asst. Director</td>
<td></td>
</tr>
<tr>
<td>600</td>
<td>Ngozie Dozie</td>
<td>Kaizen Venture Partners</td>
<td></td>
</tr>
<tr>
<td>601</td>
<td>Muyi Loba</td>
<td>Real Oil Mills CEO</td>
<td></td>
</tr>
<tr>
<td>602</td>
<td>Dauda Lawal</td>
<td>FBN Plc</td>
<td></td>
</tr>
<tr>
<td>603</td>
<td>Godwin E. Nyame</td>
<td>Taraba State Government Commissioner for Agric</td>
<td></td>
</tr>
<tr>
<td>604</td>
<td>Ayonote Emike</td>
<td>MTN Nigeria Marketer</td>
<td></td>
</tr>
<tr>
<td>605</td>
<td>Obi Otudeko</td>
<td>Nigeria Stock Exchange President</td>
<td></td>
</tr>
<tr>
<td>606</td>
<td>Prof. W.E Herbert</td>
<td>NUC</td>
<td></td>
</tr>
<tr>
<td>607</td>
<td>Prof. Njoda M Gadzama</td>
<td>University Of Maiduguri Prof. Of Zoology</td>
<td></td>
</tr>
<tr>
<td>608</td>
<td>Uchebulem U. Ikem</td>
<td>Ascend</td>
<td></td>
</tr>
<tr>
<td>609</td>
<td>Ayo Edu</td>
<td>Abuja Investments Co. Ltd Head. Finance &amp; Investments</td>
<td></td>
</tr>
<tr>
<td>610</td>
<td>Offiah Uche G.</td>
<td>National Planing Commission Director</td>
<td></td>
</tr>
<tr>
<td>611</td>
<td>Dr. Elias A Udeaja</td>
<td>National Planing Commission Special Adviser to the Hon. Minister</td>
<td></td>
</tr>
<tr>
<td>612</td>
<td>Oyama Egba Ovat</td>
<td>National Planing Commission Senior Clerical Officer</td>
<td></td>
</tr>
<tr>
<td>613</td>
<td>Suleiman Williams</td>
<td>National Planing Commission Planning Officer</td>
<td></td>
</tr>
<tr>
<td>614</td>
<td>Maureen N Ernezi</td>
<td>National Planing Commission Confidential Secretary</td>
<td></td>
</tr>
<tr>
<td>615</td>
<td>Sadauki Musa</td>
<td>NNPC</td>
<td></td>
</tr>
<tr>
<td>616</td>
<td>Gbadebo A.O</td>
<td>NNPC</td>
<td>Mgr Energy Research Deputy Director</td>
</tr>
<tr>
<td>617</td>
<td>Osuji Ndubuisi</td>
<td>Fed Min of Environment Deputy Director</td>
<td></td>
</tr>
<tr>
<td>618</td>
<td>Anyanwu Nndubuisi</td>
<td>NOI Polsi CEO</td>
<td></td>
</tr>
<tr>
<td>619</td>
<td>Fabyi Abiodun Adedamola</td>
<td>Fed Min Of Education Asst. Director</td>
<td></td>
</tr>
<tr>
<td>620</td>
<td>Goodluck Olufermi</td>
<td>Min Of Mine &amp; Stell Dev. Deputy Director</td>
<td></td>
</tr>
<tr>
<td>621</td>
<td>Abubakar Halimaal Saadiya</td>
<td>National Planing Commission Planning Officer li</td>
<td></td>
</tr>
<tr>
<td>622</td>
<td>Saieh Ibrahim</td>
<td>Nigerian Shipper’s Council Deputy Director</td>
<td></td>
</tr>
<tr>
<td>623</td>
<td>John H. Ahmadu</td>
<td>Nigerian Police Deputy inspector General Of Police</td>
<td></td>
</tr>
<tr>
<td>624</td>
<td>Paul Mari Bdiya</td>
<td>National Productivity Centre Director General</td>
<td></td>
</tr>
<tr>
<td>625</td>
<td>Engr. R.D. Abubakar</td>
<td>Office of the Sec to Govt of Fed Director</td>
<td></td>
</tr>
<tr>
<td>626</td>
<td>A. Akinugbe</td>
<td>OSGF</td>
<td>Director</td>
</tr>
<tr>
<td>627</td>
<td>Suleiman Yahaya</td>
<td>Rosehill Group Ltd CEO</td>
<td>Head Exter. Relations</td>
</tr>
<tr>
<td>628</td>
<td>Agbe Charles</td>
<td>UBA Plc</td>
<td></td>
</tr>
<tr>
<td>629</td>
<td>A U Enunwa</td>
<td>Delta State Ministry of Eco.Plan. Director</td>
<td></td>
</tr>
<tr>
<td>630</td>
<td>Timi Alabie</td>
<td>NDDC</td>
<td>MD/CEO</td>
</tr>
<tr>
<td>Name</td>
<td>Title/Position</td>
<td></td>
<td></td>
</tr>
<tr>
<td>-----------------------</td>
<td>-------------------------------------------------------------------------------</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Makarfi</td>
<td>National Assembly Chairman Fin. Comm</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ayoola</td>
<td>Office of Auditor Gen. Director of Audit</td>
<td></td>
<td></td>
</tr>
<tr>
<td>C A. Borna</td>
<td>Nigerian Ports Authority General Manager</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Christy Akko</td>
<td>NDDC</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Aginighan</td>
<td>Niger Delta Dev Commission Commissioner For Finance</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hon. Adebayo Bankole</td>
<td>Oyo State Government CPO</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Muhammad Sirejo</td>
<td>Taraba State Government Director International Cooperation Director</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ali Njobai</td>
<td>Taraba State Government Secretary</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Habi A Biyams</td>
<td>State Planning Commission Director</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ajinya S. Garba</td>
<td>Taraba State Planning Comm Secretary</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Eke Spiff</td>
<td>Niger Delta Dev Commission Executive Officer</td>
<td></td>
<td></td>
</tr>
<tr>
<td>James J Nengi</td>
<td>Niger Delta Dev Commission Chairman, Senate Com. On Aviation</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sen. Anyim Ude MON</td>
<td>Sen of Fed Republic Of Nigeria</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ekeh Lucy Adaobi</td>
<td>Edward Kingston Associates Vice President</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Aishetu Kolo</td>
<td>Morgan Stanley Director, Economic Intelligence Dir.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Martins Ugorji</td>
<td>Belview Director</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dr. Suleyman Abdu Ndanusa</td>
<td>Office of the Nat. Security Adviser</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Adogbe Thomas Oladokun</td>
<td>Oyo State Government Consultant</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Otufemi Joshua</td>
<td>MTN Nigeria Technical Support</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Gbenga J. Adewoye</td>
<td>MTN Nigeria Help Desk</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Charles Iyore</td>
