

4th LAGOS STATE ECONOMIC SUMMIT (EHINGBETI 2008)

Transforming Lagos into Africa's Model Mega-City



**REPORT &
SUMMARY OF
PROCEEDINGS**



REPORT OF THE
4TH LAGOS
ECONOMIC SUMMIT
Ehingbeti 2008

Printed, July, 2009

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Lagos Economic Summit Group
c/o Ministry of Economic Planning & Budget
Lagos State Secretariat,
Alausa, Ikeja

Printed by
WORDSMITH
0802-352-3953

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ACKNOWLEDGEMENT

We wish to register the gratitude of the LESG to the captain of the Lagos Team, His Excellency, Mr. Babatunde Raji Fashola, SAN, Governor of Lagos State, for his leadership in making Ehingbeti 2008 the success it was acclaimed to be. In that regard, too we express appreciation to the Institute for Liberty and Democracy (ILD); President-ILD, Mr. Hernando de Soto; Vice President-ILD, Mr. Maryoga and the former Mayor of Bogota, Mr. Enrique Penalosa for their valued contributions to this discourse. We are also indebted to our sponsors and partners for their commitment to the State of Lagos.

The success of the Summit owed much to the energy, passion and leadership provided by members of the Central Organising Committee under the headship of Mr. Ben Akabueze, the Chairman of the LESG, and Mr. Mohammed Yinusa, the Co- Chairman. We wish to also acknowledge the contributions of Government agencies, the exhibitors, the media and others too numerous to identify in making the Summit the huge success it was.

Mention must be made of all those who also supported the Ehingbeti 2008 via donations and sponsorship. We have included in this report a list of all these corporate bodies.

The story of Ehingbeti 2008 will not be complete without recording the contributions of our event managers, Messrs Eventful Ltd. and Technical Consultants, CSA Productions Ltd, whose contributions positively affected the quality of the Summit.

Finally, we say thank you to all participants for making positive contributions to building a virile Lagos.

Editorial Team.

Preface

The Lagos megacity is a land of vast opportunity considering its population, size and natural topography which predisposes it to be home of the nation's major seaports. Its potential as a financial and economic hub on the continent are, without doubt, immense. However, its government contends with the monumental challenge of its population growing ahead of its infrastructure and thus creating developmental challenges.

Lagos, the world's 6th largest mega-city is on the verge of massive change that will see its population scale the 25 million mark by 2015, (a short 7 years) from now, by which time it would be the 3rd largest mega-city.

The last eight years of civilian governance have witnessed massive investment by the State Government in the area of Infrastructure. These strategic investments, along with adopting best practices are at the core of transformation that has so far taken place. The State government had adopted the participatory planning strategy as a pivotal step in unleashing a public private sector alliance designed for growth and economic development.

The Lagos Economic Summit Group (LESG), a public private platform for enhancing partnership for sustainable development in Lagos State, organized the 4th Economic Summit (Ehingbeti) from Tuesday 22nd to Friday 25th April 2008, at the Eko Hotel and Suites, Victoria Island, Lagos.

The 1st Economic Summit was held in 2000 with the theme "Accelerating Economic Growth through Private Sector Partnership in Infrastructural Development". The 2nd (Ehingbeti 2001) focused on "Improving Urban Development, Economic Growth and Social responsibility through Effective Partnership". The 3rd Summit (Ehingbeti 2002) was themed "Lagos Megacity and the challenges of Economic Development".

The three previous Summits had largely articulated the challenges while also offering suggestions as to the way forward. The 4th, the first in the life of this administration, invariably harnessed the opportunity offered by the on-going dialogue and engagement between the public sector and private investors, service providers and the academia to fashion out solutions to the challenges articulated.

The theme chosen for the 4th Lagos State Economic Summit was "Transforming Lagos into Africa's Model Megacity". The Summit drew from experiences of developing countries and appropriate models from developed countries.

A special feature of the 4th Summit was the higher international profile in terms of keynote speakers, speakers, chairmen of sessions, discussants and participants generally. For the first time, the President of the Federal Republic of Nigeria, Alhaji Umar Musa Yar'Adua, was invited but due to unforeseen circumstances was unable to attend. He was however represented by Mallam Tanimu Yakubu, the Chief Economic Adviser to the President. The Keynote speaker was Mr. Hernando de Soto, a renowned economist who is currently the President of Peru's Institute for Liberty and Democracy (ILD) in Lima. Again, due to unexpected circumstances, his Deputy Mr. Manuel Mayorga had to present his paper. There was a hybrid of speakers

/discussants from foreign and Nigerian Governments, Private Sector, Development Partners, Academia and Civil Society Organizations. The idea was to draw from a broad spectrum of perspectives and experiences on the subject of the Summit. In the pages of this report, you will find a succinct description of the views, contributions, opinions, and presentations of the distinguished array of experts and stakeholders who attended the Summit.

We note that the experiences of Bogota, India, Singapore and the practical suggestions by world acclaimed experts from the Institute for Liberty and Democracy(ILD) offer scintillating ideas in our attempt to move forward quickly and in the right direction. The quest of making it better, the mantra for this administration, has indeed been given fillip through the engagement of the stakeholders at this Summit.

The Summit resolutions have underscored the correctness of present strategies and the directive principles with which the poverty question and growth challenges are being addressed in the State. The Lagos State Government is thus further encouraged to forge ahead, by the general buy-in to its vision for Lagos.

I invite you, therefore, to savour the experience of the 3-day Summit as captured on the pages of this report with the hope that it will add to knowledge and deepen commitment to the goal of "Transforming Lagos into Africa's Model Megacity".

Ben Akabueze
Hon. Commissioner
Economic Planning & Budget
Lagos State.

Executive Summary

The 4th Lagos Economic Summit (Ehingbeti 2008) held between April 22nd and 24th 2008 as a major collaborative and participatory governance forum. The theme was "Transforming Lagos into Africa's Model Mega-city". This compilation outlines the proceedings and the conclusions/recommendations of the Summit.

Highlights of the Summit included a welcome address presented by the Co-Chairman of the LESG Mr. M. J. Yinusa who underscored the need for Public Private Sector partnership. He further noted the need for a collective national action in the securing a better Lagos State.

Reflecting on the past summits, the Chairman of LESG Mr. Ben Akabueze, noted that the 41 resolutions of the past 3 summits had been fully or largely implemented adding that they had birthed many projects and policies, earning the State positive commendations.

In his Opening Address, the Governor of Lagos State, Mr. Babatunde Raji Fashola (SAN) alluded to the need for urgent action, which his Administration had embraced just as he noted that an enduring partnership with the private sector will ensure development and growth. He also stated the need for value changes, application of ICT among others if the State is to realize its goals of being the Information, Communication Technology preferred investment destination in Africa.

Corroborating the significance of Lagos State in the national economy, the President, Federal Republic of Nigeria Alh. Umaru Yar Adua represented by his Chief Economic Adviser, Mallam Tanimu Yakubu pledged the support and co-operation of the Federal Government in repositioning Lagos for the realization of its full potential.

The Summit also had two keynote speakers. The first presentation by Mr. Hernando de Soto, President Institute for Liberty and Democracy (ILD) Lima, Peru detailed the content and the context of the informal sector and how best practices could be developed to bring the sector into the formal state economy. He posited that the survival of democracy is dependent on the extent to which the State can adapt its legal framework to take cognizance of the potentials in the informal sector.

In his paper, the second keynote speaker, the former Mayor of Bogota, Colombia, Mr. Enrique Penalosa urged a rethink of city development strategy especially in transportation. He urged the democratization of society through the encouragement of social interaction in public places. He noted that sidewalks, beaches, parks and common communal facilities are the ingredients for fighting crime and ensuring youth development.

The Summit had 7 Technical Sessions. Running through the sessions were innovative ideas and solutions proffered by solution providers and experts who participated. The

role of the private sector in financing the transformation of Lagos was considered fundamental in all the segments. The summitters were also resolute in their suggestions that the State simply needs to deepen the array of existing policies which are in line with international best practices.

It concluded on a positive note of anticipating that its 38-point resolutions represent a strategic policy blueprint that will assist the State in realizing its goals of becoming Africa's economic and financial hub. The promise by the Governor in his concluding remarks showed clearly that Lagos State is on the way to achieving this goal.

The conclusions and recommendations of the Summit are summarized below:

1. ENVIRONMENT, WATER & SANITATION.

- Accelerate the upgrading of slum areas
- Provide more pedestrian walkways around the city
- Create more open/green areas in the city
- Plan to achieve eco-friendly environment in developing energy and other infrastructure
- Recognise the impact of global climate change and physical developments on the sustainability of coastal areas.
- Effectively implement the State Water Sector Reform Programme

2. TRANSPORTATION

- Develop a comprehensive Transport Policy for the State
- Establish a fully autonomous public-private agency for the regulation and management of the transportation sector
- Establish an Institute for Continuous Training and Certification of Transport Operators/Drivers to enhance efficient transport operation
- Improve utilization of the State waterways for ferry services
- Expand the Bus Rapid Transit (BRT) system with user-friendly features for efficient inter-modal transport system
- Actualize the planned circular/coastal roads and bridges, especially the Fourth Mainland Bridge

3. ENERGY

- Undertake a proper evaluation and correlation of energy demand and supply in the State
- Accelerate of the un-bundling of the Power Holding Company of Nigeria (PHCN)
- Upgrade energy infrastructure (independent power plants, distribution networks, gas plants, etc)
- Promote environment-friendly energy policies through the pursuit of renewable energy and conservation programmes

4. PUBLIC ORDER & SECURITY

- Enhance involvement of stakeholders in the maintenance of law and order through the consolidation of community policing and the implementation of Criminal Justice Reform.
- Properly integrate screened private security outfits into the security system of the State.
- Intensify advocacy and awareness programmes targeted at re-orienting the citizenry and fostering mutually shared values to achieve safe and secure neighborhoods.
- Establish a social security system/safety net for the Unemployed/needly.
- Create job opportunities and recreational grounds for children and youths.

5. HOUSING & PHYSICAL PLANNING ACTIVITY CENTRES.

- Intensify development of Site and Services Schemes
- Facilitate construction of simple, functional and affordable mass housing units for low income group with mortgage facility, cooperative housing scheme etc.
- Strengthen the physical planning mechanisms for effective monitoring and enforcement of town planning laws / regulations
- Develop human-friendly Lagos Megacity master-plan, incorporating the development of new towns and open spaces.
- Ease access to land titles by citizens
- Government to acquire lands for common good along waterfronts and emerging areas

6. HUMAN CAPITAL DEVELOPMENT

- Adopt a holistic view of human capital development through linkage of skills to values and adequate investment in healthcare and education at all levels.
- Institute continuous training programme and enhanced welfare package for teachers with a view to improve educational outcome
- Promote technical & vocational education and efficiently utilize existing institutions for poverty reduction and economic growth.
- Pursue policy/legislation on social inclusion of physically-challenged people in education and economic life
- Evolve a clear Youth Development policy to harness their potential as future leaders of the State

7. FINANCING THE LAGOS MODEL MEGACITY

- Develop the Lagos Mega-city as a brand to facilitate attraction of Financiers/ Investors
- Promote national consensus on the issue of fiscal federalism and special status for Lagos State
- Faithfully implement the Lagos State Revenue Administration Reform
- Prepare and adopt a Debt Issuance Programme as a public finance model for achieving the vision of Lagos as Africa's Model Mega-city

Summit Programme

Tuesday 22nd April, 2008

12noon – 8:00pm

Registrations

7:00pm – 8:30pm

Welcome Cocktails

The Grand Ballroom, Eko Hotel & Suites, Victoria Island, Lagos

Wednesday 23rd April, 2008

7:30am – 8:30am

Breakfast

9:00am – 1:00pm

Opening Ceremony

1:15pm – 1:30pm

Opening of Exhibition by His Excellency, Babatunde Raji Fashola, SAN, Governor of Lagos State.

130pm – 2:45pm

Lunch - Lagos State Ministry of Tourism & Inter-governmental Affairs (Sponsor)

Technical Session One

3:00pm – 5:30pm

Sub-Theme: Environment, Water & Sanitation

Speaker:

- Ms. Deepali Tewari, Snr. Municipal Dev. Specialist, World Bank

Chairman:

- Chief Demola Seriki, Hon. Minister of State for Water Resources, Nigeria.

Discussants:

- Dr. Muiz Banire, Hon. Commissioner, Ministry of the Environment, Lagos State.
- Mr. Ola Oresanya, MD, Lagos State Waste Management Authority, (LAWMA)
- Ms. Yemisi Ransome-Kuti, Nigeria Network of Non-Governmental Organisations. (NNNGO)
- Mr. Alex Hurd, Programme Director, Solid Waste Management Programme, Clinton Climate Initiative
- Mr. Bob Kottler, MD, Bi-Water
- Mr. Shayo Holloway, MD, Lagos Water Corporation

Technical Session Two

3:00pm – 5:30pm

Sub-Theme: Creating an Effective Inter-Modal Transport System

Speaker:

- Mr. Bharat Singal, Officer on Special Duty, Delhi Intergrated Multi-Modal Transit System Ltd, India.

Chairman:

- Mrs. Diezani Allison Madueke, Minister for Transport, Federal Republic of Nigeria.

Discussants:

- Prof. Bamidele Abiona Badejo, Hon. Commissioner for Transportation Lagos State.
- Dr. Dayo Mobereola, MD Lagos Metropolitan Area Transport Authority (LAMATA).
- Mr. Ron Hynes, Director of Research, United States Department of Transport
- Mr. Deji Alii, MD, ARM Investment Managers.
- Mrs. Bina Balakrishnan, Transport Specialist, Mumbai Transformation Unit.
- Mr. Lai Are, MD, Catamaran.

Technical Session Three

3:00pm – 5:30pm

Sub-Theme: Housing and Physical Planning

Speaker:

- Dr. Liu Thai Ker, Director, RSP Architect Planners & Engineers (Pte) Ltd. Singapore

Chairman:

- Mr. Seyi Lufadeju, Former MD, Shelter Afrique, Nairobi, Kenya

Discussants:

- Mr. Bolaji'Aboosedo, Hon. Commissioner for Physical Planning & Urban Development Lagos State.
- Prof. Johnson Bade Falade, Head, Habitat Programme Support Office (HAPSO). Nigeria.
- Mr. Devraj Chaine, Director Integrated Residential Developments Standard Bank, South Africa
- Mr. William Sharples, Head, Town'Planning, Dar al Hadassah & Partners
- Mr. Sonnie Ayere, MD, UBA Global Markets Ltd.
- Brigadier General Tunde Reis, Chairman, Armed Forces Housing Scheme

Dinner

- The Expo Centre - Hi-Tech Construction Company Limited (Sponsor)

Day Two – Thursday 24th April, 2008

7:00pm – 8:30pm

Breakfast:

- Presentation – Lekki Free Trade Zone. (Sponsor)

Technical Session Four

9:00am – 11:30am

Sub-Theme: Meeting the Energy Needs of Lagos

Speaker:

- Hon. Sec. Angelo T. Reyes, Minister for Energy, Philipines.

Chairman:

- Mr. Olayemi Cardoso

Discussants:

- Mr. Jide Sanwo-Olu, Hon. Commissioner for Establishments & Training, Lagos State
- Mazi Sam Oluabunwa, President, Neimeth Internatioanl Pharmaceuticals Plc / Chairman, Nigerian Economic Summit Group (NESG)
- Mr. Kwame Twumasi, Hon. Dep. Minister for Energy Ghana
- Mr. Wale Tinubu, MD/CEO Oando Group
- Mr. Greg Babaya, Director, Power & Energy Project Finance Stanbic Bank
- Mr. China Onyemelukwu, MD, Zenith Capital Limited

Technical Session Five

9:00am – 11:30am

Sub-Theme: Public Order and Security

Speaker

- Ambassador Aminu Wisdom, Nig. Rep. to ECOWAS Commission

Chairman:

- Alhaji. Musiliu Smith, Rtd. Inspector General of Police & Chairman, Skye Bank

Discussants:

- Mr. Olasupo Shasore, SAN, Hon. Attorney – General & Commissioner for Justice, Lagos State.
- Dr. Ona Ekhomu, Transworld Security
- Mr. Mohammed Abubakar, Asst. Inspector General of Police Zone 2 Lagos.
- Mr. Rob Myers, Regional Security Coordinator, US Embassy. (NIG)

- Mr. Innocent Chukwuma, Executive Director, CLEEN Foundation.
- Mr. Kevin Gager, Regional Manager, Security, Justice & Growth (DFID)

11:30am – 12noon

Tea - Break

Promasidor Nigeria Limited (Sponsor)

Technical Session Six

12noon – 2:30pm

Sub-Theme: Human Capital Development

Speaker:

- Prof. Pat Utomi. Centre for Value in Leadership
- **Chairman:**
- Mr. Keith Richards, MD, Promasidor Nigeria Limited
- **Discussants:**
- Dr. Jide Idris, Hon. Commissioner for Health, Lagos State.
- Dr. Adhiambo Odaga, Ford Foundation.
- Prof. John Elegido, Lagos Business School (LSB).
- Prof. Oye Ibidapo-Obe, Former Vice Chancellor University of Lagos (UNILAG).
- Mrs. Omobola Johnson, Country Manager, Accenture Nigeria.
- Mrs. Ndidi Nwuneli, Founder, LEAP Foundation.

Technical Session Seven

12noon – 2:30pm

Sub-Theme: Financing A Model Megacity

Speaker

- Mr. Nathan Mintah, Kingdom Zephyr Africa Management Company, South Africa
- **Chairman:**
- Mr. Wale Edun, Chairman Chapel Hill Denham Limited
- **Discussants:**
- Mr. Rotimi Oyekan, Hon. Commissioner for Finance, Lagos State.
- Mr. Ade Ipaye, Special Adviser to the Governor on Taxation & Revenue, Lagos State.
- Hon. Kolapo Osunsanya, Chairman House C'tee on Budget & Appropriation, Lagos State House of Assembly

- Mr. Wale Shonibare, Renaissance Capital
- Mr. Bimbo Olashore, MD, Lead Capital
- Mr. Folabi Williams, Actis, Nigeria
- Mr. Olatunde Oyewole, Arican Advisors
- Mr. Nelson Ogunshakin, Director AEO Group, UK

2:30pm – 3:30pm Lunch

- Oando Nigeria Plc. (Sponsor)

3:30pm – 5:30pm

Plenary Session Two:

Topic: The Model City - Bogota Experience

Speaker:

- Mr. Enrique Penalosa, Former Mayor of Bogota, Colombia

Chairman:

- Rt. Hon. Adeyemi Ikuforiji, Speaker, Lagos State House of Assembly

7:00pm - 10:00pm

Summit State Dinner

Venue: CIVIC CENTRE, Ozumba Mbadiwe Avenue, Victoria Island, Lagos.

Special Guest of Honour:

- Ashiwaju Bola Ahmed Tinubu

Guest Speaker:

- Mr. Enrique Penalosa, Former Mayor of Bogota, Colombia

Vote of Thanks:

- Mrs. F. M. Oguntuase, Special Adviser to the Governor of Lagos State on Budget & Economic Planning

Day Three - Friday 25th April, 2008

7:00am - 8:00am Breakfast

8:00am - 9:00am Presentation (The 2025 Group) Banquet Hall

Plenary Session Three: Presentation from Technical Sessions

Chairperson:

- Her Excellency, Mrs. Sarah Adebisi Sosan, Deputy Governor of Lagos State.

- 9:00am – 11:00am **Feedback/Presentations From Technical Sessions**
Representatives of Technical Sessions.
- 11:00am – 11:30am **Tea - Break**
- Closing Ceremony**
11:30am – 12:30pm **Summary of Issues/Recommendations**
- Alhaji Zak Momodu, Hon. Abike Dabiri.
- 12:30pm – 12:45pm **Closing Remarks**
- His Excellency, Mr. Babatunde Raji Fashola, SAN, Governor of Lagos State.
- 12:45pm – 1:00pm **Vote of Thanks**
- Mr. Ben Akabueze, Hon. Commissioner for Economic Planning and Budget, Lagos State.
- Closing Prayer**
- National Anthem**
- 1:00pm – 2:00pm **Lunch**
- Departure.

LAGOS STATE IN BRIEF

HISTORY

Lagos State is one of 36 constituent States of the Federal Republic of Nigeria. The State is a wetland urban environment located on the narrow coastal plain of the Atlantic Ocean on an area of 3,577sq.km; 22% (787sq.km) of which is water. The State emerged, first as a British Colony in 1861 and attained statehood status on May 27, 1967 when Nigeria's Federation was restructured into 12 States.

Administratively, Lagos State, with capital at Ikeja, is structured into Five Divisions: Lagos, Ikorodu, Ikeja, Epe and Badagry. The Divisions are further divided into 20 Local Government and 37 Local Government Development Areas in accordance with the principle of federalism and the imperative of grassroot development.

Since the British incursion, and up till 11th December, 1991, Lagos served as the Federal Capital City of Nigeria, during which it transformed from a fishing settlement to a burgeoning urban settlement, attracting dense population and complex infrastructure.

Lagos ... a sprawling urban organism

- **Megacity Region**–153,540 hectares (2000)
- Lagos State section of megacity -130,700Ha
- Average Population density –20,000 persons per sq. km. (national average 1,308) ,Y2005
- Extensive Atlantic waterfront - 180 km
- Outer Lagos section of megacity – 22,840Ha
- Identified activity Development Centres -28

Lagos State...

- A City-State and Africa's lead Megacity [+NEPAD City]
- 6th Global Megacity (fastest growing megacity, UN-Habitat, 2006)
- Administrative Units – 20 LGAs + 37 LCDAs
- Population Estimate (2005) – 16.86 million (UN-Habitat)
- Population Estimate (2010) – 20.19 million (UN-Habitat)
- Population Growth Rate - over 5% (Nigeria – 2.9%)
- Urbanisation Rate – 16% p.a. (Lekki Peninsular)
- Population Spatial Distribution - 70:30 (Urban: Rural)
- Share of Nigeria's Urban Population – 27.4% (UN-Habitat)

Lagos Urban Status

Lagos is a highly urbanized State, with a population of about 18.5 million people growing at between 6% - 8% per annum accounting for approximately 27.4% of the Urban population of the Country. The State is the largest urban agglomeration in Africa and the black world (6th global megacity with an estimated population of 16.85 million in 2005-UN-Habitat). Lagos population, which is the largest among global megacities, is growing ten times faster than New York and Los Angeles, both in the U.S.A., and equal to the population of 32 African nations combined. Further population trend analysis by the UN- Habitat suggests the likely emergence of Lagos as a megacity (city of 35 million population in 2020)

With this, and the concentration of national industrial activities, Lagos State is therefore, faced with grave urban crisis characterized by decaying infrastructure; widespread poverty; unemployment; security threats; high immigration rates; emergency of slums and conurbations and environment/institutional deterioration.

Thus, the initial socio-economic opportunities have today become critical challenges of urban governance when consideration is given to its population density of over 5,171 persons per sq. km and projected population of 20.19million by Y2010 (3rd most global city, UN-Habitat 2001)

The above situation therefore, requires substantial investment in socio-economic infrastructure and a re-positioning of the State through the active collaboration of all stakeholders to achieve accelerated poverty eradication and sustainable economic growth through infrastructure renewal and development. Specifically, the Lagos urban situation requires intervention in:

- (i) Transportation (Integrated Mass Transit system)
- (ii) Effective Traffic Management
- (iii) Physical Planning and Slum Upgrading
- (iv) Waste Management
- (v) Flood Control
- (vi) Education
- (vii) Health Care and Population Control
- (viii) Market Development
- (Ix) Micro-Finance Initiative and Job creation
- (x) Shelter Provision and Mortgage Scheme
- (xi) Water and Sanitation
- (xii) Integrated Rural Development and Agriculture
- (xiii) Tourism Development

Lagos State Population Trend (UN-HABITAT PROJECTION)

YEAR	POPULATION	GLOBAL RANKING
1985	5.8 million	31 st
1990	7.7 million	21 st
1995	10.28 million	-
2000	13.42 million	6 th Megacity
2005	16.85 million	-
2010	20.19 million	3rd Megacity
2015	24.6 million	-
2020	35 million	

Lagos Socio-Economic Profile

- Daily Human Traffic (Lagos Mainland – Lagos Island) - 6 million
- Personal Vehicular size - 3.5 million cars daily
- Vehicular Density - over 222 per km (national: 11/km, 1998)
- Public Bus Transport - 75,000 low capacity buses
- No of Blighted Areas - over 100 (42 in 1980)
- Household Occupancy - 8 -10 persons
- Poverty Size - 70% of population (\$100 spent by State per citizen)
- City Development Index 29.3 (UN-Habitat, 2001)
- Liveability Rating 19 (least of 114 global cities, 1996)
- Road Network over 16,000 km
- Solid Waste Generation -10,000 metric tons/day
- Power Demand - 2000 MW (Supply - 1000mw)
- Lagos IPP Power Injection - 270MW (Phase 1), 540MW (Phase 2)
- Water Demand - 2000 bn litres (Supply - 700 million litres/day)

Lagos 2007 Budget - \$1.8bn (NY Fire Dept - \$2.7bn)

Lagos 2008 Budget - N403bn

Lagos in Nigeria's Economy

- Contributes 31.98% of Nigeria's GDP in 2004
- Hosts 70% of Country's total industrial investments
- Accounts for over 65% of Country's commercial activities
- Home to HQ of Local & Foreign financial institutions
- Size of informal sector workforce -70%
- Hub of Aviation activities -(82.61% international; 47.30% domestic)
- Telecoms/Media Hub - 50% of 37 million National PTO/GSM subscribers
- High property value appreciation - 145%('00) to 466%('05)

- Lagos Port handles over 70% of total National cargo freight and generates 50% of Nation's Ports Revenues
- Second Lead contributor (12%) to Nigeria's GDP in 2005
- Lead Contributor (19%) in non-oil sector to Nigeria's GDP in 2005 (contribution equal to that of 13 states)
- Third major producer (8%) of Livestock in Nigeria
- 45% of national electricity consumption
- 50% of petroleum products consumption
- Designated Africa's Financial hub (FSS 2020)

Lagos in Africa's Economy

GNP, 3x any West Africa country (World Bank,2001)
 Hub of West/Central Africa Maritime & Aviation
 Node of West African Gas Pipeline Project
 Nigeria's nexus of Trans-African Highway
 sub-saharan African largest ICT market

DEVELOPMENT STRATEGY:

LASEEDS ...

The Lagos State Economic Empowerment and Development Strategy is Poverty Reduction Strategy aimed at achieving cohesive coordination of development process through adoption of bottom-up approach and inclusiveness of stakeholders, it is equally, a reform and developmental agenda, articulated using basic strategic planning techniques for stimulating sustainable development.

Core Focus

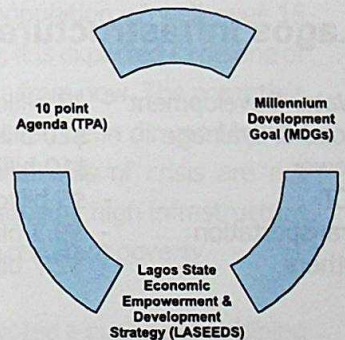
- Empowering the people (Human Development)
- Growing the Private Sector (Wealth Creation)
- Reforming Government & Institutions (Public Sector Reforms)

Objectives

- Wealth Creation
- Poverty Reduction
- Employment Generation
- Value Re-orientation

Planning and Budgetary Basis

TPA+MDG = LASEEDS



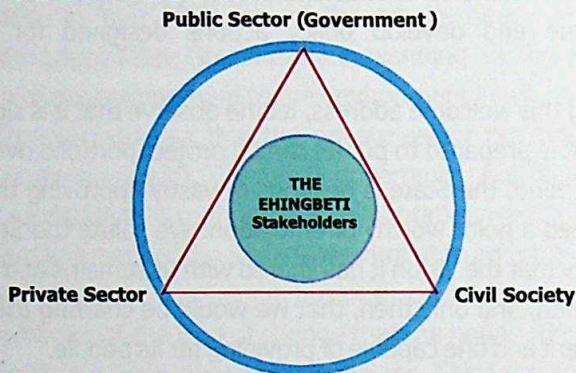
Review of Lagos State Economic Summits [Ehingbeti 2000 – 2002]

by

Ben Akabueze

Chairman, LESG / Hon. Commissioner for Economic Planning and Budget,
Lagos State, Nigeria

Towards a Sustainable Lagos Megacity: The Ehingbeti Process ...



A concept of Partnership for Development

Lagos cultural heritage of building global coalition from seamless opportunities and limitless possibilities offered by the Lagos Marina/Broad Streets [Lagos Island Central Business District] for Economic Growth, Urban Transformation and Good Governance in Nigeria

The Ehingbeti Participants ...

- Lagos State Governor
- Top Lagos State/Local Govt. Officials
- Private Sector Leaders
- Academics
- Professional Groups
- Development Partners
- Civil Society Organisations

The Ehingbeti ...

- 3 Editions held to-date (2000, 2001, 2002)
- First organised in Y2000 in collaboration with Business Club Ikeja (BCI)
- Ehingbeti 2001/ 2002 organised by the Lagos Economic Summit Group (LESG)

The LESG

- Public-Private Platform for Development
- Organised Ehingbeti 2001 and 2002
- Membership (Stakeholders Representation)
 - Lagos State Government
 - Development Partners
 - Organised Private Sector (OPS)
 - Civil Society Organisations (CSOs)
 - Special Interests

YEAR	SUMMIT THEME	NO. OF RESOLUTION	REMARKS
2000	Accelerating Economic Growth through Private Sector Partnership in Infrastructural Development	12	Concluded
2001	Improving Urban Development, Economic Growth and Social Responsibility Through Effective Partnership	17	Concluded
2002	Lagos Megacity and the Challenges of Economic Development	15	Concluded

End Note ...

The Ehingbeti [Lagos State Economic Summit] remains a worthy planning tool developed by Lagos and copied in other States of the Nigerian Federation.

OPS View of the Ehingbeti

"We believe the Lagos State yearly Economic Summit promotes dialogue on matters that directly affect both the private and public sectors. We appreciate the State Government's effort in this direction... We hope that the Lagos State Government would ensure that Summits are held yearly..."

* Business Club Ikeja (BCI) Y2004

A yearly broad-based participatory planning forum (Economic Summit) for integrating stakeholders into planning and development in Lagos State since Y2000

World Bank View on the Ehingbeti

The Lagos State Economic Summit [Ehingbeti] is the most prominent and successful Lagos State Government-led effort to involve private and civic stakeholders in the evaluation of public performance and development policy'

* World Bank Report on Lagos Civic Engagement (2003)

**ADDRESS BY THE LAGOS STATE GOVERNOR, HIS EXCELLENCY,
BABATUNDE RAJI FASHOLA, SAN, AT THE OPENING CEREMONY OF
THE 4TH LAGOS ECONOMIC SUMMIT (EHINGBTI 2008) HELD AT THE EKO
HOTEL AND SUITES, VICTORIA ISLAND, LAGOS, ON WEDNESDAY,
APRIL 23, 2008**

It is a privilege to address this distinguished gathering on the occasion of the 4th Lagos Economic Summit. Ehingbeti Y2008.

Let me start by paying glowing tributes to His Excellency President Umaru Musa Yar' Adua, GCFR for his unflinching support for our efforts to reposition Lagos. On behalf of the government and expectant people of Lagos State, I want to thank you and express how honoured I am to stand before such a gathering of notable international, national and local experts.

Over the next 3 (three) days, Lagos will be tapping from the rich experience and advice of the cream of the investing professionals and experts here. We are indeed grateful that you accepted our invitation to attend this summit

Ehingbeti Y2008 is structured not as a diagnostic exercise, but more as a curative one; that is why we have invited economic thinkers, policy makers, industry professionals and global investors to this Summit.

For much of this century, sweeping economic change and a growing population have put enormous strain on Lagos. Our social structures have struggled to cope and are now stretched to bursting point.

As Governor, and as a team, we have resolved to talk less and do more. We do this for very many reasons, the most important of which is that we all have agreed on the problems. Our resolve is to create opportunities for enterprise and prosperity from these problems. We have seen almost three decades of broken promises across the world and particularly on our continent and in our country.

The magic year was supposed to be Y2000 when Africa was supposed to have power, water, literacy and be disease free. That has remained a dream. Vision 2010 is two (2) years away and there are no signs of its realization. The target date for the actualization of the Millennium Development Goals and Vision 2020 are 7 (Seven) and 12 (Twelve) years away respectively. We believe they are achievable if we start to act now. Our people may doubt what we say or plan, but certainly will not doubt what we do.

This Summit is about our city Lagos and its place in Africa and the world. Our vision is to create Africa's model mega-city. This will entail building a more competitive,

globally-integrated city and economy. Lagos is incontestably Nigeria's most populous city and state. With a population growth rate of 5% the population should hit 20 million by 2025. Statistics tell us that in sub-Saharan Africa, only 48% of urban households have water connection; only 31% are connected to the sewerage system. Slums abound and only 20% of these have electricity with only 3% having access to telephones. Africa's rate of urbanization is the fastest in the world. By 2030, the number of persons living in a city will grow by nearly 50%.

Access to clean water and improved sanitary conditions remain a priority as efforts to reduce poverty and disease intensify. Lagos ranks low on the global liveability index. Our literacy levels are low, yet we are unable to accommodate our best brains.

We cannot divorce the city of Lagos from these dire figures. Yet, ironically, Lagos has retained its attraction as a cultural, economic and political hub in Africa. How can we therefore stand by and watch Lagos, the capital of the black race, regress into a dysfunctional state?

From previous Ehingbeti Summits, in the life of the last administration, a vision statement of development called the 10 (Ten) Point Agenda has evolved. The challenges facing Lagos are therefore not unknown to us. Truly, some of the solutions to our problems have been identified. What may not be known are the desirability and implementability of our planned interventions.

The task to rebuild Lagos is driven by a number of factors chief amongst which are:

- Globalisation: with increasing movement of people, money and ideas across borders, global cities are locked in fierce competition for the best brains;
- Economic: Lagos is the economic hub of Nigeria and the sub-region, yet poverty is pervasive and quality of life is poor. The attainment of the MDGs is severely threatened and
- Social: Lagos is the fulcrum for social and cultural change in the region. We are right to pursue a better life for all who live and do business in Lagos.

In the light of these factors, our government was motivated to act now.

To ensure that we are armed with practical, tested and relevant options, this Summit has been structured to address 7 core themes thought crucial to the sustainable urbanization of Lagos.

This Summit will address the Energy needs of Lagos: it will proffer ways of bringing about our plan for maintaining effective Intermodal Transport System for Lagos; Environment, Water and Sanitation will be extensively discussed. Our government will be eager to share your insights on maintaining effective Security and Public Order. Whilst housing and urban planning are important to our reformation agenda, the development and maintenance of requisite human capital remains a major thrust of

our mega-city plans. Finally, the summit will present financing scenarios for building the meg-city of our desires.

We believe strongly that armed with the right information and strategy, we shall be better equipped to stimulate the accelerated development of our state.

In essence, from your expertise we need to learn the right experiences, global best practices; need to devise an integrated approach; need to understand how to develop the human capital required for our investment in the modernization effort; need to recognize and keep the fundamental character of Lagos as we plan for global city status and position Lagos as a dynamic centre of growth; need to build sustainable partnerships with Governments, the private sector and other donor agencies and multilateral groups especially in the area of finance; and need to consider a devolution of mandate a governance arrangement that harness unambiguous authority of our municipal authorities, Local Governments and even neighbourhoods for the task of modernizing Lagos.

The private sector is considered a very essential partner in our quest to address these issues. The private sector holds the key for infrastructural renewal through its managerial, organizational and technological innovation. The private sector can unleash the power of local entrepreneurs to tackle poverty in our communities and neighbourhoods.

It is my wish that the summit will help stimulate the sharing of practical examples of partnership initiatives and innovations that have worked around the world. I also hope that it will offer the opportunity for dispassionate considerations of some of the methods we have deployed in solving our problems, highlight the strengths and suggest ways to inspire on the weakness.

I am certain that this shared learning and dialogue will contribute to the joint effort we are making in building Africa's Model mega-city, Lagos.

The vast changes we envision, will lead to a change in the lifestyle, behaviours and traditions of our people. There is therefore an urgent need to embark upon a comprehensive reorientation programme for our citizens and resident. This will emphasise multi-cultural understanding, desired behaviours and attitudes and a strong leaning towards the application of ICTs.

May I therefore assure this gathering that our determination and will to succeed in this task of making Lagos a preferred destination for work and play remains absolute. Our appetite to learn is huge and our resistance to change is low. We pledge to offer good governance, remain accountable to the people and be transparent in all our affairs. Our government will encourage genuine and sincere investors; we shall provide all assistance necessary to make your investment safe, and deliver appreciable returns. Lagos is ready to think big and embrace bold initiatives.

My message to Lagosians is that our mission is to restore hope, prosperity and opportunity for all. I call upon the Federal Government to complement our efforts in this regard by reviewing and removing any administrative and policy restrictions that may hinder our march forward. I urge you all to join us in this new exciting voyage of enterprise and creativity lest history judges us harshly for failing to dare!

On a final note, I want to place on record my appreciation to the Economic Summit Group headed by the Honourable Commissioner for Economic Planning and Budget, Mr. Ben Akabueze for their enthusiasm and commitment to the organization and hosting of an incomparable Summit.

I wish you all a pleasant stay in Nigeria and an enchanting experience in Lagos, the region of minds and State of Aquatic splendor. This Summit certainly will be a great success. I look forward to receiving you on your return as a valued partner in progress.

Eko o ni baje o!

Thank you.

Babatunde Raji Fashola, SAN

Governor of Lagos State

TEXT OF THE ADDRESS DELIVERED BY THE REPRESENTATIVE OF THE PRESIDENT FEDERAL REPUBLIC OF NIGERIA, THE CHIEF ECONOMIC ADVISER, MR TANIMU YAKUBU, AT THE OPENING CEREMONY OF THE 4TH LAGOS ECONOMIC SUMMIT, EHINGBETI 2008.

I am indeed honoured to stand before you representing a man for whom his word is his bond, the current President of the Federal Republic of Nigeria, Alhaji Umaru Musa Yar' Adua. He sent his best wishes and congratulates the organizers of this Summit for putting up a world-class show that has brought together first class talents to contribute towards the generation of ideas of excellence that are meant to actually transform Lagos into the real centre of excellence.

He advises that he will want this forum to be retained as annual event where you tap ideas that are helpful in sustaining Lagos as a centre of excellence and indeed taking it to the first class league of world cities.

Lagos State is indeed, Nigeria. At any point in time, it hosts between 10 - 15% of Nigeria's population. Nigeria industrial growth, its Gross Domestic Product (GDP) is, probably between 65 - 70% generated in Lagos. Lagos accounts for no less than 65% of all distributive trade that takes place in Nigeria. Lagos State I believe consumes not less than 40% of all forms of energy in the country. Therefore, setting out from these fundamental assumptions I clearly see that there is nexus between Governor Fashola's Ten Point Agenda (TPA) and Alhaji Musa Yar'Adua's Seven Point Agenda (SPA). The message is clear, for this country to move forward and given the relative position of superiority of Lagos, in terms of contributions to the Gross Domestic Product (GDP) of Nigeria, the two tiers of Government; Lagos State Government and Federal Government of Nigeria must co-operate and collaborate to overcome the critical infrastructure gap.

Lagos State Government has spent the last 8years prior to 2007 locked in a grim struggle for ascendancy with the Federal Government of Nigeria. I think we understand why. However, I believe the next 4 - 5years, will see President Yar'Adua, the Federal Government of Nigeria and Governor Fashola working hand-in-hand. I therefore want to underscore the President's message that Lagos State Government can and should continue to count on his support and that of Ministries, Departments and Agencies(MDAs) of the Federal Government.

Nevertheless, I will personally advise that as the Governor of Lagos State, I will want you to stay very much around because the struggle for democracy, the effort to enshrine the harmonization of the means and ends of political power, will not happen suddenly. The outcome will not take place on a fine day. It is possible that, from Nigeria's years of gruesome dictatorship, we still have fifth columnists in various aspects of governance that can distort and misrepresent. Therefore, if you stay around you will be listened to and the relationship or brotherhood that is envisaged between President Umaru Musa Yar'Adua and your goodself will be sustained to

generate the kind of outcomes that will make Lagos a city of excellence.

Mr. President's 7- Point Agenda is about overcoming the critical infrastructure gap that have constrained Nigeria from having phenomenal growth in Gross Domestic Product (GDP). It is quite clear from what I know that power is at the top of that agenda. In addition, given Mr President's understanding of Lagos' place in the nation's GDP I will be surprised if overcoming Lagos' energy or power problem does not become a priority.

Lagos' sea and airports have been Nigeria's gateway to the rest of the world. I believe the rehabilitation of the railways, and in particular, its connection to the Tin Can Island will substantially clean up Lagos, reduce the congestion.

I also believe that the implementation of the President's concessional agenda on roads in particular, Ilorin - Ibadan - Lagos highways will substantially reduce the cost at which goods and people flow in and out of Lagos.

I, therefore, think that this envisaged collaboration between the Federal Government and Lagos State Government is really a task that must be undertaken in the shortest possible time, for Nigeria to be able to live up to its promise of wanting to join the league of richest nations of the world.

Finally, I want to thank our host His Excellency, the Governor of Lagos State, the organizers of this Summit and all others who have made it a huge success.

Thank You, very much.

Malam Tanimu Yakubu

Chief Economic Adviser to the President.

**ADDRESS DELIVERED BY HIS EXCELLENCY, GOVERNOR
BABATUNDE RAJI FASHOLA (SAN) AT THE CLOSING
CEREMONY OF THE 4TH LAGOS ECONOMIC SUMMIT
EHINGBETI 2008 HELD AT EKO HOTEL & SUITES ON
FRIDAY APRIL 25TH, 2008.**

ALL PROTOCOLS

When I re-call the achievement of the founding fathers of Lagos, the fact that they did not have computers, e-mail, mobile phones and all of the technology that now makes our lives easier, I feel challenged that our generation, inspite of the challenges has relatively the better opportunity to achieve more.

My predecessor in office has provided an enviable platform for us to take off inspite of the challenges of very high expectations which his performance saddled us with.

We will work and toil for the 18 million people of Lagos whose hopes and aspirations depend on us. That is why our Summit for this year has a curative, rather than diagnostic bias and the people of Lagos and our Government are indebted to all the participants especially the key note speakers and presenters at the various sessions for honouring our invitation.

What I call the "exit impressions" from the various sessions have reached me by SMS and e-mail and our people are enthralled by your experiences, suggestions and ideas.

I believe that the objectives of this Summit have been achieved because it has helped to reinforce our methods, just as we hoped our efforts at Land titling; Mortgage Registry, formalizing informal sector through Enterprise Registration Scheme (ENTRIDA), Micro-Credit, reform of the Magistracy Laws to simplify procedures and access to justice at first level which is the grassroots have been acknowledged as proper methods for creating capital and wealth for the poor through property, proprietary rights and use of law as propounded by Hernando De Soto and demonstrated by Mr. Mayorga at the opening.

We have learnt that slums are not peculiar to us and from slums, new, well-ordered and liveable cities and communities can emerge and our decision to reclaim parks, create water front recreation, sports centres are not only correct methods to uplift standards and quality of people's lives they help in reducing crime as Enrique Penelosa has demonstrated to us.

Our decision to relocate the saw millers at Okobaba and create a new well planned waterfront habitat which is currently under design and master plan, just as we have started planning Lekki and re-planning the slums in Otto as self sufficient but inter-related and connected settlements are policies and plans which are in accord with international practices as demonstrated by Dr. Liu Thai Ker.

Our engagement of the private sector as the engine of growth and strategic partners for development of infrastructure especially in critical sectors like security, power and housing are supported by the views of speakers like Angelo T. Reyes and Mr. Nathan Mintah.

We have seen from all experiences how difficult but always acceptable change implementation can be and our resolve is to remain focused to do what is right while demonstrating compassion to mitigate some of the discomfort that initially come with change.