<td>Dion &amp; Associates Principal Partner</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sani Babamoi</td>
<td>Nigerian Stock Exchange ACM</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mohammed S. Wada</td>
<td>First Bank of Nigeria Plc Special Assistant to Chairman</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Michael W. Bell</td>
<td>IMF Resident Mission in Nigeria Senior Resident</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Lawai Funso Otunba</td>
<td>Sogena Oil &amp; Gas Chairman</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Kunle Onayiga</td>
<td>Oando Plc Executive Assist. to GCEO</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Awobokun Abayomi</td>
<td>Oando Plc Regional Enterprise Solution Manager</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Amrafa Joy</td>
<td>Coca Cola Executive Director</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Kayode Klaidscon</td>
<td>Nig. Infrastr. Advisory Facility Executive Director, Risk Management</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Aliyu Mohammed A.</td>
<td>MTN Nigeria Regional Enterprise Solution Manager</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Lamiido Sanusi</td>
<td>First Bank Of Nigeria Plc Executive Director</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Alh. Mohammed Hayatudeen</td>
<td>Alpine Investment Limited Executive Director</td>
<td></td>
<td></td>
</tr>
<tr>
<td>No.</td>
<td>Name</td>
<td>Full Name</td>
<td>Organization/Media</td>
</tr>
<tr>
<td>-----</td>
<td>-----------------------</td>
<td>--------------------------------</td>
<td>-----------------------------</td>
</tr>
<tr>
<td>663</td>
<td>Ismail Adetola Lawal</td>
<td>LAL Nigeria Limited</td>
<td>MD/Ceo</td>
</tr>
<tr>
<td>664</td>
<td>Crop Voets</td>
<td>Netherlands Embassy</td>
<td>Dep. Head Of Mission</td>
</tr>
<tr>
<td>665</td>
<td>Jeffrey Russel Hart</td>
<td>Australian High Commission</td>
<td>High Commissioner</td>
</tr>
<tr>
<td>666</td>
<td>Dahila Thomas</td>
<td>National Planning Commission</td>
<td>Technical Assistant to</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>The Hon. Minister</td>
</tr>
<tr>
<td>667</td>
<td>Abezo J.E</td>
<td>Schmitze Energi Fab &amp; Steel Ltd.</td>
<td>CEO</td>
</tr>
<tr>
<td>668</td>
<td>Nancy Chiwengu</td>
<td>Schmitze Energi Fab &amp; Steel Ltd.</td>
<td>Secretary</td>
</tr>
<tr>
<td>669</td>
<td>Andrew Cornthwait</td>
<td>Renaissance Group</td>
<td></td>
</tr>
<tr>
<td>670</td>
<td>Oyinkan Adewale</td>
<td>Renaissance Group</td>
<td></td>
</tr>
<tr>
<td>671</td>
<td>Jim Ovia</td>
<td>Zenith Bank Plc</td>
<td>GMD/CEO</td>
</tr>
<tr>
<td>672</td>
<td>Ayodele Babgun</td>
<td>Notore</td>
<td>Chief Marketing Officer</td>
</tr>
<tr>
<td>673</td>
<td>Emmanuel Chike Nwanze</td>
<td>Icon Stockbrokers Limited</td>
<td>Vice Chairman</td>
</tr>
<tr>
<td>674</td>
<td>Jonah Agyo</td>
<td>Government House, Jalingo</td>
<td>Chairman, Due Process</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>675</td>
<td>Enahoro Victor</td>
<td>BGL Plc</td>
<td>Vice President</td>
</tr>
<tr>
<td>676</td>
<td>Prof Onuoha K.M</td>
<td>University of Nigeria, Nsukka</td>
<td>Deputy Vice-chancellor</td>
</tr>
<tr>
<td>677</td>
<td>Tao flick</td>
<td>Gboyelade</td>
<td></td>
</tr>
<tr>
<td>678</td>
<td>Aku Agum M</td>
<td>First Bank Of Nigeria Plc</td>
<td>Assistant Manager</td>
</tr>
<tr>
<td>679</td>
<td>Faloseyi Michael O</td>
<td>First Bank Of Nigeria Plc</td>
<td>Retail Marketing Officer</td>
</tr>
<tr>
<td>680</td>
<td>Hon. Dare Omotosho</td>
<td>Nigerian Electricity Regulatory</td>
<td>Comm. Manager</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Ministry of Com. &amp; Industry</td>
<td>Ekiti State, Nigeria</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Commissioner</td>
</tr>
<tr>
<td>681</td>
<td>Ibrahim Badmos</td>
<td>Federal Ministry of Youth Dev.</td>
<td>Deputy Director</td>
</tr>
<tr>
<td>682</td>
<td>Kaka Sale Nwunni</td>
<td>Taraba State Planning Commission</td>
<td>Director of Budget</td>
</tr>
<tr>
<td>683</td>
<td>Ugborna Diacu Abec</td>
<td>DAU Integrated Services Ltd.</td>
<td>Managing Director</td>
</tr>
<tr>
<td>684</td>
<td>Cyril Odu</td>
<td>Exxon Mobil</td>
<td>Executive Director</td>
</tr>
<tr>
<td>685</td>
<td>Fapciuwo Joseph Olusegun</td>
<td>Centre For Mgt. Development</td>
<td>Director, Admin &amp; Finance</td>
</tr>
<tr>
<td>686</td>
<td>Bayo Adeike</td>
<td>First Bank of Nigeria Capital Plc</td>
<td>MD/CEO</td>
</tr>
<tr>
<td>687</td>
<td>Dr. Haruna U. Sarusi</td>
<td>Federal Ministry of Defence</td>
<td>Permanent Secretary</td>
</tr>
<tr>
<td>688</td>
<td>Aisha Garba</td>
<td>UBA Plc</td>
<td>Service Quality Manger</td>
</tr>
<tr>
<td>689</td>
<td>Njiwah Emmanuel</td>
<td>Taraba State Plan.Commission</td>
<td>Chairman</td>
</tr>
<tr>
<td>690</td>
<td>Summonu Abraham O. Dada</td>
<td>Ondo State Government</td>
<td>Special Adviser</td>
</tr>
<tr>
<td>691</td>
<td>Alh. B.Y Ahmed</td>
<td>Nexim Bank</td>
<td>MD/CEO</td>
</tr>
<tr>
<td>692</td>
<td>Dr. Ransome Owah</td>
<td>NERC</td>
<td>Chairman/CEO</td>
</tr>
<tr>
<td>693</td>
<td>Adama Momodu</td>
<td>First Bank of Nigeria Plc</td>
<td>Relationship Manager-retail Marketing</td>
</tr>
<tr>
<td>694</td>
<td>Riwaban Bello-osagie</td>
<td>First Security Discount House Ltd</td>
<td>MD/CEO</td>
</tr>
<tr>
<td>695</td>
<td>Nicholas White</td>
<td>Abu For South China</td>
<td></td>
</tr>
<tr>
<td>696</td>
<td>Dr. Okon M. Amano</td>
<td>Sixt Rent A Car</td>
<td>MD/CEO</td>
</tr>
<tr>
<td>697</td>
<td>Ganiyu Abiodun Johnson</td>
<td>Lagos State Ministry of Works &amp; Infrastructure</td>
<td>Special Adviser to the Governor</td>
</tr>
<tr>
<td>698</td>
<td>Mba Emeka</td>
<td>Coca Cola Nigeria Limited</td>
<td>Public Affairs &amp; Communications</td>
</tr>
<tr>
<td>699</td>
<td>Dr. Princewill Ekanem</td>
<td>NDDC</td>
<td>Director PRS/MIS</td>
</tr>
</tbody>
</table>
Tyson Jamiu O. | Soft Skills Mgt Consultants | Business Dev. Officer (Trainee Consultant)
Ntornu Freddie | O.H.C.S.F | Director
Idowu-omiyi iyabo | Fed. Ministry of Information & Communication | AG. Perm. Secretary
Rafaeequot Onabamiro | Lagos State Government | Permanent Secretary
Francis Otusola Bajowa | Fed. Ministry of Information & Communication | Asst. Director
Kotso Rachael | RMRDC, Abuja | Chief Scientific Officer
Mohammed Babayo Suleiman | Fed. Ministry of Information & Communication | Director
Benjamin Benedict | Knowledge Centre Nigeria | Chief Knowledge Worker
Eniola Dada | New Dawn Africa | Director
Arule Emmanuel | Financial Standards | Correspondent
M.A Garba | Office of the Secretary to the Federal Government | Director
Comrade Mansur M. Musa | Nat. Union of Elect. Employees | National President
Abubakar Mujeli | Cotecna Destination | Consultants
Reji George | Olam Nigeria Limited | General Manager
Prof. Tunji Akande | NISER | Director General
Dr. Yusuf Lawal | JAMB | Deputy Director
Sule Umar Bichi | Redstar Express Plc (Fedex) | MD/CEO
Emma Okey Nwosu | Fed. Mini. Of Com. & Industry | Ass. Director
Dalyp C. Mancha | Plateau State House of Assembly | Chairman, Finance Committee
Enemil Azuka | Njikoka Local Government, Anabra State | Head, Local Govt. Administration
Aminu Yusuf | Ministry Of Finance, Niger State | Hon. Commissioner
Paul Abiodun Akanbioluwa | FEES Limited | Executive Director
Jide Dada | BGL Asset Management Limited | 
Onoh D.C | The Presidency, Office of the SGF Officer | 
Bello John | The Presidency, Office Of The SGF Admin Officer | 
Engr. Mohammed Sani Alhassan | Fed. Capital Dev.Authority | Executive Secretary,
Umaru Waziri | FCTA | Director Of Finance
Yusuf Abdullahi | Jagal Group | Director
Mohammed Aliyu | NIAF | Project Consultant
Moses O. Ekenimoh | Centre For Mgt Development | Director
Jatau Adeh Garuba | Fed. Road Safety Commission | Ass. Area Commander
Comrade Friday Agoreyo | Trade Union Congress | Chairman, FCT Council
Linus Okorie | New Vision Consults | Managing Consultant
Valery V. Vozdvizhenskiy | Embassy of Russian Federation | Senior Counselor
Peter Adejo | First Bank Of Nigeria Plc | Ass. Manager
Usman Imanash | BGL Plc | Corporate Com Officer
Akin Rotimi | BGL Plc | Brand Manager
<table>
<thead>
<tr>
<th>Name</th>
<th>Institution/Company</th>
<th>Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rotimi Oyedele</td>
<td>Nexim Bank</td>
<td>Mgr, Strategic Planning</td>
</tr>
<tr>
<td>Ahmed Badawi</td>
<td>Skye Bank Plc</td>
<td>Area Manager</td>
</tr>
<tr>
<td>Sylvester O. Akele</td>
<td>SEC</td>
<td>Director</td>
</tr>
<tr>
<td>Dr. Stephen Ocronfemi</td>
<td>Min.of Budget &amp; Planning, Kogi State</td>
<td>Hon. Commissioner</td>
</tr>
<tr>
<td>Alexandra Gillies</td>
<td>University Of Cambridge</td>
<td>Phd. Student</td>
</tr>
<tr>
<td>Nour Sani Hanga</td>
<td>Kano State Government</td>
<td>Hon. Commissioner</td>
</tr>
<tr>
<td>Prof. Adesoji Adesanya</td>
<td>NISER, Ibadan</td>
<td>for Planning &amp; Budget Head, Research &amp; Consultancy Unit</td>
</tr>
<tr>
<td>Sanyo Akintola</td>
<td>BGL Plc</td>
<td>PR Officer</td>
</tr>
<tr>
<td>Dr. Ekebor U. Charlie</td>
<td>Ministry of Commerce &amp; Industry, Imo State</td>
<td>Director</td>
</tr>
<tr>
<td>Kabir Muhammed S. Ombam</td>
<td>Ebonyi State Poverty Reduction</td>
<td>General Manager</td>
</tr>
<tr>
<td>Director M. Lecky</td>
<td>Federal Ministry Of Health</td>
<td>Director</td>
</tr>
<tr>
<td>Adenuga Adeniyi Olatunji</td>
<td>CBN, Abuja</td>
<td>Principal Economist</td>
</tr>
<tr>
<td>Mouftzou Oyedepko Leleye</td>
<td>Embassy of the Rep.of Benin</td>
<td>Ambassador</td>
</tr>
<tr>
<td>Nwoakoagbara A.I</td>
<td>DPR</td>
<td>Zonal Oper. Controller</td>
</tr>
<tr>
<td>Abbaly Johnson</td>
<td>Achievers’ Consortium Int’I</td>
<td>Chief Executive</td>
</tr>
<tr>
<td>Akintoye Abiodun Oyewumi</td>
<td>Access Bank Plc</td>
<td>Deputy Manager</td>
</tr>
<tr>
<td>Idowu Faost Olayinka</td>
<td>Nigerian Stock Exchange</td>
<td>General Manager</td>
</tr>
<tr>
<td>Nyananso Gabriel Ekanem</td>
<td>Partners For Water &amp; Sanitation</td>
<td>Country Manager</td>
</tr>
<tr>
<td>Kunmi Adio-moses</td>
<td>Ministry of Establishment</td>
<td>P.A to the Hon.</td>
</tr>
<tr>
<td>Dr. Aluko I. Faloshade</td>
<td>Ministry of Economic, Lagos State Govt.</td>
<td>Commissioner</td>
</tr>
<tr>
<td>Senator Ibrahim M. Ida</td>
<td>Natioanl Assembly, Abuja</td>
<td>Senator</td>
</tr>
<tr>
<td>Olaiekann Lawal</td>
<td>LAL Limited</td>
<td>Branch Manager</td>
</tr>
<tr>
<td>Dr. Auwal Abdullahi</td>
<td>MTN</td>
<td>Bus. Accounts Exec.</td>
</tr>
<tr>
<td>Chijioke Nworka</td>
<td>IFC</td>
<td>Bus. Dev. Officer</td>
</tr>
<tr>
<td>Dr. Anne Nzegwu</td>
<td>National Planning Commission</td>
<td>Deputy Director</td>
</tr>
<tr>
<td>Nze Sunday Oriala</td>
<td>Edge Ngo Media</td>
<td>Director</td>
</tr>
<tr>
<td>Abubakar Shehu</td>
<td>MTN</td>
<td>Regional Mktng Mgr</td>
</tr>
<tr>
<td>Dr. Chris Ejike Imoka</td>
<td>Chris Ejik Agencies Ltd.</td>
<td>Chairman</td>
</tr>
<tr>
<td>Dr. Massda Bano</td>
<td>University of Oxford</td>
<td>Research Fellow</td>
</tr>
<tr>
<td>Abdussamad Dasuki</td>
<td>Dangote Group</td>
<td>Relationship Officer</td>
</tr>
<tr>
<td>Adenibigbe Olayiwola</td>
<td>Dangote Group</td>
<td>Marketing Executive</td>
</tr>
<tr>
<td>Babs Omatowa</td>
<td>Shell E&amp;P Africa Ltd.</td>
<td>Vice President</td>
</tr>
<tr>
<td>H.B Ahmed</td>
<td>Nigeria Customs Service</td>
<td>Comptroller General of Customs</td>
</tr>
<tr>
<td>Quenette Okebie</td>
<td>First Bank of Nigeria Plc</td>
<td></td>
</tr>
</tbody>
</table>