As we bring this Summit to a close, I certainly could think of no other fitting conclusion than to charge my colleagues in Government, our people in Lagos and Nigeria that the 21st Century beckons us with possibilities. As Theodore Roosevelt said:

"The man must be glad to do a man's work, to dare and endure and to labour; to keep himself, and to keep those dependent upon him...Let us therefore boldly face the life of strife, resolute to do our duty well and manually; resolute to uphold righteousness by deed and by word; resolute to be both honest and brave; to serve high ideals, yet to use practical methods. Above all, let us shrink from no strife, moral or physical, within or without the nation, provided we are certain that the strife is justified, for it is only through strife, through hard and dangerous endeavour, that we shall ultimately win the goal of true national greatness.

"If we stand idly by, if we seek merely swollen, slothful ease and ignoble peace, if we shrink from the hard contests where men must win hazard of their lives and at the risk of all that they hold dear, then the bolder and stronger peoples will pass us by, and will win for themselves the domination of the world".

I thank you for listening and wish you all safe journey back to your various destinations.

Eko o ni baje o!

Babatunde Fashola, SAN
Governor of Lagos State

KEYNOTE ADDRESS I

LEGAL ENTERPRISES AND PROPERTY RIGHTS

By Mr Hernando de Sato, President ILD, Peru

Since the end of the World War 2, we have grown more, in the past half century than we have grown over the previous 3000 years. In other words, as humanity, we have done something right that has allowed us to obtain levels of prosperity that have never been seen before. It is important to find out what we have done differently since the WWII that we did not do previously.

Most economists attribute it to specialization or the division of labour which has occurred. This has enabled globalization, which, though unequal, has allowed growth. Globalization is an attempt to convert the world into a market economy. Overall, about 90% of countries in the world are headed toward the market economy. All of these show growth though unequal with the line clearly defined between the Northern and Southern hemisphere.

In the Southern hemisphere why have we not really benefitted financially from the global economy as much as other countries?. It is not that we have not progressed or that we are not doing well; it is just that we are not doing as well as we should.

One explanation is that it is a question of culture. In the market economy which is essentially a system of exchange, involving numerous enterprises across countries, producers of goods and services must trust each other. They have to understand each other even though they may not know each other. They trust each other because there is no other way to have a market economy with continued exchanges unless you trust each other.

The question that comes to mind is why do the Europeans and the North Americans seemingly trust each other more than Africans or we Latin Americans?. It is attributable to a long period of civilisation in the West, especially in North based on trust. Therefore, we have to change. We have to be re-educated. It is a depressing conclusion which is statistically supported.

A philosophical explanation for the trust argument lies in the knowledge/ interaction by parties involved. As with international travel it is not the physical body but rather the representation that forms the basis of acceptance. The title to travel to any country lies in the passport and visa and not in the person of the individual.

Broadly speaking, knowledge can be physical or by prescription. Prescription is essentially a document that prescribe what it is that things have that describes them and what rules govern actions/activities. There is knowledge by acquaintance and

knowledge by prescription. And documents allow us to have knowledge by prescription.

The basic ingredients for international and local transactions lie not absolutely in physical contact but in the legal framework that depicts and facilitate such operations. In other words, let us think of the world as having two dimensions. The dimension of physical things, which biologists, physicians and physicists can talk to us about. And the world of law, which are those documents, those prescriptions, those titles that tell us something about physical things; that extracts information about physical things. In other words, the quality of titles to homes and property records, if they are done correctly, they not only re-affirm the relationship of a person to an object, but they tell us everything we need to know or should tell us everything we need to know for that thing or object to enter the market. This is the way the world is structured. For example, about 15 years ago Peru decided to sell the telephone company, which belongs to all the users. Together our share in the local market was worth \$53m. So when we decided to privatize, my institute went to work with the government and we found out people were interested in buying the company but they didn't like the title. The group that carried out the privatization of the telephone company actually spent 3 years finding out from Britain, America and other countries how to ensure good property records for the telephone company prior to people buying the company. Prospectors didn't want to buy the company; they wanted to buy the property right to the company. After 3 years the company was finally sold to the Spaniards for \$2bn.

In other words, by simply restructuring the title the value changed. The title to it immediately made it interesting to the point that it was worth 36 times more than when it was just a physical object in Peru.

Now what does that tell us? It tells us that it is the law that puts value to a title, and in turn puts to physical objects representations that allow this physical object to have different functions other than just possessions or ownership. The laws allow it to be used for credit; for capital and for the telephone company to issue even more shares; for the telephone company to use the company as a guarantee for additional loans. It defines so well, and with precision, what you can obtain from a legal property title.

It is impossible to define credit without actually making an original reference to property. Credit comes from the word "credere" which means, "I believe you." It is what gives you credibility. In the US, a great deal of the financial market actually depends on the relationship of a property nature, between the financial market and what people own as homes and houses. In other words, there is no such thing as credit without a good property title or without a good property record system. There is not capital either.

What is capital? Capital is essentially the capacity to invest, what you get when you acquire an investment. How do you get an investment in a company or in anything?

Well you have to give people who invest a certificate that they have invested, that they are now owners of, at least, part of the venture in which they are making the investment.

It is against the property deeds that the money is created to make an investment. Property is the origin of credit and it is the origin of capital. There is no security in the world if you do not have property.

INFORMAL SECTOR

One of the big problems we have in our countries are the shadow economy or the informal market or the grey economy. This is a great part of the economy that actually works in the dark outside the legal system. Therefore, government has absolutely no information about what is going on in order to tax, regulate, provide services or to do whatever government has to do with society. But if you are able to provide them, and we have seen this wherever we have gone, the security that people need over their assets, they will accept, provided it is given in the correct way.

People who are in the system, including ourselves, find it difficult to understand the rule of law. However, when you accept getting a property title and you accept abiding by the law, even the simplest persons begins to know what the rule of law is. In other words, the origin of the rule of law is essentially property. This is because when you finally find out that it is not thugs, it is not your tribesmen, it is not an association with fellow squatters that gives you security over your land or over your assets, but it is a piece of paper that belongs to government, you have understood the law. Once you have your peace, people begin to think and be interested in the justice system. In addition, they start asking questions about those who make laws to protect them. Then people become interested in elections and in democracy. In other words, law is a secondary and property is the source of all law. It is not that law begins, it is that property begins and then law follows.

The documents and the laws have to be established in such a way that it would produce the necessary trust. So that, in society, credit can be provided, capital can be provided, infrastructure can be provided, security can be provided and inflation can be controlled. Property is more than a house; property is more than a home. It is actually the foundation of western society's globalization no matter how you look at it.

It is, however not just enough for a map to correspond to a title but to understand that if a titling system is well done it will actually integrate citizens and their assets into that kind of economy which has made western societies so much wealthier.

Today, property titles, maps, information technology and the place of property in relation to financial, credit, capital, investment and modern entrepreneurial economic activities has been lost in the west because it is something they did a few years ago. However, it is important for us in the Third World to be inspired by what

the great grand fathers of today's westerners actually set up. This is the source of their wealth and it is not culture theory .

In conclusion, the design must take full cognisance of the local peculiarities which are fairly and clearly well defined and recognised by history. In addition reality has to be taken into account before you can get a good title people will accept. Look at the slums of Lagos and you will see people buying one, even if it is not legal, they know who they are everyone knows themselves, everyone knows who owns what.

We have to find a way of tapping into that truth to build up a legal system

Thank you.

The Challenge Of The Developing World: Exclusion

* Paper delivered by Mr. Mayorga on behalf of Hernando de Soto, President, Institute for Liberty and Democracy, Peru.

Two thirds of the world population is excluded from the normative instruments that a good legal system generates: property rights and business tools. A new social class that cannot make the market work to its advantage

Exclusion And Extra legality

To survive, this fragmented mass of excluded entrepreneurs have created their own parallel market economies in the shadows of the legal system – what the ILD calls the “extralegal Economy”.

Extralegals lack access to the 3 crucial institutions indispensable for wealth creation

- Inclusive property systems to hold and leverage assets
- Legal forms to organize businesses and divide labor
- Identity devices to operate in expanded markets

Why They Remain Outside

- Existing legal systems cannot cope with the kind of massive change
- Current legal systems are too burdensome, full of barriers, costly and discriminatory, and inaccessible to most operators
- Existing legal institutions are not adapted to local needs and capabilities
- Reforms fail to address the issues handled by the local social contracts
- Reforms are not built on the user friendly qualities of existing local arrangements
- Reform policies distorted by vested interests
- Reforms are not typically comprehensive

Consequences Of Extensive Extra Legality

- Social Conflicts;
- No trickle down from economic growth;
- Increased inequality;
- Lack of stability;
- Lack of sustainability;
- Limited results from anti-poverty efforts;
- Uncontrolled growth of urban centers;
- Minimal investment;
- Development efforts are bound to be blocked.

Lifting The Bell Jar

FIVE BASIC MISCONCEPTIONS FOR WHY TRADITIONAL APPROACHES HAVE FAILED

- People act extralegally to avoid taxes;
- Real estate assets are not held legally because they have not been mapped, surveyed or recorded;
- Mandatory law is sufficient;
- Existing "social contracts" can be ignored;
- Social conventions can be changed without high-level political leadership.

The ILD's Approach: Inclusion

FIVE KEY PRINCIPLES:

- Bringing the poor and their customs on to center stage;
- Understanding that the institution of property is the hidden architecture of capital;
- Making the head of state/government the champion of market reforms;
- To move from the bottom-up towards a truly inclusive market economy;
- To put into the hands of the majority of the people the legal tools necessary to help them be more productive and contribute to the economic growth of their own country.

The ILD's Approach: Inclusion

OBJECTIVE OF THE ILD'S PROGRAM:

- To create an enabling legal environment for the development of business and property institutions that also help to:
- Improve governance;
- Increase individual accountability;
- Eliminate marginality and exclusion;
- Increase access to credit;
- Provide incentives for investment;

- Create conditions for the collection of taxes;
- Open the market for the development of affordable housing;
- Create incentives for the private sector to provide infrastructure (energy and water) to the poor;
- Reduce corruption;
- Fight terrorism and drug trafficking.

The Diagnosis Strategy

- Sizing up the magnitude of extralegality;
- Evaluating the disconnection between the law and the reality;
- Analyzing whether and how the extralegal procedures enhance or hamper the three basic institutions indispensable for economic growth;
- Examining whether these extralegal systems contain the roots of a formal law;
- Isolating the laws and regulations that citizens identify as the origin of institutional obstacles to formality;
- Identifying the main burdensome/complex procedures and obstacles that the State apparatus imposes;
- Analyzing the existing legal system and its potential to provide those three essential institutions.

Magnitude Of Extralegal Assets

COUNTRIES	% OF EXTRALEGAL BUSINESS	% OF EXTRALEGAL PROPERTY
Egypt	82	92
Albania	80	90
Tanzania	98	89
Latin American Countries	92	65(urban) / 75(rural)

Value Of Extralegal Assets

MEXICO

BUSINESSES

- More than 9 million businesses
- Producing approximately 18% of the GDP
- Employing 47% of the EAP
- Sustaining 53% of the population

REAL ESTATE

Urban: 11 million houses

Rural: 137 million hectares

DEAD CAPITAL

310 billion dollars which is:

42 times greater than the international official development assistance received in Mexico in the last 30 years.

1.5 times greater than foreign direct investment in Mexico in the last 30 years.

COSTS AND BURDENS OF THE PROCEDURE TO LEGALLY INCORPORATE A PRIVATE COMPANY (Bureau of Change) IN

● DAR ES SALAAM

Duration And Cost

10 Stages

95 Steps

283 Days

US\$ 3,916

● MBEYA

Duration And Cost

10 Stages

103 Steps

379 Days

US\$ 5,506

PROCEDURE TO FORMALIZE INFORMAL PROPERTY, INCLUDING THE COST OF CHANGING USE FROM AGRICULTURAL TO URBAN LAND - - The Philippines

213 steps

15-27 years

JUDICIAL PROCEDURE TO EXECUTE PROMISSORY NOTES AND LETTERS OF EXCHANGE - Mexico

Time procedure : 489 days

Some examples of costly mechanisms for:	Time (Days)	Steps	Cost (US\$)
Transfer a real estate property	226	55	6,009
Constitute a mortgage	225	55	5,770
Execute (judicially) a mortgage	619	138	15,772
Executing promissory notes and letters of exchange	489	138	8,918
Building business premises	268	53	5,161
Legal access to business (sole person)	52	34	1,930
Legal access to business (partnership)	123	66	7,429

Extralegal Rules and Mechanisms to Compensate for the Lack of an Adequate Institutional Framework

EXTRALEGAL PRACTICES:

Mechanisms to totally or partially avoid complying with legal dispositions. Legal mechanisms used for purposes other than those intended.

ARCHETYPES:

Patterns of social interaction that are rooted in a country's culture and which could be used as a foundation to develop a market economy and a rule of law.

Archetypes

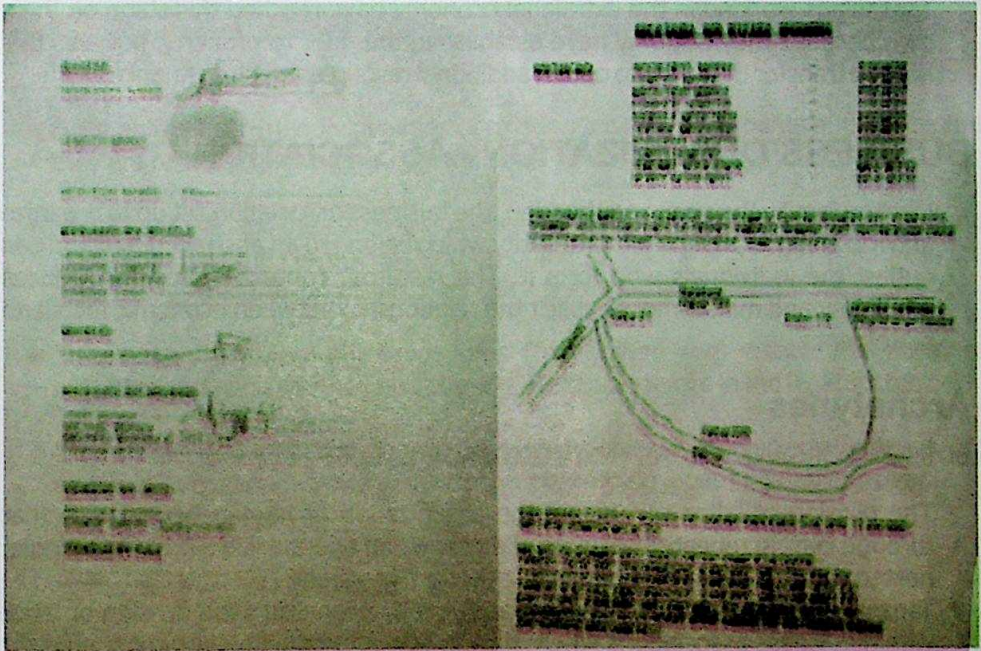
PROPERTY - ADJUDICATION

Extralegal adjudication creates property. The way that Tanzanians resolve disputes by submitting to the authority of third parties is at the origin of much of the property rights being created today in Tanzania's extralegal economy.

Archetypes

PROPERTY - DOCUMENTATION

The property rights established by mutual agreement in the extralegal economy of Tanzania are being documented.



Document recording the transfer of property in Ilkerin Village. It fully describes the boundaries and includes also a hand drawn map of the land being sold.

By transposing the notion of property from the physical object into the written world of documents, Tanzanians are disengaging their assets from their burdensome material constraints into a universe where the non-visible qualities of their assets are represented.

Archetypes

PROPERTY - FUNGIBILITY

Official property documentation allows people not only to defend their physical possession but also to do additional kinds of work, such as guaranteeing transactions, obtaining credit, and serving as the capital of a business organization.

By representing property on paper, Tanzanians in the extralegal economy have learned how to uncouple the economic features of their assets from their rigid, physical state and allow them to produce valuable effects.

PROPERTY - COLLATERAL

Humans have demonstrated that they can agree not only to have rights over things but also conditional rights over the real rights of others.

Tanzanians working in the extralegal economy have reached this stage on their own because they not only have established the right to property, but also the right to transfer that right to obtain additional resources, such as finance.

BUSINESS ORGANIZATION - ASSOCIATION

Like the family, the clan, and the tribe, the business association set up to organize and run an enterprise, is a moral entity which belong to an abstract realm and can outlast the individuals who form it. The statutory context it provides reduces ambiguity and makes more explicit the relationship between economic facts and statements.

Archetypes

BUSINESS ORGANIZATIONS – DIVISION OF LABOR

The division of labor consists in the organization of human behavior so that through certain repeated patterns of action it can operate like a body as a single, nested complex system managed by a modern hierarchy.

Tanzanians in the extralegal sector are already organizing the division of labor within business associations where they break up production into more efficient specialized functions, thereby increasing productivity.

Expanded Markets – Attestation

Acceptance by citizens that recognition by an authority legitimizes a statement. The creation of trust through a triadic relationship. throughout extralegal Tanzania, there is commitment to a process whereby third parties help determine the validity of transactions. This is a significant step towards the rule of law.

Archetypes

EXPANDED MARKETS – STANDARDIZATION

Standards are recognized patterns of consensually approved practice which convert documents from ad hoc narratives to structured representations of reality which can be organized within a single inter-connected system with dynamic properties.

EXPANDED MARKETS – CONTRACT

A contract is the written agreement entered by two or more parties to do something – and the terms under which it will be done.

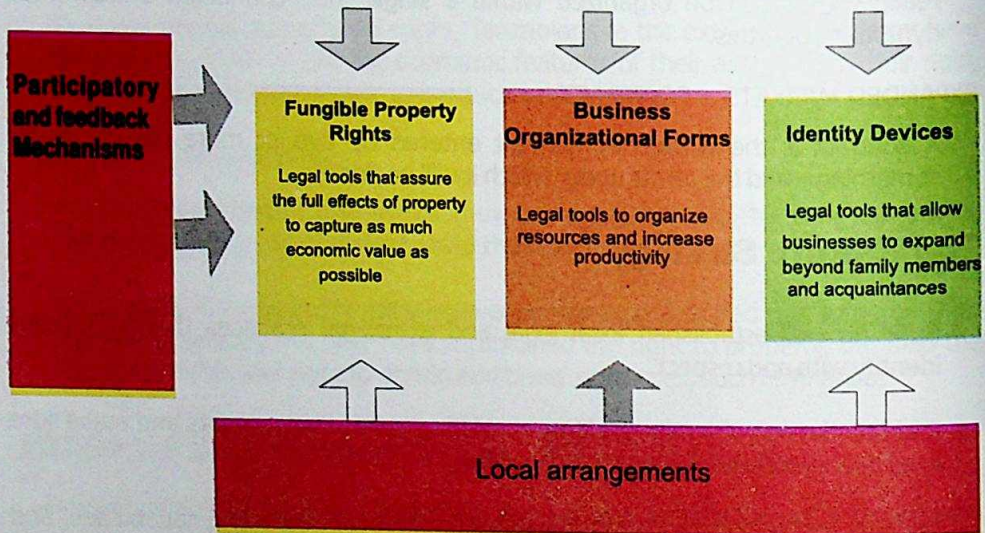
The Reform Strategy

- Build on well-established local legal and extralegal practices that all citizens identify with and respect.
- Build on the user-friendly qualities of existing local arrangements and make sure they are reflected in the legal mechanisms.
- Simplify and adapt the current legal system to local needs and capabilities, and make sure that the current law and on-going programs and reforms address the same issues that the extralegal practices were invented to handle.
- Streamline the rules and procedures that govern real estate and business activities, reducing the time and cost to enter and operate in the legal sector.
- Create an institutional vehicle with the responsibility of integrating all citizens into one legal economic system – with the over-riding goal of enabling people to generate capital.

CONNECTING THE PEOPLE'S LAW WITH FORMAL LAW

A BOTTOM-UP AND TOP-DOWN SUSTAINABLE APPROACH

BEST PRACTICES AND ON -GOING INITIATIVES



KEYNOTE ADDRESS 11

TOWARDS A MORE SOCIALLY AND ENVIRONMENTALLY SUSTAINABLE CITY: THE BOGOTA EXPERIENCE

BY MR. ENRIQUE PENALOSA,
FORMER MAYOR OF BOGOTA

What equality in Post-communism?

- Public good vs Private interest.
- Quality of Life.
- Quality city can provide much joy.
It is a magical good because its capacity to provide joy does not wear out.



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WHAT IS A GOOD CITY?

- Beyond survival, happiness needs:
 - to be with people
 - to walk. (riding a bicycle is just a more efficient way of walking)
 - to not feel inferior.
- A city where people want to be outside
- How would our city be if we had a magic wand?
- A city friendly to cars, or a city friendly to people? – There are conflicts.
- A good city must be planned, designed and built around the needs of PEOPLE, not the needs of cars.

PRESENT EFFORTS AT CITY DEVELOPMENT

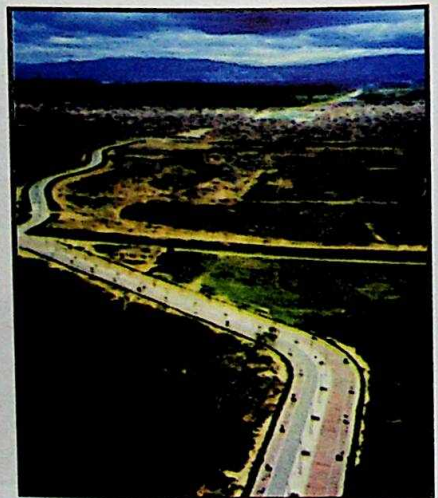
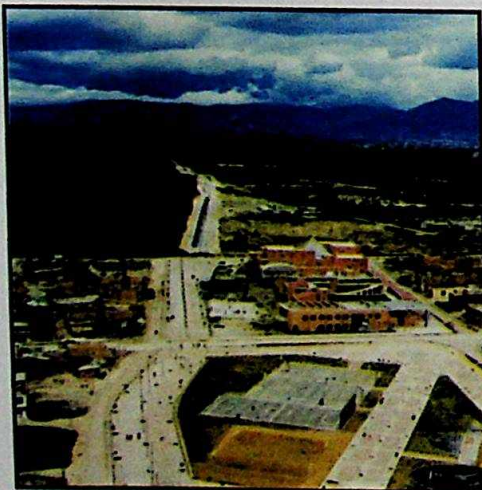
PEOPLE VS CARS: OBVIOUS INCOMPATIBILITY

- The 20th century will be remembered as a disastrous one in urban history.
- Over the last 80 years, we have been making cities much more for cars' mobility than for people's happiness.
- There is an obvious competition for space and funds between vehicles (cars and bicycles) and pedestrians.
- Cars are to children today, what wolves used to be to children in middle ages. Is that what we can do after 5000 years of urban history?
- Cars are extremely recent in human history

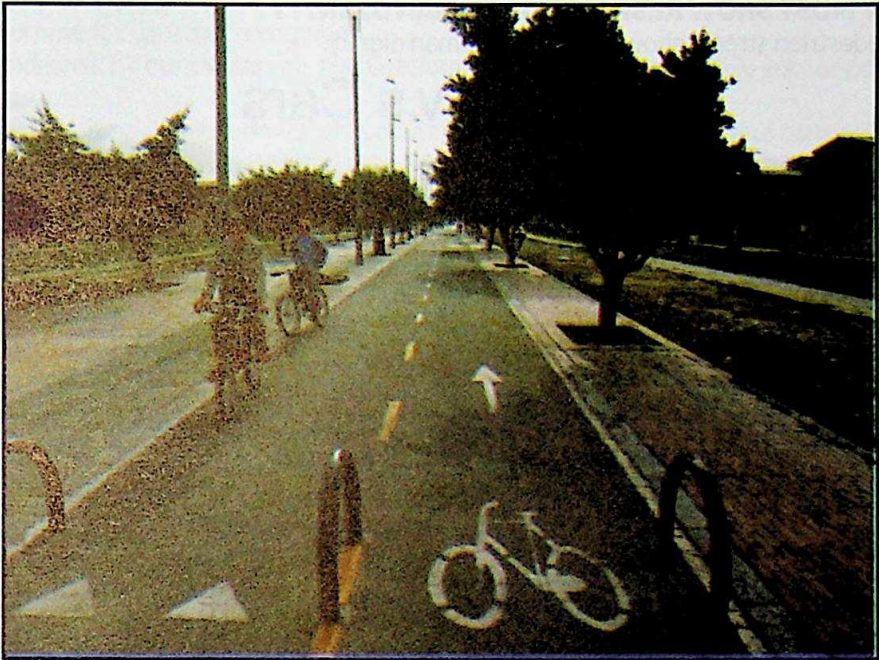
BUILDING BLOCKS OF PEOPLE FRIENDLY CITY.

- Road network design for dual purposes
 - vehicle carriage.
 - pedestrian use.
- Imagine how the quality of life will improve with a 50km pedestrian and bicycle promenade a few blocks from your home.

Why not then structure the part of the city yet to be built around pedestrians and bicycle street network, hundreds or thousands of kilometre long.



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What equality in post-communism?
Public good over private interest.
Quality of life equality.

- Cities should provide communal facilities such as parks, open spaces, libraries etc. Such facilities allows a city to serve all strata of society. It is good for children, the elderly, the physically challenged and the handicapped.

MODEL OF CITY DESIGN

- The Dutch type city preferred to the advanced highway city model of the US.
- The world over city design is moving away from highway constructions within cities to introducing walkways, pedestrian streets, introduced giant parks. Examples abound in China, Ireland, Japan, Luxemburg etc.
- Lesson for Lagos lies in adequately planning for its 30 million population within the next 20 years.

Need to be mindful of change in density from about 6 per home to 3 per home. You are confronted by more homes and houses for probably the same people. Lagos must build school parks, community centres, pedestrian walkways.

CITY MUST SHOW RESPECT FOR HUMAN DIGNITY

• Pedestrian streets show respect for human dignity.

People v.s Cars

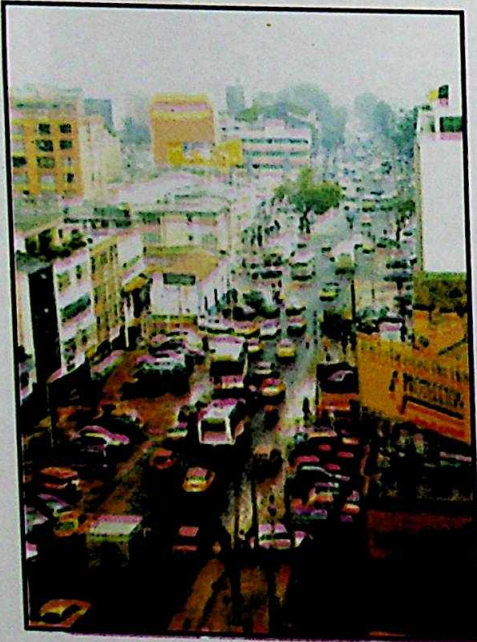


Before

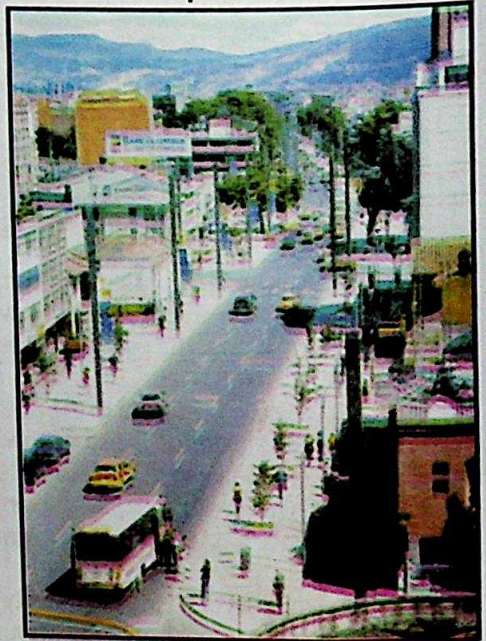


After

Symbol: Pedestrians are Important



Before



After

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- 99% of people in poor neighbourhoods do not cards; so walkways shows government's care and recognition.
 - A sidewalk by our canals will give us kilometers of walkways at 10% cost of doing roads.
 - Lack of human dignity underscores crime. It is a feeling of injustice and corruption. Government's actions in Bogota in the poor neighbourhood led to drastic reduction in crime.
 - Investment was in schools, libraries, community centres etc.
 - People obeyed first; they condemned those who break the laws and even demand punishment for them . Thus a new social order began.
 - Urgent action in procurement of social infrastructure – Its land space can't be delayed especially parks.
- They will not be available if delayed.

WHY DO WE HAVE SLUMS?

- Slums do not arise because of government. They are present all over developing countries.
- Slums are a reflection of defects in our system.
- Reasons – market economy is founded on convergence of prices and cost. This applies in most instances but it does not apply in lands. Increase in prices do not lead to increase in prices in supply of land . High land prices denies the poor access.
- Government must own land – Sweden in 1900.
- The land ownership structure also ensures that only land owners benefit.

CITY FACILITIES

a. Mall vs Parks

- Malls are symbols of unhealthy cities because
- it fails to promote a sense of community rather it promotes exclusion.
- it does not attract tourists – Tourism is in fact pedestrian.

b. Sidewalks vs Pavements.

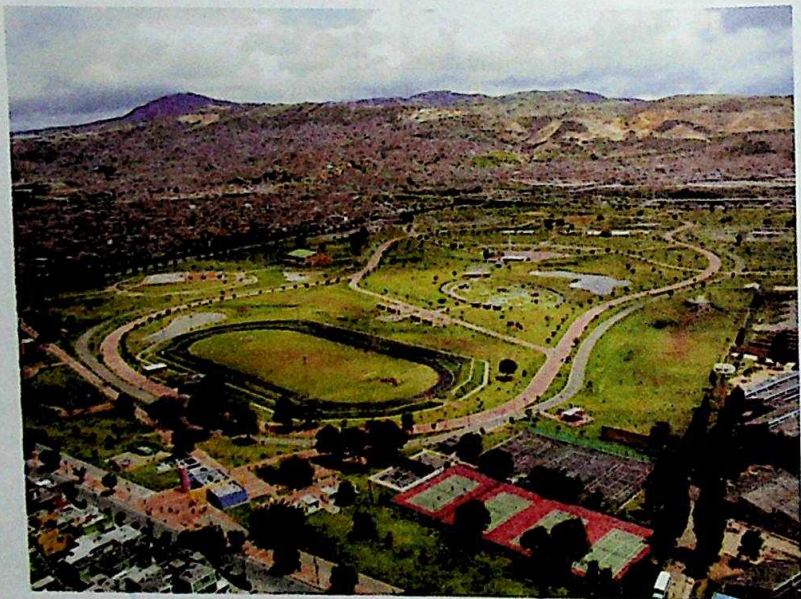
- A critical infrastructure of democratisation of city. It allows for public engagement and promote businesses; as people walk, they shop.
- Separate facility guarantees life.

c. Bicycle

- Bike use is no sign of poverty 40% of residents of Denmark use it. The country's per capita is as high as US.
- Makes economic sense – public transportation consumes 10 – 25 % of income.
- A pointer to premium placed on persons on \$30 bike same as \$30,000 car.
- London has a plan for a \$800m bikeway so as New York and Barcelona.
- Bogota – 4.7% (350,000) use bikes a direct result of its construction.

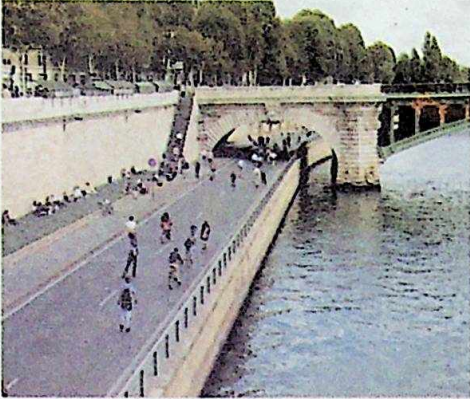
Public Space

- Income inequality is not possible but there can be equal access to public space
 - parks. In public places people meet as equals.
- Many cities are demolishing highways to create parks eg Seoul(Korea).



Waterfront:- A Good City Provides Many Pleasures

- Waterfronts are so unique they should never be private and exclusive.
- It should have pedestrian infrastructure without motor vehicle alongside.



Transport is a peculiar problem: it gets worse as a society gets richer.

(...clearly a not so sustainable model)

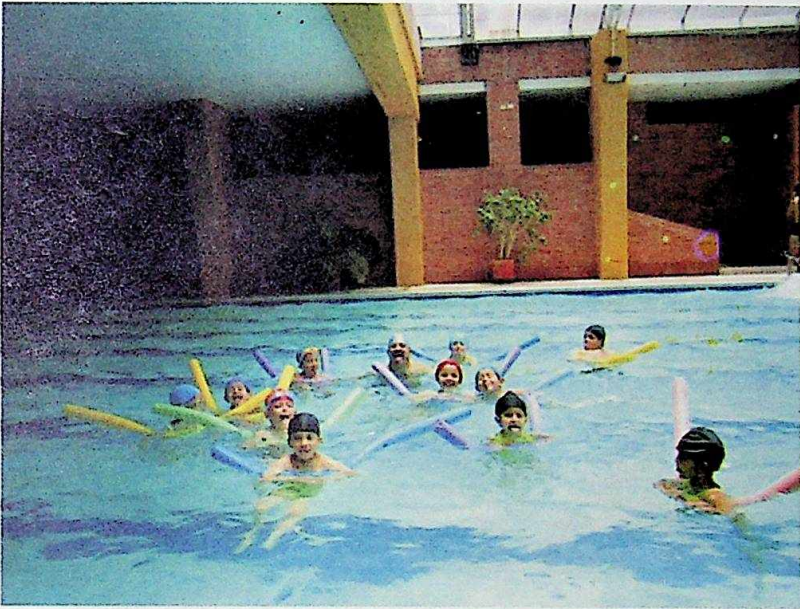
Transport cannot be solved simply with money: it takes changes in our way of life

"Transport Policy" means:

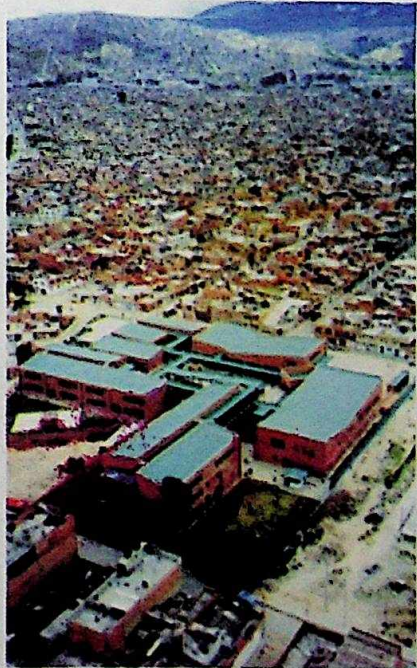
- Advanced city: How to reduce car use.
- Developing country city: "How to facilitate car use".
- Despite giant highways, Atlanta has more traffic jam every year.
- Montreal commuting times:--- 1992 - 62 minutes; 2005 - 76 minutes
- Solving traffic jams with more or bigger highways is like putting out fire with Gasoline.
- For traffic it is the same to double the number of cars, as to have the same cars do twice the distance.
- In developing country cities, transport is clearly not technical, but a political issue. Who benefits from the policies adopted?
Which is the objective of our transport policy?
 - Provide efficient mobility for all.
 - Minimise traffic jams for the higher income groups.
- Investments in infrastructure for reducing peak-hour traffic jams can be regressive.
- We chose NOT to embark on a US \$10 billion highways programme proposed by JICA and instead decided to restrict car use and create quality public transport.
- Instead, we invested in improving the lives of poor people with projects such as the following:

Saving on road infrastructure...

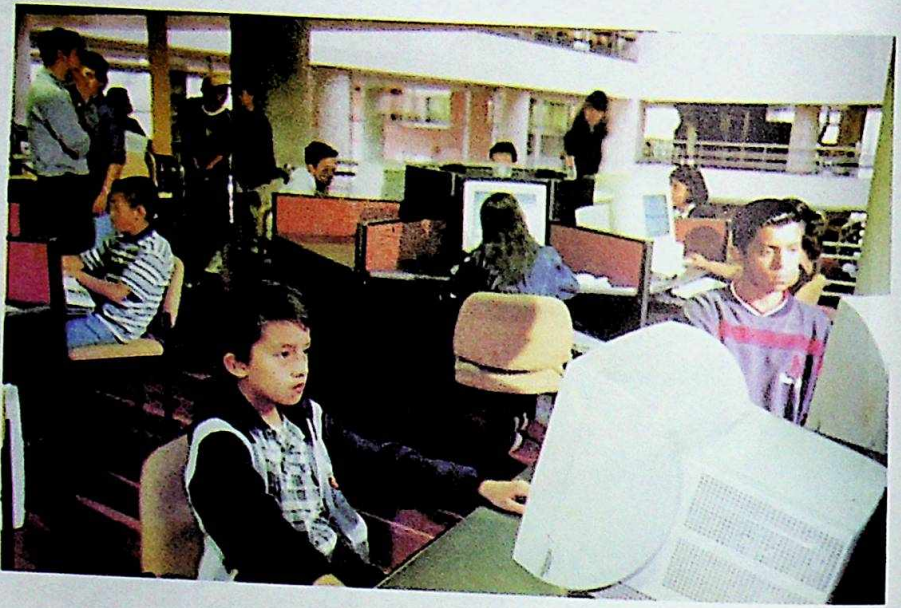




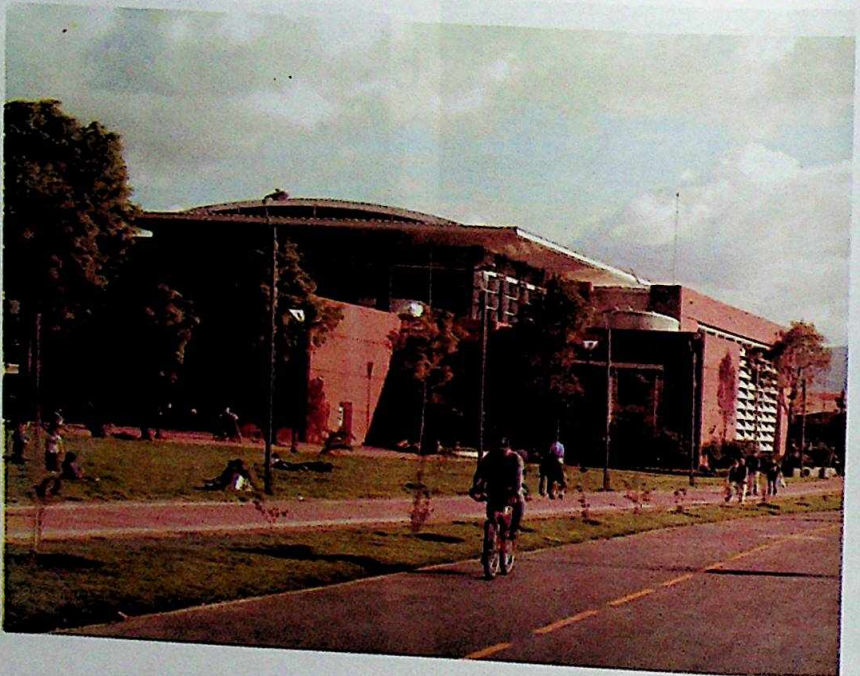
Saving on road infrastructure...



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PRIORITIZING THE POOR



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For example, where JICA proposed an 8 lane highway, we built a 35 kilometre greenway for pedestrians and bicyclists only.



- There is not a "natural" level of car use in a city. It is Government which determines, explicitly or implicitly, how much will the car be used. If there was more space for cars in New York or London, there would be more cars. If there was less space for cars, there would be less cars.
- A long time ago advanced cities such as Manhattan , London Paris or Zurich decided they would NOT build more infrastructure in order to alleviate traffic jams.

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- The challenge for a good city is to improve public transport and spaces for pedestrians and cyclists.
- Density is the most important element of good transport, regardless of whether we use train, buses, taxis, bicycles or walk.
- A city that is safe and friendly to pedestrians and bicycles almost certainly is a good city.
- A protected bicycle way is a symbol of democracy. It shows that a citizen on a \$400 bicycle is equally important as one on a \$40,000 car. (or a child in a bicycle is equally important as an adult in a car)
- Quality sidewalks and protected bicycle paths are not cute architectural features they are a right. Unless we believe that only those with access to a car have a right to safe individual mobility.
- In Bogota, there was not one meter of bike-ways and riders-ship was insignificant. Today more than 350,000 people ride to work daily.
- More than sidewalks or bicycle paths, SYMBOLS of equality and respect for human dignity.
- The only individual transport means accessible to low income citizens in developing country cities (or children in all cities) is the bicycle. In Bogota, bicycling to work



- In the best cities of the world a large majority of people uses public transport for their daily mobility.
- Wherever people use public transport, it is rarely out of love for the environment.
- Many possible means to restrict car use: London congestion charge, parking restrictions...
- Parking is not a constitutional right in any country.



Traffic jams are effective means to achieve:

- Public transport use
- Density
- In a referendum on October 2000, nearly 64% of voters approved establishing a CAR FREE DAY the Thursday of February every year. During 13 hours all citizens meet as equals in public transport, bicycles or walking. It builds community .
- If car use is restricted, there must be good public transport ...

Bogotá: CAR FREE DAY



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- Rail systems were completely out of our reach.

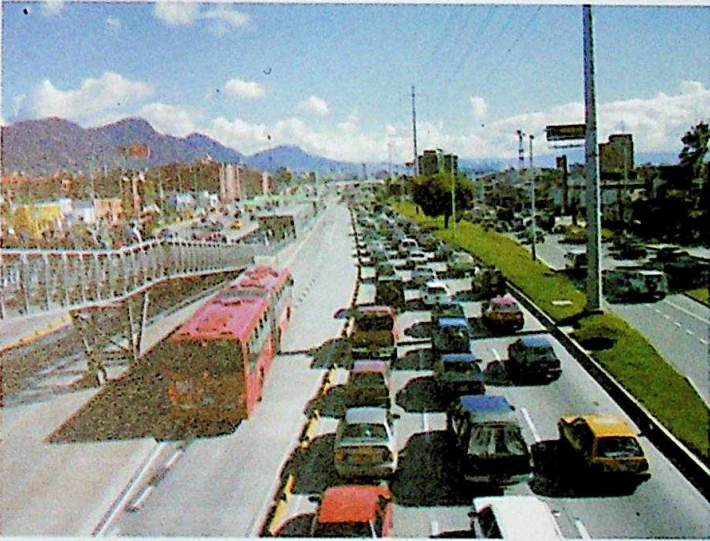
TRANSMILENIO



- Bus Rapid Transit systems are also a symbol that show that public good prevails over private interest because road space is allocated first to public transport.
- It was said roads were too narrow for Transmilenio to fit...
- Buses were perceived as transport for the poor. We needed people to refer to Transmilenio and not simply as "bus"
- Nearly 20% of transmilenio riders are car owners.
- Express buses on roads without traffic lights are faster than non-express metro.
- Transmilenio is moving more passengers per hour/mile than 90% of rail systems.



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5% the cost; similar speeds; and a US \$0.60 (profitable) price per ticket.

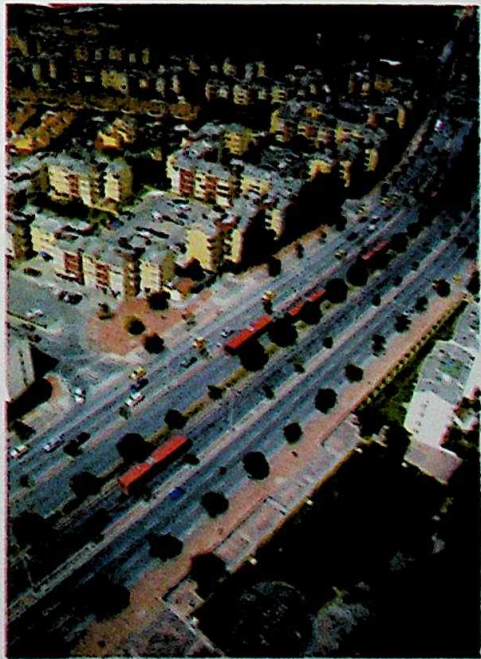
Half the proceeds of a gasoline surcharge tax of 25% goes to financing the local part of Transmilenio investment costs.