**Economic Summit 215**
Ogoebulem Frank Ijeh
K. Adegbe
Abdul Mukhtar
Arc
Y.O. A
Adeniyi Wale
Williams J.O
Ahonsi Unuigbe
Edna Uddiong
Salaudeen Abolaji Tajudeen
Amina Ibrahim
Arthur Ejiyor
Adogoke Taylor
Enuchalu Uche
Chief Mrs. Stella Okoli
Osaretin Odoaro
Nsah Eric Tanko
Femi Kolawole
Kevin Quinlan
Dr. A.U. Sanda
Ahassan Mohammed Fawo
Jide A. Mike
Beaika Beem Hassan
Dr. Joshua T Johnmark
Oluseye Kolapo
Dr. Ahmed Modibbo M.
Dr. Soji Adelaja
Nginru Rita Ieoma
Imumolere Evelyn
Bala Ado
Richard Joseph
Wadazie Iyke
Segun Alu
Dr. Uche Roseita Akuchie
Ezirne Otuje
Sam Njikonye
Bayo Oleleke
State Security Service, Abuja
ICAN
Abuja Investments Co. Ltd
Lagos State Government
Nigeria Customs Service
Lagos State Government
Stanbic IBTC Bank Plc
U.S Fulbright Scholar to UNILAG
NNPC - CPSK
OSSAP MDG's
Patrick Oke & Associate
Taylor Common Solutions
Adolphs Holdings Ltd Md/Ceo
Emzor Pharm. Industries Ltd.
IFC
Govt. House, Taraba State
First Bank Of Nig Plc
DFID Nigeria
University Of Lagos
Voice of Nigeria
Udu, Sokoto
Fed. Civil Service Commission
Manufacturers Ass. of Nigeria
Ariebp Nigeria Limited
The Biwec Group, Berlin
Neimeth Int'l Pharm Plc
Universal Basic Educ. Comm
Michigan State University
National Planning Commission
MTN Nigeria
MTN Nigeria
Northwest University
Accenture
Chams Plc
National Planning Commission
National Planning Commission
National Planning Commission
PSO Capital Market
PA to the President
MD/CEO
Permanent Secretary
PRO
Permanent Secretary
Head, Govt. & Intl Organisation
U.S Fulbright Scholar to UNILAG
Record & Data Base Administrator
OSSAP Manager
CEO
MD/CEO
Country Leader For Advisory Services
State Consultant
Banking Executive
Team Leader, Eco. Growth
Economic Advisor
Bus. Correspondent
Senior Lecturer
Director, Discipline & Appeals
Director General
MD/CEO
MD/CEO
Reg. Coordinator, North
Executive Secretary
Youth Corper
Bus. Sol. Consultant
Bus. Sol. Consultant
Store Administrator
Senior Confidential Secretary
CCO
MDD
## Appendix D: List of Media

<table>
<thead>
<tr>
<th>No</th>
<th>Title</th>
<th>Names</th>
<th>Company</th>
<th>Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Mr.</td>
<td>James Ifeanyi Ezeoke</td>
<td>Celh Global Concepts</td>
<td>Editor/Producer</td>
</tr>
<tr>
<td>2</td>
<td>Mr.</td>
<td>Boason Omofaye</td>
<td>Africa Business Cahnnel</td>
<td>Staff Reporter</td>
</tr>
<tr>
<td>3</td>
<td>Mr.</td>
<td>Adelani Ashamu</td>
<td>Champion Newspapers Ltd</td>
<td>MD</td>
</tr>
<tr>
<td>4</td>
<td>Mr.</td>
<td>James Ifeanyi Ezeoke</td>
<td>Celh Global Concepts Media</td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>Prof.</td>
<td>O. Jamie</td>
<td>Businessday Media Ltd</td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>Mrs.</td>
<td>Helen Eni</td>
<td>Tell Magazines</td>
<td>Senior Ass. Editor/Head, Business Desk</td>
</tr>
<tr>
<td>7</td>
<td>Mr.</td>
<td>Mkouma Ben-Bright</td>
<td>Financial Standard</td>
<td>Senior Associate Editor/Head, Business Desk</td>
</tr>
<tr>
<td>8</td>
<td>Mr.</td>
<td>Adeniyi Tunde</td>
<td>Businessday</td>
<td></td>
</tr>
<tr>
<td>9</td>
<td>Mr.</td>
<td>Yunus Abdulhamid</td>
<td>Daily Trust</td>
<td></td>
</tr>
<tr>
<td>10</td>
<td>Mr.</td>
<td>Adeshida Abayomi</td>
<td>Vanguard</td>
<td></td>
</tr>
<tr>
<td>11</td>
<td>Mr.</td>
<td>Ummu Ibrahim</td>
<td>CNBC Africa</td>
<td></td>
</tr>
<tr>
<td>12</td>
<td>Mr.</td>
<td>Ayo Oguntade</td>
<td>LTV</td>
<td></td>
</tr>
<tr>
<td>13</td>
<td>Mr.</td>
<td>Ayo Fred</td>
<td>N.T.A News</td>
<td></td>
</tr>
<tr>
<td>14</td>
<td>Mr.</td>
<td>Aghaeze O. Sunday</td>
<td>Thisday</td>
<td></td>
</tr>
<tr>
<td>15</td>
<td>Mr.</td>
<td>Moreno Haniel</td>
<td>AIT</td>
<td></td>
</tr>
<tr>
<td>16</td>
<td>Mr.</td>
<td>Kunle Aderinokun</td>
<td>Thisday Abuja</td>
<td></td>
</tr>
<tr>
<td>17</td>
<td>Mr.</td>
<td>Dennis Mernyi</td>
<td>The Sun</td>
<td></td>
</tr>
<tr>
<td>18</td>
<td>Mr.</td>
<td>Anosike Greyne</td>
<td>National Press Centre Editor</td>
<td></td>
</tr>
<tr>
<td>19</td>
<td>Mr.</td>
<td>Bitrus Maikyau</td>
<td>Change Media</td>
<td></td>
</tr>
<tr>
<td>20</td>
<td>Mr.</td>
<td>Agwaza Bemdo</td>
<td>Chang Media</td>
<td></td>
</tr>
<tr>
<td>21</td>
<td>Mr.</td>
<td>James I. Ezekekeh</td>
<td>Celh Global Media Concepts</td>
<td>Director</td>
</tr>
<tr>
<td>22</td>
<td>Mr.</td>
<td>Azuwike Mbaadwe Martins</td>
<td>Business Time</td>
<td>Editor</td>
</tr>
<tr>
<td>23</td>
<td>Mr.</td>
<td>Bright Ewulu</td>
<td>Business Enterprises Guideline</td>
<td>Editor</td>
</tr>
<tr>
<td>24</td>
<td>Mr.</td>
<td>Egumbike Olisa</td>
<td>News Agency Of Nigeria</td>
<td>Desk Editor</td>
</tr>
<tr>
<td>25</td>
<td>Mr.</td>
<td>Emeka Onuora</td>
<td>NTA Network News, Lagos</td>
<td></td>
</tr>
<tr>
<td>26</td>
<td>Mr.</td>
<td>Onwordi Henry</td>
<td>Andromedia Production Ltd.</td>
<td></td>
</tr>
<tr>
<td>27</td>
<td>Mrs.</td>
<td>Oyetunde Abimbola</td>
<td>FRCN</td>
<td>Camera Man</td>
</tr>
<tr>
<td>28</td>
<td>Mr.</td>
<td>Ray Echibiri</td>
<td>Business World Newspaper</td>
<td>Business Editor</td>
</tr>
<tr>
<td>29</td>
<td>Mr.</td>
<td>Ariyo Temitope</td>
<td>AIT Lagos</td>
<td>Editor - In -Chief</td>
</tr>
<tr>
<td>30</td>
<td>Mr.</td>
<td>Agada Simeon</td>
<td>Financial Standard Newspser</td>
<td>Bus. Correspondent</td>
</tr>
<tr>
<td>31</td>
<td>Mr.</td>
<td>Chijama Ogbu</td>
<td>The Nation Group Business</td>
<td>Editor</td>
</tr>
<tr>
<td>32</td>
<td>Mr.</td>
<td>Emele Onu</td>
<td>Daily Independent</td>
<td>Finance Editor</td>
</tr>
<tr>
<td>33</td>
<td>Mr.</td>
<td>Aminu Ayodele</td>
<td>This Day</td>
<td>Correspondent</td>
</tr>
<tr>
<td>34</td>
<td>Mr.</td>
<td>Iheanyi Nwachukwu</td>
<td>Business Day</td>
<td></td>
</tr>
<tr>
<td>35</td>
<td>Mr.</td>
<td>Kayode Ekundayo</td>
<td>Daily Trust</td>
<td></td>
</tr>
<tr>
<td>36</td>
<td>Mr.</td>
<td>Omoh Gabriel</td>
<td>Vanguard</td>
<td>Business Editor</td>
</tr>
<tr>
<td>37</td>
<td>Mr.</td>
<td>Mojeed Jamu</td>
<td>Daily Independent</td>
<td>Deputy Editor</td>
</tr>
<tr>
<td>38</td>
<td>Mrs.</td>
<td>Raj Khadijah Aderonike</td>
<td>Channels TV Lagos</td>
<td></td>
</tr>
<tr>
<td>Name</td>
<td>Occupation/Title</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>-------</td>
<td>-----------------------------------------</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mr.</td>
<td>Simeon Agada Financial Standard Editor</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mr.</td>
<td>Tony Manuaka Tel Communications Sr. Ass. Editor</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mr.</td>
<td>Ofikenua John The Nation Reporter</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mr.</td>
<td>Idongesit Ekponudim Studio 24 Sr. Correspondence Reporter</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mr.</td>