New or wider roads should be built with: Exclusive bus-lanes; very wide sidewalks; and protected bicycle-ways.

CONCLUSION

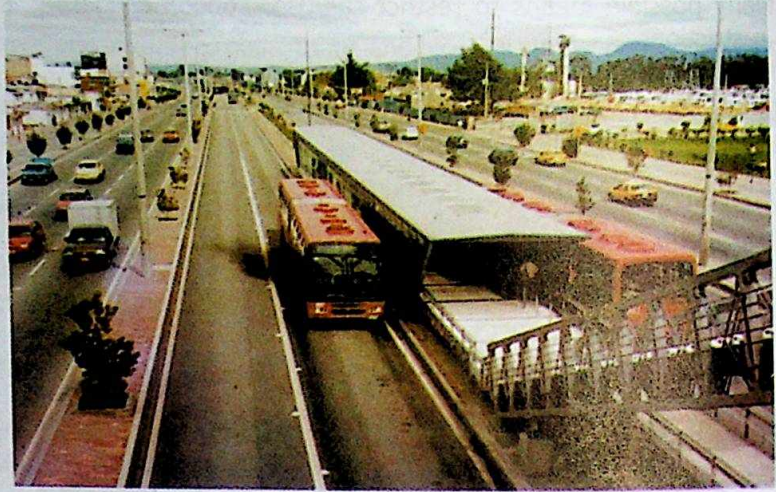
In a truly advanced city, rich and poor are integrated as equals in many locations and activities: Transport, sidewalks, bicycle-ways, libraries, parks, cultural activities.

In terms of transport, a good city is not one with great highways but rather one where a child in a bicycle could go safely everywhere.



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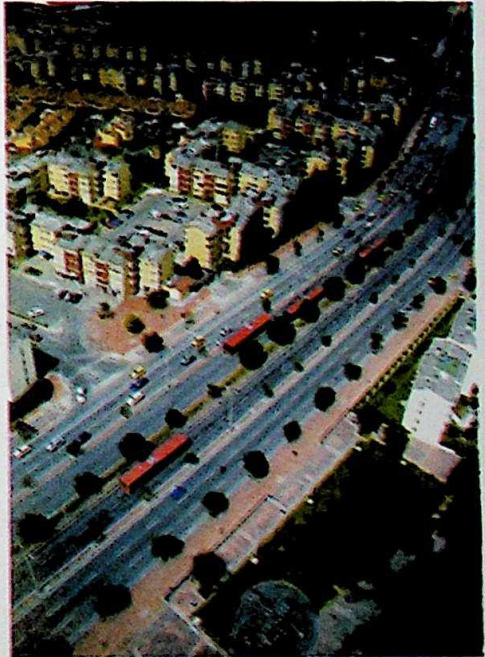


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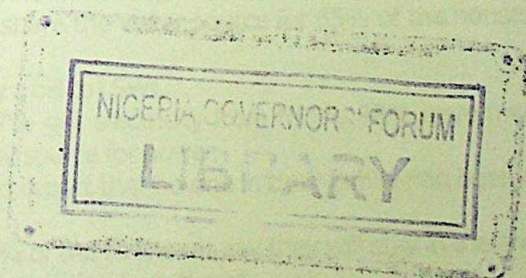
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TECHNICAL SESSION ONE

Environment, Water and Sanitation



Environment, Water and Sanitation

by
Deepali Tewari, World Bank

3rd (2002) to 4th (2008) Summit

3rd Summit Demand: Help us get data for policy making – economy and service delivery. COS Firm and HH surveys as part of LMDGP preparation (grant financed)

80% of the heads of households read and write in English

46% of the heads of HH completed secondary education - 15% have university degrees - 5% have no education.

57% heads of HHs self employed; 23% have regular skilled employment, 2% unemployed.

Findings from CO HH data

- **Transport:** 78% HH heads use public buses, 9.4% use cars, 6% walk, and 2.5% use okadas.
- **Land:** 85% have ownership/ title of land, but 89% do not pay anything for land. 54% purchased the land, 33% swapped or inherited from relatives, and 12% have government transfers or subsidy.
- **Overcrowded living space:** Middle group have the same no of people per room as the poorest - upper 16-17% have 2 per room, but the other 80% has 3 or more per room.
Need to carefully consider shelter strategies
- **Sanitation:** 16% have access to sewer system, 31% use septic tanks, 21% covered pit latrine, 4% use the bush.
35% of the HHs say that over 10 families share one toilet (in 9 slums 82% share bathrooms, 65% cooking facilities – average dwelling size is one room, average HH size of 6)
- **Water:** 7% have water coming into the dwelling; 44% use a tubewell/ borehole. Over 10 families share the water source for 65% of the households. 61% do not treat the water.
86% do not pay a bill to LSWC
- **Electricity:** 97.7% get electricity from NEPA, 98% have meters, and 90% DO NOT have standby source for power.
- **Crime:** 94% HHs report that no one in their family had been a victim of crime in the last year
- **Relocation:** 81% of the HH heads say they will stay in the area despite increase in rents (similar conclusion from firms)
- **Remittances:** 92% do not receive remittances from abroad; but 45% of the HHs send money to relatives - 60% to other states in Nigeria, and 41% within Lagos itself.

Lagos' economy dominated by small firms. Younger firms appear to be employment generators in Lagos. The majority of the Large Manufacturing Firms in Lagos are **not** exporters. Firms were constrained by a lack of availability of managerial skills in the labor force. Firms do not perceive licensing and permit requirements to be a **major** constraint. Firms in Lagos are not seeking to relocate outside Lagos even when they consider expansion.

Major to Moderate Constraints - Large Manufacturing Firms (LMF)

- Infrastructure quality (>90%)
- Tax Rate (>90%)
- Volatility of Naira (>90%)
- Cost of capital (>90%)
- Corruption in Government (80%)

Labor regulation, HIV AIDs, Environmental regulations, regulation for expansion, availability of skilled labor not serious concerns

Expectations from Govt. (LMF)

- Federal: Electricity (65%), Political and policy stability (30%), Safety (20%)
- State: Tax Incentives (46%), Roads (34%), Safety (30%), Waste Management (16%).

Concerns largely infrastructure related, not policy and regulations - points to importance of public-private partnerships

Interesting findings (LMF)

- Limited new entry (6% were less than 5yrs old).
- High capacity utilization (average capacity utilization is 81%)
- Only 30% considered expansion, but 12% followed through with it.
- Financing serious concern – 34% firms use bank financing, rest use retained capital
- 60% find it extremely or moderately hard to find senior managers.
- 18% export.

How did the economy look in 2005?

- Comfortable, not very challenged, no investment in growth, upgrades, new markets (not dynamic).
- Few if any new comers.
- Strong inter-linkages between large firms and therefore high potential for growth due to multiplier effect.

Hotels/ Hospitality

- Rapid growth since 1999
- 51% rate licensing requirements as reasonable
- Seems to have better access to financing
- Even more concerned about infrastructure than large manufacturing firms.
- There could be possible economies of scale in training

SMMEs

- Demonstrate very entrepreneurial nature
- All sectors show growth in employment
- 75% considered and 29% made the expansion in 2003.
- 16% exported products, out of which 88 were micro enterprises, mostly in retail or IT sectors.
- 70% of the exports were to West Africa, 19% to rest of Africa, and 7% to W. Europe. Exports to other parts of the world were negligible.
- Profits / turnover increased in 58% firms
93% find permit requirements reasonable

For SMMEs to graduate to next size class..

Constraints are:

Increasing market demand (92%), marketing (68%), Govt. support in promotion (65%), Safety (56%), Interest rate (50%)

They are not constrained by:

High wages (94%), Don't need Export to grow (94%), Import competition (81%)

Informal Sector

- 91% have never tried to register
- Growing very fast: 70% report their business expanded
- Very optimistic – 93% expect to sell more in the future; 53% want to make new investments

Closer to home actions

- Constraints suggest immediate collective actions could go in the following directions:
- Establish tradition of public-private partnership to develop and implement regional development strategy
- Improved local taxation, transparency in budget spending, improved public project implementation
- Private sector partnerships of major investments, including IDA
- Civic oversight over large utilities

....2008 4th Economic Summit

Highlights from Framework paper

An ambitious wish list

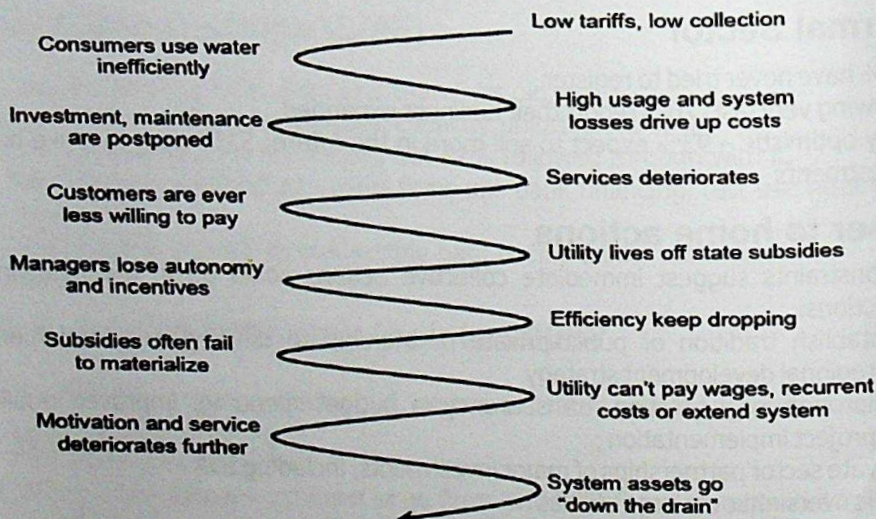
"Model city... attract investment... major investments in water supply & sanitation & drainage & ... etc.... strengthening institutions for better urban management... land markets... new sources of financing...."

Largely more inputs. Silent on reforming institutions that produce inefficiencies that impact the environment. "What is measured gets implemented"

Unbundling "Environment"

1. Safe Water: 90% treat their water in Lagos.
2. Sanitation & Sewerage: 16% HHs access to a sewage system.
3. Drainage: Multiple agencies - fragmentation.
4. Solid Waste: Challenge – seamless link between formal and informal sector. Given poverty, subsidies likely to continue. Professionalization of parastatal essential.
5. Air Pollution: Spatial organization of city – determines location of emission sources, amount of polluting activities, efficiency in infrastructure provision.
6. Urban Planning, as in most developing countries, focused on compliance (with regulations that create supply constraints)

"Env." building blocks: Water



Crisis, huge rehabilitation costs

“Env.” building blocks: Water

- Global experience highlights that private financing < 5% of total investment in water supply over last 20 years.
- Public utilities have become more autonomous, but successful ones are still an exception.
- Utilities face a vicious cycle: weak performance incentives, low willingness to pay cost recovery tariffs, insufficient funding for maintenance – deterioration of assets - attracts political interference, and downward trend of increased velocity.
- Result of ineffective and misdirected policies; sector is monopolistic; politically sensitive; balance between affordability and expanded coverage rarely been struck.
- Near zero accountability has led to placing the interest of political masters above that of the customers, especially the poor.
- Poor execution of projects, overbuilt systems not reflecting what customers could or would pay – little knowledge of customer demand (economic demand different from need).
- Next step therefore can only be a politically very painful restructuring of the utility. **Government as owner has to recognize ownership interest as distinct from policy interest, and the financial risk it takes as owner.**
- Let’s assume that the Lagos water utility (LSWC) becomes a perfectly functioning, well performing utility, and it solved what was solvable with good management, recovering its O&M cost – could it finance the capital outlay on its own? How?

LSWC or LASG would have to leverage their assets to get big capital – what could those be?

“Env.” building blocks: Sanitation and Sewerage

- In well managed cities, user fees for water and waste recovered from water bill to recover costs – often including a flat fee for garbage collection.
- LASG passed a bill transferring sewerage to LSWC ... but Sewage Department still in Min. of Environment. Meanwhile LSWC’s position paper for this Summit states shortage of personnel.
- If LSWC has to finance capital outlay for sewage system (apart from water expansion), where will the money come from?

LSWC / LASG would have to leverage its assets – what could those be?

“Env.” building blocks: Drainage

- A pure public good, normally financed from general revenues as no single tax or fee can be assigned to it.
- In developed areas, Office of Drainage Services needs to maintain existing assets through budgetary subventions.

**How will expansion of the system be financed, particularly in “new areas”?
What assets does LASG have to raise the large capital outlay needed?**

“Env.” building blocks: Solid Waste

- Collection, transfer and disposal – overall a “public good”. Collection fee “surplus” can subsidize transfer and disposal.
- Investment climate usually poor, due to political intervention in contracting, uncertain contract continuity, usually too short for asset depreciation.
- Poor investment climate in the sector prevents private investment by operators. High interest rates due to risks from inappropriate policies.

Even if new LAWMA Board gives comfort of transparency and accountability & sector performance improves incrementally, how will LASG finance capital outlays for the next landfill?

“Env.” building blocks: Air Pollution

- Relative share of pollution caused by different sources unknown - congestion and fumes from motorized vehicular traffic most visible;
- Public transport accounts for 80% of all travel;
- LAMATA Strategy, so far: Good roads, network improvements and efficiency, transformation of public transportation system for longer term.
- LAMATA Strategy for the future: Capital outlay US\$ 621 million (BRT 146 million; Rail US\$475 million) – LAMATA will manage all land acquisition, compensation, resettlement.

Moving forward..

Professionalization of MDAs essential.

Critical to understand client needs professionally – needs vs. economic demand (willingness to pay – affordability/ capacity).

Develop strategies for differentiated levels of service and integrate them at the metropolitan level (housing, water, transport, solid waste, etc)

SOEs must inform decision makers about the true costs of services, identify bottlenecks to enhance efficiency under current scenario.

LASG needs to examine assets (including land) against market value, not just sectorally but for Lagos as a whole, to develop and leverage cohesively metropolitan solutions.

Lagos needs to look at how it uses land (and how other cities have used this asset)

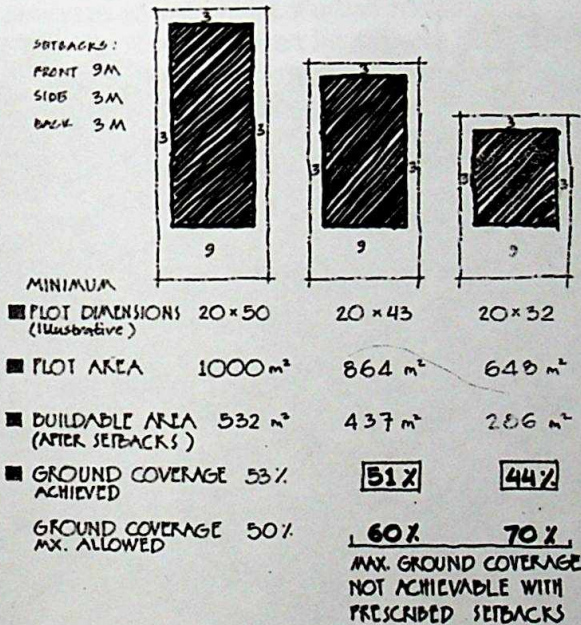
There is a fundamental problem with Land Use Controls in Lagos.....

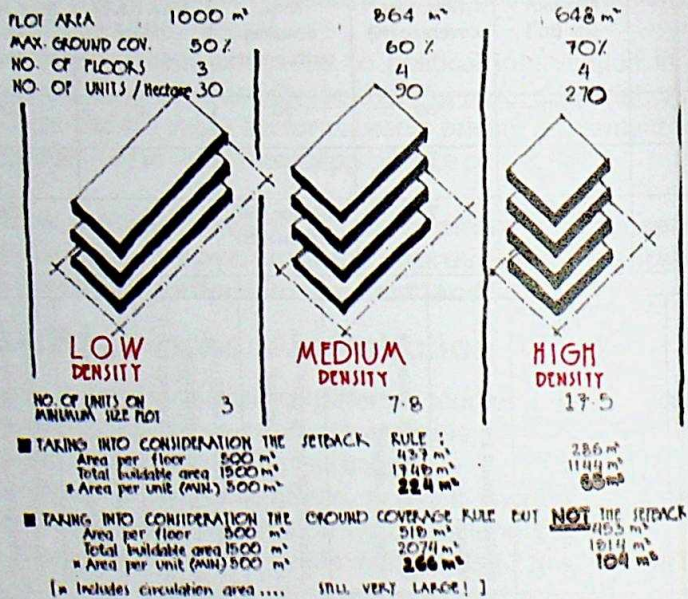
- (i) Land Use Planning does not anticipate and frame the market dynamic that will restructure Lagos sprawl towards efficiency: remains focused on maintaining control regimes that are responsible for regressive impacts on the people.
- (ii) Reorientation needs to be commensurate not just with the scale of infrastructure finance Lagos needs, but also housing (and therefore infrastructure) constraints created by planning policies.

Building controls in Lagos

Density	Min plot size (m ²)	Max. plot coverage (%)	Max. dwelling units per Ha	Max. no. of floors	Max. ground coverage (m ²)
Low	1000	50	30	3	500
Medium	864	60	90	4	437
High	648	70	270 (or 360 apartments)	4	286

Density	Min plot size (m ²)	No. of dwelling units allowed on this min. size plot	Buildable ground area after setbacks	Max. ground coverage achievable versus max. allowed	Assuming max. floors, and # units, total buildable area per floor	Assuming max. floors and # units total buildable area (respecting setback and ground coverage rules)	Area of dwelling unit, respecting setback and ground coverage rules	Area of dwelling unit, respecting ground coverage rules but ignoring setbacks*
Low	1000	3	532	53 vs. 50	500	1500	500	500
Medium	864	7.8	437	51 vs. 60	437	1748	224	266
High	648	17.5	286	44 vs. 70	286	1144	65	104





Unrealistic rules create informality



Understanding the client base for “Housing”

- 13% HH in Lagos home owners
- 20% wealthy (with less than 10% super-wealthy), 50% middle class, and 30% poor.
- 22% of rich, home owners, rents of N7200/month. Only 37% of the rich have piped water.
- 50% “middle class”. 9.% own homes, the rest rent for average of N1900/month. 12% have piped water.
- 30% poor. 13% own their homes, rents about N1600; 6% access to piped water.

Infrastructure Financing Strategies

- Cities examine balance sheet and budgets. Assets include Inf. networks, buildings, parastatals, and importantly, ALL government owned land.
- Actively manage “total” assets: then either do business as usual or re-price assets for true economic costs, and leverage them. Or even sell assets to reinvest in core infrastructure.
- They re-zone large swaths of land to enhance value (then leverage it).

IF cities dispose assets tangential to core mission, they avoid debt, and focus more on core mission. But such infrastructure financing options must be used with caution – temporary, not a continued source of financing

Cities use Land Based Financing

- Land has long served as an instrument of urban infrastructure finance.
- Caution: Temptation to corruptly divert into private hands the land-value gains triggered by public infrastructure construction is always present.
- Land-backed financing of infrastructure continues to be vulnerable to legal or political acts that change the rules defining how the profits from public land sales should be allocated (and to who).

Land Based Financing

Land sales can sustain infrastructure financing for a longer time. Quick revenue, easier to administer than capturing high values through betterment levies of property taxation.

Land is also not a static asset – it can be created, can be resold to retrieve cost of public service provision – although costs of un-serviced land in fast growing cities keeps adding value to balance sheets.

Chinese cities have made the largest commitment- 50% or more of their infrastructure is financed from land leasing arrangements.

Land sales have or have the potential for financing large share of urban infrastructure.

Why have cities taken to land sale?

Partly because of excessive debt and lost access to commercial debt market. Or they were prohibited from borrowing by national regulations designed to reduce sub-national financial risk. Monetizing publicly held land does introduce a new set of fiscal risks, and there is a need to broaden fiscal responsibility laws.

Examples of Land Based Transactions

- **Cairo**, Egypt: Auction of New Town Land May 2007; \$3.12 billion, 10% annual national budget, 117 times total urban property tax collection in Egypt.
- Private installation of public infrastructure in return for developable land. \$1.45 billion of private infrastructure investment, + 7% serviced land returned for moderate income housing. Range of services for 3,300 hectares newly developed land.
- **Mumbai**, India: Auction of 13 hectares brought in \$1.2 billion. 10 times the total capital spending of Metrop. Dev. Auth. in 2005. 5 times capital spending of Mun. Corp.
- **Istanbul**, Turkey: Auction of old municipal bus station and former brewery brought in \$1.5 billion.
- **Cape Town**, S. Africa: Sale of waterfront property, \$1.0 billion, exceeding Transnet's total capital spending FY06. Equal to 17% of 5 year cap. Invest. Plan.

Possible next steps: "scale"

- Lagos could develop a strategy for asset management (including its total land assets)
- Learn lessons from international experience before "piloting" in Lagos.
- Commitment that such proceeds finance only capital budget i.e. investment purposes.
- Quality and transparency of first transaction essential.

Lagos could develop a plan (for which careful aggregation of data at metropolitan level is essential and will take time): plan must include dealing with competing interests on proceeds from land, including resettlement.

Presentation By DR. MUIZ BANIRE Honourable Commissioner For The Environment

Environment & Sanitation

Lagos State Ministry of Environment is committed to create and ensure a cleaner, healthier and sustainable environment that will promote economic growth and well being of the citizenry

Solid Waste Management & Investment

Lagos is a mega city:

- Population est. 17,552,942 and an annual growth rate of 6-8%. Waste generation per capital (GPC) put at 0.5kg/person/day (WHO standard) 9000 metric tons of waste generated daily

Benchmarks:

LAWMA manages 3 dumpsites, new landfill site in Epe and waste conversion into compost plant at Odogiyen, Ikorodu & the Plastic Recycling plant producing 4 tonnes daily at Ojo L.G.A

Targets/investment Opportunities

- Improvement of present level of city cleansing
- Introduction of cost saving measures for waste storage system
- Increase the no of available waste collection trucks by 300% (from 325 to 1000nos) within the next 2yrs – presently 650 compactor trucks required out of which 100 are been ordered
- Construction of 17 Transfer Loading Stations

Targets...

- Construction of additional 3 Integrated Waste Management Facility (IWMF) in metropolitan Lagos, comprising sorting materials, recovery compost and recycling.
- Attainment of zero waste initiative
- Increase the level of public awareness from 30%-90% in the next 2years
- Management of the transfer loading stations
- Investment in various waste to wealth programmes such as energy, fertilizer etc.

Investment Opportunities

Management of electronic wastes

Management of medical waste

Sewage

The Sewage Dept has commenced the following transformation:

- Policy – to ensure that waste generated on the state is collected, treated & disposed properly to avoid pollution
- Design, construction & maintenance of sewage facilities in govt. qtrs & institutions
- Regulation of Septage matters in the State
- Provision of services on Sewage matters
- Rehabilitation / Turn Around Maintenance of Sewage Treatment Plant at Abesan Housing Estate, Ipaja; (Beneficiary communities: Abesan Housing Estate).

Private Sector Participation (PSP)

Agreement has been signed & preliminary works have commenced for the following PSP:

- Blue Sewage Nig Ltd – B.O.T for a Septage Treatment Plant along VI & Lekki Peninsula corridor
- Messrs. Vadaco Nig Ltd – R.O.T & B.O.T at Amuwo Odofin Housing Estate
- Messrs Batmaco Nig. Ltd – B.O.T opposite Tincan Port, Tolu
- Sagaf Nig. Ltd – construct a Septage Treatment Plant at Odo-Iyalaro Shore

Available Opportunities

- Design and construction of Central Sewage Treatment Plant – 5nos
- Provision of conversion facilities for the sludge resulting from the treatment
- Management of the facilities provided.

Drainage

The Ministry has strategized in order to meet the vision of flood free Lagos by identifying the cause of drainage problems & proffering solutions through:

- Plan, Design & Construction of storm water drainage infrastructure;
- control of Right of way of Drainage channel;
- maintenance of Primary & Secondary Drainage channels.

Opportunities

- Specialized dredging and canal maintenance equipment including evacuation trucks;
- Routine maintenance contract;
- Construction of storm water infrastructure particularly that of channel including concrete lining;
- Tidal waves and surge measurement equipments

Highway Sanitation

Cleaning and maintenance of the highways and other open spaces through vegetal removal, road and street sweeping and elimination of other environmental nuisance particularly illegal structures.

Beautification

The Ministry has embarked on direct sponsorship of :

- landscaping & beautification of open spaces,
- roundabouts,
- recreation parks,
- road medians,
- Verges,
- School beautification.

Essence of the Beautification Strategy

- Improvement of the State aesthetics
- Climate control
- Job creation
- Empowerment of the supply chain system
- Improvement of the security
- Reduction in health bill and elongation of life span

Opportunities

- Supply chain – provision of sand, landscaping equipment, paving/inter-locking blocks, wrought iron business, architect, horticulturist, florist, etc.
- Branding
- Landscaping equipment such as borehole business, water sprinklers, flowers and plants, etc.

Advertisement Control

- Standardization of billboards and advertisement banners panel
- Street directional signs
- Illumination of highways
- Regulation of banners and posters

Opportunities

Alternative power provision
House numbering
World class advertisement panel and billboard

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Opportunities

Alternative power provision
House numbering
World class advertisement panel and billboard

Industrial Pollution

Emission and effluent control
Noise pollution

Opportunities

Appropriate equipment
Chemicals for analysis

Monitoring

The Ministry engages in thorough monitoring of all the Local Government Areas in the State and abatement notices were issued to offenders where environmental nuisances were observed.

Enforcement

A total of 19 Enforcement Teams were created, each headed by a KAI Zonal Commander with appreciable number of KAI Brigade Personnel to oversee enforcement activities in each of the 19 zones.

Conclusion

The present arrangement of Solid Waste Management in Lagos State is structured to protect the potential investors' interest and ensure effective service delivery for the consuming public.

Presentation by
Ola Oresanya
Managing Director (Lagos Waste Management Authority)

Preambles

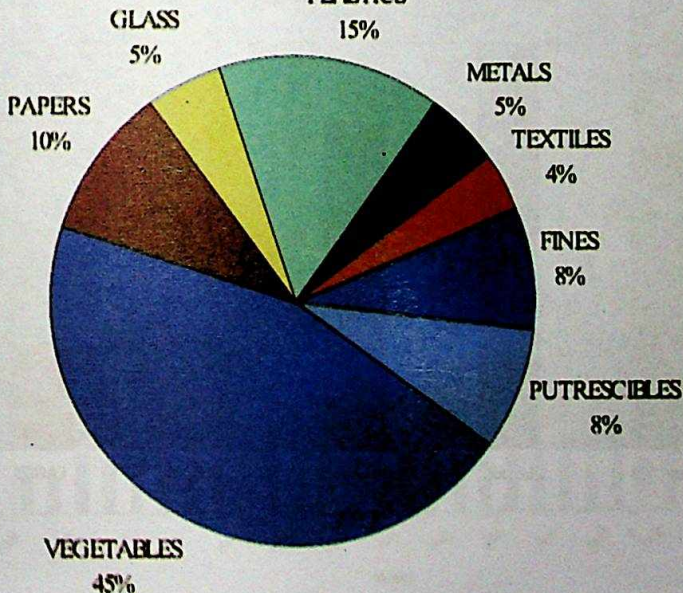
- Lagos is a mega city with a population estimate of about 17,552,942 (2006 Census projection, by Office of Central Statistics, Alausa).
- Has an annual growth rate of 6 – 8%
- The city of Lagos generates about 9000 metric tons of waste daily.
- The generation per capita (GPC) is put at 0.5kg/person/day.

Benchmarks

LAWMA manages 3 dumpsite sites located at Abule – Egba, Olushosun and Solous, with their ages ranging between 12 - 25years and a combined capacity of 63.67 hectares.

In the last decade (1997 – 2007) the estimated tons of waste deposited in the 3 landfill sites was about 27,599,825.94 metric tons.

PIE CHART SHOWING THE % VOLUME DISTRIBUTION OF WASTE STREAM



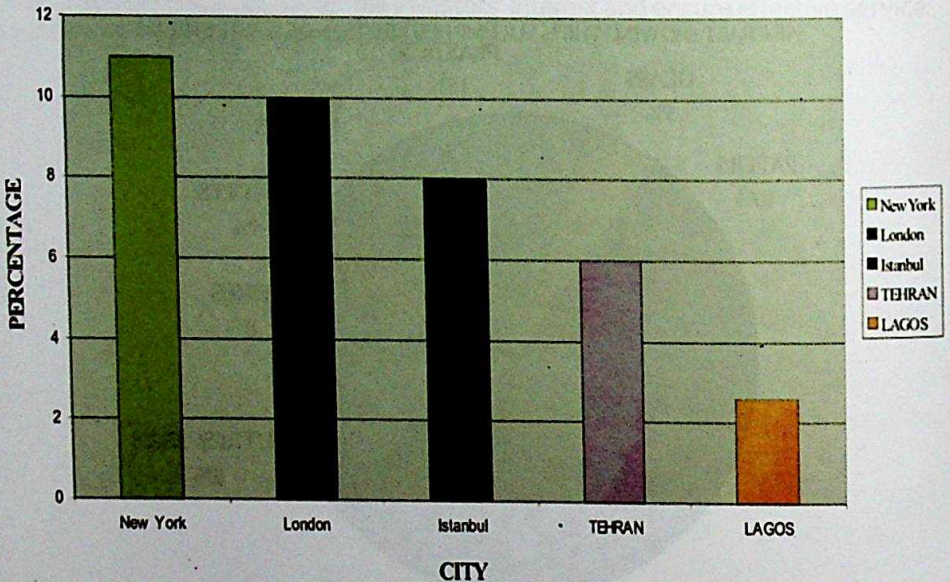
The State Government recently granted approval for the construction of a new landfill site in Epe (SE), while 2 other sites are being proposed at Ikorodu (NE) and Badagry (SW).

There are also 2 waste conversion plants in the State, the Compost plant at Odogiyan, Ikorodu and the Plastic Recycling plant at Ojo Local Government Area

Challenges

- Climatic conditions.
- Human Capacity-Quality
- Capacity Building
- Cultural and Socio – economic factors
- Budgeting
- Funding
- Technology
- Energy

COMPARISON OF SWM BUDGET PROVISIONS IN SELECTED CITIES OF THE WORLD AS AT 2006



COMPARISON OF SWM BUDGET PROVISIONS IN SELECTED CITIES OF THE WORLD AS AT 2008

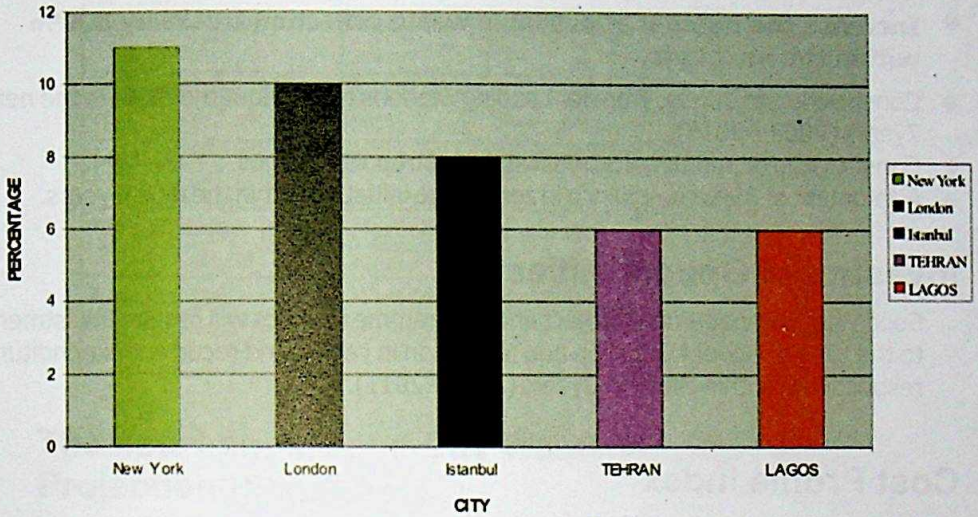
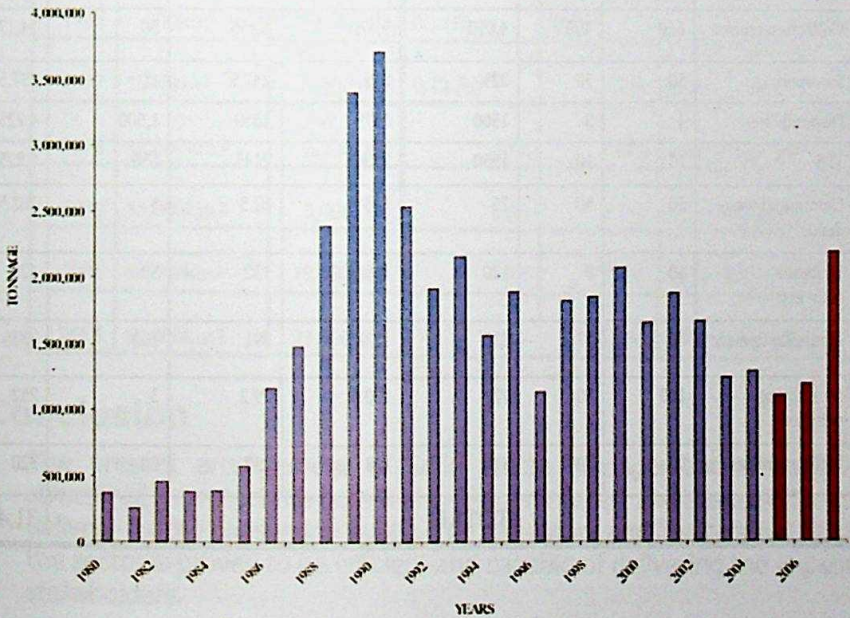


CHART SHOWING WASTE COLLECTION (1980-2007)



4th LAGOS STATE ECONOMIC SUMMIT (Ehingbeti 2008)

Targets

- **Improvement on the present level of city cleansing**
- **Introduction of cost saving measures for public and private waste storage system .**
- **Increase the number of available waste collection trucks by 300% within the next 2yrs.**
- Construction of 20nos. Transfer Loading Stations throughout the State in the next 7years (2008 – 2015).
- Construction of additional 3 IWMF in the metropolitan Lagos.
- Attainment of 35% compliance in zero waste initiative within the next 4 years.

Investment Opportunities

Solid Waste Management project and programme in Lagos will require investment to the tune of about N30billion and N40billion in capital and recurrent expenditure respectively, within the next 3years (2008 – 2011).

Cost Profile index

S/N	MSW activity	Required	Demand gap	30% demand target ('000,000)	40% target + 5% inflation ('000,000)	30% target + 10% inflation ('000,000)	Unit cost ('000,000)	TOTAL ('000,000)
1	Containers	6000	4000	216	302.4	237.6	0.18	756
2	Collection trucks	650	450	4,050	5,670	4,455	30	14,175
3	Sweepers	50	50	225	315	247.5	15	787.5
4	Disposal Sites	4	3	1500	1575	1650	1,500	4,725
5	TLS	10	10	1950	2730	2145	650	6,825
6	Communal waste depot	50	50	75	105	82.5	5	262.5
7	Resource recovery	10	8	120	168	132	50	420
8	Plants/Equipment	30	27	810	1134	891	100	2835
9	Monitoring vehicles	100	80	72	100.8	79.2	3	252
10	Utility vehicles	20	20	120	168	132	20	420
TOTAL								31,458

Operational zones - unbundled along different socio – economic groups, viz;

ECONOMIC GROUPS	PREDOMINANT ZONES	STRATEGY
High Income	South East (V. I, Ikoyi etc)	Franchising
High Medium	North Central (Ikeja GRA etc.)	Concession/Franchising
Medium	South Central (Surulere etc.)	Ditto
Low Medium	North East (Somolu etc.)	Contracting/Franchising
Low Income	West (Ajegunle, Alimosho, Ojo etc)	Contracting/Open Collection/Pre - collection

The new Lagos Mega-City Waste Management Projection Plan

Year	Area	Population	Generation rate/day	Ton/day	Trucks
1945	200km ²	40,000	0.1 (E)	4 +	1
1967	1200km ²	1,500,000	0.12 (E)	180	6 (2 trucks)
1976	10,000km ²	3,200,000	0.2	640	100 (35 trucks)
1990	35,000km ²	5,000,000	0.25	1250	210 (70trucks)
2006	40,000km ²	18,000,000	0.4	7200	1200 (400 – 500 trucks)
2015	60,000km ²	23,000,000	0.7	16,100	2500 (800trucks)

Conclusion

The present arrangement of Solid Waste Management in Lagos State is structured to protect the potential investors' interest and ensure effective service delivery for the consuming public. The regulatory and institutional framework of the sector is proven to be efficient and capable of delivering the expectations of stakeholders.

Presentation by Ms Yemisi Ransome Kuti

Executive Director, Nigeria Network of NGOs (NNGO)

"We can achieve the Millennium Development Goals (MDGs) if proper use is made of the powerful tools at our disposal. But two things are necessary:

1. sustained partnerships between governments and civil society and
2. sustained donor resource input"

-Jeffrey Sachs, Director, United Nations Millennium Project

Environment : Greatest challenge of the 21st Century

Climate Change will hit Africa hardest

*-UN Intergovernmental Panel on Climate Change/Global Warming-IPCC
An Inconvenient Truth – Al Gore*

Personal – Local - Global

LAGOS STATE – Full Report + 7m scenario frightening

Lagos Under Water – the Consequences of Climate Change – "Sea levels will rise and force Tens of millions of people per year to move from coastal areas; within a few decades, hundreds of millions will not have enough water; changes in agricultural yields will force many people (in particular from warmer countries) to migrate into other areas of the world or they will be threatened by starvation"

- Dr Stefan Cramer, Heinrich Boll Foundation

Water & Sanitation

Challenges

- Uncoordinated approach to water laws administration.
- Lack of clear and coherent regulation – identified in the water laws.
-In the past virtually all the laws on WS (Fed. & State) are rule-oriented and fail to recognize the role of the private sector and communities as important stakeholders.
-These challenges are being addressed in Lagos State
Excerpts - Issues in Water Supply & Sanitation and their Role in the Attainment of MDGs in Nigeria, By Depo Adenle (UN DECADE FOR WATER (2005-2015) – NIGERIA'S EFFORTS), (November 15, 2006)
-Weak coordination between State, private sector, Development Partners and CSO initiatives. – Soroptimist, Rotary etc.
-No role for women - There is an inadequate involvement of communities, especially women, in all aspects of project work, which has resulted in low community ownership and poor service sustainability
-Lack of technical, managerial capacity and financial resources in the WS sector especially at the LG and community levels.

Lasting Solutions

- Transparency In Service Delivery And Management
- Governance Transparency and
- Social Accountability (SA)

Accountability mechanisms that address power relations, especially bringing the society directly to the service providers can improve governance, efficiency, development, effectiveness and empower the poor (including vulnerable groups).

Definition

Accountability is "a pro-active process by which public officials inform about, and justify their plans of action, their behaviour and results and are sanctioned accordingly" (Ackerman, 2005: 1, emphasis mine).

SA is "an approach towards building accountability that relies on civic engagement, i.e. in which it is ordinary citizens and/or CSOs who participate directly or indirectly in exacting accountability" (World Bank 2004, p.3).

Social Accountability mechanisms include :

- Citizen participation in public policy-making
- Participatory budgeting
- Public Expenditure Tracking Surveys (PETS)
- Citizen monitoring of public service delivery (such as CBPM & citizen report cards)
- Citizen advisory boards; citizen juries
- Citizens Charters
- Social auditing
- Monitoring procurement

Community Based Performance Monitoring (CBPM)

Aimed at empowering communities to influence the quality, efficiency and accountability with which services are provided to them.

- Uses basic participatory M&E principles:
- communities generate the data
 - communities understand the data
 - communities review and use the data
 - communities own the data

Uses the community-level service or facility as the unit of analysis

Generates information through focus group interactions

Provides immediate feedback to service providers

Enables immediate response and joint decision-making

Results in agreement to undertake reforms to improve service quality

For a significant contribution to governance and poverty eradication, SA requires:

Institutionalisation into policy and practice

Dealing with representation issues to address vulnerability

Methods for scaling up that systematically relate local to global level activities

Taking advantage of the human rights framework to inform investments and practice

Examples

1. Nigeria – Oyo State, Interconnectivity Project

The Community has since developed an ACTION PLAN – see website www.ibadannorthcommunitypartnership.org which it is monitoring effectively.

2. 2nd National Urban Water Sector Reform Project –
Lagos and Cross River States – WORLD BANK

Support Nigerian Government to provide potable water supply to urban residents

Improve reliability and financial viability

Increase access to piped water networks

Consultation of customers by water utilities previously been weak

Nigerian Govt. decided to employ Community Service Organizations (CSO Partners) in Lagos & Cross Rivers State

Establish Citizen's Participation System, a comprehensive stakeholder outreach to ensure that water services provision reflects demands of all user groups

Citizens Participation System

OBJECTIVES

- To promote citizen's participation in the project
 - To defend the interest and ensure water supply to vulnerable and special needs groups i.e. schools hospitals, prisons and market through community management systems
 - To defend the interest of private customers and communities in the Distribution Services Areas (DSAs) through continuous citizen's participation on service, performance and future improvements
 - To strengthen service-oriented relations between the customers and the water utilities.
 - Ensure that LSWC has appropriate knowledge on customers' needs and priorities, improve performance and transparency, and adapt to changing customer preferences
- Build knowledge and capacity of
1. CSO partners to monitor and evaluate effectiveness (Must have respected standing in the neighborhood) and
 2. Customer representatives in key water provision issues

Key Tasks

- Customer survey, consumer feedback system
- Develop and synthesize reports
- Conduct Workshops, Training for communities and CSOs
- Meetings with LSWC
- Monitoring and Evaluation system for
 1. Capacity building programmes and
 2. Overall Service delivery

Stakeholder/CSO Advisor

In addition to this initiative the LSWC has appointed a Consultant – Stakeholder/CSO Advisor to

1. Prepare a Policy for LSWC interaction with stakeholders and CSOs
2. Prepare an annual plan to implement the policy
3. Advise & brief the CEO and LSWC on stakeholder and CSO matters
4. Serve as main contact point between stakeholder groups, CSOs and LSWC

Challenges

- Imposition of agendas emanating from foreign agents without clear understanding of local conditions is dangerous and has already led to the cancellation of projects, which would have increased water supply to the poor areas of Lagos, by other development partners
- Negative perception of Private Sector Participation (PSP) in the Water Sector by CSOs in Nigeria – regarded as a privatization exercise which would disenfranchise the poor

- Inadequate information regarding PPP and alternative systems, particularly community driven initiatives.
- Corruption, bad governance and ineffective monitoring of budget allocations at State and LGA levels
- Lack of effective coordination amongst Donors and between Donors and the Government, particularly at the State and Local Government levels.
- Lack of institutionalization of consultative and participatory process between Government, Donors and Communities
- Complacency of the Nigerian people

LASG/CSO PARTNERSHIP

H.E. Gov. Babatunde Raji Fashola (SAN) collaborating with the Coalition for Issues-Based Politics (CIPOGG) comprising CSOs including the Organized Private Sector (OPS), Academia, Women, Labour, Youth and Faith Based Organizations, to actualize his dream for a better Lagos as elucidated in the State's 10 point Agenda and LASEEDS.

WAY FORWARD

- Promote Transparency, Coordination and Cohesion
- Strengthen Participatory Processes and ensure institutionalization
- Information, Education & Communication
- Develop legal frameworks to address Environmental issues
- Explore and provide information regarding alternative systems for the provision of energy & potable water, particularly community driven initiatives
- Encourage Lagos State Government to explore a mix of PPP and Aid, in partnership with other Donors to balance long term effects of borrowing by government.
- Ensure that effective regulatory systems are in place to maintain a regime of transparency, qualitative and cost effective management and delivery of service.
- Discussions should be scaled up at every opportunity on the need for a Regulatory Agency for the WS sector.
- Continue to pressurize and strengthen Institutional reforms in anti-corruption, budget monitoring, good governance in the Public, Private and Civil Society sectors, Rule of Law and Corporate Social Responsibility frameworks.
- Develop and institutionalize CBPM systems
- Attitudinal Change for all
- Capacity Building for all sectors- Service providers (State Agencies etc).
- Should: Improve pay scales and incentive structures to attract and retain qualified technical and managerial staff.
- Restructure professional incentives to reward good performance in operations and maintenance, as well as service extensions to low-income communities.
- Involve both women and men and youths in water supply, environmental protection and sanitation services provision and promote integrated management

initiatives in all sectors.