<td>Nsineno May-Anthony Newsafica Reporter</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mrs.</td>
<td>Bukola Adewale Channels TV Lagos Reporter</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mr.</td>
<td>Danladi Abgail Studio 24 Reporter</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mr.</td>
<td>Emeka Ibezieko Studio 24 Reporter</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mr.</td>
<td>Emeka Izeze Guardian Newspaper Ltd Editor in Chief</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mr.</td>
<td>Ibrahim Mijinyawa BBC World Service Broadcast Journalist</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mr.</td>
<td>Edhe Joseph News Agency Of Nigeria Reporter</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mr.</td>
<td>Gbola Abass Subair Tribune Newspaper Reporter</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mr.</td>
<td>Umoru Henry Vanguard Reporter</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mrs.</td>
<td>Cordelia Ukwuoma NTA News Asst. Manager: News Reporter</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mr.</td>
<td>Isuku Juliet DBN Television Reporter</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mr.</td>
<td>Murtala Shehu DBNTelevision Camera Man</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mr.</td>
<td>Abigail Danadi Studio 24 Business Development</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mrs.</td>
<td>Ogechukwu Amucha Guardian Newspapers Asst. Sales Manager</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mr.</td>
<td>Badejo Ademuyiwa Businessday Media Ltd, Abuja Abuja Bureau Chief</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mr.</td>
<td>Julius Ato I Business World Photo Journalist</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mr.</td>
<td>Taiye Sasona Channels Television Camera Man</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mr.</td>
<td>Sam Adoko The Punch Ass Photo Editor</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mr.</td>
<td>Idongesit Ekponudim Studio 24 Business Development</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mr.</td>
<td>Paul Okolo Bloomberg News Reporter</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mr.</td>
<td>Francis Udoakpan CNBC Africa Editor/Camera</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mr.</td>
<td>Ogebe Tony Niger Delta Standards Photo Journalist</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mr.</td>
<td>Ade Ogidian The Guardian Business Editor</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mr.</td>
<td>Peter Urbe MBI Televisions Camerere Man</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mr.</td>
<td>Amelie Bautta Sml Strat. Media for Foreign Affairs Business Editor</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mr.</td>
<td>David Garay Mazon Sml Strat. Media for Foreign Affairs Editorial Director</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mrs.</td>
<td>Bukola Afolabi The Week Reporter</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mr.</td>
<td>Edward Simmonds Pioneer News-Working With Times Editorial Director</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mr.</td>
<td>Adeosun Olufemi The Punch Correspondent</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mr.</td>
<td>Justus Nduwugwe Leadership News Papers Ass. Business Editor</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mr.</td>
<td>Nwachukwu Cinyine Businessday Media Correspondent</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mrs.</td>
<td>Franca Uzoma-Olua Nta Network News Prin. Correspondent</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mr.</td>
<td>Unokanjo Anthony Policy Magazine Bureau Chief</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mrs.</td>
<td>Lucy Etim The Abuja Inquirer News Paper Senior Correspondent</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mr.</td>
<td>John Nwokocho Vanguard Media Limited Business Editor - Sunday Vanguard</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mr.</td>
<td>Ojobi Matthew National Planning Commission Press Officer</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mr.</td>
<td>Hakeem Okenlawn AIT News Cameraman</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mr.</td>
<td>Christopher Adegbeji Daily Independent Reporter</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mr.</td>
<td>Usman Aliyu Vulogbo NTA, Abuja Reporter</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mr.</td>
<td>Ayuba Yakubu NTA, Abuja Cameraman</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Appendix E: List of Members of Joint Planning Committee

Private Sector
1. Layoje 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 Okunagba - BGL Limited
6. Stanley Egbuchukwu - Daily Times Group
7. Wonuola Adetayo - Soft Skills Mgt. Consultants
8. Mansur Ahmed - NESG
9. Deborah Okafor - NESG
10. Aziz Innocent - NESG
11. Charles Nwanze - NESG
12. Rekyia Zubairu - Bank of Industry

Public Sector
1. Ayodele Omotosho - National Planning Commission
2. Phil Oshochin - National Planning Commission
3. Adsosun F.T - National Planning Commission
4. Mohammed Auwal - National Planning Commission
5. Gonya P.J. - National Planning Commission
6. Eddy I. Ogbeiehe - National Planning Commission
7. Tunde Lawal - National Planning Commission
8. S. Elisha - National Planning Commission
9. Mohammed King Ibrahim - National Planning Commission
10. Mutawalli S. Kukawa - NIPC
13. Dr. Ifedora 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. - NIPC
17. Adeniyi
18. Nonye
19. Adejimie

R.O.            -            NNPC
Ndidi            -            Office of the SGF
Banny A.A.      -            Ministry of Foreign Affairs

Editorial
1. Stanley
2. Dr. Ifediora
3. Deborah
4. Ladi
5. Muyiwa
6. Tega
Egbochuku
Amobi
Okafor
Shokoya
Moyela
Agbanobi

Rapporteurs
1. Achike
2. Babatunde
3. Jide
4. Kelikume
5. Moyela
6. Nzeh
7. Oladiyopo
8. Olamade
9. Onyekwu
10. Uzuegbunam
11. Badru
12. A. A.
13. Innocent
14. Chris
15. Dr. Ogho
16. Kenneth
17. Rosa
18. Jane
19. Tega
20. Kemi
21. Kevin
Anthonia Ifeyinwa
Adegbesan
Awe
Ikechukwu
Muyiwa
Celestine Emeka
Shokoya
Olumuyiwa O.
E. Onyukwu
Frank C.
Omotayo O.
Taiwo
Azih
Okpoko
Okti
Kwujoli
Are
Añndu
Agbanobi
Parker
Nwanze

University of Nigeria, Nsukka
Geoscience Consulting
Jidaw Systems Limited
Lagos Business School
The Quadrant Company
African Institute For Applied Economics
University Of Lagos
National Centre For Technology Mgt
University Of Nigeria, Nsukka
Bluefield Africa Ltd
Phillips Consulting Limited
NPC
NESG
NESG
BusinessDay
NPC
NESG
NESG
NESG
NESG
Appendix F: List of Sponsors

Platinum Sponsors:

First Bank of Nigeria Plc
MTN Communications Nigeria Limited
United Bank for Africa Plc
Dangote Group Plc
BGL Nigeria Ltd
Coca Cola
Intercontinental Bank Plc

Gold Sponsor

Kakawa Discount House Limited
Afrbank of Nigeria Plc
Oando Plc
Accenture
Access Bank of Nigeria Plc

Summit Supporters

Union Bank Plc
Banwo Ighodalo
Zenith Bank International Plc
Chevron Nigeria Limited
NNPC
Promasidor Nig. Ltd
Zinox Computers
Accion Microfinance Bank Limited
Central Bank of Nigeria
Chams Plc
### Appendix G: Acronyms