- Civic organizations such as schools, local NGOs, and community associations should: Partner with service providers in projects to provide or improve services to poor communities. Participate in public meetings, hearings, and other events related to public-service delivery to advocate for policies and programs that will improve water supply, environmental protection and sanitation services.
- Include hygiene/environmental education in school curricula.
- Use the issue of the environment, water supply and sanitation services as an entry point for promoting women's empowerment.
- Promote women's involvement in community management of water supplies, sanitation and environmental protection.
- The current development of a PSP mechanism for the delivery of safe water and sanitation in Lagos is both innovative and challenging which, if it is to succeed, must be fully engaged, supported and participated by Civil Society.
- We applaud H.E. Governor Babatunde Raji Fashola (SAN) for his bold initiative of establishing the framework for the **Lagos State/CSO Partnership**.

Stakeholders must be involved and be in a position to actively engage, in the planning, implementation, monitoring and evaluation of projects which affect their lives as this will ensure SUSTAINABILITY, TRANSPARENCY/ACCOUNTABILITY IN & EFFECTIVE MANAGEMENT OF ENVIRONMENTAL PROTECTION, WATER & SANITATION SERVICE DELIVERY IN LAGOS STATE

Presentation by Mr. Alex Hurd

CLINTON CLIMATE INITIATIVE

CCI Solid Waste Program

Large cities are critical to slowing the pace of global warming

-Cities consume 75% of the world energy and produce 80% of all heat-trapping greenhouse gas emissions, yet account for less than 1% of the Earth surface

Cities can dramatically reduce their greenhouse gas emissions through better management of municipal solid waste systems

-Methane emitted from landfills comprises 13% of total global methane emissions and landfills are the third largest human-influenced methane source*

By reducing the amount of landfill waste, cities can reduce greenhouse gas emissions by over 800 million tons of carbon dioxide equivalent, equal to taking approximately 180 million cars off of the road

Solid Waste Program Focus Areas

While improvements are possible at every stage of a municipal solid waste system, CCI program focuses on four initial measures:

1. Capturing methane gas from existing landfills

Capturing methane from landfills can reduce greenhouse gas emissions by approximately 0.7 tons of carbon dioxide equivalent for each ton of buried waste. In many cases, landfill gas-to-energy projects can generate revenue by selling electricity, gas, and carbon credits, making these projects profitable and attractive to private investors

2. Composting

Cities can reduce greenhouse gas emissions by diverting organic waste before it is disposed at a landfill

3. Recycling and Source Segregated Collection

Separating organic waste, such as food, from inorganic waste, such as glass and metal, is a critical first step to reducing greenhouse gas emissions as it facilitates the process of recycling and composting. With properly separated streams, approximately 80% of recyclables and organic waste can be recovered at relatively low costs

4. Building new, sanitary landfills

Any integrated and advanced solid waste management system will continue to rely on a landfill for its final deposit for waste that is not recyclable or treatable through composting. As cities build new landfills, they can design them in ways to minimize greenhouse gas emissions and maximize

Best Practice City Examples

TORONTO, CANADA

1 Separation of organic waste	2 Anaerobic Digestion	3 Revenue generation
Description		
<ul style="list-style-type: none"> * Collect using split vehicles *Use "hydropulper" to blend organic waste * Provide two bins to residents for pre-sorting of organic vs. In-organic 	<ul style="list-style-type: none"> *Use anaerobic digestion to produce digestate and biogas (takes ~20 days) *Reduces waste volume by 60-70% *Compost produced from digestate 	<ul style="list-style-type: none"> *Give compost away to city residents *Generate electricity using an on-site co-generation plant
Output		
-Pre-sorted organic waste in plastic bags	-Compost -Biogas	-Soil conditioner-Electricity -670 kwh of energy is produced per ton of organic waste

DHAKA, BANGLADESH

1 Separation of organic waste	2 Composting	3 Revenue potential
Description		
<ul style="list-style-type: none"> -Outsource collection and treatment to outside contractors -Waste is collected and dumped from household bins into centralized bins 	<ul style="list-style-type: none"> -Compost organic waste using windrows with forced aeration -Output is ~20-40% of the original organic waste volume 	<ul style="list-style-type: none"> -Sell compost to farmers at \$50 per ton (enhanced with chemical fertilizer) -Demand for compost is high due to limited availability and high cost of nitrogen fertilizer- -Carbon Credits
Output		
-Mixed waste	-Compost	-Soil Conditioner

Presentation by Mr. Alex Hurd

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2. Composting

Cities can reduce greenhouse gas emissions by diverting organic waste before it is disposed at a landfill

3. Recycling and Source Segregated Collection

Separating organic waste, such as food, from inorganic waste, such as glass and metal, is a critical first step to reducing greenhouse gas emissions as it facilitates the process of recycling and composting. With properly separated streams, approximately 80% of recyclables and organic waste can be recovered at relatively low costs

4. Building new, sanitary landfills

Any integrated and advanced solid waste management system will continue to rely on a landfill for its final deposit for waste that is not recyclable or treatable through composting. As cities build new landfills, they can design them in ways to minimize greenhouse gas emissions and maximize

Best Practice City Examples

TORONTO, CANADA

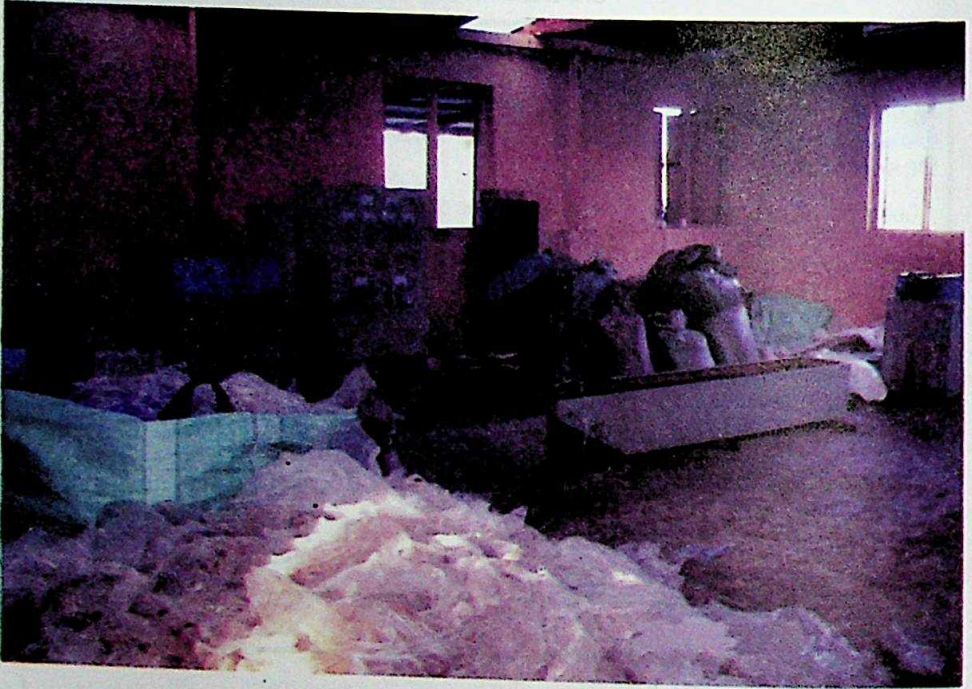
1 Separation of organic waste	2 Anaerobic Digestion	3 Revenue generation
Description		
<ul style="list-style-type: none"> * Collect using split vehicles * Use "hydropulper" to blend organic waste * Provide two bins to residents for pre-sorting of organic vs. In-organic 	<ul style="list-style-type: none"> * Use anaerobic digestion to produce digestate and biogas (takes ~20 days) * Reduces waste volume by 60-70% * Compost produced from digestate 	<ul style="list-style-type: none"> * Give compost away to city residents * Generate electricity using an on-site co-generation plant
Output		
-Pre-sorted organic waste in plastic bags	-Compost -Biogas	-Soil conditioner-Electricity -670 kwh of energy is produced per ton of organic waste

DHAKA, BANGLADESH

1 Separation of organic waste	2 Composting	3 Revenue potential
Description		
<ul style="list-style-type: none"> -Outsource collection and treatment to outside contractors -Waste is collected and dumped from household bins into centralized bins 	<ul style="list-style-type: none"> -Compost organic waste using windrows with forced aeration -Output is ~20-40% of the original organic waste volume 	<ul style="list-style-type: none"> -Sell compost to farmers at \$50 per ton (enhanced with chemical fertilizer) -Demand for compost is high due to limited availability and high cost of nitrogen fertilizer- -Carbon Credits
Output		
-Mixed waste	-Compost	-Soil Conditioner

LAGOS, NIGERIA

Recycling of film plastics at Ikorodu



Presentation By
ENGR. SHAYO HOLLOWAY
Lagos Water Corporation

Introduction:

Estimated population: 17million
Estimated demand : 600mgd
Installed capacity '99: 160mgd
Installed capacity '07: 170mgd
Capacity gap as at '07: 71%
Approved new plants: 30mgd
Capacity by end 2008 : 200 mgd
Capacitygap end 2008 : 66%

Challenges:

- Poor power supply from PHCN
- Limited service coverage due to limited reticulation - 40%
- Ageing plants, vehicles and machineries
- Non-revenue water
- Flat billing
- Leakage from vandalization
- Water theft
- Illegal connection
- Inadequate customer database – 50%
- Low collection efficiency
- Parenial problem of swas
- Improper billing
- Inaccurate customer database
- Inadequate production due to poor power supply
- Manpower shortage

FLAT BILLING

80% properties on flat billing of N500— N2,400 per month
19% commercial properties on flat billing of N1,000/unit/month
1% metered properties on N50/m³

Plans to Address Challenges:

POWER SUPPLY

Construction of a 12.15 mw for Iju, Adiyon and Akute
Construction of additional 15 mini Waterworks of 2mgd each and 5km associated reticulation
Ongoing rehabilitation of 14 Waterworks to installed capacity of 35.1mgd
Expansion of Lekki area waterworks and reticulation

ONGOING WORLD BANK PROJECT

- Rehabilitation of Iju, Adiyen head works and Akute
- Expansion of Ishasi from 4mgd – 10mgd
- Rehabilitation and expansion of networks in Ikeja, Ooshodi, Idimu, Ipaja, Yaba, Ebute Metta, Lagos Island, Ikoyi, Lekki
- Additional household connections of 60,000 to increase service to 185,000 connections
- Construction of new Waterworks at Isheri Oke
- Expansion of Alausa Waterworks
- Expansion of Waterworks at dolphin estate
- Construction of new Waterworks in Lagos Island and Alexandra, Ikoyi
- Rehabilitation of Oba Akinjobi St. Waterworks, Ikeja
- Development of 50mgd Odo Mola Waterworks, Epe under BOT scheme
- Expansion of Adiyen head works in 2 phases to 210 mgd
- Pilot metering project to commence in 10 areas in partnership with the private sector – ultimate objective to meter entire metropolis and adjoining towns
- Ongoing mobile leakage detection team on motorbikes
- GIS technology to manage bursts, enhance water audit, telemetry, etc.

Investment Opportunities:

- Independent Power Project
- Ensures steady production
- Improves bulk water production
- Concessioning of service areas
- Metering scheme
- Odo Mola water scheme, Epe to serve Epe/Lekki corridor, Victoria Island, Ikoyi
- Concession of major waterworks as bulk water providers
- Metering and revenue management
- Concession of service areas

Present Stage Source Works

LOCATION	CAPACITY m ³ /DAY	CAPACITY mgd
ADIYAN	318,200	70
IJU	204,500	45
ISHASI	18,200	4
GROUNDWATER	231,684	51
TOTAL	772,584	170

Water Supply By 2015

PROPOSED SOURCE WORKS DEVELOPMENT

LOCATIONS	CAPACITY m ³ /DAY	CAPACITY mgd
ODO MOLA	239,900	50
ADIYAN	636,400	140
ISHASI	140,828	10
GROUNDWATER	185,802	40.9
TOTAL	1,202,930	240.9

Ultimate Network 2015

LOCATION	PRIMARY MAINS (KM)	2NDARY AND 3TIRARY MAINS	SERVICE CONNECTIONS (NO)
METRO	94.88	2,266.36	234,833
IKD & ENV	27.56	1120.25	31,200
LEK & ENV	46.30	246.75	79,087
MERAN & ENVIRN	-	103.00	40,000
TOTAL	168.74	2,736.36	385,120

Cost Estimates Waterworks

WTR WORKS	CAPACITY	VALUE (\$)
ADIYAN II	70 mgd	455,000,000
ADIYAN III	70 mgd	455,000,000
ODO-MOLA	50 mgd	165,340,000
TOTAL	190 mgd	1,075,340,000

Cost Estimates Primary Trunk Mains

LOCATIONS	DISTANCE (KM)	VALUE (\$)
METROPOLIS	94.88	132,832,000
IKD & ENVIRONS	27.56	38,584,000
LEKKI & ENVIRNS	46.30	46,111,700
ODO-MOLA TRUNK MAINS	65 KM	153,340,000
TOTAL	233.74	370,867,700

LOCATIONS	DISTANCE (KM)	VALUE (\$)
METROPOLIS	2,266.36	906,544,000
IKD & ENVIRONS	120.25	48,000,000
LEKKI & ENVIRNS	246.75	56,886,100
MERAN & ENVIRONS	103.00	41,200,000
TOTAL	2,736.36	1,052,630,100

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ISHASI	18,200	4
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Water Supply By 2015

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LEKKI & ENVIRNS	246.75	56,886,100
MERAN & ENVIRONS	103.00	41,200,000
TOTAL	2,736.36	1,052,630,100

Cost Estimates Service Connections

LOCATIONS	DISTANCE (KM)	VALUE (\$)
METROPOLIS	234,833	46,966,000
IKD & ENVIRONS	31,200	6,240,000
LEKKI & ENVIRNS	79,087	122,178,675
MERAN & ENVIRONS	103.00	8,000,000
TOTAL	2,736.36	183,384,675
TOTAL REQD. INVESTMENT		\$2,228,000,000

Conclusions

- 2004 LWC water law enacted to encourage PPP
- Regulatory commission to protect private partners and consumers
- Steady return on investment – not subject to market volatility and subject to growth due to demand
- Lagos has attained a mega city status; hence government is committed to private sector partnership

TECHNICAL SESSION TWO

Creating an Effective Inter-Modal Transport System

Creating An Effective Multimodal Transport Network Delhi Experience by BHARAT SINGAL

Transport is inherently multimodal

In the early days people would walk/ride and take a boat or ferry to cross the river

Why multimodal

A city has a very large number of corridors with demand varying from a few hundred trips/hr. to thousands of trips/hr.

Similarly various modes i.e. standard, midi and mini bus and LRT/ Metro offer varying capacity

For an economic Mass Transit system a mode with capacity matching the demand level on a corridor has to be used; the network rationalized to provide critical mass to each mode

City transport

Transport is vital to a city

It Impacts efficiency to the city

Delhi scene

- Delhi is 1500 sq. km with a population of 17 million. Mass transport is mainly buses
- Six years back the first line of Delhi Metro Rail became operational; today 65 km is running
- Buses carry about 10 million trips a day and Metro rail about ½ million trips/day
- There are 5 million personal vehicles and congestion, pollution etc. are acute

Delhi plan

Accordingly Government has embarked on a massive program of augmenting mass transit in Delhi.

- Delhi Metro rail will be 336 km long by 2021.
- Another 37 corridors of length 460 km have demand level between 5000 and 30000 pphdt in 2021 suggesting the need for medium capacity modes.
- Taking into account, the demand level, mode capacity and feasibility, BRT, LRT and Monorail have been planned for the 37 additional corridors.

Delhi Metro rail

PHASE	DELHI	NCR Other than Delhi	TOTAL
I	65.1	00.0	65.1
II	110.99	17.07	128.06
III	62.30	49.87	112.17
IV	97.0	11.50	108.50
TOTAL			413.76
Delhi			336.39
NCR other than Delhi			78.44
Total of All Four			413.83 km
Phases			

Total mass transit network

High capacity Metro rail;

20 336 km

Medium capacity modes;

BRT	26	294 km
LRT	6	74 km
Monorail	3	48 km
IRBT	2	44 km
Total	57	796 km

The network forms a grid in the city

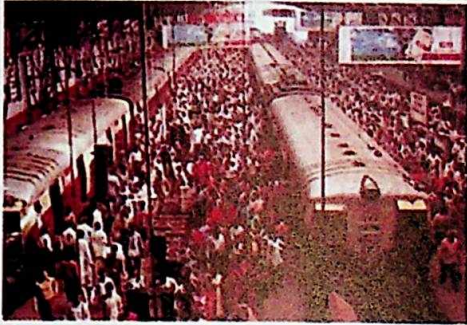
(IRBT is regional Integrated rail cum bus mass transport services)

Present status

Metro rail is being implemented by DMRC.

A new company i.e. DIMTS Ltd. has been set up to implement BRT, LRT and Monorail. DIMTS Ltd. has started implementation of the USD 5 billion (in addition to Metro rail) project to be completed in phases by 2021. The first BRT corridor is under construction and a part is due for operation this month

Present modes in India



Responsibilities of DIMTS Ltd.

- Project conceptualization, coordinated planning design, financing, construction operation of integrated services and asset maintenance
- Organizing supervising and Monitoring construction and PMC work
- Planning and organizing O&M, multi-modal integration, integrated ticketing, passenger information display system etc.

DIMTS First Phase

Project preparation has started for 12 sub-projects

7	HCBS corridors
2	Monorail corridors
3	LRT corridors
38	Interchange points

Project Preparation:

Achieving social, environmental and financial sustainability is vital.

Due attention is being given to protection of Environment, compensatory forestation, control of noise and vibrations, supply of power and water requirements, fire protection measures, facilities for handicapped, Energy saving, Poverty alleviation aspects, Social impact and the need for Resettlement & Rehabilitation, Water harvesting and charging underground water and safety and security.

Support and Feeder Services

The guided transport network by itself cannot be fully effective because it cannot provide a 'door to door' service. It has to be supported by feeder services. The most important element of the feeder services is the standard bus. The projected Delhi transport demand figures show that standard bus services will continue to play a significant role in city transport.

Role of Bus Services

Projections for Delhi in 2021 are;

Population	23 million
Vehicle trips/day	29 million
Mass Transit trips (Desired)	24 million
Metro Rail (336 km) trips/day	4 - 5 million
BRT, LRT, Monorail	4 - 5 million
Additional trips to be catered	14 - 16 million

Thus Buses will be a significant component of multimodal mass transit network

Image of Bus Services

- But bus has a very poor image. Several steps initiated to improve the image of bus;
- Augment buses (from 6000 to 10000)
- Introduce modern low floor buses
- Improve corridor ambience and bus stops
- Well-behaved drivers and conductors
- GPS control, integrated PIS and ticketing
- IPT such as cycle, auto rickshaws, midi and mini size buses will be assigned a role too

Premium Bus Services

- Road congestion and the resulting problems of pollution, fuel wastage and safety are a consequence of increasing use of low capacity personal vehicles such as cars and 2-wheelers
- Operation of premium air conditioned bus services to wean away the user of personal vehicles is a part of the plan to upgrade the image of bus services

Best Practices

A commuter survey conducted along the BRT corridor under construction in Delhi showed that the commuter expects;

- Convenient, comfortable, seamless journey
- Reasonable time, cost and speed
- On time, Reliable service
- Well-behaved drivers and conductors

Proposed Features

A citywide mass transit network is only the first step. More features need to be added to make it effective such as;

- Multimodal interchange facilities
- Improved accessibility (Door to door planning)
- Various User friendly features

Interchange Requirement

- Most important in a multimodal network
- Commuters need to interchange between routes/modes and with the surrounding areas
- Intercity bus, rail and air terminals need to be connected to the city dispersal system
- Passenger interchange should be possible in safety without conflict with other movements and with least time penalty

Planning of Interchanges

- Effective interchanges require care in fixing alignment and station/bus stop location
- Elevated stations astride road junctions and at-grade stations at road junctions will facilitate interchange
- There should be enough land at stations for facilities for commuters from its catchment
- Delhi network has 120 interchange points

Station/Stop Accessibility

- Commuter is concerned about 'Door to door' journey in terms of time, cost, convenience
- Introduction of network stations/stops alters the traffic flow pattern in the area.
- The traffic that used to flow directly towards origins and destinations will now flow towards the station/stop in the area
- Thus station accessibility has to be reviewed

Door to Door Planning

This may involve one or more of the following six steps;

- Walk facilities within 500 m
- Vehicle access within 3 km
- Feeder service within 5 km
- Drop off & pick up at stations/stops
- Park and ride at stations/stops
- Land use control around stations

User Friendly Features

- Single ticket for all modes
- Passenger information system
- Safety & Security on the network
- Facilities for Handicapped, aged and women
- All road users should benefit
- Bus ride to be a pleasant experience

Implementation Issues

- Guided mass transit systems are capital intensive, very complex and highly multi-disciplinary.
- Nearly every city agency is involved in approvals and clearances and Inter-departmental issues
- Ground conditions, Land acquisition, Utility and traffic diversions and
- Management of traffic during construction pose special problems
- Government procedures not conducive to quick implementation. Cost of delays is very high.

Implementation Models

Four basic models are possible;

- Government agency for example Kolkata
- BOT or Govt. & BOT approach i.e. Government funds fixed infrastructure, and Rolling stock and O&M offered for BOT
- Government SPV approach; DMRC, BMRTL
- Public private partnership

Government not suited to quick implementation. BOT approach has not succeeded. Mixed strategy for Airport Express in Delhi

Implementation Strategy

- Implementation agency should be the owner of the project with full technical and financial powers for quick decision making
- Coordination and empowered groups should be set up to resolve inter-departmental issues.
- Public cooperation has to be enlisted through involvement and awareness programs.

Advance steps should be taken to create near green field conditions to facilitate major construction later.

Financing Issues

- As a rule mass transport projects require subsidy, both capital and revenue. The first step therefore is to prepare a project with the best possible financial viability to minimize the need for subsidy
- Steps to keep the cost low and maximize ridership and hence revenue should be a part of the project
- Financial sustainability essential for ongoing growth

Financial Viability

Some more steps that will help improve the financial viability of the project are;

- Allocation of Government land free of cost,
- Cross-subsidy projects,
- Tax exemptions,
- Dedicated taxes on non-user beneficiaries, and
- User charges to maximize economic return and to minimize the need for subsidy

Financing Strategy

- Cost of finance used for the project is crucial to project viability and should be minimum. Interest liability can kill a project
- Creation of a fund to provide soft loans to the project
- Adequate equity, grants and soft loans should be included so that the project once operational becomes self-sustaining
- Funding to be independent of budgetary allocations

Privatization

- This is not easy in rail transit projects
- Private sector has additional financial liabilities:
 - return on equity
 - requirement of profits
 - repayment of loans with commercial rates of interest
 - income tax and other local tax liabilities
- Typically, the cash outgo of a rail transit project in the conventional Government funded and the private BOT approach may vary in the ratio of 1:4.
- Self-sustaining elements only may be privatized

Key Activities in PPP model (up to commencement of works)

Activity No.	Activity	Duration in Months	Remarks
1.	Transaction Structuring	4	Includes review of Project Report
2.	Govt. Approval	2	
3.	Selection of PPP Partner	10	Includes preparation of specification
4.	Govt. Approval & Financial Close	6	Includes preliminary works to facilitate implementation
5.	Mobilization & commencement of works	2	
Total time prior to commencement of works		24	

Key Activities in SPV model (up to commencement of works)

Activity No.	Activity	Duration in Months	Remarks
1.	Transaction Structuring	4	Includes review of Project Report
2.	Govt. Approval	2	
3.	Arrange Equity & Loans through State & Central Government.	10	Includes preparation of specs
4.	Bid Process Management	[6]	Includes preliminary works and designs as parallel activity
5.	Mobilization & commencement of works	2	
Total time prior to commencement of work		18	

Key Activities in Government and BOT Model (up to commencement of works)

Activity No.	Activity	Duration in Months	Remarks
1.	Project Sanction with part Financing of fixed infrastructure by Government	3	Based on Consultant's Report Govt. Financing equivalent to viability gap
2.	Bid Process Management for fixed infrastructure	6	Includes preparation of specs
3.	Bid Process Management for BOT Partner	[6]	for Rolling Stock, Systems and O & M. Parallel Activity
4.	Mobilization & commencement of works	2	
	Total time prior to commencement	11	

Comparison of Implementation cum funding Strategies

ITEM	PPP	Govt./SPV	Govt. & BOT
Equity	Shared	100%	•Govt. funds infrastructure •Rolling Stock and O&M is offered on BOT
Debt liability	Shared	Govt. only	NIL
Revenue Risk	Shared	Govt. only	NIL
Management	Private	Govt.	Government: Construction and Project Management; BOT Operator: Rolling Stock, Systems integration and O&M
Time to start of Ground Activity	24 months	18 months	

Institutional set up

- City transport is made up of about 25 components and is currently managed by as many agencies. Each agency has own priorities and seeks its own budget.
- City-wide coordination in planning and operation is often missing
- City being the main beneficiary must take the initiative and carry primary responsibility
- An existing agency or a new dedicated agency with powers and resources to discharge its responsibility.

Need for Legislation

- There is no legislation at present that covers the requirements of urban transport fully
Motor Vehicles Act deals with the licensing of vehicles. Railway Act covers inter-city traffic. Metro Construction Act deals with construction issues and Tramways Act with tramways within the road
- The important issues of transport planning, multi-modal integration, safety of traveling public, tariff and financing are not covered.
- A comprehensive Urban Transport Act is needed.

Resource Generation Policy

- The resource generation policy may include;
 - Routine budgetary allocations,
 - Special Contribution for major infrastructure projects
 - Allotment of funds from the National Highways budget
 - Private financing of bus and IPT services,
 - Dedicated taxes and levies on non-user beneficiaries
 - Tax concessions by State and City
 - Cross-subsidy projects i.e. property and premium buses
 - Strengthening of Municipal finances
 - User charges

Infrastructure

- Main infrastructure is Road network and associated facilities i.e. intersections, traffic signals, round-about, grade-separators, bridges, bye-passes, bus terminals and facilities for parking of vehicles, pedestrians and bicycles and inter-modal transfer
- Water/rail transit have dedicated facilities
- Approx. 33% of the existing carriageway is encroached by pedestrians, vehicle parking, hawkers and roadside businesses
- Construction of missing links, proper road surface, Grade separated entries for regional traffic and bye-passes are most effective in improving traffic flow

Management of Public Transport

Five components;

- Long term planning and policy
- Enforcement, pollution, safety, Fare fixation
- Centralized planning and provisioning
- Common infrastructure and services
- Operation of services

These responsibilities require clear allocation amongst city agencies

Summing up – Delhi project

Delhi is implementing an 800 km citywide multimodal transport network duly supported by improved standard and premium bus services and various intermediate public transport modes.

Several user friendly features such as convenient interchange facilities, door to door planning, integrated ticketing, passenger information system, safety and security measures have been incorporated in the project.

Summing up - suggestions

- Setting up an 'Implementation agency' with full technical and financial powers for quick decision making, empowered groups for inter-departmental coordination are essential for quick implementation. The cost of delays is high.
- Financing is made easy by making a conscious effort to prepare the project with highest possible financial viability. Maximum use should be made of low cost funds to reduce the interest burden on the project.
- Project funding should be independent of budgetary allocations.

Corridor Identification

- The computer modal for Delhi was rerun and all corridors with demand level more than 5000 phpdt in 2021 identified
- This produced 43 corridors of length 575 km with demand level varying from 5000 to 30000 phpdt
- This was in addition to other operating/planned Metro rail and commuter rail

Demand-wise number and length of corridors

> 25000	93 km	4 corridors
20- 25000	57	4
15- 20000	131	8
10- 15000	179	13
5- 10000	115	14

Type: 16 radial, 16 circular, 11 feeder

Outer Delhi: 18 corridors (252 km)

Choice of mode

- The next step was the choice of appropriate mode for each of the 43 corridors
- Mode choice is based on two main factors; Demand level and Engineering feasibility
- For the identified 43 corridors, the forecast demand level did not justify Metro rail
- Medium capacity modes such as BRT, LRT and Monorail would be adequate

What is BRT

- Bus rapid transit gives buses a physically segregated lane in the road. It improves;
 - The performance of bus
 - Commuter comfort with platforms at the level of the bus floor
 - Travel time for the commuter
 - Traffic flow for all road users by segregation of slow and fast moving traffic
 - Image of bus service

What is LRT

- LRT is a rail system. It differs from Metro rail in that it goes round sharp road bends; the need for property acquisition reduces
- It uses typically less massive equipment and infrastructure than that used in Metro rail
- Unlike trams it has dedicated ROW, raised platform and mostly operates at ground level
- More than 400 cities use LRT

LRT vs BRT

LRT offers more capacity than BRT in less road space and has a better image

A WB study concludes that LRT needs 2-3 lanes and BRT needs 3-4 lanes

LRT also scores over BRT in pollution control, fuel conservation, road safety and protection of land mass

What is a Monorail

- Monorail runs on tyres on a single beam
- Least intrusive; no deck, no overhead wires
- Normal air and light underneath
- First monorail in 1825; Cheshunt Railway
- Common in zoos, amusement parks etc.
- Used as Public Transport in about 15 cities mainly in Japan

Capacity of Monorail and LRT

- Monorail is normally elevated and has reportedly carried a max. of 16000 phpdt
- LRT is normally at-grade. The capacity of LRT depends on the train length, frequency of service, extent of preference given in the ROW and at intersections, grade separation etc and can go up to 30000 phpdt

Capacity of BRT

- A World Bank study states that capacity of BRT depends on road network configuration, number of junctions and spacing of stops
- Following capacities have reportedly been achieved with buses on segregated lanes:
 - 10,000 phpdt at 20 kph on arterials and 15-17 kph on urban corridors for 1-lane each way
 - 20,000 phpdt with provision for overtaking
 - Higher passenger flows with 2-lanes each way

Proposed Capacity of Modes

Based on World Bank and other studies following norms have been adopted

Metro rail	>30000 phpdt
Elevated LRT	30000
Monorail	15000
At-grade LRT	20000
BRT	10000

Engineering feasibility

- The main factor in Engineering feasibility is the available width of the road right-of-way
- LRT and BRT require a minimum of 28 m ROW. This would leave a footpath, a cycle track and 2 Motor Vehicle lanes on each side
- When the ROW is less than 28 m, a deck for an elevated system will create unhealthy conditions underneath. Monorail is helpful

Availability of ROW

The distribution of Available ROW on identified corridors is as follows;

35 m and above	185 km
28m to 35 m	246 km
20 to 28 m	79 km
Below 20 m	65 km
Total	575 km

Presentation
By
Prof. BAMIDELE BADEJO
Hon. Commissioner for Transportation

GOAL OF PRESENT ADMINISTRATION IN TRANSPORTATION

To implement a long term identified solution to Lagos transportation problems through the integration of all transportation options in the state: Road, Rail and Water in an intermodal manner for economic development and socio-cultural prosperity.

Present situation of the Transportation system in Lagos State

- Dependent largely on the use of privately owned low-capacity buses.
- Lack of financial investment from the formal sector.
- Lack of infrastructure in the water and Rail Transportation Sub-sectors.
- Presence of legal impediment in motivating both private and corporate investment from international community.

Focus of the present Administration.

- Adoption of the Light rail System for mass movement of people.
- Provide investment incentives/enabling environment for the private sector to accelerate the realization of water transport potentials.
- Aggressive development of water transport infrastructure and amenities.
- Terminal construction, jetty development, and dredging.
- Improvement and Expansion of transport furniture to meet present challenges especially safety, law and order.
- Increasing capacity of Traffic enforcement Agencies through expansion and provision of equipment to ensure traffic improvement.
- Evolving participation to engender support and co-operation in traffic control and management towards reduction in man hour loss.
- 400 LASTMA Personnel trained by Lagos State Government (LASG) and deployed to the BRT Lite Corridor to ensure compliance to traffic rules and regulations.

Traffic Management & Control

- 200 LASTMA Personnel trained on Incident Management and Customer Relations in order to improve their performance and interpersonal relations.
- Provision of 50 Moto Guzzi LASTMA Patrol Motor Bikes to aid monitoring of traffic. Maintaining of zero tolerance on the use of one-way drive. Most Federal Roads could no longer be termed as expressways but intercity Highways because of rapid development.

Speed Control / Route Planning

Provision of different speed limit for Federal, State and Local Government Roads in order to reduce carnage on the roads thus promoting safety of lives and properties.

The speed limits are;

Federal Roads

40 – 60 km/h for cars

30 – 50 km/h for taxis and buses.

30 – 45km/h for tankers, trucks, trailers and delivery vans

State Roads

40 – 50 km/h for cars

30 – 50 km/h for taxis and buses.

30 – 40km/h for tankers & trailers

Local Govt. Roads

30 km/h for cars

25 km/h for taxis and buses.

20 km/h for tankers & trailers

Route Planning

Bus Routing System is a strategy to strengthen traffic management mechanism through special redistribution of commercial buses in the state in order to meet the transportation needs of the people of Lagos State.

Infrastructure Development

Truck Terminal constructed and commissioned to find a lasting solution to the perennial problem of indiscriminate parking of petroleum tankers on highways and roads within the metropolis.

Construction of Luxury Inter-State Buses Park to ease the problem experienced by inter-state commuters and reduce traffic snarls along major highways in the State.

Safety, Law & Order

Inauguration of the Parks Monitoring Committee involved in constant dialogue with the leadership of all executive councils of various unions to achieve truce which would guarantee peace.

730 abandoned vehicles removed from various locations within the state in order to rid the state of the unwholesome environmental degradation and traffic impediment which they cause.

Strategy for Traffic Flow Improvement

- 25 traffic gridlock spots identified for road infrastructural re-engineering, rehabilitation and upgrading. Work has commenced on ten (10) locations across the metropolis. When completed, will ease the traffic snarls along their corridors by between 20-35%.
- Identification and construction of relief roads in some specific locations such as Okota By-pass and Ijesha Road to assist in decongesting traffic and reduce the sufferings of Lagosians.
- Rehabilitation, improvement and expansion of road furniture to enhance sanity and safety on our roads.
 - Construction of laybys
 - provision of crash preventive guidance (CPG).
 - Rehabilitation of median barriers.
 - Painting of kerbs.
 - Installation of traffic signal lights
 - Re-orientation of drivers in the state through training and re-training to standardize the driving profession and reduce rate of accident on the roads.
 - Involvement of private sector in the provision of bus-stop shelters and recouping of their investments through adverts.
 - Leasing of eight (8) ferry boats through the Private Public Participation\ Policy of the state government has yielded positive results.

Motor Vehicle Administration

- Creation of the Motor Vehicle Administration Agency (MVAA) for the development of sustainable policy on motor vehicle related matters throughout the state.
 - Full automation and efficient service delivery in vehicle registration, renewal and related activities through 500 vehicle licence Autoreg Centres in the state
- Robust database for all vehicles registered in Lagos State to assist in tracking of traffic violators and recovery of stolen vehicles have been perfected.
- Plans are been made to re-engineer, restructure and reposition the Vehicle Inspection Unit (VIU) to cope with present challenges and expectations.
 - Vehicle inspection officers embarked on intensive enforcement of Road Worthiness and MOT Tests for commercial and private vehicles.

Future Plans

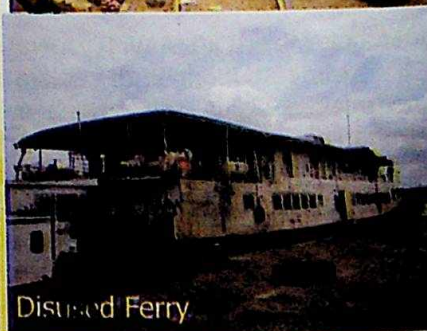
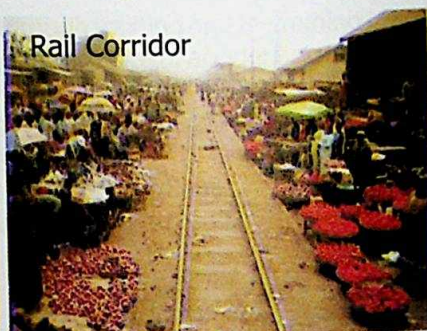
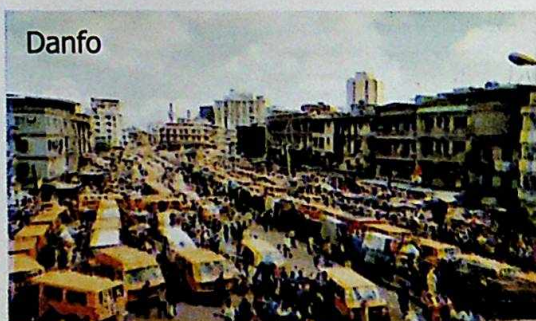
- Plans to establish Lagos State Waterways Authority to create enabling environment for development of massive and robust water transportation agenda.
- Dredging and chanelization of four additional routes to expand water transportation.
- Plans are on-going to develop facilities for repairs and maintenance of ferries through the Build, Operate and Transfer (BOT). This will also incorporate training of our own people at these locations.
- Construction of Ferry terminals and Jetties to open up more areas in the state with the potential for water transportation have been concluded.

Presentation
by
Dayo Mobereola
MD/CEO, Lagos Metropolitan Area Transport Authority (LAMATA)

Facts About Lagos

Population: 15-17 Million
6 million passenger trip per day
224 veh/km (National Average = 11)
2-3 hour journey time during peak periods
> 75,000 danfo/molue in (un-regulated) operations.

Images of Public Transport in Lagos Today



Critical Success Factors

- Well resourced and empowered transport institution/robust legal and regulatory framework
- Clear Transport Plan
- Public sector provision of infrastructure and Private sector operation of services
- Funding/Improved cost recovery

LAMATA

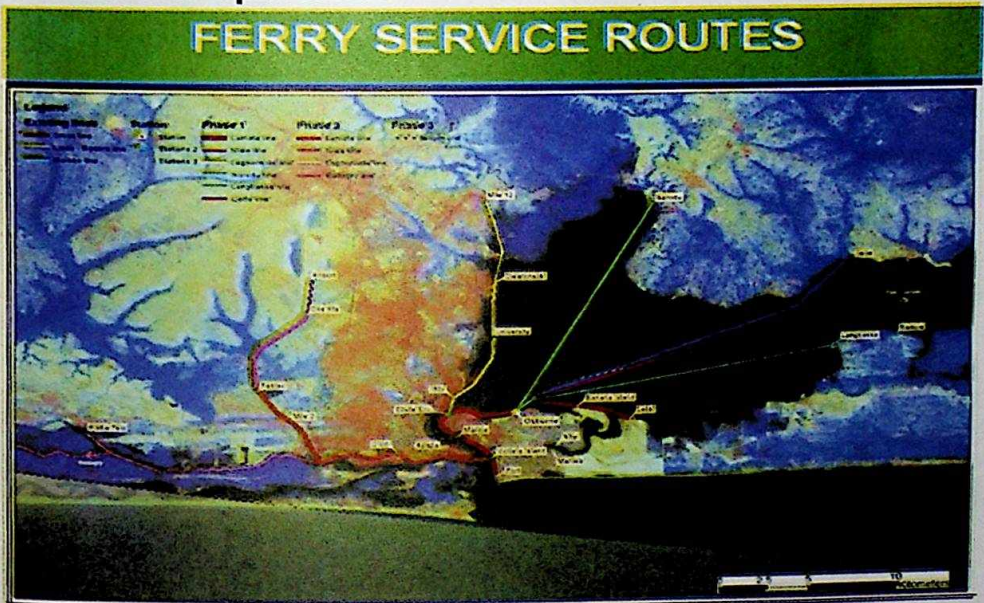
Set up by LASG in 2003 to plan, regulate and develop public transport infrastructure in Lagos

Multi-Modal Transport Plan

Key Principles of integrated transport

- Ready access for all the population
- Faster transport than the car
- High frequency service
- Connections – signposted, quick and easy
- Single ticket – multi stage, multi mode journeys
- Integrated information
- Planning integration with land-use planning

Water Transportation

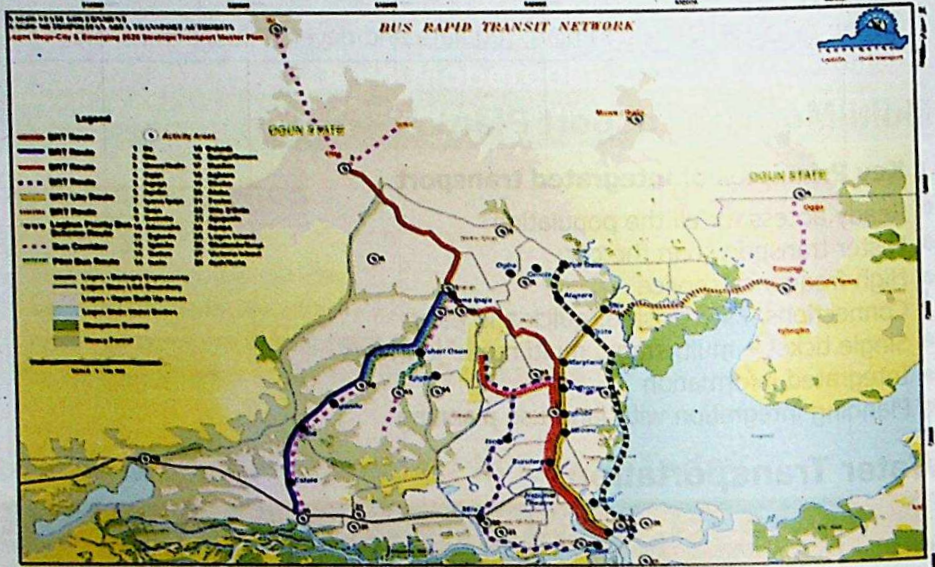


Bus Transportation

BRT Lite

- Objectives –
- Provide commuters with fast, reliable and comfortable public transport at current fare levels
- Reduce Congestion (by reducing number of Danfoes/mini buses plying the corridor)
- Re-establish orderliness
- First phase towards BRT Classic

Bus Rapid Transit Network



Bus Sector Reforms

- Corporate bus operators
- Franchised bus routes
- Tighter control of route licences
- Driver/Crew training
- Enforcement of traffic regulations

Rail Transportation

Latent Demand along the Existing Rail Corridor



4th LAGOS STATE ECONOMIC SUMMIT (Ehingbeti 2008)

MULTIMODALISM: THE FOUNDATION OF AN EFFICIENT TRANSPORT SYSTEM

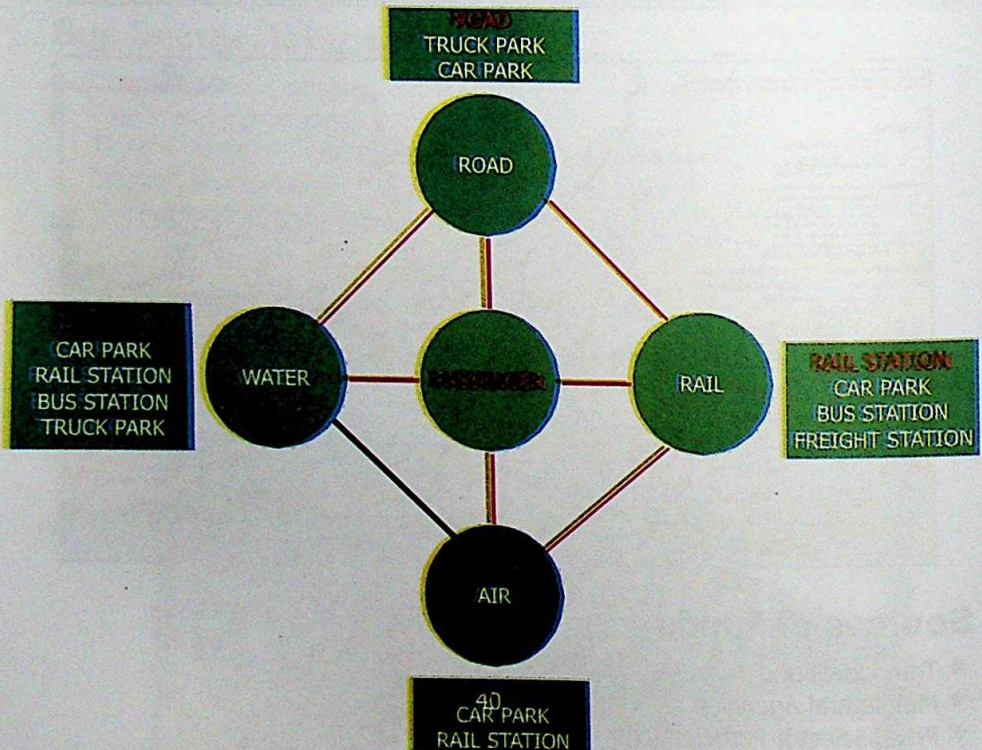
By Lai Are (Catamaran Nigeria)

Multi Modal Transportation

Mode of transport (or means of transport or transport mode or transport modality or form of transport) is a general term for the different kinds of transport facilities that are often used to transport people or cargo.

Where more than one mode of transport is used for a journey or for transport analysis, the journey can be described as multi-modal

Intermodal Connections



How to achieve intermodalism

- Government Policy and Planning
- Government investment in Infrastructure
- Deployment of Intelligent Transportation Systems
- Adequate PPP framework

Facts And Figures

● Road

-95,000Km of which 34,000km is federal road, 30,500Km is state, 129,580Km is Local Government.

-Lagos State has a total of about 5000 km of which 675 is federal road, the rest are State and Local Government roads.

● Rail

-3,800 km of rail network of which only about 30km lies within Lagos

● Water

-8 ports in Nigeria of which 2 are in Lagos. These 2 account for over 75% of total tonnage.

Inland waterways. Over 10,000Km of navigable waterways in Nigeria of which about 50Km lies in Lagos

● Air

-21 airports in Nigeria of which 1 international and 1 Domestic terminal is in Lagos
Lagos has a few helipads for Helicopter operations

Lagos Transport Today

● Road

- Serious congestion on the roads
- Road network is in need of expansion and maintenance
- High accident rate
- Inadequate parking
- Majority of the buses are not regulated and operated individually.
- BRT has been recently introduced

● Rail

-Virtually non existent except few mass transit trains run by NRC due to inadequate rail -infrastructure and rolling stock

● Inland Waterways

-Virtually non existent except for few private company operations due to lack of infrastructure such as Jetties, car parks etc

● Air

-Operations by private companies

Lagos Current Actions

LAMATA

- Road network efficiency improvement: Periodic maintenance on about 24 km of the main road network, rehabilitation and improvement of about 35 additional junctions and establishment of 3 TMUs. Implementation of TSM measures along the pilot bus franchise corridor to improve the traffic flow.
- Bus services enhancement: Bus terminals at the end of each route, bus lay-bys along the line of each route, priority traffic systems management (TSM) measures on the route and bus depot and garages, for the parking and maintenance of bus fleet.
- Water transport promotion: Modal diversity within an integrated urban transport system by promoting the enhanced provision and use of water transport. It includes development and implementation of a detailed strategic plan for improving the use of waterways of metropolitan Lagos for transport services and rehabilitation and upgrading of four jetties for small boats.

Government Investment:

- Road

Maintenance

- Periodic Maintenance
- Performance Based Maintenance on roads

Development

- Expansion of existing roads
- Construction of new roads and bridges.
- Construction of pedestrian bridges

- Rail

Development of Light rail infrastructure

- Waterways

Construction of Jetties with car parks, truck parks and associated facilities

Mapping and charting of routes

Transport Master Plan (TMP)

- Transport Master Plans provide specific information on transport infrastructural requirements of a State.
- It also ensures transport developments are geared towards multimodalism. The keyword is INTEGRATION.
- It provides detailed requirements including mode of achieving the requirements and targets.
- It provides a foundation for private sector investment in transport infrastructure development and operation.

PPP Opportunities

- **Road Development** -Construction of major bridges such as the 4th Mainland bridge, Osborne - Victoria Island bridge, Opebi – Ikorodu Road bridge
 - Construction of major access roads such as the coastal road
 - Operation of passenger bus services under LAMATA/LAGBUS
- **Rail** -Operation of train services and management of rail infrastructure
- **Waterways** -Operation of ferry services and management of waterways infrastructure.
- **Aviation**
 - Development of Helipad and associated facilities
 - Operation of Helicopter services

Development Of Lagos Transport Master Plan

- Discuss internally with Govt officials
- Conduct stakeholders forum
- Identify priority projects and operations
- Do financial modelling of the projects
- Identify incentives for the projects
- Compile and develop the TMP
- Market the TMP
- Publicize the TMP

Intelligent Transport Systems

- The term intelligent transportation system refers to efforts to add Information and Communications Technology to transport infrastructure and operations. The basic components of ITS are Intelligent Transportation, e-Payment, Traffic Management, Enforcement and Traffic Telematic Systems Solutions.
- ITS is a synergy of new information technologies for simulation, real-time control and communications networking that assists in improving transport infrastructure efficiency.
- ITS benefits include reduction of congestion, improved security and enhanced database for planning

Way Forward For LASG

- Develop Multimodal Transport Master Plan
- Develop PPP framework to support private investment in development and operation of Transport infrastructure (Legal and Institutional)
- Invest in development of critical transport Infrastructure.
- Invest in Intelligent Transport Systems

TRANSIT AND LAGOS: Growth and Best Practices

By Ron Hynes

Federal Transit Administration United States Department of Transportation

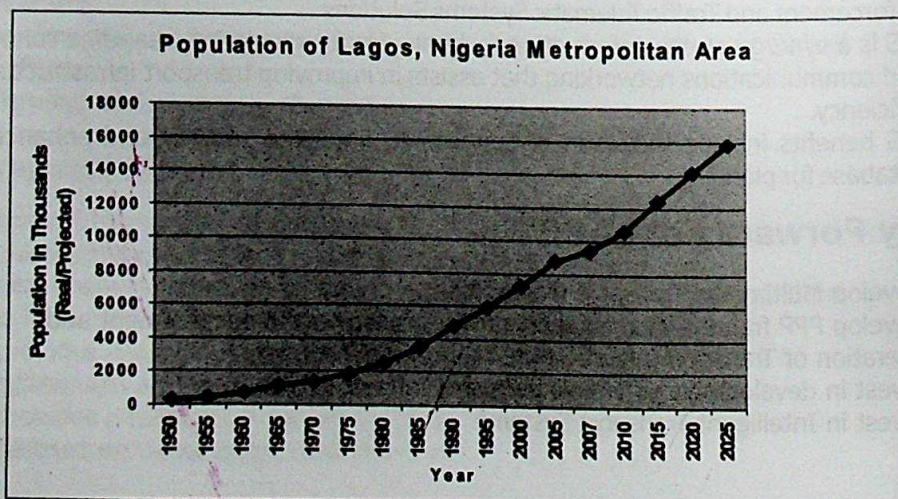
Population growth in the world increasingly occur in developing nations and cities, such as Lagos.

Population of Worlds 10 Largest Urban Agglomerations (in millions)

1950		2015	
1. New York, USA	12.3	1. Tokyo, Japan	26.4
2. London, England	8.7	2. Mumbai, India	26.1
3. Tokyo, Japan	6.9	3. Lagos, Nigeria	23.2
4. Paris, France	5.4	4. Dhaka, Bangladesh	21.1
5. Moscow, Russia	5.4	5. Shanghai, China	20.4
6. Shanghai, China	5.3	6. Karachi, Pakistan	19.2
7. Essen, Germany	5.3	7. Mexico City, Mexico	19.2
8. Buenos Aires, Argentina	5.0	8. New York, USA	17.4
9. Chicago, USA	4.9	9. Jakarta, Indonesia	17.3
10. Calcutta, India	4.4	10. Calcutta, India	17.3

Source: Population Bulletin, Vol. 55, No. 3 Population Reference Bureau, September 2000

Population growth in Lagos is increasing at a high rate, meaning an ever growing need for better transportation options.

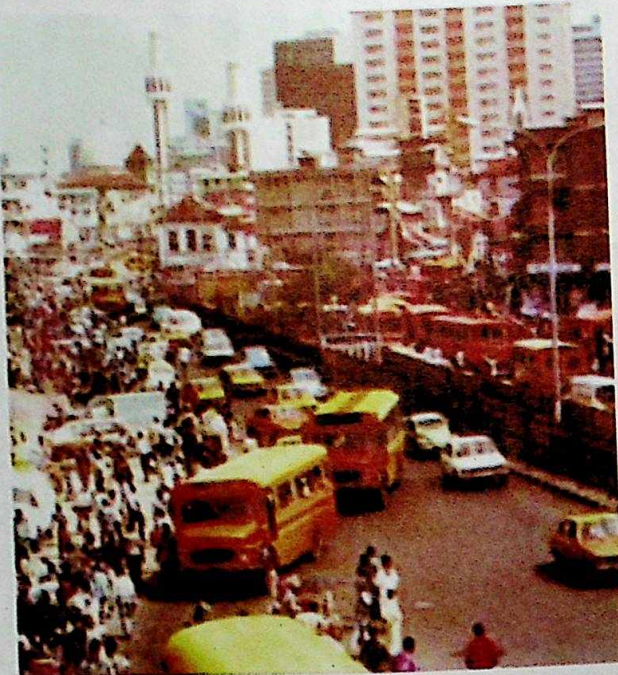


Challenges in Improving Transit In Developing Nations



Funds not available for large infrastructure projects, such as subways
Right of way often not available
Transit provision almost entirely provided by the private sector (small operators) – difficult to make large-scale changes.
Multiple jurisdictions involved in transit planning

Current Transport in Lagos and LAGBUS



Minibuses (danfos) with small operators primary form of public transportation.
Limited passenger rail service
LagBus – Lagos's new Bus Rapid Transit (BRT) system

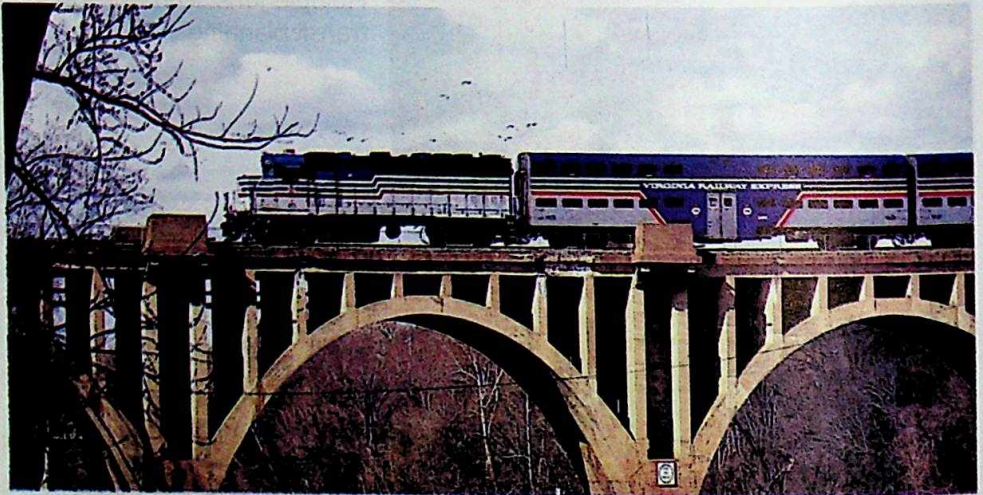
Expanded Plans for Transit in Lagos

Rail

- Light Rail Mass Transit Scheme 35km line with 14 stations from Iddo to Apapa
- Urban Rail Network
Stage 1: 16 km east to west line with 6 stations.
Stage 2: additional 21 km with 4 train stations.

Water

Ferry Service 3 planned routes



Best Practices for Future Planned Lagos Systems

With new planned transit systems, there are many best practices that can enhance the quality of service and improve safety.

Pedestrian Safety and Access

Environmental Best Practices

Land Use Planning and Transit Oriented Development

Intelligent Transportation Systems (ITS)

Safety and Security

Non-Motorized Transport Support

Pedestrian Safety and Access

Pedestrian safety is a huge issue in transportation. It can be addressed through a number of different strategies.

- Roadway design
- Transit stop design/location
- Traffic control
- Operator training
- Public outreach

Environmental Best Practices

- Air quality and congestion can be improved through 'green' strategies.
- LEED certification for new transit maintenance and operation facilities
 - (LEED is a standard created by the US Green Building Council).
 - Certifies the construction, operating, and maintenance of environmentally sustainable buildings.
 - Used internationally as a certification as well. Clean fuel technologies for transit vehicles
 - Hybrid buses, electric rail

Land Use Planning and Transit Oriented Development

- Planning for transit development ahead of urban development means better transportation provision.
- Density around transit stops decreases vehicle use and pollution
- Economic benefits. Price premium for land around transit stops.

Intelligent Transportation Systems (ITS)

Information and Communication Technologies to improve transportation.
Either vehicle or infrastructure based

Examples include:

- Next transit vehicle arrival information
- Tolls/congestion pricing
- In-vehicle surveillance
- Transit Smartcards
- Service coordination

Safety and Security

- **Transit-Related Crime**
 - Sufficient Lighting for Transit Stops and Stations
 - Trained Transit Police
 - ITS Technologies (Cameras)
- **Transit Passenger Safety/Accidents**
 - Transit vehicles can provide safer ride than any other mode of transport.
- **Transit Security**
 - Many different options to prevent terrorism or attacks on transit.

Non-Motorized Transport Support

- **Supporting Bicyclists/Pedestrians**
 - Pedestrian facilities/walkways
 - Bike lanes
- **Bike/Transit Integration**
 - Bike racks on transit vehicles
 - Bike parking facilities available at stations Decreases need for feeder buses and lessens pollution.

“CREATING AN EFFECTIVE INTERMODAL TRANSPORT SYSTEM IN LAGOS”

**Presentation by
CHIKE OGEAH ESQ.**

Introduction

Transportation policy in Nigeria has traditionally focused on single element which is motor transportation. With a population of about 17million and about 2million vehicles on the move each minute of the day, Lagos is bedeviled with unending transport crises as a result of the poor road network, poor state of roads and indiscipline of our motorists. There is the need for an effective intermodal transport system in Lagos where mobility within the state becomes seamless, involving automobiles, trains, trucks, airplanes and other transit systems.

Intermodal Transport

An intermodal transport system entails the incorporation of all other transport systems apart from vehicular transportation.

This involves initiating a comprehensive transport system where there exist an inter-connectivity between and among all modes of transportation. A situation where you can board a train from

the bus stop to the airport for your international flight/trip abroad. This will no doubt have other links to water Transportation, haulage systems, etc. These elements will be connected in a seam-less system that is effective, safe, flexible, environmentally sound and is expected to meet Lagosians travellers' need.

Benefit

- Lowering overall transportation cost by allowing each mode to be used for the portion of the trip to which it is best suited.
- Reduce man hour lost through unending traffic congestions and its attendant delays.
- Increase economic productivity and efficiency, thereby enhancing the state's competitiveness.
- Reduce the burden on existing over-stressed infrastructures.
- Generate higher returns from public and private infrastructure investment.
- Improve mobility and comfort/safety for the elderly, disabled and most possibly the economically disadvantaged, and
- Reduce energy consumption and continually to improve environmental condition through reduction in emission of carbon monoxide and its attendant effects on health

How Can We Achieve an Effective Intermodal Transport System in Lagos?

- Private Sector Involvement corporate bodies should be encouraged to invest in intermodal transport system in Lagos as Government can not do it alone.
- Government should create enabling laws that will encourage private sector investment in intermodal transport system. Such laws should be consistently transparent and be expected to stand the test of time and survive successive future Administrations.
- Lagosians equally have a role to play in this regard as the cooperation of every Lagos resident will go a long way in achieving this dream.

TECHNICAL SESSION THREE

Housing And Physical Planning

TOWARDS A HEALTHY & BEAUTIFUL CITY:

*The Singapore Perspective
presentation by*

Liu, Thai-Ker

Director, RSP Architects Planners & Engineers (Pte) Ltd

Contents

- Transformation
- Developing Singapore
- Urban Cells
- Transferability
- Reflections

● Transformation

- Overview
- Old Singapore
- New Singapore
- Heritage
- Overall Effect
- Lessons

●● Overview

Driving Forces

Large population

+ Limited Land

+ Rapid Development

➔ High Land Value

➔ High Density

➔ Massive High rise

Density Surge

Items	Units	1970	2000	X
Population	Million/ Persons	200	400	6.5
Total Land	Km ²	590	680	760
Overall Density	People/km ²	3600	5900	8600

Economic Growth

Items	Units	1960	1970	1980	1990	2007
GDP	US\$m	700	1,900	11,700	36,800	161,300
Per Capita Income	US\$	400	900	4,700	12,400	34,000

Source: Department of Statistics

Old Singapore

1900



New Singapore

- Best Airport, Largest Seaport
- Quality Bus, Rail Service
- Tree lined Parkways
- Modern Business Centre
- Arts & Education Venues
- Industrial Estates
- Ubiquitous Public Housing

Heritage

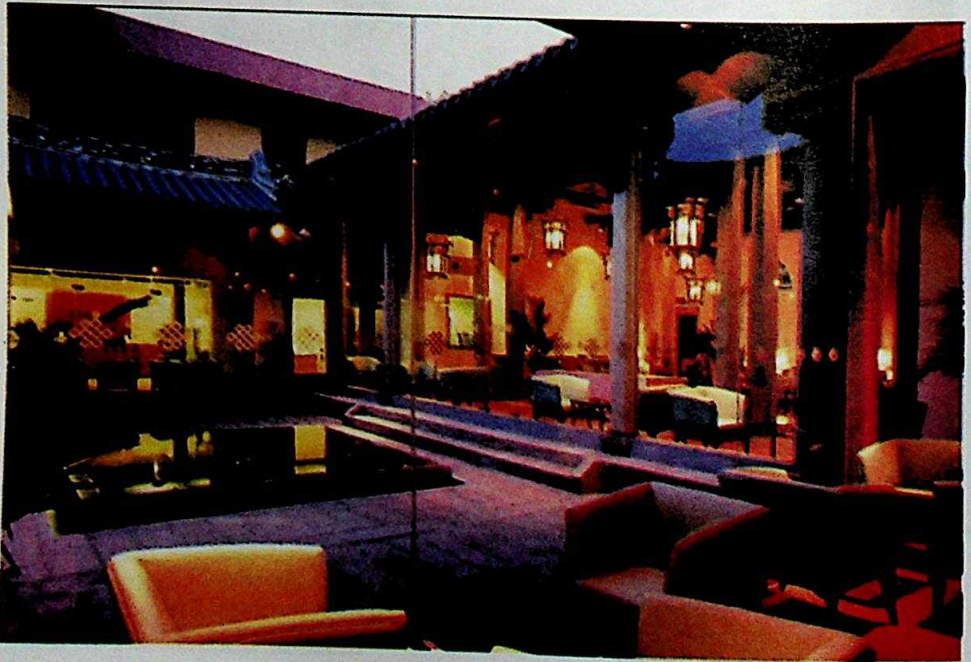
History

Monuments

Old Buildings

Historical Districts

Old House – Business School



Overall Effect

- Improved Environment
 - Space for Every Human Needs
 - Clean and Green
 - Respect Nature & History
 - Flowing Traffic
 - Working Infrastructure
 - Harmonious Urban scape
 - Dense but Spacious Environment
 - Centre for Business

Lessons

- Slums Yesterday, Cities Today
- Keep Heritage
- Right Things At Right Places
- Equal Emphasis
- Economic Growth & Environment
- Urban Health & Beauty
- Land Use and Traffic

Developing Singapore

- Vision
- Urban Corridors - 5
- Urban Cells
- Land Use
- Lessons

Vision

- Towards a Unique
Tropical City of Excellence
- A Healthy & Beautiful
City to Live, Work, Play, Create

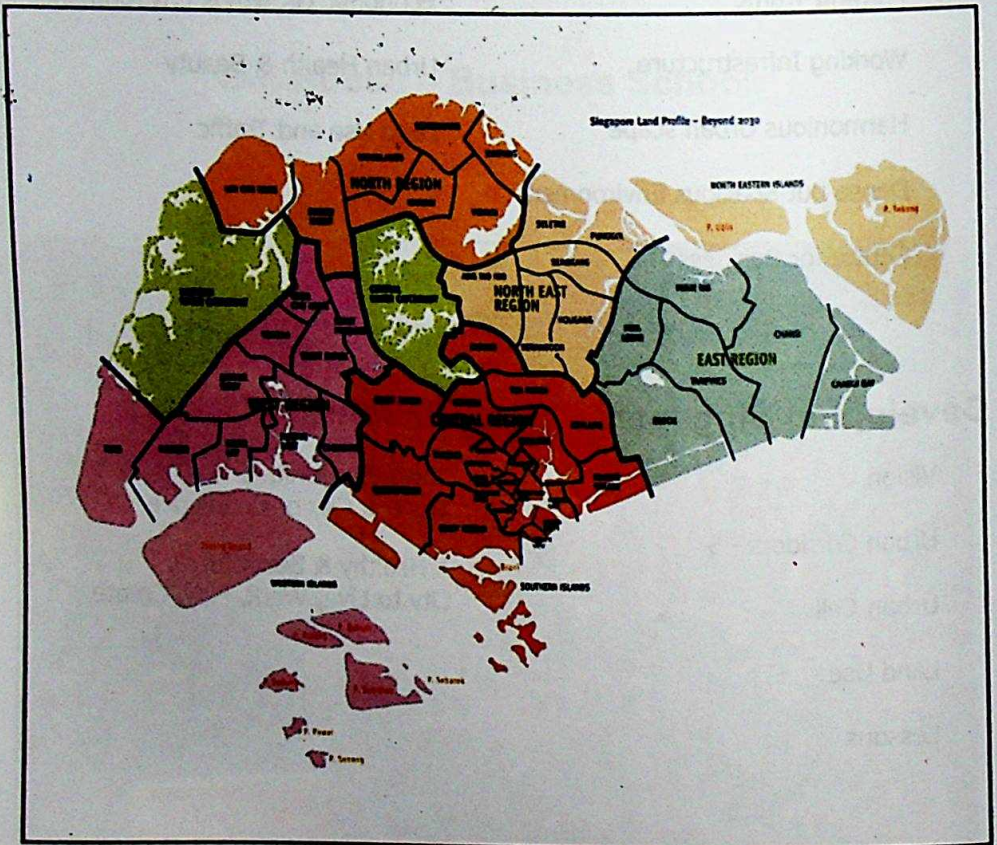
Urban Cells

5 Regions

55 Districts

25 New Towns

5 Regions, 55 Districts



Well-Timed Developments

Items	Units	Times		
		1970-1990	1990-2010	1990-2030
Residential	Units	2.5	1.5	1.75
Shops, Office & Hotels	M ²	5	1.8	-2.5
Industrial	Ha	9	2	2.5
Squatters	Units	0.04		-

Source: URA

Careful Use of Land Lessons

- 3/4 Planned Area - Nature
 - 2/3 Developed - Growth
 - 4/5 New Developments - Mellow
- Healthy Plan
- Corridors, Grid, Organs, Cells, Land use
- Beautiful Environment
- Nature, Heritage
- Urban Design, Architecture
- Plan Big, Plan Long-Term
- Think For Need, Not Resources
- Think Opportunities, Not Problems
- Western Theories, Asian Adaptation
- World Class Environment, One Generation
- Committed Leaders, Textbook Application

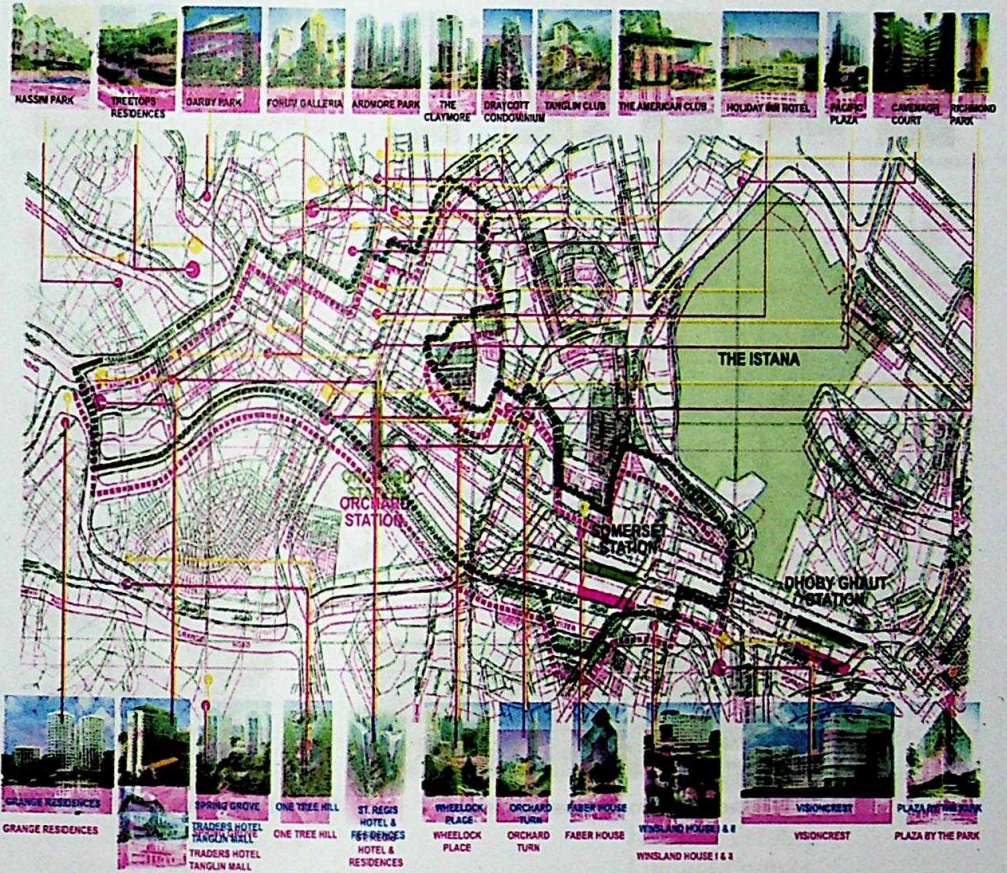
Urban Cells

- Key Planning Areas
- Central Areas
- New Towns
- Lessons

Central District



RSP Projects along Orchard Road Corridor



RSP Projects along Singapore River



FURAMA RIVERFRONT



KINGS HOTEL



MIRAGE TOWER



RIVERGATE



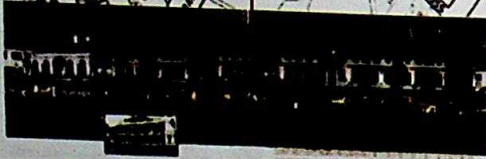
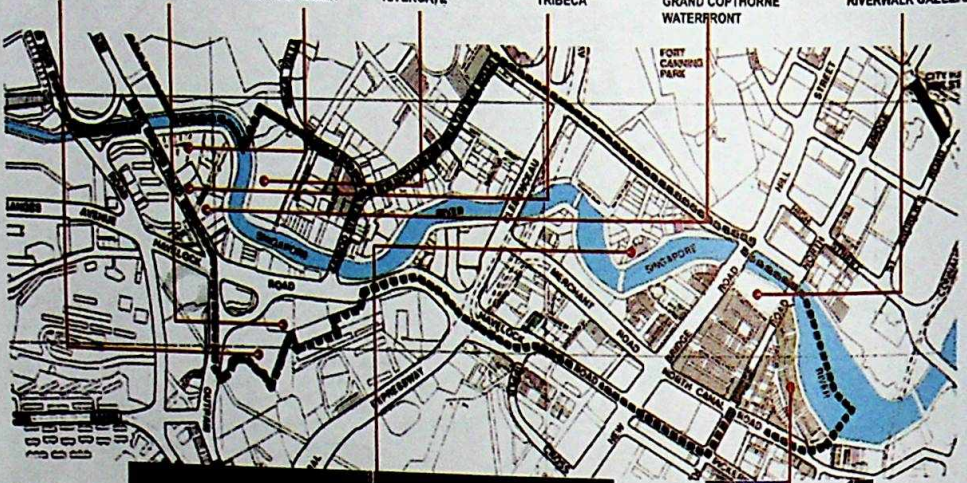
TRIBECA



GRAND COPTHORNE
WATERFRONT



RIVERWALK GALLERIA



CLARKE QUAY RESTORATION & REDEVELOPMENT



BOAT QUAY RESTORATION (13 UNITS)

Contributions of Public Housing

Key Tool for Urban Redevelopment

87% Public Housing
13% Private Housing
93% Home ownership
23 New Towns
High Rise High Density

Contributions

Shelter → Environment → Community → Way of Life

Population Redistribution → Racial Harmony

Resettlement → Urban Re-development → Rational Urban Structure

Critical Success Factors

Affordable Prices
Critical Mass of People
Traffic
Employment
Amenities

Lessons

Sow Good Seeds
Reap Rich Harvest

Sowing

Emphasis on Urban Structure
Attention To All Needs
Rational Policies

Harvest

Efficient Machine
Perfect Stage
Real Life Dramas
Seductive Merchandise
Mirror of Civilisation
Legacy of People

Transferability

Mega City
City
CBD
Small Town
Satellite Town
Housing Estates
Cultural Centres
Architecture

Mega City

New Towns – Blunt Tool

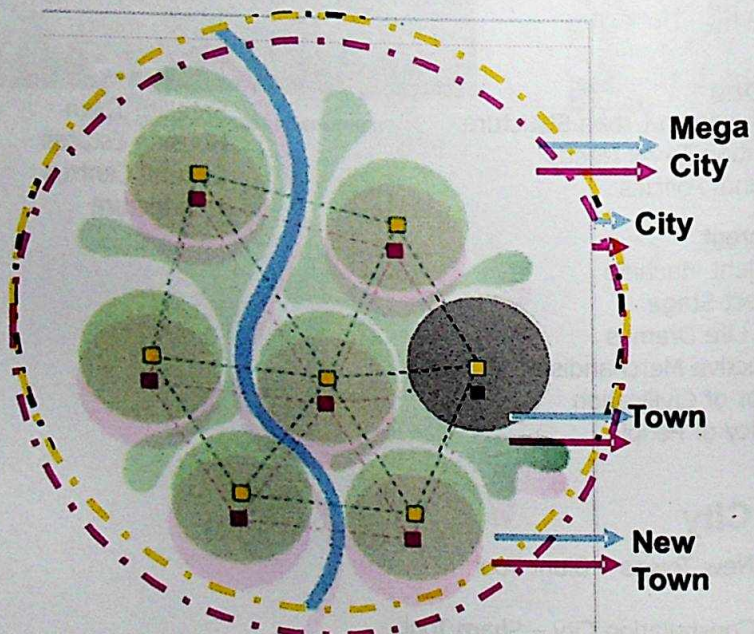
Constellation City – Sharp Tool

Evolution of Urban Cells

Urban Cells	Years Proposed	Persons
Garden City	1902	32,000
British New Towns:		
Mark I	1946 – 1950	60,000
Mark II	1951 – 1959	70,000
Mark III	1960 – 1980	250,000
Singapore New Towns *	Since 1970	200,000 -To 350,000

Note:Hässelby-Vällingby, 1950's, 58,800 persons, 19.6 km², 2,998 persons/ km²

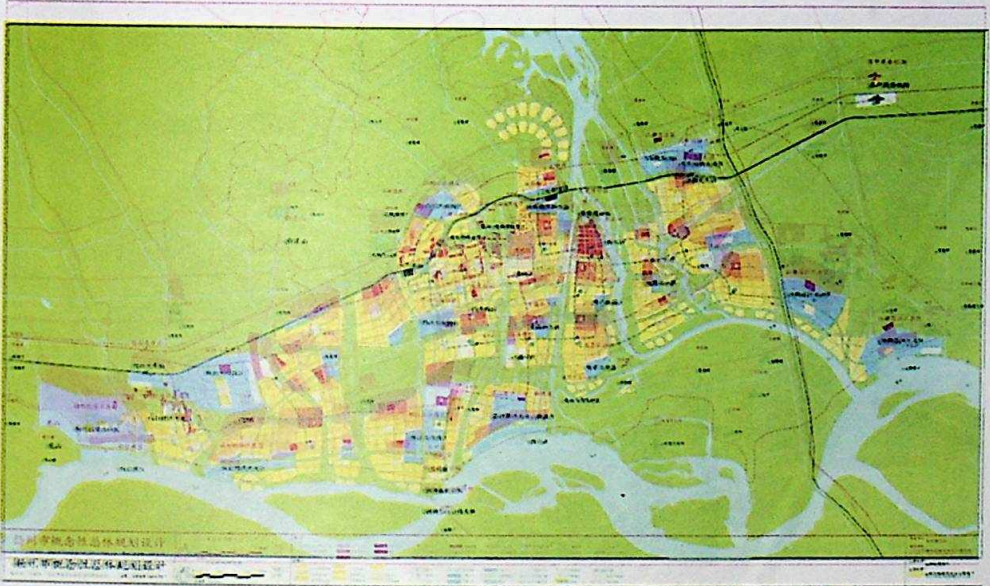
Constellation City



4th LAGOS STATE ECONOMIC SUMMIT (Ehingbeti 2008)

Plan

●● Transferability



CBD

Chengdu

Population : 14 million

Area : 5.4 sq km

Significance

Urban Re-development

Urban Design

Housing Estates

Zhuhai

Dwelling Units:5,000

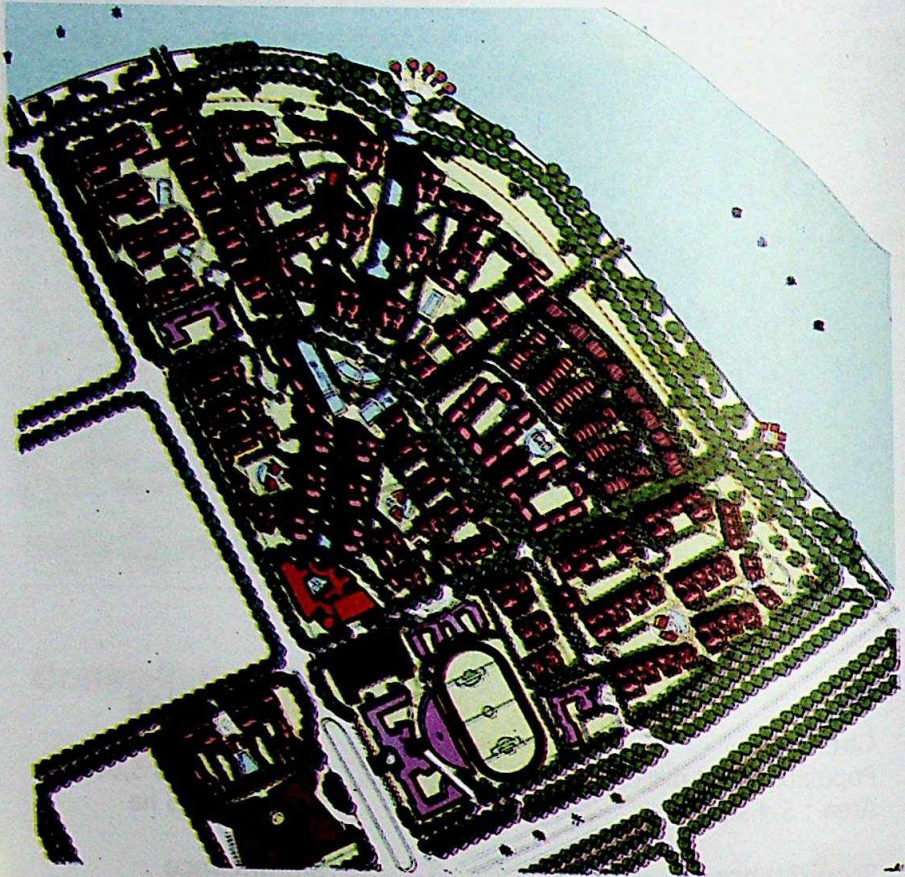
Land Area:45 ha

Significance

Neighbourhood

Site Planning

Proposed



Cultural Centre

Weifang

Land Area: 47 ha

Proposed GFA: 123,400 m²

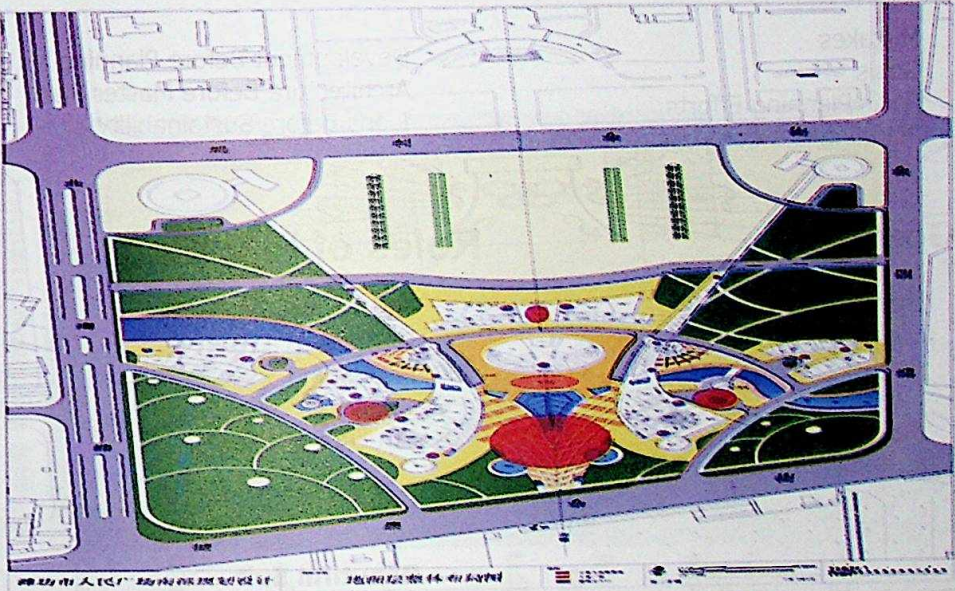
Significance

Culture in Park

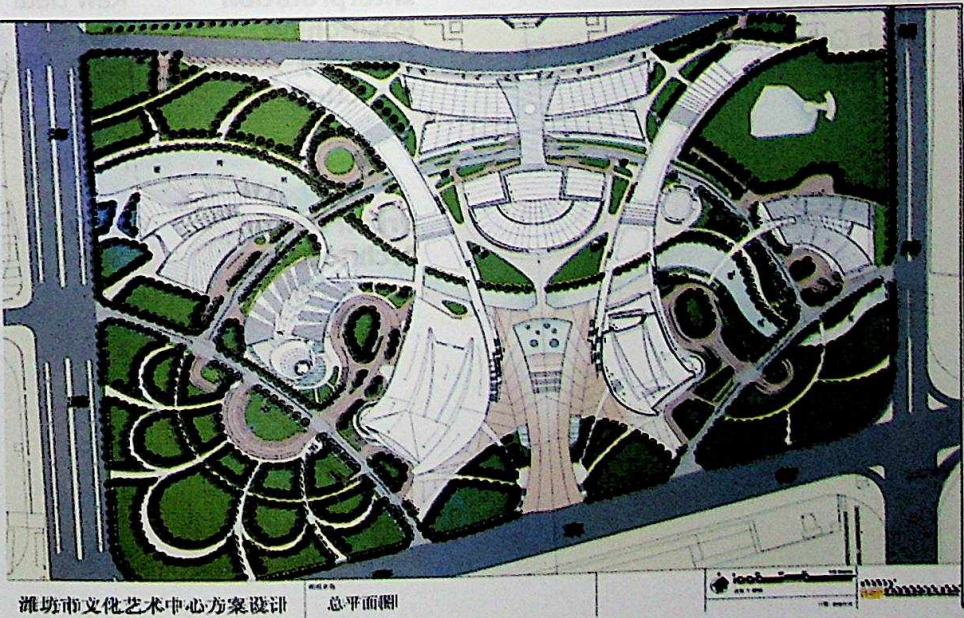
Urban Design

Building Design

Overall Master Plan



Overall Master Plan



4th LAGOS STATE ECONOMIC SUMMIT (Ehingbeti 2008)

Reflections

Mistakes
Goals
Basic Planning Efforts
Planning is a Compass

Goals

Healthy City as
Endearing & Enduring
Homes for People

Beautiful City
as a Powerful Single Icon

Basic Planning Efforts

In Every City
City
CBD
Urban Cells: Residential, Industrial
Tourism

Mistakes

Development Before Planning
Architecture Before Master Plan
Icons Before Sustainability

Roles of Planning

Healthy Body
Interpretation
Positioning
Quantity
Structure

Beautiful Suit
Quality
Image

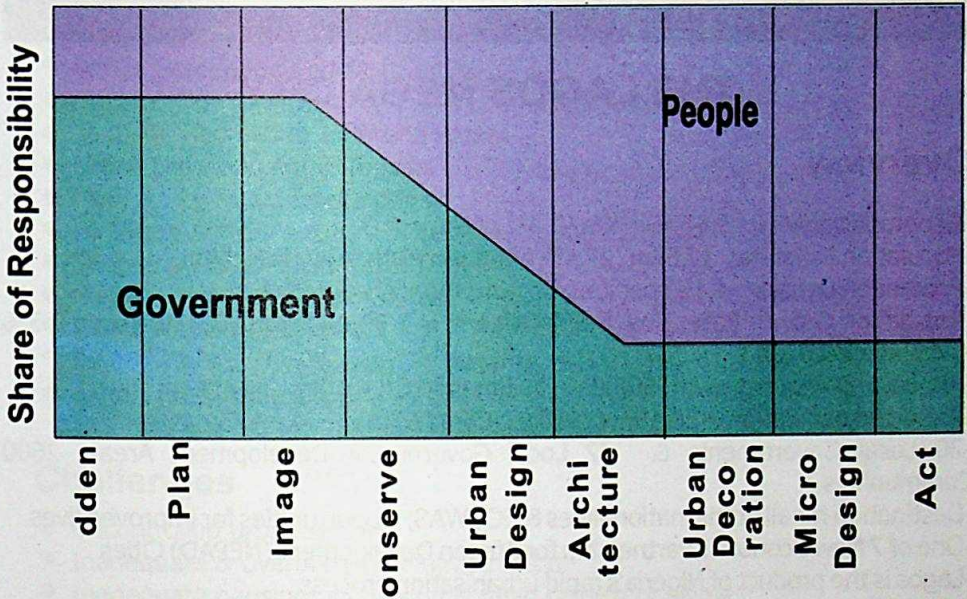
Interpretation
Positioning
Quantity
Structure

Raw Data
Man
1.8m, 80kg
Bones
Organs
Muscles

Urban Design
Architecture

Body
Suit

Public-Private Partnership



Planning is

A Compass

Guides Ships in Ocean
Low Cost, Indispensable

No Mistakes Allowed
Prefer No Plan Than
A Bad City Plan

LAGOS MEGACITY: PLANNING AND REDEVELOPMENT

Presentation by
Tpi FRANCISCO ABOSEDE
Commissioner For Physical Planning & Urban Development