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>ACGS</td>
<td>Agricultural Credit Guarantee Scheme</td>
</tr>
<tr>
<td>AfDB</td>
<td>African Development Bank</td>
</tr>
<tr>
<td>ADPs</td>
<td>Agricultural Development Projects</td>
</tr>
<tr>
<td>AIAE</td>
<td>African Institute for Applied Economics</td>
</tr>
<tr>
<td>BOFIA</td>
<td>Bank and Other Financial Institutions Act</td>
</tr>
<tr>
<td>BPSR</td>
<td>Bureau for Public Service Reform</td>
</tr>
<tr>
<td>BPE</td>
<td>Bureau of Public Enterprise</td>
</tr>
<tr>
<td>BPO</td>
<td>Budget and Planning Office</td>
</tr>
<tr>
<td>CBN</td>
<td>Central Bank of Nigeria</td>
</tr>
<tr>
<td>CBSHIS</td>
<td>Community-Based Social Health Insurance Scheme</td>
</tr>
<tr>
<td>CET</td>
<td>Common ECOWAS Tariffs</td>
</tr>
<tr>
<td>CG</td>
<td>Corporate Governance</td>
</tr>
<tr>
<td>CI</td>
<td>Citizens International</td>
</tr>
<tr>
<td>CIDA</td>
<td>Canadian International Development Agency</td>
</tr>
<tr>
<td>CIPOGG</td>
<td>Coalition for Issues-Based Politics and Good Governance</td>
</tr>
<tr>
<td>CSR</td>
<td>Corporate Social Responsibility</td>
</tr>
<tr>
<td>DFID</td>
<td>Department for International Development</td>
</tr>
<tr>
<td>DNA</td>
<td>Deoxyribonucleic Acid</td>
</tr>
<tr>
<td>DPR</td>
<td>Department of Petroleum Resources</td>
</tr>
<tr>
<td>DMO</td>
<td>Debt Management Office</td>
</tr>
<tr>
<td>ECOWAS</td>
<td>Economic Community of West African States</td>
</tr>
<tr>
<td>EEG</td>
<td>Export Expansion Grant</td>
</tr>
<tr>
<td>EFCC</td>
<td>Economic and Financial Crimes Commission</td>
</tr>
<tr>
<td>EITI</td>
<td>Extractive Industry Transparency Initiative</td>
</tr>
<tr>
<td>EMT</td>
<td>Economic Management Team</td>
</tr>
<tr>
<td>ETLS</td>
<td>ECOWAS Trade Liberalization Scheme</td>
</tr>
<tr>
<td>EU</td>
<td>European Union</td>
</tr>
<tr>
<td>FCT</td>
<td>Federal Capital Territory</td>
</tr>
<tr>
<td>FDI</td>
<td>Foreign Direct Investment</td>
</tr>
</tbody>
</table>
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
IFPRI  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
<table>
<thead>
<tr>
<th>Acronym</th>
<th>Full Form</th>
</tr>
</thead>
<tbody>
<tr>
<td>NABDA</td>
<td>National Biotechnology Development Agency</td>
</tr>
<tr>
<td>NACCIMA</td>
<td>Nigerian Association of Chambers of Commerce, Mines and Agriculture</td>
</tr>
<tr>
<td>NACA</td>
<td>National Agency for Civil Aviation</td>
</tr>
<tr>
<td>NAFDAC</td>
<td>National Agency for Food, Drug, Administration &amp; Control</td>
</tr>
<tr>
<td>NAFPP</td>
<td>National Accelerated Food Production Program</td>
</tr>
<tr>
<td>NAOC</td>
<td>Nigerian Agip Oil Company</td>
</tr>
<tr>
<td>NASME</td>
<td>Nigerian Association of Small and Medium Enterprises</td>
</tr>
<tr>
<td>NASS</td>
<td>National Assembly</td>
</tr>
<tr>
<td>NASSI</td>
<td>Nigerian Association of Small Scale Industries</td>
</tr>
<tr>
<td>NASAENI</td>
<td>National Agency for Science and Engineering Infrastructure</td>
</tr>
<tr>
<td>NAVOA</td>
<td>National Value Orientation Agency</td>
</tr>
<tr>
<td>NCC</td>
<td>Nigerian Coal Corporation</td>
</tr>
<tr>
<td>NDDC</td>
<td>Niger Delta Development Commission</td>
</tr>
<tr>
<td>NDIC</td>
<td>Nigeria Deposit Insurance Corporation</td>
</tr>
<tr>
<td>NDBDA</td>
<td>Niger Delta Basin Development Authority</td>
</tr>
<tr>
<td>NEC</td>
<td>National Energy Council</td>
</tr>
<tr>
<td>NECA</td>
<td>Nigerian Employers' Consultative Association</td>
</tr>
<tr>
<td>NEEDS</td>
<td>National Economic Empowerment and Development Strategy</td>
</tr>
<tr>
<td>NEI</td>
<td>Nucleus Estate Initiative</td>
</tr>
<tr>
<td>NEPAD</td>
<td>New Partnership for Africa's Development</td>
</tr>
<tr>
<td>NEPA</td>
<td>National Electric Power Authority</td>
</tr>
<tr>
<td>NEPC</td>
<td>Nigerian Exports Promotions Council</td>
</tr>
<tr>
<td>NERC</td>
<td>Nigerian Electricity Regulatory Commission</td>
</tr>
<tr>
<td>NES</td>
<td>Nigerian Economic Summit</td>
</tr>
<tr>
<td>NESG</td>
<td>Nigerian Economic Summit Group</td>
</tr>
<tr>
<td>NFITC</td>
<td>National Foundation for Innovation and Competitiveness</td>
</tr>
<tr>
<td>NGOs</td>
<td>Non Governmental Organizations</td>
</tr>
<tr>
<td>NHIS</td>
<td>National Health Insurance Scheme</td>
</tr>
<tr>
<td>NIPC</td>
<td>Nigerian Investment Promotions Commission</td>
</tr>
<tr>
<td>NITEL</td>
<td>Nigerian Telecommunications</td>
</tr>
<tr>
<td>NLC</td>
<td>Nigerian Labour Congress</td>
</tr>
</tbody>
</table>
NMA  National Maritime Authority
NMC  Nigerian Mining Corporation
NNNGO  Nigerian Network of Non Governmental Organization
NOA  National Orientation Agency
NPC  National Planning Commission
NNPDC  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

Economic Summit 225
<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Full Form</th>
</tr>
</thead>
<tbody>
<tr>
<td>SMEEIS</td>
<td>Small and Medium Enterprises Equity Investment Scheme</td>
</tr>
<tr>
<td>SMEs</td>
<td>Small and Medium Enterprises</td>
</tr>
<tr>
<td>SPFS</td>
<td>Special programme on Food Security</td>
</tr>
<tr>
<td>SPDC</td>
<td>Shell Petroleum Development Company</td>
</tr>
<tr>
<td>STE</td>
<td>Science and Technology Education</td>
</tr>
<tr>
<td>TCF</td>
<td>Trillion cubic feet</td>
</tr>
<tr>
<td>TC</td>
<td>Technological capability index</td>
</tr>
<tr>
<td>UBE</td>
<td>Universal Basic Education</td>
</tr>
<tr>
<td>UN</td>
<td>United Nations</td>
</tr>
<tr>
<td>NEPAD</td>
<td>New Partnership for African Development</td>
</tr>
<tr>
<td>UNESCO</td>
<td>United Nations Educational, Scientific and Cultural Organizations</td>
</tr>
<tr>
<td>UNCTAD</td>
<td>United Nations Conference on Trade and Development</td>
</tr>
<tr>
<td>UN GC</td>
<td>United Nations Global Compact</td>
</tr>
<tr>
<td>UNIDO</td>
<td>United Nations Industrial Development Organization</td>
</tr>
<tr>
<td>UNILAG</td>
<td>University of Lagos</td>
</tr>
<tr>
<td>USAID</td>
<td>United States Agency for International Development</td>
</tr>
<tr>
<td>USA</td>
<td>United State of America</td>
</tr>
<tr>
<td>VAT</td>
<td>Value Added Tax</td>
</tr>
<tr>
<td>VON</td>
<td>Voice of Nigeria</td>
</tr>
<tr>
<td>WBG</td>
<td>World Bank Group</td>
</tr>
<tr>
<td>WEF</td>
<td>World Economic Forum</td>
</tr>
<tr>
<td>WIMBIZ</td>
<td>Women in Business</td>
</tr>
<tr>
<td>WTO</td>
<td>World Trade Organization</td>
</tr>
<tr>
<td>YES</td>
<td>Young Entrepreneurship Scheme</td>
</tr>
</tbody>
</table>
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 analyze 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.