THE LAGOS MEGA CITY

Overview

- Geographical Area: 3,577 Sq. Km (0.4% of National)
- Population Estimate: 17.56m (27.4% of Country Urban) (UN-Habitat)
- Population Density: 4,193 persons/Sq. Km; High; Over density
- Population Growth Rate: Btw. 6-8% (Nigeria = 2.9%) (Jakarta 3.1%, Tokyo 0.3% and Shanghai 0.1%)
- Annual population growth: 600,000 (10 times NYC/LA)
- Projected population = 20.19m (2010); 24.5m (2015)
- 20 Local Governments & 37 Local Government Development Areas; 2600 Communities
- Destination for all ethnic nationalities & ECOWAS; Opportunities for improved lives
- One of 7 New Economic Partnership for African Development (NEPAD) Cities
- Lagos is the product of Nigeria's rapid urbanisation process
- HQ of Trans-national Corporations and National Conglomerates
- Largest Stock Exchange in West Africa; over 200 financial institutions
- 22 Industrial Estates (2000 Industries; 65% of Country Total); 60% of Nation's Value Added Manufacturing
- 31.89% Contribution to National GDP - (2004)
- 65% of Nation's Value Added Tax
- Informal Sector Size: 65% of working population
- of National Aviation Activities (82.61% international, 47.30% Domestic)
- 3 Lighter Terminals & 3 of Nation's 8 major seaports (50% of Nation's Ports Revenue)
- Telecoms/Media Hub: 50% of 30m PTO/GSM subscribers
- Public Transportation = 75,000 low capacity buses
- Vehicular Density = 224 vehicles/km (country av. = 15)
- Waste Generation = 10,000 Metric Tons / day
- Power Supply = 1000 Mw; Need = 10,000Mw
- IPP Injection = 270MW (Phase 1); 540MW (Phase 2)
- Water; Supply = 170 mgd; Need = 720 mgd

LASG 2008 Budget = US\$1.8bn; NYC Fire Dept. = US\$2.7bn

Opportunities

- Largest market in Africa
- Huge purchasing power
- Affordable and abundant labour supply
- Profitable investment opportunities
- Waste-to-Wealth Initiatives
- Water, Road and Rail Transportation
- Power Generation and Distribution
- Housing Development
- Tourism, Recreation & Entertainment
- Urban Development & Tourism
- Marina City Mixed Development
- 28 Urban Activity Centers Development; High Streets
- Shopping Malls, Cinemas & Theaters
- Recreational Parks, Golf Courses
- Water Tourism/Recreation
- 40,000 Housing Units/year (Tenements, etc)
- Export Free Trade Zone

Challenges

- Uncontrolled urban sprawl
- Inadequate & overburdened infrastructure
- Inadequate housing; increasing & rapid growth of slums
- Inadequate funding
- Social & economic exclusions (Community Cohesion)
- Unemployment; poverty; urban violence
- Urgent need to manage the growth adequately (Model Cities)
- **Inadequate Housing (quality & quantity)**
 - Make shift substandard structures
 - Overcrowding
 - Lack of potable water
 - Lack of proper sanitary facilities
- **Sanitation and Environmental Quality Issues**
 - Low lying areas prone to flooding
 - Inadequate and dilapidated drainage channels
 - Near absence of waste management
 - Inadequate and dilapidated roads
 - Lack of recreational facilities

State Intervention

- Inventory and Characterisation of Slums
- Creation of Lagos State Urban Renewal Board, later Authority, LASURA
- Preparation of Renewal Schemes – Olaleye-Iponri Urban Renewal Project (collaboration with UNCHS); Badia-Olojowon Pilot Project
- Redevelopment of Properties – Balogun Shopping Mall Redevelopment; Oluwole City Centre Mixed Redevelopment (Land as Equity); Oyingbo Market; Téjuosho Market.
- Provision of Roads and Facilities – Lagos Central Business District Infrastructure Upgrade (Equity Participation)
- Development of Reclaimed Land – Progressive Re-development
- Creation of Model Cities
- Relocation of Okobaba Saw-millers to Agbowo
- The establishment of the Eight (8) Regional Development Agencies
- The creation of LMDGP to increasing sustainable access to basic urban services through investment in critical infrastructure
- Land Tenure and Ownership Reforms
- Review of Urban and Regional Planning Laws and Regulations
- Enforcement of plan implementation.
- Fourth Mainland Bridge
- 8 Axial Roads
- Multi-level Parking
- Preparation of Lekki Master Plan

DEVELOPMENT GUIDE PLANS FOR EXCISED VILLAGES

6 SETTLEMENTS

- Shasha Oguntade, Alimosho
- Olokonla Parcels I & 2
- Ajara, Badagry
- Oreta, Ikorodu
- Ogombo, Eti Osa
- Apa, Badagry

Conclusion

- Government cannot do it alone
- Needs injection of private sector funds for development
- Invites investors to participate in the PPP initiatives; profitable

CHOIS: A MODEL FOR AFFORDABLE HOUSING DELIVERY AND URBAN MANAGEMENT IN LAGOS STATE

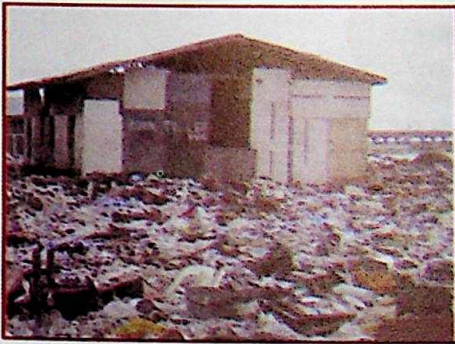
Presented by

Brig Gen 'Tunde Reis NPOM OON

Army Welfare Holdings

Lagos' Housing Challenge

We are here



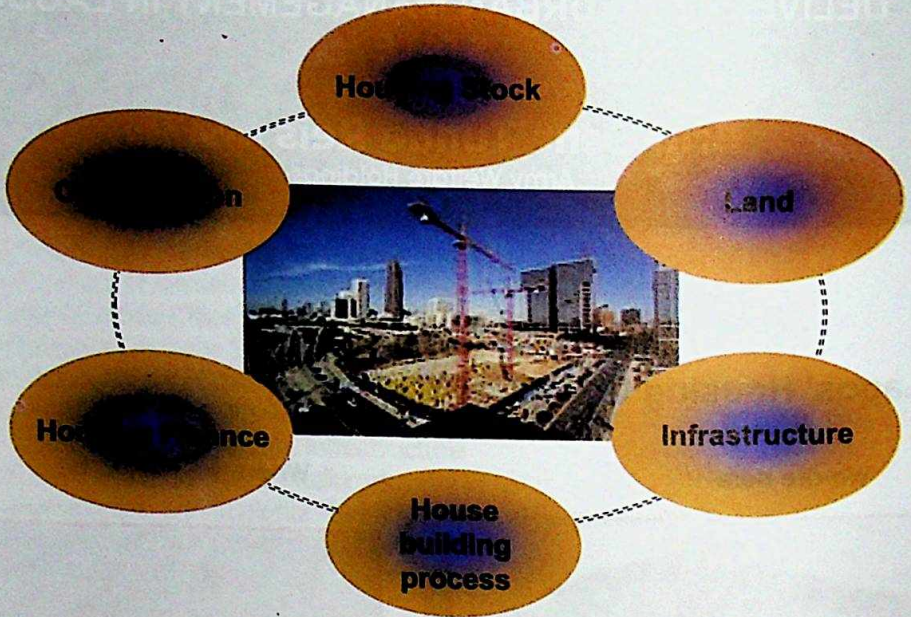
Where we wish to be



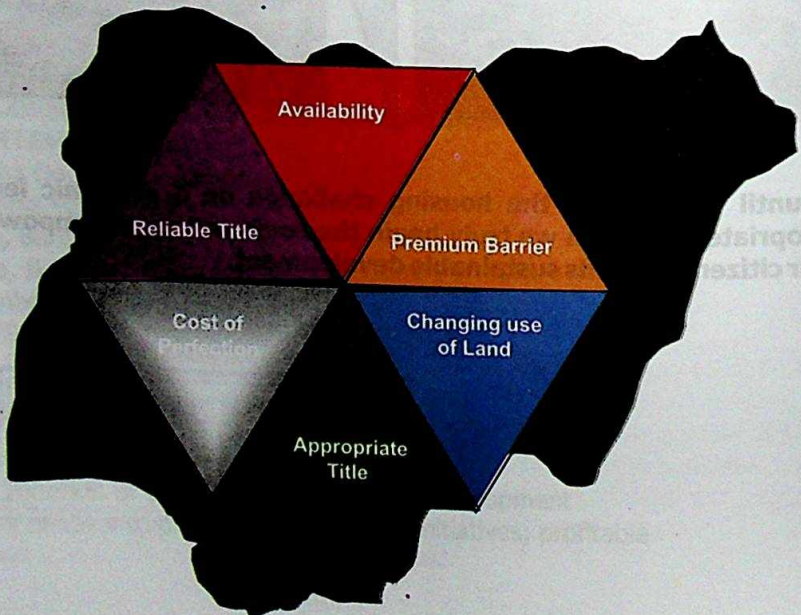
Not until we take on the housing challenge on a systemic level and appropriate scale, can we truly begin the socio-economic empowerment of our citizens towards sustainable development.



Impediments to Housing Delivery



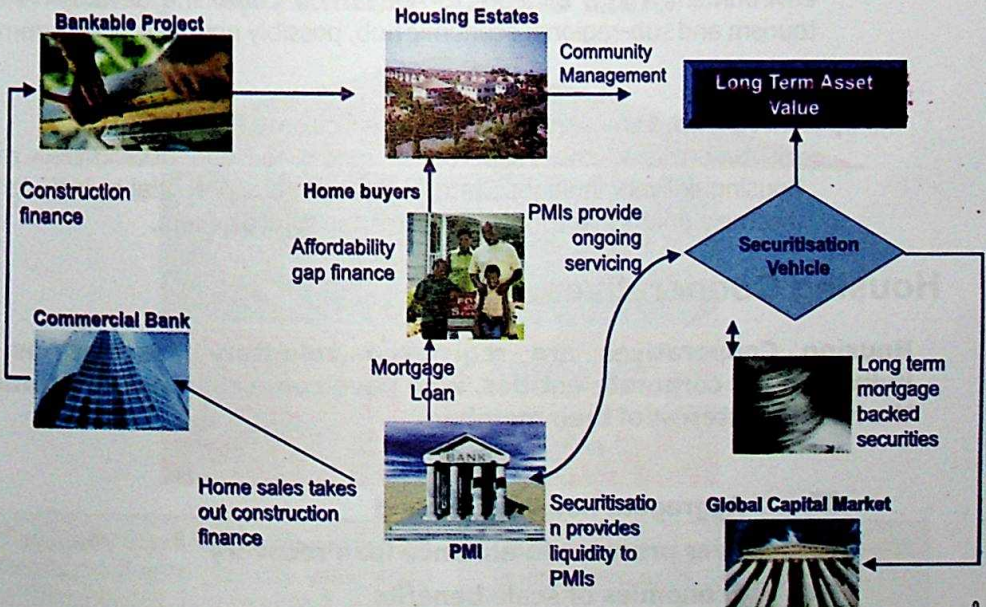
Issues in Access to Land



Housing Finance Challenge

- To develop a methodology that attracts financing from the mainstream of both domestic and global capital markets on a competitive risk-return basis.
- The overall objective is to launch a housing delivery system on sustainable trajectory through a structured and reliable pathway towards accessing global capital resources like other functioning housing delivery systems in developed and emerging countries.

Structured Housing Delivery



Affordable Housing Delivery Models

Slum Upgrading

To fulfil the United Nation's Millenium Development Goals (MDG) especially Article 7, Section 11, that is targeted at uplifting 30 million dwellers in Nigeria of which 30% reside in Lagos metropolis.

Housing Associations

Creating housing associations as agents of housing delivery for sustainable development, through faith or community based organisations. The organised private sector would be encouraged to promote housing associations as part of their corporate social responsibility

Supported Housing

Provision of housing to special groups like the street urchins, youths, elderly, and people suffering from social exclusion e.g. HIV patients, widows etc

New Towns Development

Developing organised settlements through new town projects, which reflects contemporary global/best practice on sustainable human environment – e.g. Badagry to Apapa Port coast line development – tourism and sub-regional economic hub, possibly new seat of government

Co-operative Home Ownership Incentive Scheme (CHOIS)

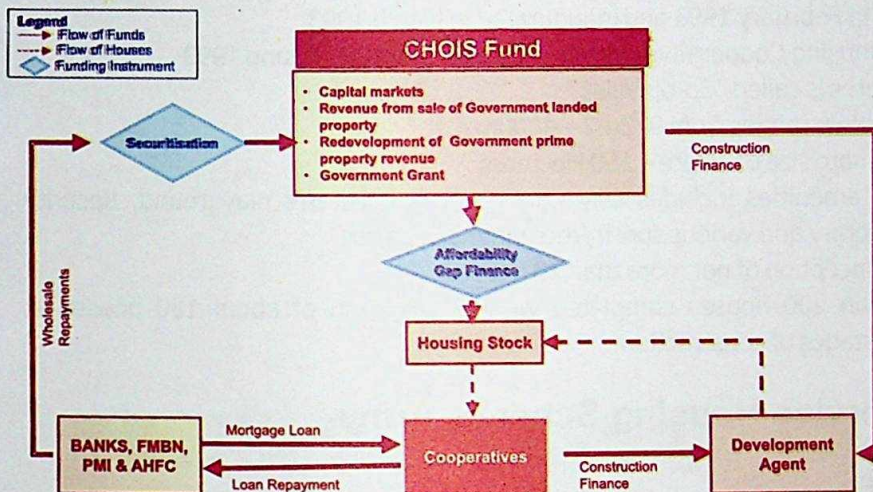
Institutionalising the cooperatives model for end user driven mass housing delivery in Lagos State, with enormous potential to include low income workers in the informal sector and rural dwellers.

Housing Cooperatives

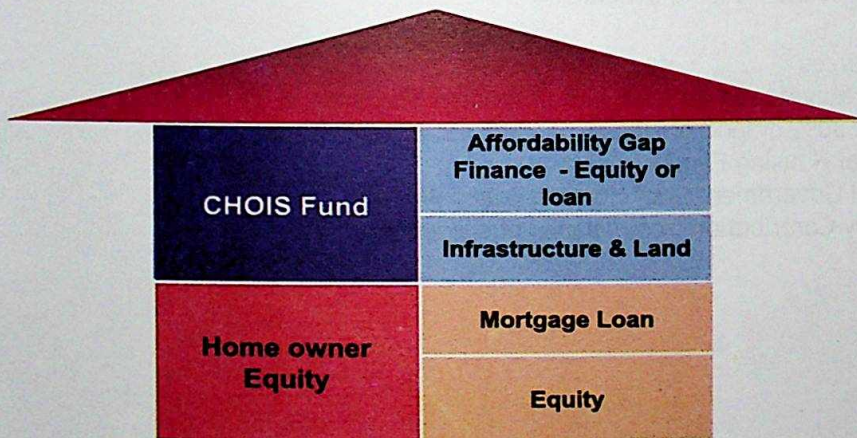
Housing Cooperatives are registered voluntary associations of individuals or corporate entities, who have come together to promote the housing interest of their members.

- **Aggregate housing demand**
- **Peer pressure to enhance loan recovery**
- **Economies of scale benefits**
- **Improved access to land**
- **Controlled development**
- **Improves loan recovery**
- **Other forms of social collaboration**

CHOIS Fund Operating Model



Affordability Gap Finance - CHOIS Fund



● Affordability Gap finance represents the difference between property value and the homebuyer's mortgage limit, which would then constitute the fund's equity or long term (generational loan) on the property

● Government's equity investment in the property not to exceed 50% of value

● On sale of the houses the Government's equity reverts to the CHOIS fund

● Home owner provides equity in the form of direct funding and mortgage

● CHOIS Fund to finance infrastructure

Cooperative Villas, Lagos

- Formed in February 1993 and inaugurated in March 1993
- Urban Housing Cooperative commenced its first estate in June 1993
- The estates is called "Co-op Villas"
- Sizes of plots ranges from 972m² – 4000m²
- Approximate size of estate – 150 Hectares
- Existing amenities includes Day Care Centre, Children's playground, Security Posts, Library and various sports/recreational facilities
- Initial conception of not more than 20 houses
- More than 200 houses completed with construction of about 180 houses at various stages of construction

Post Service Housing Scheme, Army

Objective

- To overcome the inability of most Officers and Soldiers to benefit from existing facilities for home ownership.
- Provision of land or houses into which subscribers can retire is the primary Objective of the Housing Scheme.

Funding Sources

- Use of abandoned NA land with or without buildings.
- Sale of 30% of land or Houses in each estate to civilians.
- National Housing Fund.
- Federal Government Staff Housing Loans Board.
- Monthly Contribution from salaries of subscribers.

TECHNICAL SESSION FOUR

Meeting the Energy Needs of Lagos

MEETING THE ENERGY NEEDS OF LAGOS STATE
 presentation by
ANGELO T. REYES
 Secretary of Energy Republic of the Philippines

"Lagosians...have great expectation that the state stands at the threshold of a new era of peace, progress, prosperity and security largely through the radical modernization of our infrastructure. The present administration has adopted, as a major policy thrust, the instrument of public private partnerships and exploring its opportunities towards the delivery of social goods and services to the people of Lagos State."

- Governor Babatunde Fashola

	Nigeria	Philippines
Land Area	923,768 sq km	300,000 sq. km
Population (2008 proj.)	138,283,240	92,681,453
Median age	18.7	22.5
GDP growth (2007 est.)	6.3%	7.3%
Electricity production	22.53 billion kWh (2005)	53.67 billion kWh
Electricity consumption	16.88 billion kWh (2005)	46.86 billion kWh

Comparative data from The World Factbook, compiled by the Central Intelligence Agency of the United State United States

	Nigeria	Philippines
Oil production	2.44 million bbl/day (2006 est.)	24,310 bbl/day (2005 est.)
Oil consumption	302,000 bbl/day (2006 est.)	340,000 bbl/day (2005 est.)
Oil exports	2.141 million bbl/day (2006)	34,900 bbl/day (2004)
Oil imports	167,900 bbl/day (2004)	353,700 bbl/day (2004)
Oil-proved reserves	35.88 billion bbl (1 Jan 2006 est.)	152 million bbl (31 Dec 2006 est.)

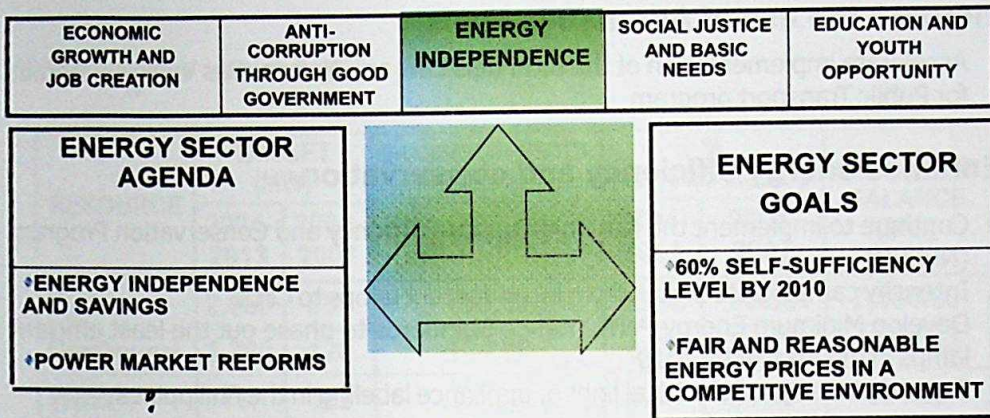
Comparative data from The World Factbook, compiled by the Central Intelligence Agency of the United States

	Nigeria	Philippines
Natural gas production	21.48 billion cum (2005 est.)	2.781 billion cum (2005 est.)
Natural gas consumption	9.936 billion cum (2005 est.)	2.781 billion cum (2005 est.)
Natural gas exports	11.55 billion cum (2005 est.)	0
Natural gas - proved reserves	5.015 trillion cum (1 Jan 2006 est.)	107.5 billion cum (1 Jan 2006 est.)

Comparative data from The World Factbook, compiled by the Central Intelligence Agency of the United States

Philippine Economic Targets

- GDP growth accelerating to 7.8% by 2009-2010
- Investment to GDP ratio of 28% by 2010
- Exports exceeding U\$ 50bn by 2006
- A balanced budget by 2010
- Annual job creation exceeding 1.7 million jobs by 2009
- Reduce poverty incidence below 20% by 2009



Moving Towards Energy Independence

- Accelerate the exploration and development of indigenous oil and gas resources
- Aggressively develop renewable energy potentials
- Increase the use of alternative fuels
- Enhance energy efficiency and conservation programs
- Form strategic alliance with other countries

Accelerate exploration and development of geothermal, oil, gas and coal resources

- Intensify search for geothermal, oil, gas and coal resources through continued public bid rounds and improved service contracting schemes
- Promote and implement Philippine Energy Contracting Rounds (PECRs) and award service contracts

Accelerate exploration and development of geothermal, oil, gas and coal resources

- Advocate immediate passage of the Downstream Natural Gas Bill
- Pursue the development of strategic infrastructures
- Expand the utilization of natural gas in power, transport, industry, buildings and agriculture
- Establish the Philippine Natural Gas Institute

Aggressively develop renewable energy potentials

- Pursue the immediate passage of the Renewable Energy Bill
- Promote application of environment-friendly energy technologies
- Create a one-stop-shop for processing sustainable energy projects

Increase the use of Alternative Fuels

Accelerate implementation of the Bio-Fuels Law and Natural Gas Vehicle Program for Public Transport program

Enhance energy efficiency and conservation

- Continue to implement the National Energy Efficiency and Conservation Program (NEECP)
- Intensify campaign to switch from incandescent lamps to CFLs
- Develop Minimum Energy Performance Standards to phase out the least efficient lamps in the market by 2010
- Expand coverage of electrical light or appliance labeling in the Philippines

Form strategic alliance with other countries

Complement strengths, share experiences, exchange technologies

Renewable Energy Resources

- Wind resources – over 10,000 km² with 76,600 MW of potential installed capacity
- Micro-hydro applications – potential capacity of at least 500 kW in Northern Luzon & Mindanao.
- Mini-hydro potential capacity of 1,784 MW from 888 sites
- Solar radiation nationwide – an annual potential average of 5.0 - 5.1 kWh/m²/day
- Ocean energy resource – potential capacity of about 170,000 MW
Ricehull total potential of 277 MW
Bagasse total potential of 236 MW

RE Goals

- Increase RE-based capacity by 100% within the next 10 years (100/10)
- Increase non-power contribution of RE to the energy mix by 10 MMBFOE in the next ten years

Through RE Program, the Philippines aims to:

- Be the number one geothermal energy producer in the world (no.2 in capacity and no. 1 in steam utilization)
- Be the number one wind energy producer in South East Asia
- Double hydro capacity by 2013 (additional 2,950 MW)
- Expand contribution of biomass, solar and ocean energy by 131 MW

Where are we now?

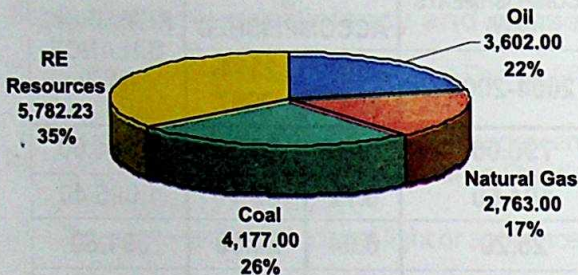
RESOURCE	TARGET (MW)		ACCOMPLISHMENTS (MW)	% ACCOMPLISHED		REMAINING BALANCE (MW)
	2004-2013	2004-2007	2004-2007	2004-2013	2004-2007	
Hydro	2,950	881	796.00	26.98	90.35	2,154.00
Geothermal	1,200	120	104.60	8.72	87.17	1,095.40
Wind	417	105	25.20	6.04	24.00	391.80
Biomass	120	120	68.25	56.88	56.88	51.75
Solar	1	1	4.158	415.8	415.8	-3.16
Ocean	10	0	0	0	0	10.00
Total	4,698	1,227	998.21	21.25	81.35	3,699.79

Installed Capacity Mix, (Mw)

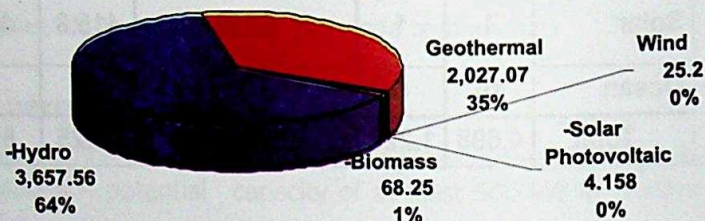
RESOURCE	2004	2005	2006	2007
Oil	3,669.33	3,669.20	3,602.00	3,602.00
Natural Gas	2,767.54	2,763.00	2,763.00	2,763.00
Coal	3,964.74	3,967.00	4,177.00	4,177.00
RE Resources	5,240.02	5,273.15	5,713.98	5,782.23
Hydro	3,312.07	3,312.07	3,657.56	3,657.56
Geothermal	1,927.95	1,932	2,027.07	2,027.07
Wind	0	24.95	25.2	25.2
Solar Photovoltaic	0	4.13	4.158	4.158
Biomass	0	0	0	68.25
Total	15,641.63	15,672.35	16,255.98	16,324.23

Installed Capacity Mix, 2007

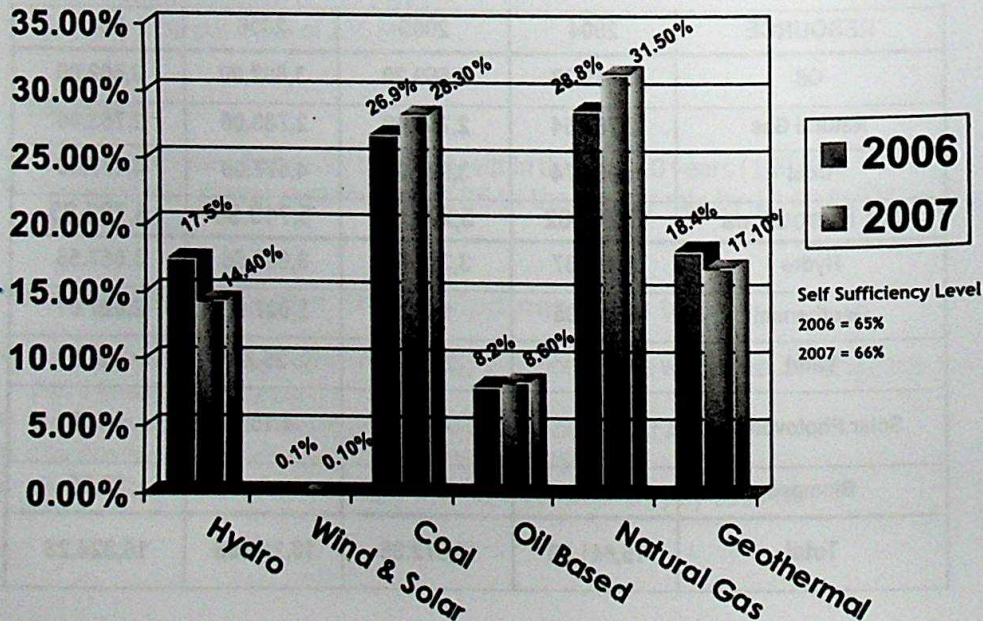
GENERATING CAPACITY (MW), 2007



RE-INSTALLED CAPACITY (MW), 2007



Power Generation Mix



* 2007 Generation Mix is based on preliminary data

Status of EPIRA Implementation

UNBUNDLING

Rates are Structured and Unbundled. - **Complied with**

CROSS- SUBSIDY REMOVAL

Inter-Grid Sept. 2002

- **Complied with**

Inter-Grid Oct. 2005

Inter-Class Oct. 2005 -

WESM

Luzon Commercial Operation in June 2006

On- going assessment and preparation for - **Complied with**

WESM Visayas launch

PRIVATIZATION

Privatization level at 49% out of the 70% required

TransCo Concessionaire Awarded

By end - 2008: To Offer 2,732.03 MW

- **on - going**

By end - 2009: To Offer 2,215 MW

By 1Q 2010: To Offer 235.2 MW

IPF Administrator tender by August 2008

OPEN ACCESS AND RETAIL COMPETITION

Reform Breakthroughs

Achieved 96.575% village electrification level

Successfully implemented Private Sector Participation in remote and off-grid areas.

Sold subtransmission assets at P2.5Bn covering 1,845 circuit-km of line and 16,947 structures

Power Plant Privatization: On Target

YEAR	CAPACITY (MW)	LEVEL OF PRIVATIZATION
2007	1,951-2,168	45-50% privatized
2008	3,035-3,252	70-75% privatized
2009	4,336	~ 97% privatized
2010	235.2	100% privatized

Power Plant Coverage: Operating, Decommissioned, and NPC-IPPs

Power Generation

GRID	Installed Capacity (MW)	Dependable Capacity (MW)	Peak Demand (MW)
Luzon	12,172	10,311	6,643
Visayas	1,833	1,498	1,102
Mindanao	1,933	1,671	1,241
Total	15,937	13,479	8,986

Note:

Installed Capacity for NPC/NPC-IPP as per NPC Power Economics Dept. data. Dependable capacity of NPC/NPC-IPP based on 2007 NPC Eligible Generating Capacity as of July 2007. Peak Demand as of October 2007 per TransCo S.O. (Luzon – May, Visayas – August, Mindanao – September)

Power Generation

PLANT TYPE	Installed (MW)	% Share
Oil-based	3,616	23
Hydro	3,289	21
Geothermal	1,958	12
Coal	4,213	26
Natural Gas	2,834	18
Wind	25	0.16
Solar	1	0.01
Total	15,937	100

Power Sector Challenges

Make Electricity Rate Affordable and Competitive

- Pursue full privatization of the remaining NPC assets and contracted energy outputs
- Accelerate implementation of open access and retail competition; to start in economic zones
- Ensure better targeting and implementation of subsidies for the poor and facilitating industry competitiveness
- Intensify multi-stakeholders involvement in reform process

Meet Electricity Demand Anywhere

- Aim for 100% village electrification by 2009
- Intensify household electrification
- Expand private sector participation in rural and missionary areas

Maintain an environment conducive to private investments

- Ensure sufficient, stable and accessible energy supply meeting quality and safety standards
- Provide a level-playing field in the conduct of business
- Encourage investment in efficient and economic modes of energy marketing and distribution
- Promote investment in strategic energy infrastructure
- Encourage greater private sector investments and participation through market-based incentives

Promote green power

Promote private sector investment in green power generation
Carry out demand side management programme
Support climate change awareness campaign

Common Energy Issues & Concerns

- High energy costs and tariff structure
- Uneven distribution of energy infrastructure
- Thirst for investment
- Potentially volatile peace and order situation
- Inefficiencies in generation, transmission and distribution
- Policy gaps
- Environmental and climate change considerations
- Reliability and security of power supply

Key Challenges Facing Lagos Energy Sector

- Addressing the bureaucratic and inefficient regulatory framework for the industry
- Arresting the significant losses between generation, transmission and particularly distribution
- Building and maintaining an adequate transmission and distribution infrastructure
- Improving operational efficiency and financial performance of the industry
- Dealing with the poor billing and collection culture
- Ensuring a sustainable fuel source for power generation
- Building confidence in the industry to attract private investment capital
- Development and implementation of a sound regulatory and commercial framework
- Speeding up the process of reforming the industry
- Institutional and structural arrangements focusing government on policy formulation, direction for industry, support and legislation while focusing private sector on operation and development of the industry

Infrastructure

- Developing power stations to provide power to critical areas
- Rehabilitation and expansion of transmission and distribution networks
- Metering programme aimed at monitoring consumption and improving collections

Operational

- Guaranteeing fuel sources to power stations, particularly gas supply
- Considering a mix of fuel sources such as hydro, solar, nuclear and wind
- Fiscal and other incentives to encourage private sector participation

ELECTRICITY POWER ADDRESSING A CRITICAL FACTOR FOR THE LAGOS MEGA CITY SUCCESS

By

Jide Sanwoolu

Lagos State Hon. Commissioner for Establishments & Training.

BACKGROUND

Mega cities Defined...

The term mega-city was created by the United Nations in mid 1980 in a study addressing issues generated by rapid urbanization and a growing population as experienced by cities.

A Mega-city is generally defined as:

1. A metropolitan area with a total population in excess of 10 million people.
2. Or, a population density of at least 2,000 persons per square km.

Mega cities, Mega Problems!

- Demographic growth
- Pressure to ecosystem: deforestation and loss of ecosystem
- Employment and poverty
- Housing & Urban Decay
- Infrastructure and services
- Transport\crime, violence and terrorism
- Urban management (Water, Electricity & Sanitation)
- Loss of traditional culture

Comparing The Countries

	Japan	China	Egypt	India	Nigeria
Population (millions)	127,720,000	1,323,342,000	75,498,000	1,131,771,000	148,093,000
Population Density ¹	339	138	74	336	142
GDP per capita (USD) ²	34,023	2,460	1,739	965	825
Per capita electricity consumption (kWh) in 2004	8,459	6,401	1,465	618	157

UN World Population Prospects (2004 revision) IMF, 2007

4th LAGOS STATE ECONOMIC SUMMIT (Ehingbeti 2008)

OUR GOALS

Long Term Goals

- New generation plant investments (PPP)
- Reinforce and expand the transmission and distribution grids in collaboration with FGN
- Promote the use of alternative sources with applications to rural locations.
- Eventually, Reduce need for environmental unfriendly and costly individual power generators.

Short Term Goals

- Improve distribution networks by injecting new transformers (on-going).
- New Power Plants through PPP
 - Lagos Water Corporation (OANDO)
 - 540MW Thermal plant at Morogbo
 - 200 MW Wind power plant in Lekki
- PPP to reduce sector import dependency by manufacturing Components locally (on-going).
- Strategic intervention in discos by positioning for sector reforms.

WHAT NEEDS TO BE DONE

Immediate Short Term Needs

- Energy development strategy.
- Engage FGN on some moribund PHCN Assets and turn them round quickly.
- Exploration of more opportunities for EPP in industrial clusters

How You May Partner With Us

Join us:

- To increase available generation capacity state wide particularly using readily available renewable (solar, hydro, wind, etc) resources within our control.
- In strengthening the networks.
- In advocating for the conclusion of the sector reforms.
- In manufacturing components locally.
- To fully Exploit all aspects of the sector reforms to ensure we all maximize the benefit for the people of Lagos

Conclusions

- The opportunities to make electricity supply in Lagos better is here.
- To achieve the African Model city of our dream POWER remains pivotal.

Lagos Mega-City -making Lagos Energy sufficient by 2012

By

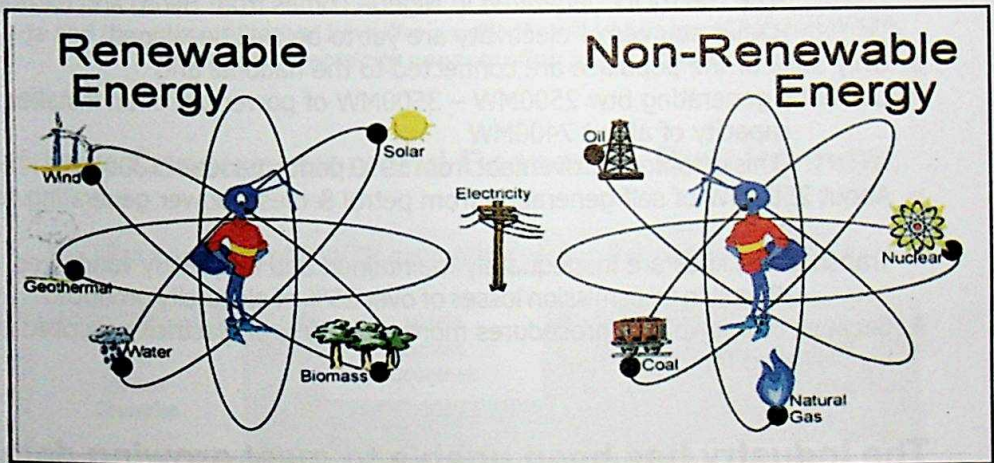
J.A. Tinubu

Group Chief Executive, Oando PLC

Background

- Energy
- Energy Supply in Nigeria & Lagos

Energy – the ability to do work



Energy sources are divided into two groups;

- Renewable (an energy source that can be replenished in a short period of time)
Solar, Wind, Hydro, Biomass
- Nonrenewable (an energy source that cannot recreate in a short period of time)
Oil, Natural Gas, Coal

We use all these energy sources to generate the electricity we need for our homes, businesses, schools, and factories. Electricity "energizes" our computers, lights, refrigerators, washing machines, and air conditioners, to name only a few uses.

With 185Tcf of proven reserves, Natural Gas is Nigeria's largest source of energy, however availability for local utilization is limited

Energy in Nigeria

Energy Supply in Nigeria today has been characterised as:

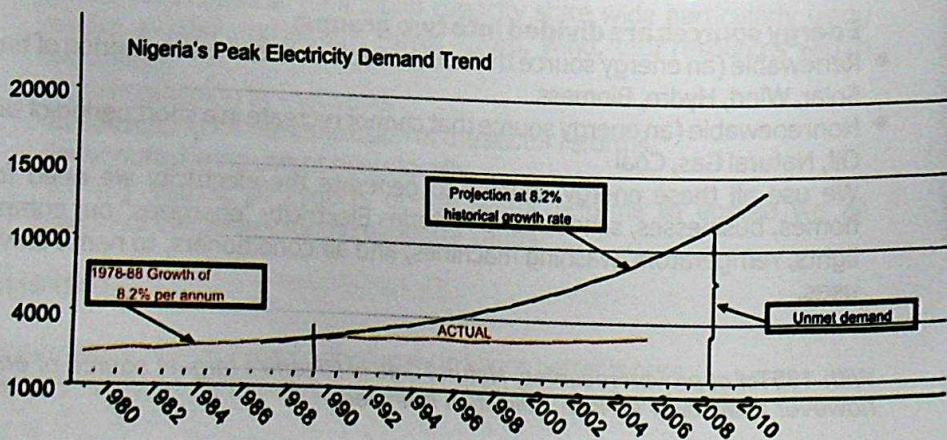
1. Unreliable
2. Inadequate
3. Expensive
4. Unsustainable
5. Environmentally Unfriendly
6. Government Controlled & dispatched

A Mega City Project Must Have a Creative Solution to these Issues

Energy Supply in Nigeria

- Electricity is the prevalent form of energy used in Nigeria today
 - The electricity generated in Nigeria comes from Hydro and natural gas
 - Other sources of electricity are yet to be well developed
- Only 36% of the populace are connected to the national grid
- Currently generating btw 2500MW – 3500MW of power out of an installed capacity of about 7400MW
 - This is some improvement from 1999 performance of 1300MW
- About 2500MW of self generation from petrol & diesel power generating sets exist
- Transmission lines are inadequately maintained and frequently vandalized
 - Result in transmission losses of over 25% of electricity produced
- Because of poor billing procedures more than 30% of electricity supplied is not paid for

The Industry has been unable to meet growing demand



Source: FGN/NNPC/EM Nigerian Gas Utilization Study

4th LAGOS STATE ECONOMIC SUMMIT (Ehingbeti 2008)

Demand has grown at a rate of 8.2% per annum since 1984 against GDP growth of about 3-5%

Optimistically looking at the increase in economic growth in Nigeria, demand should grow at about 10% per annum

Supply gap – projected demand ~12000MW vs. supply of 3600MW

Ikeja- Located in the industrial area of the country accounts for not less than 35% total power consumed
-Consist largely of industrial consumers.

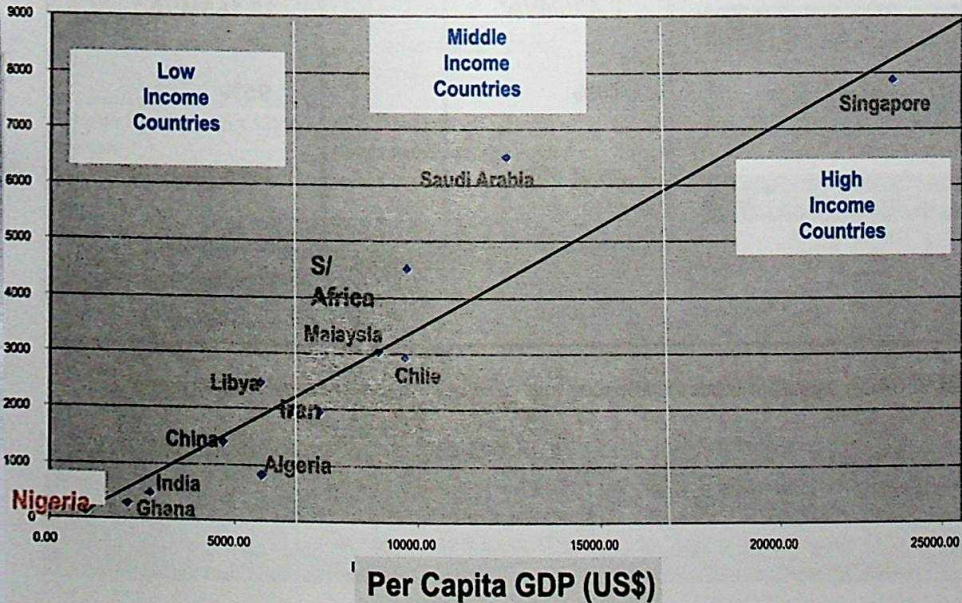
Eko- Located at the commercial nerve center in Lagos, Lagos Island has the highest population of commercial end-users of power

Transmission & distribution facilities more concentrated and developed in the southern part of the country

Ikeja and Eko taken together have the smallest area yet account for about 50% of the total electricity consumption in the country

Electricity Consumption and Economic Development

Per Capita Electricity Consumption versus Per Capita GDP 2003

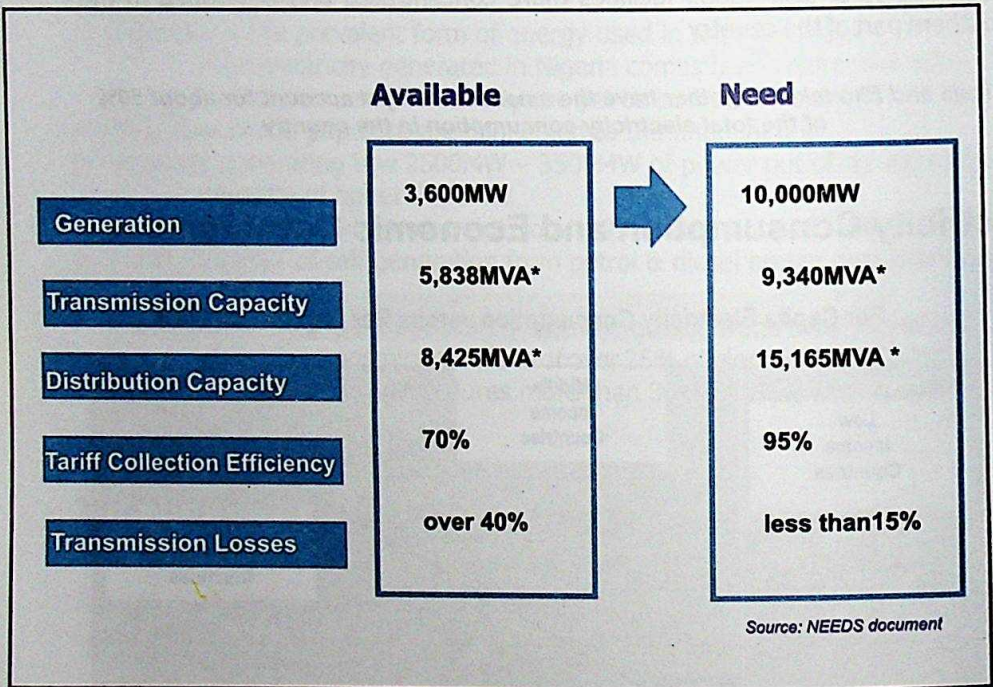


...the implications are clear, no significant economic development will be achieved without the energy supply to drive it

Energy Infrastructure

- Federal Government Infrastructure Investment
- Implications for Lagos

The Federal Government has set targets for improvement in energy infrastructure ...



Given its MEGA City aspirations Lagos by extension needs to set more aggressive targets than its normal quota

... and embarked on spending aimed at improving the Industry's capabilities

- Implemented the National Integrated Power Project (NIPP) in December, 2004
 - Five Greenfield natural gas fired plants (2,250 MW total) in the Niger Delta region comprised of 18 GE gas turbines
 - One 2,600 MW hydroelectric power plant in Mambila, Taraba state;
 - 22 power transmission sub-projects including 17 new substations and expansion of 32 existing substations;
 - 250 power distribution projects
 - Several new gas pipelines and other related equipment and infrastructure
- Total expenditure by the Federal Government on the projects is now estimated at \$9-10 billion, financed from Nigeria's excess crude revenue account.
- Coerced IOCs to invest in Power Generation Facilities

Government led investments usually face challenges due to short comings in feasibility

Power Stations / Location	Capacity (MW)	Status and Challenges	Gas Requirement/ Infrastructure	Status and Challenges
Ihovbor Power Station Benin, Edo State	4 x 125MW	70% Complete Long Span Bridge on route to sight cannot accommodate heavy equipment	140 MMcfd 22 km gas pipeline	25% Complete Contract has been awarded for a spur line from the Escravos-Lagos Pipeline System
Calabar Power Station, Cross River State	5 x 125MW	65% Complete Boreholes dug on site yielded no water	175 MMcfd 107 km offshore and land gas pipeline	0% Complete Pipeline Construction Contractor has wound up its Nigeria Operations
Egbema Power Station, Imo State	3 x 125MW	22% Complete Original design partners to the EPC have withdrawn their services	100 MMcfd 26 km gas pipeline:	25% Complete Pipeline Construction awaiting sand filling at plant site
Gbarain Power Station, Yenagoa, Bayelsa State	2 x 125MW	11% Complete Work has been stalled on site due to unrest in the immediate community	70MMcfd 5 km gas pipeline:	10% Complete
Sapele Power Station, Delta State	4 x 125MW	30% Complete Soil investigations revealed that the original site for power station was unsuitable to support the turbines	140 MMcfd 34 km gas pipeline	0% Complete Joint Venture Agreement between members of the Construction Consortium has been terminated

... this is no different; all of the equipment have been delivered, but none of the projects is on schedule.

Natural Gas is also challenged

- Supply to Lagos is solely through the Escravos to Lagos Pipeline System (ELPS) owned and maintained by the government
- Any event on this single source would mean a loss of supply for the entire state
- Security of supply is threatened by vandalism and poor maintenance
- Fortunately, Lagos has over 70 industries with direct access to natural gas for fueling its industrial energy requirements

This cheaper cleaner energy source which should make Lagos Industries competitive is hampered by Government Controlled infrastructural limitations

Current Energy Initiatives Will not Support Mega City Aspirations

- Federal Governments intervention plan will not provide the promised benefits as scheduled
- Previous Lagos State Government's attempts at partnering with the Federal Government on energy supply improvement for Lagos (ENRON Power Barges) though partially successful were frustrated by Lagos / Federal Government relations and unable to provide the promised energy
- Gas Supply to promote energy production in Lagos is constrained
- Projected growth puts more strain on energy demand

...however, all is not lost

Practical Way Forward -A suggested path

Lagos State should work with private sector investors to harness its energy sources to drive economic growth

Lagos State Government must take an active step in securing available Natural Gas assets to provide the Energy required

REFORMING NIGERIA'S POWER SECTOR

- A strategic focus on Lagos State

Presentation by

Greg Babaya

Nigeria and Power - in context

Population: 140 million

GDP (2006): \$117bn

Installed Capacity: c.6,000MW

Ave. per capita electricity consumption: 100kWh

Egypt

Population: 74 million

GDP (2006): \$ 89.3bn

Installed Capacity: 17,000MW

Ave. per capita electricity consumption: 1120 kWh

South Africa

Population: 45 million

GDP (2006): \$235bn

Installed capacity: 45,000 MW

Ave. per capita electricity consumption: 4500kWh

Kenya

● Population: 34 million

● GDP (2006): \$18.7bn

● Installed capacity: 17,000 MW

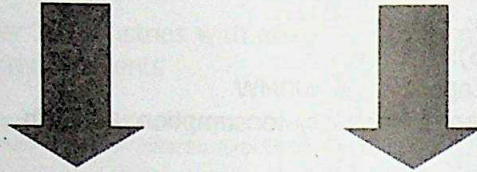
● Ave. per capita electricity consumption: 5866kWh

Despite investments by FGN and State Governments, there is still:

- 80% demand/supply gap
- Suppressed demand estimates – 5,000MW¹, 12,000MW² to 25,000MW³
- 97% of businesses self-generate
- Overloaded transmission network - wheeling capacity <4,000MW
- Poor voltage profile in most parts of the network (especially the North)
- Inadequate dispatch and control infrastructure, radial and fragile grid network
- Frequent system collapse and exceedingly high transmission losses

Lagos State, huge potential

- Largest population density ~ 17 million people
- Consumes 45% - 50% of electricity generated in Nigeria
- Generates 20% of current electricity
- Wheels c.580MW of distribution capacity



BUT

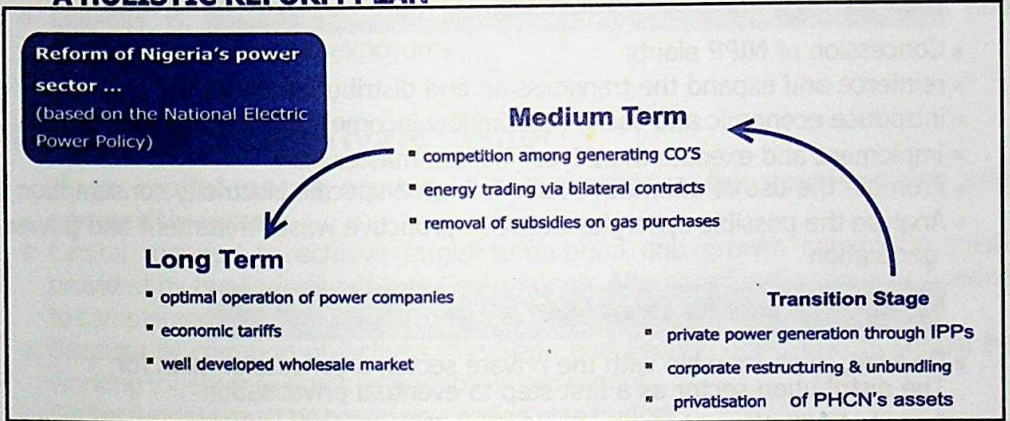
- Huge level of suppressed demand ~1500 MW
- Current deficit of ~ 3000 MW
- TransysCo owns and manages nationwide transmission network
- Current distribution and transmission networks not guaranteed to transport all power to all end-users within the State

Generation		
	Lagos State	Nigeria
Installed Capacity	c.1,650MW	c.6,000MW
Actual Generation	c.1,380MW	c. 3,500MW

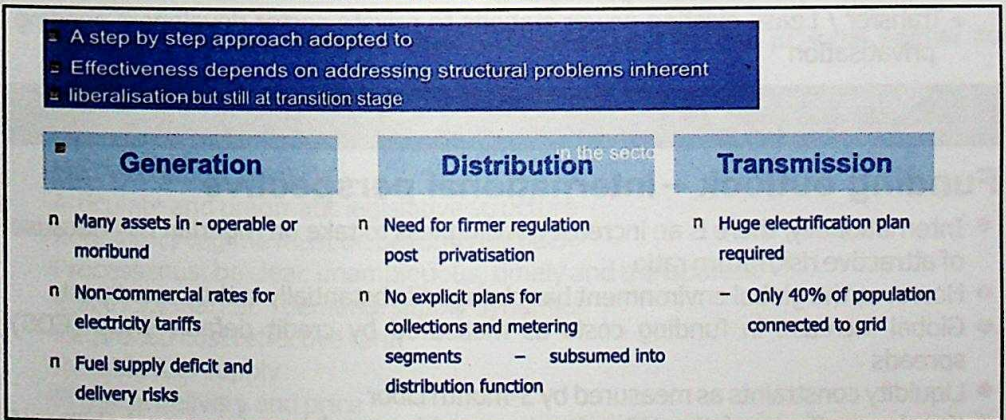
SECTION 2:

Current power sector reforms

A HOLISTIC REFORM PLAN



MAJOR CHALLENGES IN THE PROCESS



What's the next step?

- n Proper correlation between different segments of the power chain
 - Increase efficiency
 - Removal of subsidies
 - Assumption of real costs of generation, transmission and distribution by the end user
- Current efforts focus on the extrication of the public sector from the industry
- But focus must also be on simultaneous restructuring of the sector, making it attractive for private sector investment to willingly step into the breach

SECTION 3:

Charting the way forward

Varying solutions have been proffered

Long term solution for the country...

- Concession of NIPP plants
- reinforce and expand the transmission and distribution network
- introduce economic and social (for the low income) tariff for consumers
- implement and execute the 25year holistic master plan
- Promote the use of alternative fuels for some specific electricity consumption
- Analyse the possible synergies between proactive waste treatment and power generation

...and quick wins for Lagos State

- Develop, in partnership with the private sector, a concession plan for The distribution sector as a first step to eventual privatisation
- Provide facilitating role in the form of credit enhancements/Securitisations to interested private sector participants
- Transfer / Lease existing power stations to private sector developers pending privatisation

The State's role should be the creation an enabling environment for private sector investment...

Funding outlook – International perspective

- Internationally, there is an increased willingness to take on Nigerian risk because of attractive risk/return ratio
- However, the global environment has changed substantially in the recent past
- Global increase in funding costs as measured by credit default swap (CDS) spreads
- Liquidity constraints as measured by 3-month Libor
- Knock-on effects of the US sub-prime problem and increasing probability of recession
- Capital markets turmoil

Global increase in funding costs

- The US sub-prime induced credit crunch has lead to massive mark-to-market losses at large international banks
- Concerns over where losses may reside lead to a liquidity squeeze and a fundamental deterioration of counterparty credit quality
- CDS rates are a proxy for measuring the compensation investors require to invest in the debt of corporates
- The blow out of CDS spreads reflects higher levels of investor required return
So, worldwide, corporate debt funding costs has risen substantially

Liquidity constraints

- The erratic behaviour of 3-month Libor reflects the lack of liquidity in the interbank money markets
- Subsequent to the US Fed's accommodative measures, US\$ Libor rates have dropped significantly and liquidity has improved
- Liquidity is, however, still constrained due to worries over sub-prime and structured credit related exposures

Funding via the private sector

Huge capital needs remain in infrastructure for development and competitiveness

- Capital required to achieve target turnaround and growth cannot be solely provided by the Federal or State Governments Alternate funding sources needed to complement the Government's efforts
- Because of common objectives, the State and Federal governments should be working together as much as possible in this regard Sector funding must be based on a rolling plan budget

What are the key factors that are important to the private sector to invest in power?

- Political Stability & Security
- Clear signals that Government want private sector involvement
- Macroeconomic stability
- Articulate and pragmatic legislative structure
- Regulatory regime must be beyond reproach
- Process must be clear, unambiguous, timely and transparent
- Electricity Market – demand/supply dynamics
- Regulated cost reflective tariff
- Reliable fuel supply
- Physical delivery and price
- Transparent sector value chain
- Credit worthy offtakers / customer
- Funding mechanisms – payment security

Deregulation vs privatisation – South African example of what not to do...

Pre – 2004 deregulation planning

- Regulated and state owned Transmission network
- Regulated and state owned Power Pool
- Regulated Distribution regime

Six RED's

- With or without private participation

- Deregulated and open participation to private sector in Generation
 - Post – 2004 elections
 - All privatisation and deregulation put on hold
 - Current position
 - Central planning to blame for under investment in Generation leading to power shortages
 - Historical over capacity now under served and chronic power shortages expected over next five years
- Major cost implications to consumers
- Negative GDP and inflationary implications

Case study of Geometric Power Limited ...a successful formula

- Project: Power generation plant + distribution company
- Location: Aba, Abia State
- Project Size: c.\$271m
- Ring-fenced target distribution area
- 5yr tax holiday
- 140MW gas fired plant, 30km dedicated pipeline
- Deal structure effectively creates a "mini" integrated utility
- Gas Supply: Nigerian Gas Company with Geometric responsible for transportation
- Off-taker: 60% to 'eligible customers' – Industries; 40% to affiliate co. for on-sale to retail consumers
- Tariff Structure: Modeled closely on MYTO – cost plus return
- **Stanbic IBTC** are Joint Lead Arrangers and are in the process of arranging debt of approx. \$135m to the project
- Term financing syndication ongoing; initial market read is very positive

Meeting the Energy Needs of Lagos State

Presentation by

CHINA D. ONYEMELUKWE

MD / CEO Zenith Capital Ltd

Power & Infrastructure Provides Vital Support to the Productive Sector and is a Key Driver for Growth and Development

Infrastructure is broadly defined as the total space including:

- Public sector infrastructure
- Regulated utilities (power, gas transmission, water and waste, telecommunications)
- User demand assets (e.g. transport, rail, roads, airports, airports)
- Power & Infrastructure as an asset class has an estimated global value of US\$17* trillion
- Africa has a huge infrastructure deficit that is a hindrance to economic growth/development:
- Current estimates put the capital required to address this backlog at approximately US\$250 billions
- Governments cannot fund from budgetary allocations therefore must seek to attract private sector capital to meet capital and operating expenditure for infrastructure projects:
- Public-Private-Partnerships ("PPP") / Private Finance Initiatives ("PFI") are successful models that can address infrastructure deficit and attract private sector capital to assist in the delivery, operation and financing of infrastructure assets

Where We Are Today- Nigeria Compares Unfavorably With the Rest of the World In Terms of Per Capita Power Consumption

Power Generation Adequacy: Nigeria & the Rest of the World

Country	Population (millions)	Electricity Generation (MW)	Per capita consumption (KW)
USA	250	813,000	3.2
Cuba	10.54	4,000	0.38
United Kingdom	57.5	76,000	1.33
Ukraine	49	54,000	1.33
Iraq	23.6	10,000	0.42
South Korea	47	52,000	1.09
Nigeria	120	4,000	0.03
Ghana	19.7	1,000	0.265
Egypt	67.9	18,000	0.265
South Africa	44.3	45,000	1.015

- Nigeria has one of the lowest per capita power consumption rates in the world.
- The lack of reliable power supply has been identified as the largest single impediment to productivity and economic development:
 - Total installed capacity of approximately 6,000 MW
 - Annual electricity generation fluctuates between 2,500 – 3,000 MW
 - Only 40% of the population and 10% of rural households have access to electricity
 - Negative economic impact – power losses accounted for 15% of annual sales in revenue losses and 85-90 working days per annum

Power Supply Has Been Prioritized as a Key Pillar of the Government's Economic Reform Program

Government has ambitious targets to address power stranglehold: Key Policy Objectives Include

- Increase power generation to 10,000 MW by 2010
- Connect additional 1,500 rural communities to the national electricity grid by 2007
- Raise access to power supply to 85% of the population by 2010



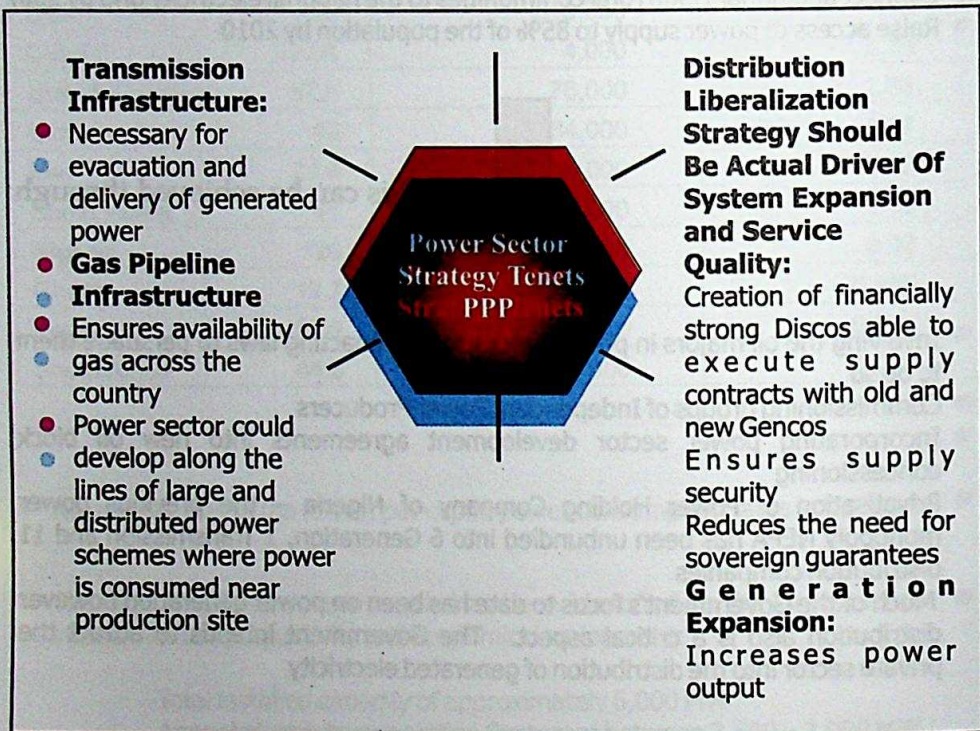
This can be achieved through:

- Involving the oil majors in power production by enacting laws to persuade them to do so
- Commissioning groups of Independent Power Producers
- Incorporating power sector development agreements into new oil block concessioning
- Privatisation of Power Holding Company of Nigeria – the previous power monopoly NEPA has been unbundled into 6 Generation, 1 Transmission and 11 distribution companies
- Much of the Government's focus to date has been on power generation however distribution also is a critical aspect. The Government intends to attract the private sector into the distribution of generated electricity

Power Sector Strategy Is Multi-Pronged

Public- Private Partnership essential:

- Private sector capital (expertise) provides all the required financing for the expansion
- Frees up government funds for investment in other sectors



Tapping the Debt Capital Markets:

Tapping the Debt Capital Markets for funding

Strategy is to Implement Proposal by Segmenting Deliverables Into Short, Medium and Long Term Goals

To Increase Generation Capacity Need to Attract Private Sector Capital to Complete IPPs and Improve Infrastructure & Collection Efficiency

Financing From Commercial Banks

Raise Project Finance From Local Commercial Banks

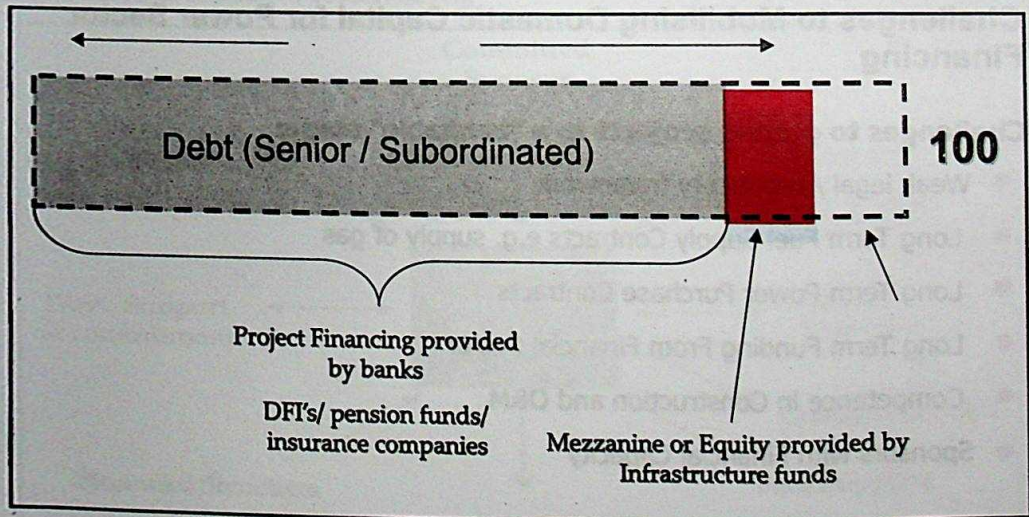


Financing From Capital Markets

Establishment of A Borrowing Program Through Issuance In Debt Capital Markets

Varied Mix of Financial Instruments

Financing Mix – Power projects are long term in nature therefore the mix of financing must be sourced from long term investors such as dedicated bond funds, pension funds, project finance banks, DFIs and others, including public-private funding initiatives



Availability of Long Term funding remains a challenge in the local environment but improving

Medium to Long-Term: Leveraging Private Sector Resources

Typical PPP Continuum:



- **PPP: Distribution Liberalisation Strategy**
 - Concession in Gencos
 - Concession in Discos
 - Privatisation of Assets / Business
- **Investment in Gas Pipeline Infrastructure PPP: Concessions**
- **Investment in Transmission Infrastructure**
 - **Opportunities exist for Public Private Partnership Across the PPP continuum**

Challenges to Mobilising Domestic Capital for Power Sector Financing

Challenges to getting projects to a "bankable" stage:

- Weak legal / regulatory framework
- Long Term Fuel Supply Contracts e.g. supply of gas
- Long Term Power Purchase Contracts
- Long Term Funding From Financial Sector
- Competence in Construction and O&M
- Sponsors with Financial Capacity

Power Projects Are Long Term in Nature and Require a Long Term Commitment

Challenges to Mobilising Domestic Capital for Power Sector Financing

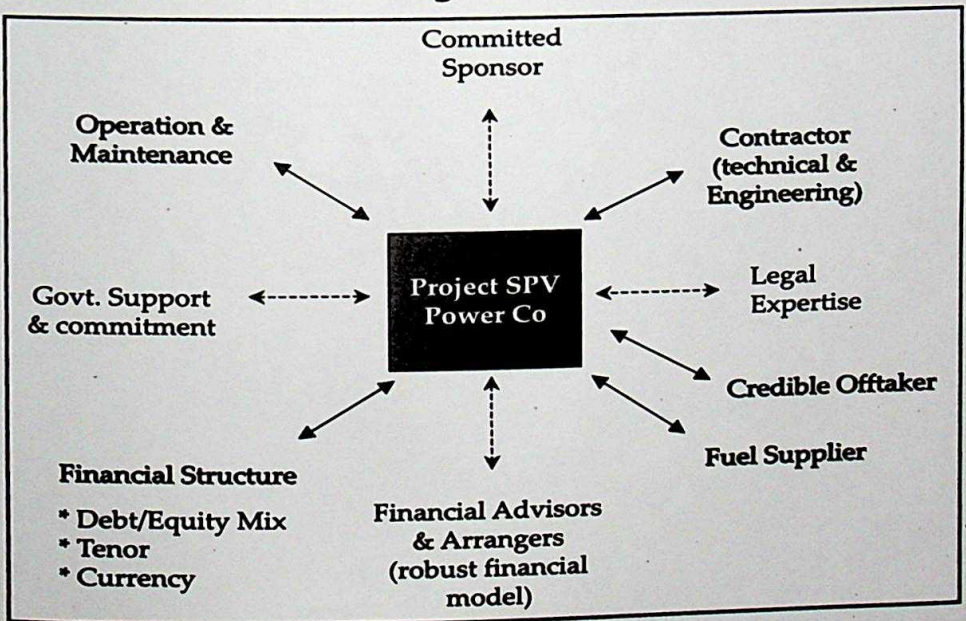
Legal / Regulatory Framework – “Enabling Environment”

- Lack of specific legal framework
- Complexity of government structure (e.g. federal, state, local responsibilities)
- Heterogeneous political will to apply PPP structure
- Homogeneous government policy e.g. long term gas supply contracts
- Related infrastructure such as gas pipelines etc

Credible Sponsors With the Financial Capacity to Provide Risk (Equity) Capital And Underwrite Seed Stage of Transaction. Lenders look for the following characteristics when assessing Sponsors:

- Experience in the Industry
- A reasonable amount of equity in the project
- Reasonable return on equity
- Interest in project success
- Financial ability to support the project during construction

Critical Success Factors to Attracting Domestic Private Sector Financing



TECHNICAL SESSION FIVE

Public Order and Security

PUBLIC ORDER AND SECURITY

presentation by

OLASUPO SHASORE (SAN)

Attorney General, Lagos State

Lagos State government considers public order essential to security

- Physical security
- Security of investment
- Security of contract

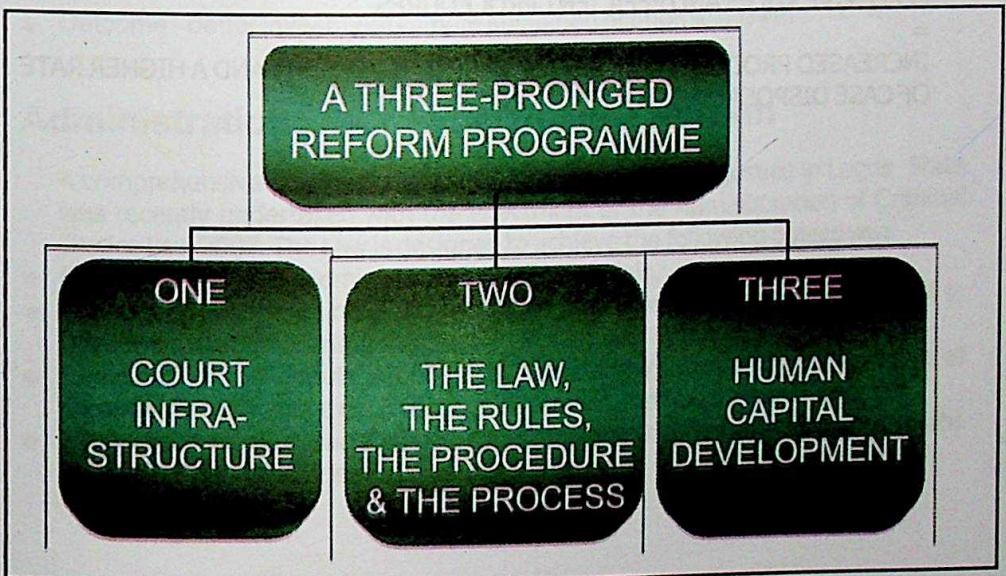
Public order is a stability and growth requirement for a sub-national government such as Lagos State.

State government has approached subject with the strategy to strengthen Public order in the following additional areas:

- Law and order
 - First level court reform
 - Administration of justice reform
- Enforcement of contracts
 - Arbitration Law Reform
- Security Trust Fund
 - equipping security agencies

(I) Law & Order

A COMPREHENSIVE OVERHAUL OF THE SYSTEM AT THE FIRST LEVEL



Court Infrastructure

- Construction of 6 of the 8 court buildings of 24 court rooms in urban centres & four courtrooms in suburban locations has commenced to replace 37 locations of magistrate courts in need of dire basic and support infrastructure (completion from Dec 2008)
- Better administration; modern infrastructure and efficient logistics will definitely be produced
- Commencement of stenographic training of court personnel - A School of Stenography is about to commence training May 30 2008

Law And Rules Reform

- INCREASE JURISDICTION
- SUBJECT MATTER & MONETARY VALUE
- PROCEDURE MORE EFFICIENT STRICTER COST AND ADJOURNMENT REGIMES; TIME AND CASE MANAGEMENT
- BETTER CONTROL OF JUDGMENT EXECUTIONS

The Expected Results

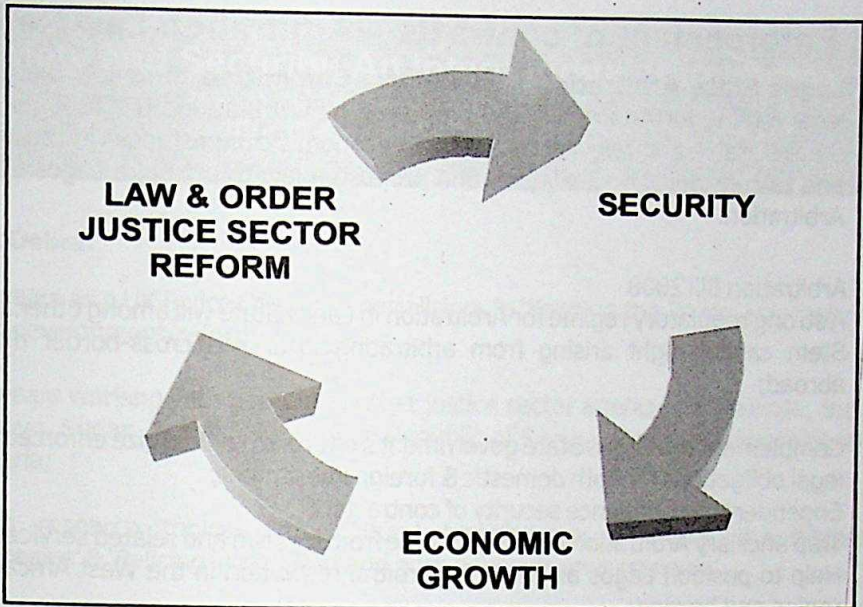
IMPROVED FACILITIES / WORK ENVIRONMENT

+

EFFECTIVE RULES AND EFFICIENT PROCEDURES

=

INCREASED PRODUCTIVITY, BETTER CASE MANAGEMENT AND A HIGHER RATE OF CASE DISPOSAL; HIGH IMPACT ON LAW AND ORDER



Law And Order - Outputs

- Sensitization of the public on law and order offences with a view to changing public attitude and to solicit public support
- Arrests and prosecution of public disorder offences
Building capacity to sustain the publicity, arrests and prosecution of law and order offences
- Outcome –better investment climate sustained economic growth

Administration Of Criminal Justice Reform

A comprehensive reform of the administration of criminal justice in Lagos State was recently undertaken with the enactment of the Administration of Criminal Justice Law 2007. The Law is designed to achieve the following objectives:

- Reduce delays in the administration of criminal trials.
- Concept of plea bargaining was introduced as a case load management tool in the administration of criminal justice.
- Reduction of the population of prison inmates by introducing the concept of community service as a non custodial disposition method for minor offences
- Eliminate anomaly associated with touts standing trial for bail by introducing the concept of bonds persons.

(II) Enforcement of contracts – Arbitration Law Reform

Lagos State Arbitration Law Reform Committee to review the current legal regime for Arbitration and propose a new Arbitration Bill 2008 for Lagos State suitable and relevant to our socio-economic circumstances in Lagos State and to consider the viability of, and propose a law to set up, a Lagos Court of Arbitration.

- Arbitration Bill 2008
- A strong regulatory regime for Arbitration in Lagos State will among others:-
- Stem capital flight arising from arbitrating local and cross-border disputes abroad;
- Complement the Lagos State government's efforts to re-energize enforcement of legal obligations for both domestic & foreign investment;
- Engender the confidence security of contracts;
- Trap ancillary Arbitration industry income from tourism and related services;
- Help to position Lagos as a hub for Arbitral resolution in the West African sub-region and beyond;
- Promote the reputation of our Arbitration laws and institutions like the proposed Lagos Court of Arbitration;
- Have a ripple effect on our justice delivery system and make it more efficient.

(iii) Security Trust Fund - Initiative

- The establishment of the Lagos State Security Trust Fund by the Lagos State Security Trust Fund Law 2007 is a novel initiative in Nigeria designed to guarantee a steady source of finance for the acquisition and deployment of necessary human, material and financial resources for all security agencies operating in the State and for training and retraining of security personnel.
- The fruits of the Security Fund initiative are already being reaped in the form of:
 - Deployment of Rapid Response Squad to ensure coordinated security network;
 - Security emergency response program through a toll free emergency elephone line number 767 accessible through major GSM service providers which guarantees immediate security response in crisis situations
 - Developing statewide image surveillance project with multinational software tech company.

Safety and Security: An International Perspective

presented by
Dr Debra Willoughby

About Debra:

- 22 years as a UK Police Officer – specialising in 'Keeping the Peace' (race issues) and development/reform;
- 12 years working with police and other justice sector agencies in Rwanda, India, Kosovo, Sudan, Serbia, Macedonia, Republic of Srpska, Bosnia Herzegovina and Nigeria;
- Main research topics 'Cross-cultural transference of police development strategies' & 'Policing in post-war and post-genocide environments'

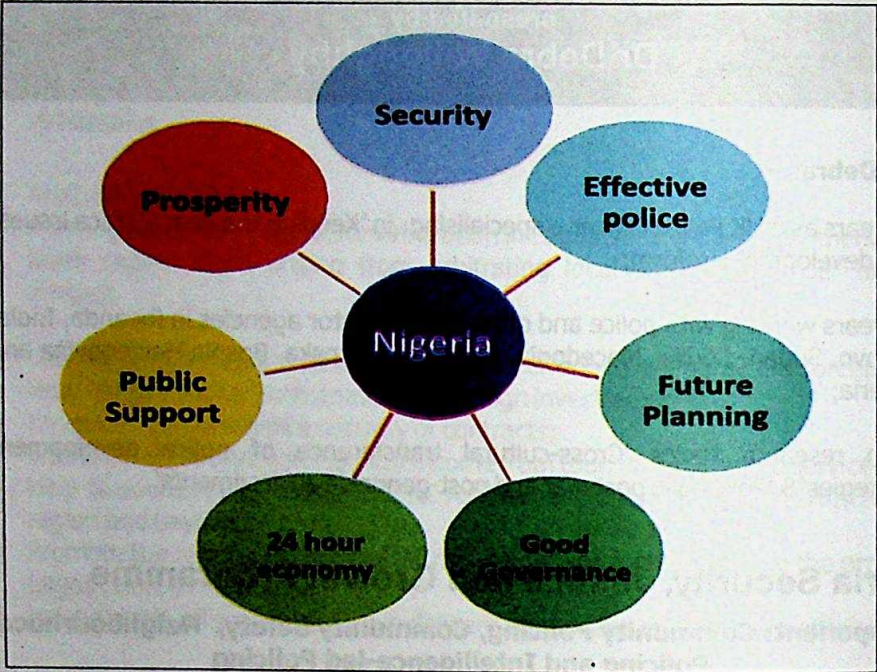
Nigeria Security, Justice and Growth Programme

Component: Community Policing, Community Safety, Neighbourhood Policing and Intelligence-led Policing

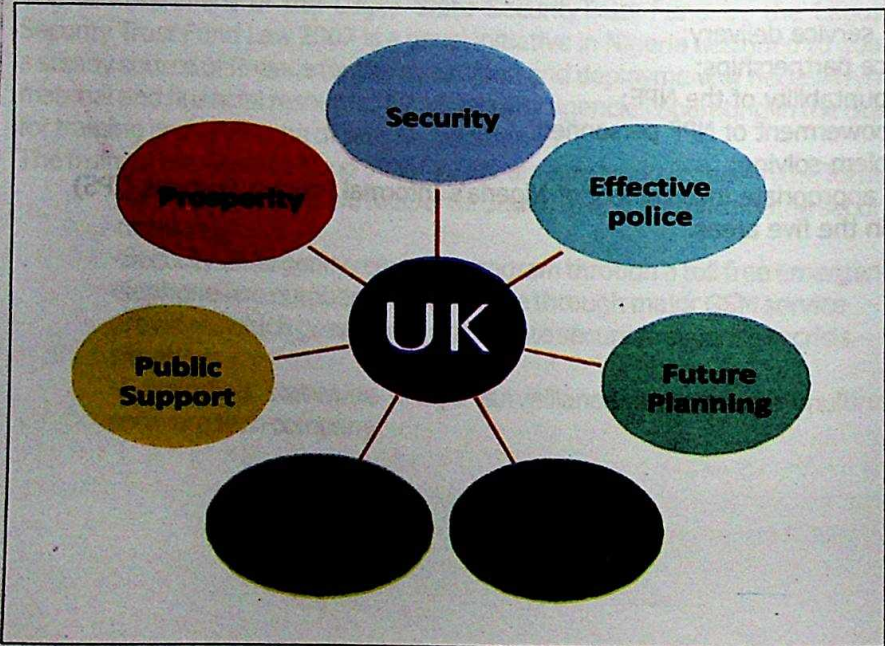
The component is NPF-led and has focused on the development of :

- NPF service delivery;
- Police partnerships;
- Accountability of the NPF;
- Empowerment of NPF personnel;
- Problem-solving;
- The appropriate involvement of Nigeria's Informal Policing Systems (IPS) within the five areas.

What do you want for Nigeria?



What has the UK achieved ?



It has not always been this way!

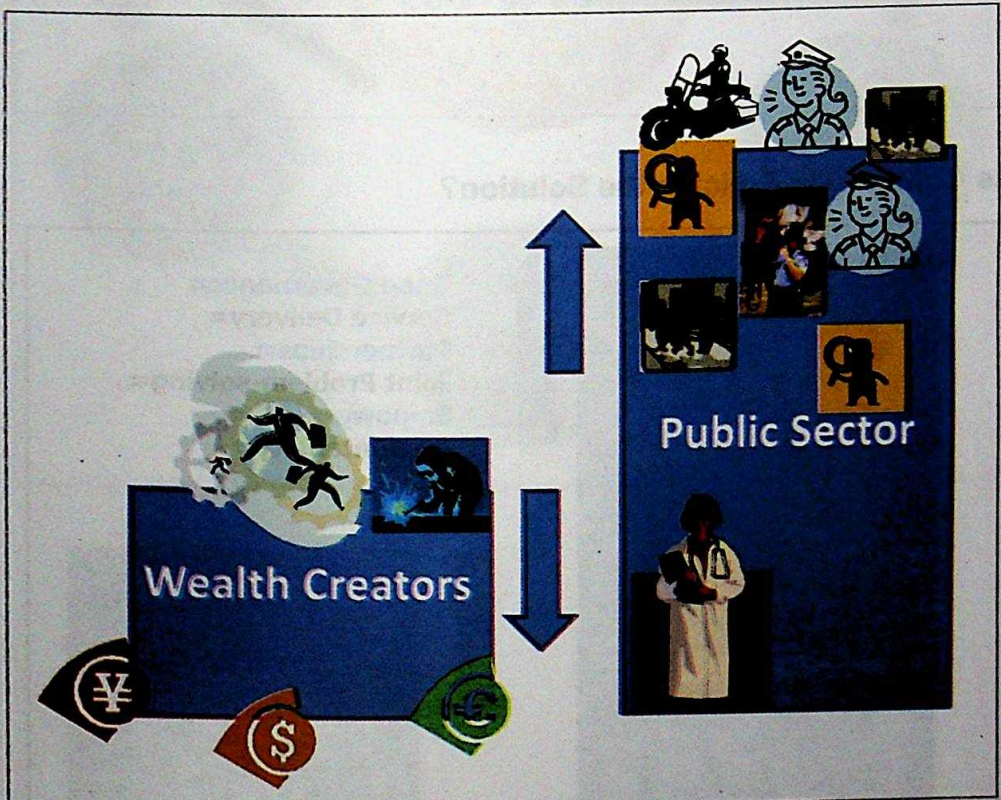
- 1981 Rising Crime 'Race Riots'
- Low Morale Lack of Trust

1981-1985

October 6th 1985: UK's most ferocious night of rioting in living memory:

- PC Keith Blakelock brutally murdered
- 250 police officers injured

Solution?



Ratio

65 Million People

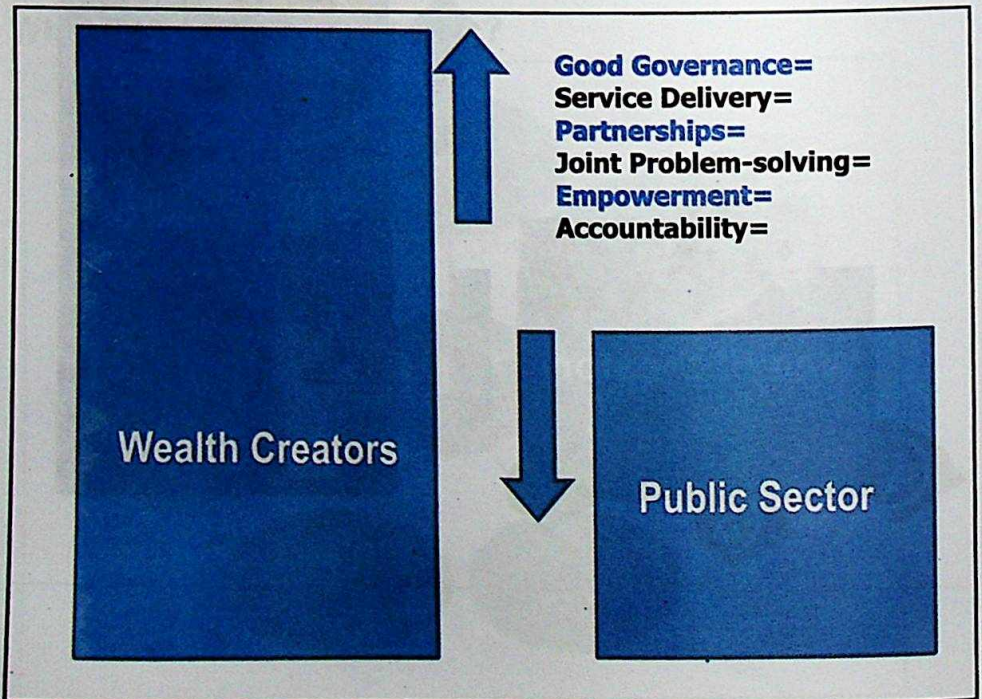
250 Thousand Police Staff

130 Thousand Uniformed Police

Governance and Police Reform



Is Community Policing the Solution?





STRATEGIES FOR IMPROVING PUBLIC SAFETY AND SECURITY IN LAGOS:

Presentation by

Innocent Chukwuma

Executive Director, Cleen Foundation

What is to be done:

Government and businesses need to be more strategic in responding to crime than they have been.

Government level

There is a need for the establishment of an agency for crime prevention and control in Lagos State to coordinate government's activities in the field of public safety and security at the state and national levels.

The agency should have direct access to the governor and resources to conduct practical and action oriented researches and work with the police and other stakeholders to pilot and mainstream innovative ideas on reducing crime in Lagos.

It should partner with civil society, academia, business community, donor agencies and private security companies to promote initiatives that have proven to work in crime reduction.

The agency should also be in a position to evaluate the impact of government policies on public safety, crime control and security to find out why they work or do not work before they are discarded.

It should also provide technical support and other resources to community initiatives on crime prevention and control.

Business community

The initial idea of limiting business involvement in crime reduction to occasional donation of vehicles to the police and investment on perimeter security for business offices have not worked with almost daily attacks on banks around the country.

The business community therefore needs to be more strategic, coordinated and responsive to deteriorating security situation in the environment in which they do business and declare profits.

There is a need for businesses to come together and establish a not for profit agency that would partner with government, the police and civil society groups in finding solution to a number of priority crimes that affect businesses and the community in general.

The basic idea is that within businesses there are tremendous amount of competence and sound management principles that can assist the police and other stakeholders in the fight against crime and improvement of citizens perception of safety and security.

There are examples in Kenya, South Africa and Brazil to guide this effort.

It is good business

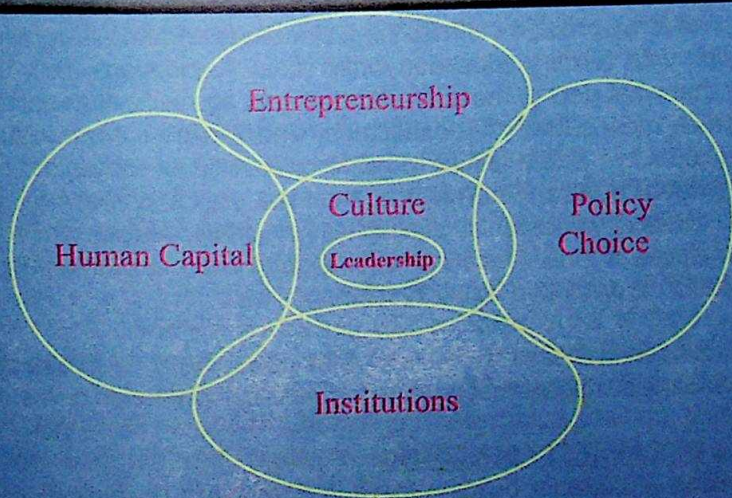
TECHNICAL SESSION SIX

Human Capital Development

HUMAN CAPITAL TO SUPPORT A MEGA CITY GROWTH DRIVERS FRAMEWORK

by
Prof. PAT UTOMI

HUMAN CAPITAL TO SUPPORT A MEGA CITY GROWTH DRIVERS FRAMEWORK



Discussing the Megacity has become fashionable. I fear, however, that many people miss the level of human capital needs to have a human conundrum of the proportion of a Megacity functional as a production and living hub. If we pause for a second to reflect on the skills required to erect and maintain infrastructure, man institutions, and create an enabling environment for private sector led growth.

What really is human capital? Skills, know-how and know why, supported by the appropriate values to trigger the response to solving problems, creatively harvesting opportunity and meeting set goals, constitute capacity. It is this capacity, which diminishes when people are unwell, that enables them to make input that advance the cause of an organization, enterprise or government. Human capital is therefore about knowledge, well being, and systems that allow, the skills to help solve problems and advance shared goals.

This definition will immediately suggest a huge human capital deficit in Lagos, the commercial capital of a country whose citizens constitute the most highly educated immigrant community in the United States. Human capital flight which is a problem of many Africa countries, with Malawi having more Doctors domiciled in one city in the British Midlands than all of Malawi, is more problematic in Nigeria for reason of the magnitude of the drain and the enormity of local needs. This in my view is compounded by problems of declining standards and investment in education; the obsession with tertiary education while shaky foundations from the primary level means that what gets to the Universities as garbage will exit as garbage; poor health care which means lower life expectancy and waste of the investment in building human capacity, and a failure to guide or provide incentives for people to pursue more needed courses of study rather than just seek to possess a certificate. Add to this the crises of values which diminishes output and you see why turning Lagos into the Singapore of West Africa will require much effort at training and new models of socialization to produce a values revolution.

Our discussion will seek to identity what goals should shape capacity building in Lagos and the attributes that human capital formation should be concerned with.

GOALS OF CAPACITY BUILDING

In thinking of capacity building there is a tendency to think of specific skills, like Planning Skills, Engineering Evaluation Skills, Education Skills, Health care administration and disease management and control skills. These are important and the founding and funding of institutions that help transmit such skills are critical for any modern city or state. But there is more to managing and accomplishing tasks than those essential skills. We must have the skills though.

Part of the objective for setting up the National Manpower Board in Nigeria was to identify skills gaps which are to be filled to achieve the development goals of governments. It is then supposed to influence curricula and admissions policies of institutions of learning to ensure that more people are admitted to study those

subjects required to make development planning goals realizable. It is as such that we have targets like the universities committing to nearly 70% of admissions for science subjects. But these targets have seldom been taken seriously, given the ratio of liberal Arts and Social Science graduates to Science graduates from our Universities.

I believe we need to take this more seriously and use a combination of carrots and sticks to achieve output that will help our development goals. A country like Singapore, in my opinion was so target driven they almost went to the other extreme of killing individual freedom of choice. But at the other, less acceptable extreme, is the Nigerian case where the relevance of the course of study to needs of enterprise and public administration do not seem to matter so long as people can spend a few years in a University, get a Certificate to wave at someone connected enough to get the person a job and then unleash an entitlement mentality (What is their due for being graduates).

The skills end of the discussion must include a balance of artisan skills (in Nigeria, if you see good tiling or masonry work so critical for housing and infrastructure development, the odds are it was work done by Togolese, Ghanaians or even Malians); Technical and Engineering skills; Administrative skills and Managerial skills. The experience of Malaysia in dealing with these skills gap challenges is instructive.

Coming out of the same British tradition as Nigeria the Malaysians realized that vocational education was critical for the economy and turned to German tradition and the much acknowledged "dual-education" apprenticeship system. Patrick Pillai and Rid Zwan Ottman have edited an interesting volume on this journey titled: Learning to Work, Working to Learn: Vocational Training in Germany and Malaysia. The experience of the Technical Training Centre at the Volkswagen of Nigeria Plant which was funded by the German Aid Agency GTZ is indeed proof of the wisdom of the Malaysian example. Unfortunately such initiatives were not replicated broadly across the land. Recent experience with the Institute of Industrial Technology (IIT) in Isheri, Lagos shows the benefit of funding quality technical training, just as the Lagos Business School proves with Management Education.

With administrative cadre development the Malaysians prove they have something we can learn from. NTAN, the Institute of Public Administration run programmes for which Civil Servants are scheduled to attend at regular intervals based on career maps for the officers. Each programme has three modules the core skills component; the Vision 20/20 component and the ethic's component. In Nigeria ASCON is almost moribund.

The emphasis in developing Civil Servants to be sensitive to issues of ethics and shared values regarding National Strategy is clearly something we have much to learn on. This leads naturally to the crisis of values I like to point out as the biggest

threat to performance in the public administrative category.

It is worthy of note here that the policy analysis skills of the middle and senior management cadres is grossly underdeveloped one wonders then about advice which results in choice by the political policy makers. There is Kuru but much more is needed. The dominance of the multilateral agencies in setting the policy agenda in this part of the world is largely a result of this human capital deficit.

As we have indicated, skills alone do not make human capital. The skilled person needs to be well enough to add value and he or she needs to have certain values for the skills to intervene in the direction of desired outcomes.

VALUES AND HUMAN CAPITAL

I have always been intrigued by why some very talented people who are well trained fail to deliver. One of the reasons of course, is that while Human Resource Managers may do a good job at selection, and induction, they do not understand the challenge of inclusion and may not create enough fertile soil for the new hire to become accepted and get implanted or deeply rooted. The other reason I have found in experience is the absence of shared goals and the supporting values.

Many years ago, Charles Perrow in the book "Complex Organizations" showed clearly how goal displacement from incongruent values in employees derails goal attainment. There is a plethora of what I have come to call anti-values that I believe are critical to train to eliminate, if Public Service effectiveness is to be attained in making Lagos the desirable Megacity to live in. These anti-values include; an entitlement mentality, the tragedy of the commons syndrome' corrupt enrichment or eating from the altar phenomenons; less of sense of service (anti-servicom) skirting the problem as against a problem solving mentality and a tradition of malicious obedience.

ENTITLEMENT

We do not have the time to elaborate much. But what my experience has been is that the main difference between a locally educated Nigerian and one from abroad is related to the work ethic. One friend of mine, who was Chief Executive of a Bank years ago said he would first hire one educated abroad because he has experienced a culture of work and can relate reward to output. What he did not do was use the words I have come to use to depict the phenomena's of entitlement mentality. The culture is one of assuming entitlement just for being there, once a contract of employment has been entered into. Until a sound work ethic and connection between input and reward is firmly made in the mind the work force, I think a human capital challenge will persist.

ETHICAL CHALLENGES

In 1999, the United Nations Department of Economic and Social Affairs, Division for Public Economics and Public Administration. (UNDESA, DPEPA) initiated a

comparative study of Public Service ethics in Africa. Among the countries they covered were Nigeria, Cameroon, Gabon, Ghana, Kenya, Madagascar, Namibia, Uganda, South Africa and Senegal. Their work reminds me of the panel on institutions of transparency by the Federal Government which was set up in 2000 with me as Chairman and of the haunting first paragraph of Kemper Ronald Hope Sr., as borne well in C. Chukelu's volume: Corruption and Development in Africa.

Although the incidence of corruption varies among African countries ranging from rare (Botswana) to widespread (Ghana) and systemic (Nigeria), the majority of countries are in the range of widespread to systemic. You can imagine the price we pay for progress on these.

CONCLUSION

Managing a Megacity requires a problem solving mindset. But this can be put in jeopardy by poor skills, poorer values and well being challenges. We can work to eliminate this that Lagos may work.

Pat Okedinachi Utomi

Thank you.

HUMAN CAPITAL DEVELOPMENT

Presentation by

Dr. Jide Idris

Lagos State Commissioner, for Health

Highlights of Presentation

Introduction

- HCD – Definition / implications
- Situation in Africa
- Lessons from the Asian Tigers

MDGs, HCD and Economic Development

Challenges of Education & Health in HCD

Way Out / Lagos State programs

Specific Areas of Partnership in Health & Education

Conclusion

Introduction

HCD – process/concept by which the national human stock is moulded into a technical and professional capability for enhanced economic performance, and for personal and national benefit which can be translated into a better quality of life at individual and national levels.

HCD - education, skill levels, and problem-solving abilities that will enable an individual to be a productive worker in the global economy of the 21st century.

Implications of HCD - 3

- Global development and competitiveness of nations will be dictated by the quality of the human capital stock resident in each country;
- HCD will create the conditions for technological and economic advancement;
- Countries with high investments in the institutions and processes that create HCD will forge ahead in their competitiveness; reverse holds true for countries that don't.

HCD in Africa

- Population > 900 million (>50% under 25 yrs of age);
- Low adult literacy levels;
- Limited access to institutions of learning;
- Life Expectancy Index has declined to 0.35, a reversal attributable to HIV/AIDS pandemic (>0.7 for OECD countries);
- Poor GNP per capita status (<US\$500), esp SSA;
- Burden of world's diseases = 25% compared to 1.3% share of world's health workforce;
- Health workforce density averages 0.8 workers/1,000 population compared to world median density of 5/1,000 population (> 10/1,000 population for Europe & North America).

Contributory Factors to Poor HCD in Africa

Instability in government due to

- political coups
- military dictatorship
- destruction of social & governance structures

Endemic diseases like Malaria, HIV/AIDS - reversals of modest HCD gains

Lessons from the Asian Tigers

Country	Lit. Rate (1970) %	Lit. Rate (2000) %	LE (1960) Yrs	LE (2000) Yrs	GNP (1960) US\$	GNP (1999) US\$
South Korea	87	98	54	73	1,321	11,958
Malaysia	58	87	54	73	953	4,305
Indonesia	56	87	41	66	252	907
Thailand	73	92	64	78	2,776	28,486
Nigeria	20	64	40	47	213	229

Lessons from the Asian Tigers (Critical Health Indicators)

Country	IMR per 1,000 births (1960)	IMR per 1,000 births (2000)	U-5MR per 1,000 births (1960)	U-5MR per 1,000 births (2000)	GNP (1960) US\$	GNP (1999) US\$
South Korea	82	8	127	10	1,321	11,958
Malaysia	70	8	105	11	953	4,305
Indonesia	137	41	216	51	252	907
Thailand	101	28	148	33	2,776	28,486
Nigeria	188	84	207	153	213	229

Q: What factors led to this exceptional economic development for some countries (i.e. the Asian Tigers) in the last four decades in terms of significant increase in their GNP per capita while, during the same period, for Nigeria only a meager increase took place?

A: Numerous but Human Capital Development stands out – great investments in education and health (dawn of globalization in the early 1980s and attraction of large sums of foreign investments)

What are the 8 MDGs?

- Eradicate extreme poverty and hunger
- Achieving universal primary education
- Promoting gender equality & women empowerment
- Reducing under 5 mortality
- Improve maternal health
- Combating HIV/AIDS, Malaria, TB & other diseases
- Ensuring environmental sustainability
- Developing a global partnership for development

Health and Economic Development

- **Healthier workers** are
 - physically and mentally more productive,
 - earn higher wages, and low absenteeism
- Healthy workforce encourages foreign companies to make long-term investments.
- Health effects on foreign investment may be a critical pathway to development
- Healthy children are:
 - better able to learn and miss fewer days of school.
 - As the benefits of schooling become clearer and stronger this reinforces parents motivation to invest in more education for their children.
- An informed (educated) citizen appropriates health services better – promotive, preventive, curative & rehabilitative
- Disease undermines economic development
 - by reducing the number of years of healthy life for individuals,
- For the individual, disease results in economic loss in the following ways:
 - reduced income resulting from lost earnings;
 - high costs of treatment and medical care;
 - poverty may persist after the bout of illness if debts are incurred;
 - loss of adult earning power resulting from disability (cognitive and physical) due to disease in childhood;
 - Loss of future earnings from premature mortality (LE).

Challenges of the Health Sector in HCD

- The health workforce determines health outputs and outcomes, drives health systems performance, and commands the largest share of health budgets
- Challenges
 - underinvestment
 - insufficient capacity
 - insufficient training opportunities
- Decimation by disease – HIV/AIDs, Malaria etc
- Ensuring availability and retention of adequate pool of competent human resources in their right mix to provide health care in areas where their services are in most need
- Brain Drain – effect of globalization leading to accelerated migration in open labour markets that draw skilled workers away from the poorest communities and countries – 12% of doctors trained in Nigeria are working in OECD countries alone, with cost per doctor that emigrates being US\$184,000 (UNCTAD)
- Technological literacy still at infancy
- Poor work environment including dilapidated structures, inadequate and outdated equipment and cumbersome work flows

Way Out

- Political Commitment
- Increase investment in health and education
- Expand infrastructure to improve productivity – strengthen capacity of training institutions and service delivery facilities
- Human resource management to include:
 - Creating an enabling environment for workers to perform
 - Build capacity / Train / retrain
- Private sector

Lagos State Strategies

- Increase investment / Infrastructure development
- Human Resource
- Financing
- Regulation
- PHC
- Disease prevention

Way Out 1 –

Increased Investment / Infrastructure Development

- Budgetary allocation
- Upgrading/rehabilitation/revitalization of facilities at all levels of care
 - PHC in each ward
 - construction / upgrade / equipping of SHC facilities
 - construction / equipping of MCCs
- Infrastructural development program at LASUTH
 - wards/theatre facilities/clinics
 - dental complex
 - new ward complex/pediatric complex/BT diagnostic facility/
New / Proposed projects – Cardiac / Dialysis Center, Cancer, Accident & Emergency units, Diagnostic facilities
- College of medicine
 - auditorium
 - research laboratory complex
 - Clinical science building
 - Medical students hostels
 - Sports/recreational Complex
- Revitalization of the Primary Health Care
- Computerization program

Way Out 2 –

Management of Talent Out-Flow and Optimization of In-house Talent

- Establishment of the Health Services Commission
- Remuneration and better welfare packages/ incentives to
- Promotion of exchange programs - germany
- Institutionalization of the Continuing Education Program and support to in-service training
- Promotion of new approaches to service delivery that emphasize multidisciplinary, collaborative team work
- Staff development and training programs including training/retraining – clinical, managerial and leadership competencies
- Incentive programs - Annual merit award ceremony for deserving workers

Way Out – Financing/Regulation

- Insurance Scheme
 - Social Health Insurance
 - Community-based health insurance
- Private – Public Partnership/Initiatives
 - mortuary services
 - histopathology
 - laboratory / pharmaceutical services
 - catering/laundry being explored
- Regulation
 - HEFAMA
 - Blood Transfusion
 - Board of Traditional Medicine

Way Out 1 – Programs to reduce disease burden

- HIV/ AIDS – vct centers, treatment
- Malaria / Tuberculosis
- Cancer – breast, cervical, prostate
- NCD – Hypertension/Diabetes
- Blindness prevention
- Accident / Emergency services
- Child health - Immunization program
- Reproductive health program
- Medical missions – out-reach services
- Special programs – limb deformity, cleft lip/palate

Specific Areas of Partnership

- Infrastructural development – new facilities / renovations / equipping
- Capacity building, thru exchange programs, training of residents/ medical students etc
- IT development records, pt mgt
- Research - building capacity / execution
- Service provision – specialty service, diagnostic etc
- Laboratories – public health, forensic, drug quality
- Health financing schemes

Conclusion

- Lagos still poses a huge investment opportunity and platform for Nigeria's human capital and economic development
- Strong political commitment required at the highest levels even organization of this summit
- No quick fix but a long term continuous proposition, even as impact may not be noticeable in the short to medium term
- Opportunity of nascent democracy – active collaboration with the OPS, development partners and bi-lateral and multi-lateral agencies

THE YOUTH UNEMPLOYMENT CRISES IN LAGOS STATE

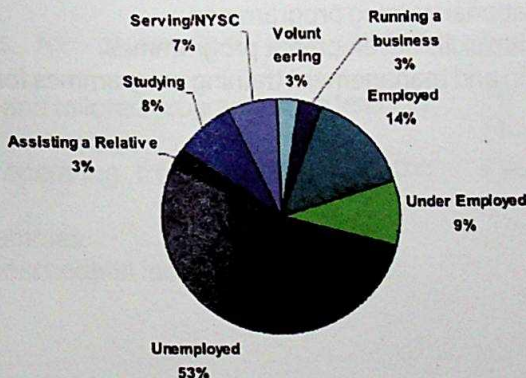
by
Mrs. Ndidi Okonkwo Nwuneli
Founder, LEAP Africa

Lagos State has A Large and Largely Unskilled and Underutilized Workforce

Lagos State needs workers with the **right skills, knowledge, experiences and attitudes**

- Unfortunately, the vast majority of Lagosians are unskilled or semi-skilled, with limited knowledge and experience
- **Attrition** between the primary, secondary and university levels creates a **missing middle**, composed of individuals who have dropped out of the system and are waiting for the next phase of education
- Demand for higher education far outweighs supply - only **13%** of interested applicants can be accommodated in the Nigerian university system
- Even those who manage to make into the universities, graduate with limited skills and an unclear future; the vast majority remain unemployed

Results From A 2006 Survey Of The Products Of The Nigerian Educational System Reveal That 53% Are Unemployed



Source: Ed.TAP Database; Federal Ministry of Education Nigeria

Reasons For Unemployment – Ed.tap Results

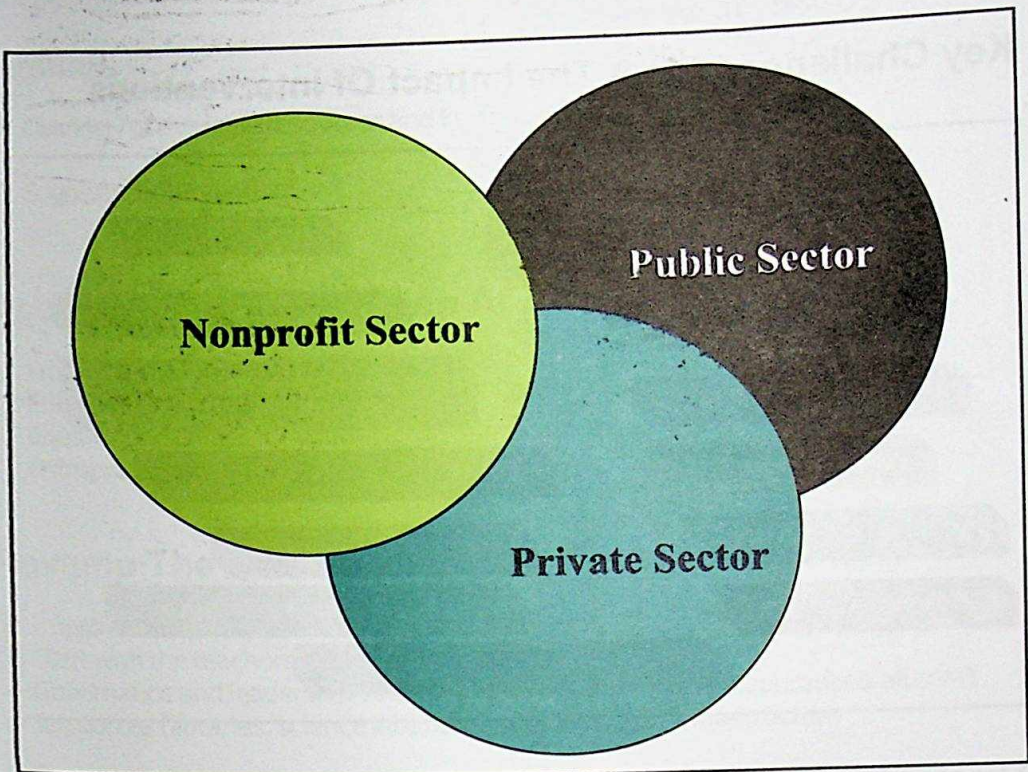
• No jobs	69%
• Studying	10%
• No suitable position	8%
• NYSC	6%
• Others	4%
• Dissatisfied with salary options	3%

If They Are Not Working, What Are African Youth Doing?

- They are often:
- Engaged in violence
- Positive correlation between unemployment and criminal activity
- Easy recruits for conflicts (300,000 child soldiers)
- Used as political thugs
- Engaged as commercial Sex workers
- Vulnerable female youth trapped in urban areas
- Higher risk of HIV/AIDS
- Vulnerable to Drug Abuse
- Engaged in Internet Scams

The Supply-side Efforts Are Varied

- Provision of vocational training programmes
- Life and leadership skills development programmes
- Entrepreneurship and management training programmes for SMEs Others

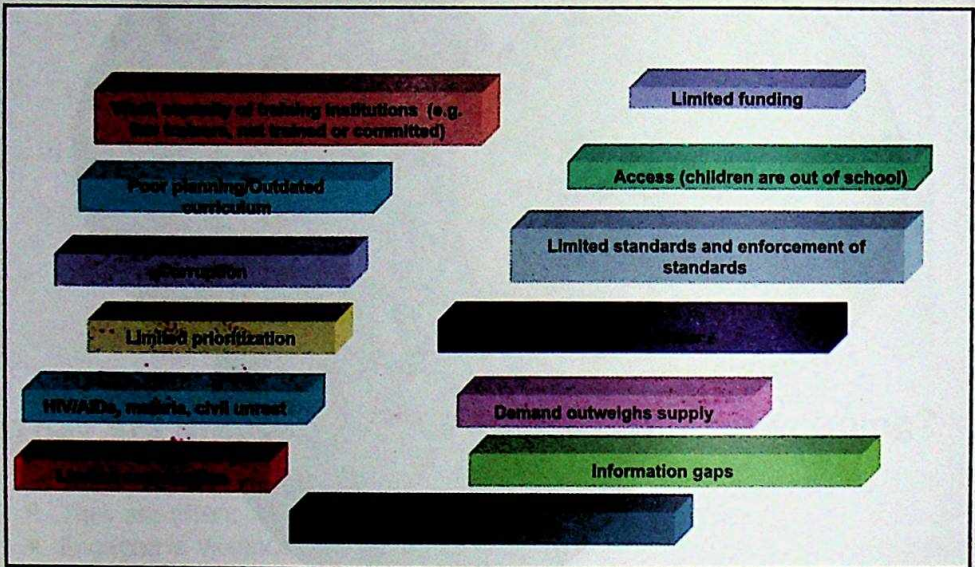


- Funding and management of schools at the primary, secondary and tertiary level
- Introduction of entrepreneurship as a requirement in all tertiary institutions
- Vocational programmes
- Management and leadership training centers (e.g. CMD, CLTC, ASCON etc.)
- Post graduate training e.g. NYSC, NDE, etc.

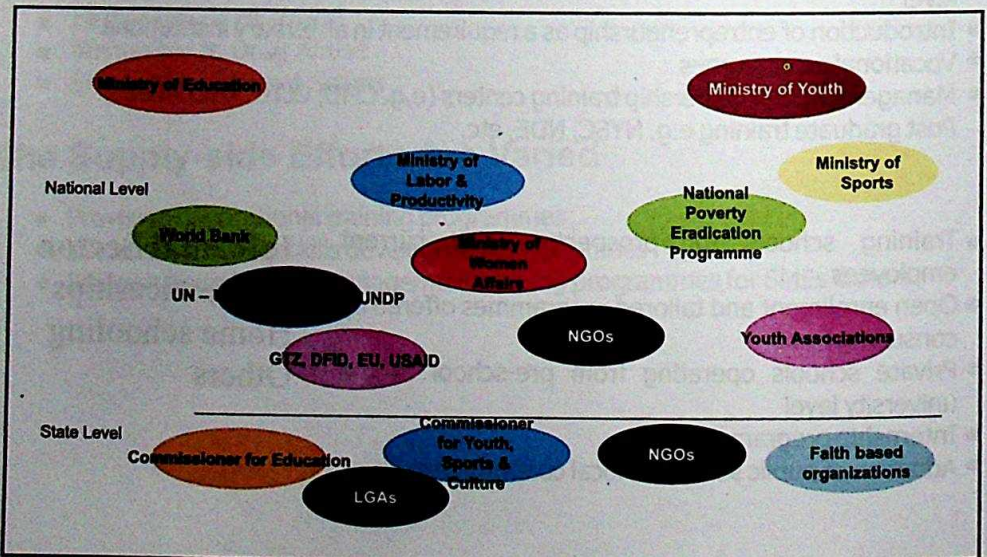
- Training schools for prospective and current employees
- Open enrollment and tailored programmes offered by consulting firms
- Private schools operating from pre-school to the university level
- Internship programmes
- Adoption of public schools in local communities

Informal Sector
 Apprenticeships
 Home schooling
 Others

Key Challenges Limit The Impact Of Interventions



Uncoordinated Efforts Reduce Efficiency And Create Waste



Agenda

- Overview of available resources and key gaps
- Suggested interventions

Action Needs To Be Taken At All Levels

Employability
Employment creation
Equal opportunities for youth
Entrepreneurship

Revamp The State Educational System At All Levels

- Improve the quality of the education experience:
 - Start with the teachers (skills, attitudes, ethics)
 - Governance and leadership structures (involve communities, parents & alumni)
 - Resources (libraries, science labs, computer labs etc.) Infrastructure
- Introduce life, leadership, employability, entrepreneurship & ethics curriculum
Lagos State is leading the way by piloting LEAP Africa's curriculum. LEAP is currently piloting an employability program funded by Microsoft and the U.S. government in collaboration with a range of partners
- Ensure support for students who fall through the cracks or are caught waiting for "admission"
- Invest in ensuring minimum standards for private sector companies that offer courses for JAMBITES and drops-outs
- Reintroduce high quality adult literacy programs in collaboration with faith based institutions and companies

Encourage The Emergence Of “new Practical Training Institutions”

- Building on the program envisioned by Mrs. Obiageli Ezekwesili during her tenure as the Minister of Education.
 - create an enabling environment and support systems for the emergence of new, **private-sector led**, practical training institutions that support critical growth sectors in the Lagos economy, including:
 - The Nollywood Film School
 - And all the supporting and relating sectors that support Nollywood
 - The Lagos Fashion Institute
 - The Lagos School of Performing Arts – music, dance & other performing arts
 - The MTN Institute for ICT
 - Others

Create A Lagos Workforce Center, Operated In Collaboration With A Local University

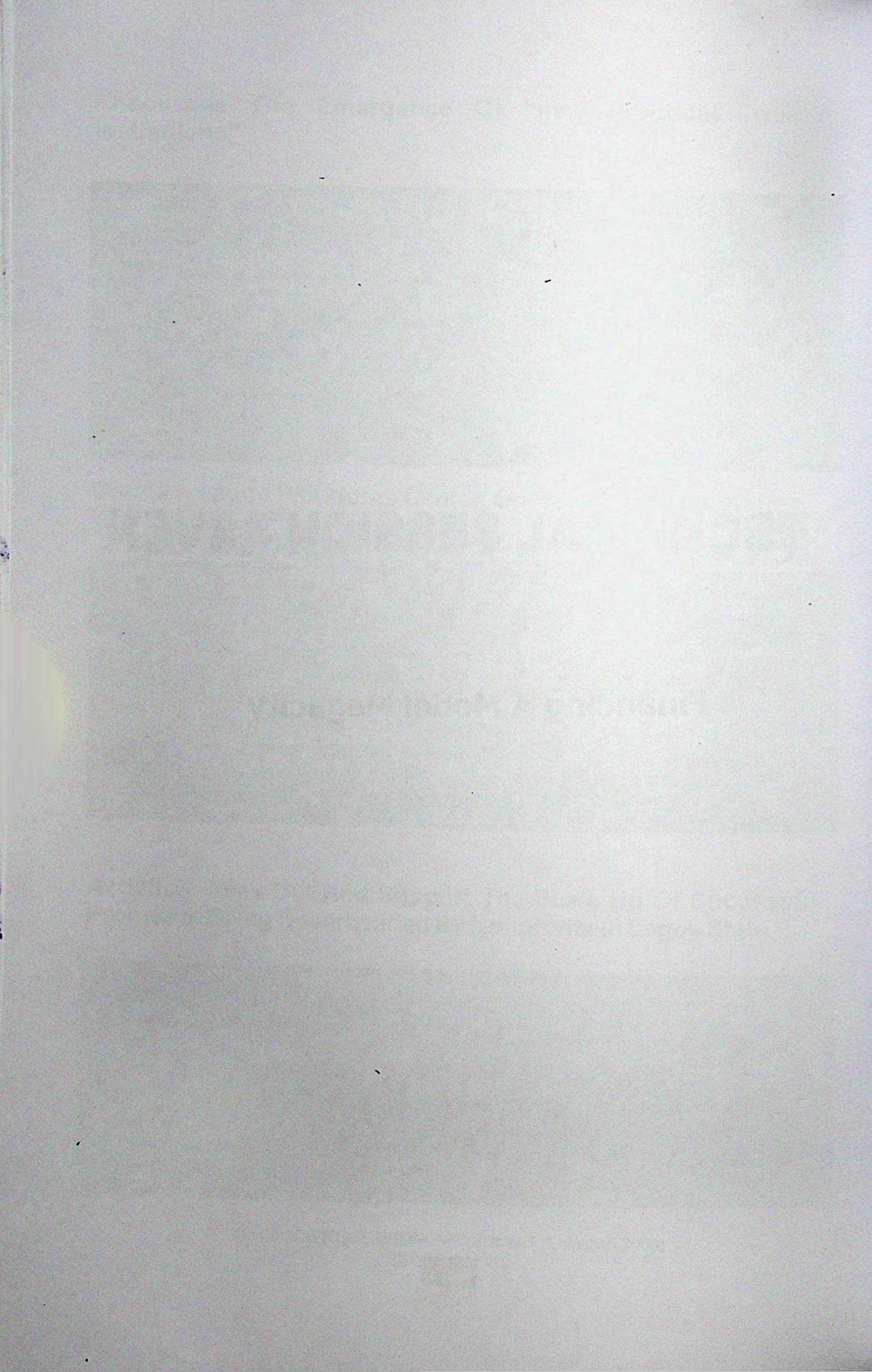
- Patterned after Workforce 1 in NYC, which is a partnership between the Department of Labor and the City University of New York, it should provide:
 - Referrals to strong and high-quality training institutions for youth such as the FATE Foundation, YBL, CVL, LEAP Africa etc.
 - Career counseling & support
 - Information on job opportunities in the public & private sector
 - Referrals to job placement agencies and volunteer organizations
 - Matching services for employers looking for staff
 - Career fairs
 - Others

Actively Seek Out And Support The Scale Up Of Successful Programs Being Spearheaded By Nonprofits In Lagos State

- There are a range of small, high-impact programs across the State which are quietly addressing the Lagos State youth unemployment crises (e.g. Freedom Foundation etc.)
- They need support in order to scale up their work and increase their impact and the state needs to work collaboratively with them to achieve greater results
- The state should also foster PPPs and serve as a facilitator and enabler of the emergence of cross-sectoral high-impact programmes

TECHNICAL SESSION SEVEN

Financing A Model Megacity

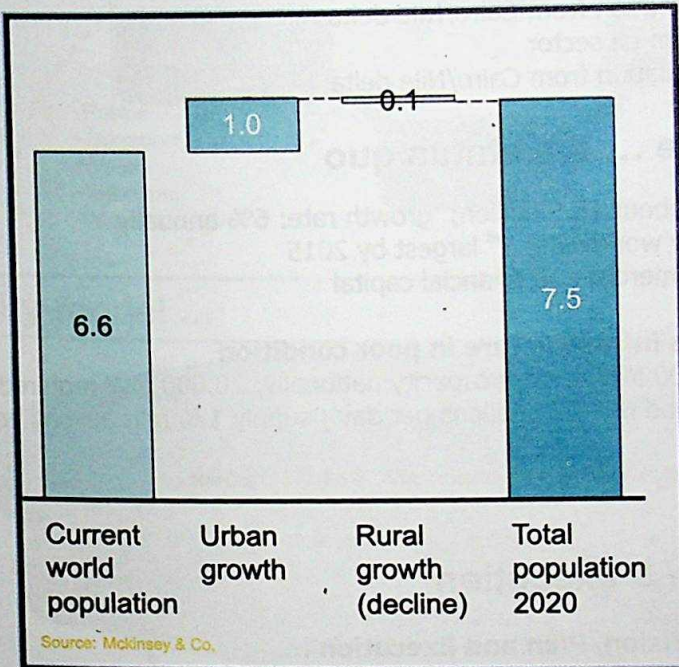


FINANCING A MODEL MEGA CITY – LAGOS

Presentation by
Nathan A. Mintah
Partner, Kingdom Zephyr

Introduction

Lagos is not alone ... World's population growth over the next 15 years will occur in cities



All growth will occur in cities

- Urban population growth – twice as fast as total population
- By 2050 estimates show – cities to support 75% of the world's population
- This will be most pronounced in developing markets
 - China requires:
 - 40 new cities over 10 yrs to serve internal migration of ~300 million
 - India estimates:
 - 100 million people to move into cities in the next 10 years

Examples of private sector led city developments ...

King Abdullah Economic City, Saudi Arabia
Sixth October City, Egypt
Dubai, UAE
Sadar City, Egypt

Over 12 new cities in Egypt over the last 30 years

Rationale

Absorb population growth

- Absorb population from Cairo/Nile delta
- Diversify from oil sector
- Absorb population from Cairo/Nile delta

Lagos State ... the status quo

- Population: about 16.5 million; growth rate: 6% annually
- 6th largest city worldwide; 3rd largest by 2015
- Nigeria's commercial and financial capital

... But Lagos infrastructure in poor condition

- Power: 6,000 MW current capacity nationally; 20,000 MW required by 2015
- Water: demand 600 mln gallons per day ; supply 170 mln gallons per day

... similar capacity shortfalls for transportation, & other infrastructure

Vision, plan & execution

Mega City – Vision, Plan and Execution ...

- Create the vision ...
- Brand and communicate it ... **... what's the selling proposition?**
- Plan and execute ...

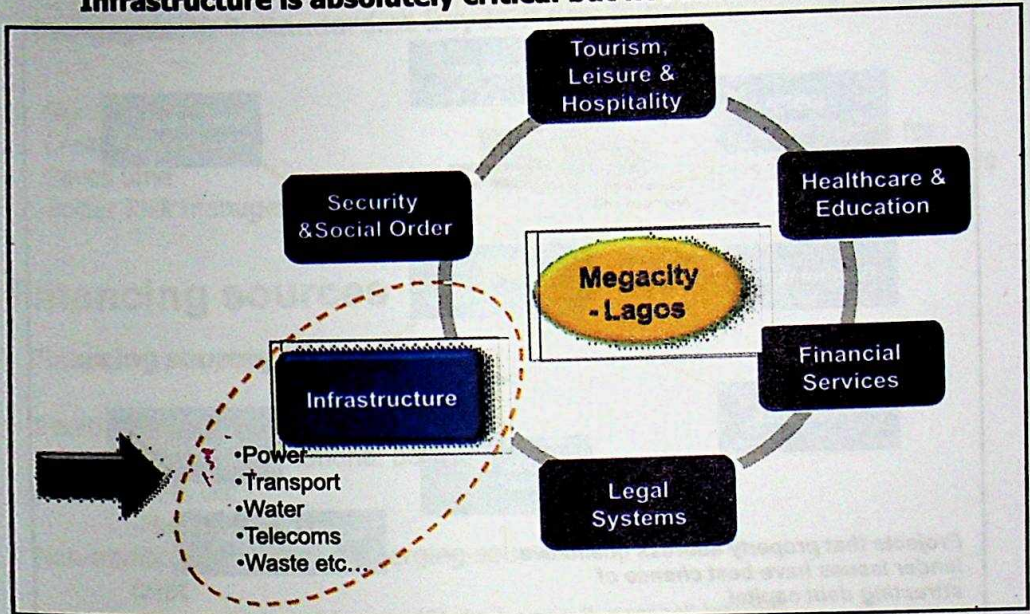
Planning & execution – selecting the right mega city model ...

- Greenfield / New build
- Brownfield / Redevelopment
- Satellite Cities
 - Supplements the old city
 - Self sustaining

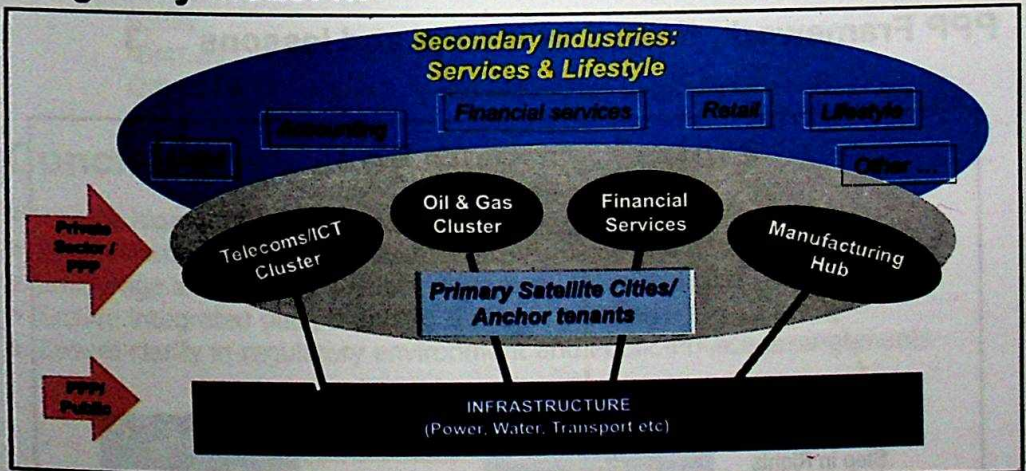
Optimal models for Lagos

A model mega city requires an integrated plan ...

Infrastructure is absolutely critical but not sufficient ...



Mega City model ...



PPP Framework, Financing Issues & Lessons

PPP Framework, financing issues and lessons ... 1

PPP Approach ... to infrastructure delivery and financing

- Extends Lagos States' delivery capacity
- Attracts private sector financing
- Shares risk with private sector
- Accelerates delivery of infrastructure ... and megacity

Financing Lagos

Presentation by

Rotimi Oyekan

Lagos State Commissioner for Finance

Lagos State –Financial Overview

- Nigeria's foremost sub national entity.
- 65% of Revenues derived from sources independent of the Federal Allocation accounts.
- Revenues presently average 10.5billion/month
- 60-65% of Nigeria's GDP is derived from Lagos.
- Home to about 17million Nigerians

Identifying the Financial Requirements

- The State's Financial requirement flows from the political Agenda of the Government.
- AC is the ruling party in Lagos, the 10 Point Agenda of government – Millennium Development Goals.
- Lagos will be the City State of Nigeria .The Commercial and investment Capital of Sub Saharan Africa. The prime business City for West Africa.
- An entertainment and tourism destination in Africa.

Financial Strategy of the State

- The state's Financial Strategy is linked directly with the realization of its political objectives.
- Lagos' debt strategy has been reviewed to bear a direct relationship with the size of the state's GDP, Revenue profile, investment strategy,e.t.c
- The state accepts the presumption that there must be a minimum acceptable enabling environment for private capital and technology to enable the state access complimentary FDI to achieve the minimum investment level year on year.
- Concessional and multilateral funding will continue to play a major part in the financial strategy of the state especially in the social sectors e.g. education, urban renewal, health.

Debt Issuance Programme

- This is debt capital market instrument designed to support the need for infrastructure renewal
- The need to transit from concessional financing to market based lending.
- Take advantage of the present capacity of local banks
- Engage the market through evolving a strategy for encouraging risk posed by prudential guidelines on lending to subnationals
- Utilize the interest of world class financial institutions to establish a programme with an appeal for global fund managers(aftermath of the sub prime fiasco in the U.S and Europe)
- Deepen the Debt Capital Market space by providing another outlet for investing liquidity of pension funds and insurance companies.
- This year's budget allows for the issuance of Securities worth about N75billion under this programme.
- Subsequent issues to be based on requirement, approval ceiling provided by Law, market realities
- Provides the Template of spin off securitization of the state's agenda in the following sectors
 - Pension management
 - Govt obligation in supporting PPP projects
 - Management of Mortgage obligations with our partner banks

TOTAL PUBLIC DEBT AS % OF GDP

COUNTRY	%	S&P RATING
Lebanon	209%	BB-
Japan	176.2	AA
Jordan	72.2	BB-
Morocco	70.9	BB
Germany	66.8	AAA
France	64.7	AAA
Turkey	64.7	BA3
U.S.A	64.7	AAA
Argentina	61.0	B-
India	52.8	BB+
Brazil	50.0	BB-
Vietnam	47.5	BA3
United Kingdom	42.2	AAA
South Korea	32.9	BB+
Korea	31.9	A2
China	22.1	A-
Romania	21.4	BBB-
NIGERIA	10.4	BB-
Russia	8.0	BB-

Source: World Fact Book 2007

Lagos PPP Programme

- This programme has been carefully designed to encourage the flow of FDI into Lagos state to complement the effort of the government in our agenda of infrastructure renewal
- We are about to set up the PPP Office and a parallel process of sectoral review and enactment of relevant laws is on.
- The State has however proceeded with processing of specific proposals and these are at the implementation stage.
- Akute Power Project for Water supply in Adiyin Waterworks, Statewide Broadband & Security Surveillance Infrastructure, concessioning of the 4th Mainland Bridge.
- The PPP programme is being prosecuted to ensure the attainment of a world class programme when the PPP Office starts operation

Financial Modeling

- We have completed the building of a Financial Model for the State.
- The document provides a template for guiding the financial risk of the state for the next 15 years
- Training staff on the use of the model and fitting with the aspirations of the state has commenced.

Lagos Mortgage Scheme

- Objective of managing the delivery of homes to every Lagosian with a stable income.
- N40billion in syndicated commitments from partner banks
- 378 beneficiaries as at today
- Tenure of obligations is a maximum of 25years.
- An international bank has commenced due diligence on the programme with a view towards participating in the programme
- Commenced the process of institutionalizing the scheme

LAGOS IN SEARCH OF WAYS AND MEANS

by

Adeola Rahman Ipaye

Special Adviser (Taxation & Revenue)

The Challenge

Funding the N403.401 billion budget for Year 2008

- Only 21.9% or N67 billion expected from statutory allocations (both Federation Account and Value Added Tax)
- N48.08 billion (73% of all statutory allocations) will be spent on government personnel costs and pension liabilities (excluding running costs)
- 49.45% of budgeted revenue for 2008 (i.e., N151.25 billion) is expected from internally generated taxes, fees and charges. This leaves us with a N44b deficit (2% of State GDP).
- To fully fund the 2008 budget and cover the deficit, we require a minimum monthly revenue of N16.2 billion from IGR.

Major Danger Signs:

- (1) F.G. recently warned of impending revenue decline from the Federation Account as Nigeria began to observe its international trade treaty obligations.
- (2) Revenue from petroleum resources remains unstable with the ongoing Niger Delta Crisis.
- (3) Only last week, militants bombed another major oil export terminal pipeline and warned of more violence to come.
- (4) Thus far, Nigeria has seen its production cut by almost a quarter because of constant kidnappings and raids by the militants.

Major Revenue Initiatives

Reform of the Internal Revenue Service (LIRS): now autonomous in the day to day running of the technical, professional and administrative affairs of the Service;

- empowered to appoint staff on its own terms and conditions without the bureaucratic constraints of the civil service

LIRS: entitled by Law to request up to 10% of revenue collected in the previous year as cost of collection (subject to approval by the State House of Assembly)

Reform of LIRS . . .

- now adequately funded to pay higher salaries (competing with the private sector for relevant professional expertise)
- empowered to employ consultants for some of its activities, mainly audit, investigation, monitoring, records management and litigation support

Other initiatives

- Revenues are now paid directly into designated bank accounts of government only; receipts are automated; all revenue points are linked and payments are monitored online (EBS-RCM)
- Introduction of electronic tax clearance certificates have stemmed forgeries and enhanced integrity of records
- All Government agencies now demand eTCC as precondition for contract awards, licenses & permits, land transactions, etc.
- No more waiver of penalties and interests.
- Enforcement activities stepped up - especially PAYE and withholding taxes from corporate organisations.

Changes in other major revenue agencies -

- **Land:** Electronic Document Management for the Ministry of Lands
- Documents in Lands Registry now held in electronic format for orderly storage and easy retrieval of lands information
- Government has initiated the process of reissuing Certificates of Occupancy in foolproof machine readable format
- Continuous effort to encourage the perfection of subsequent transactions in land by simplifying and speeding up the process of obtaining Governor's consent

Road Taxes

- Major challenges include forgery, touting and revenue leakages
- Issuance and renewal of vehicle licenses and hackney permits now fully automated
- Payments are made directly to government accounts in designated banks.

Results thus far -

- **Improved IGR:** from an average of N7.9 billion per month in 2007 to N10.5 billion per month in the 1st quarter of 2008
- More cases of voluntary compliance

Target/Future Plans

In view of the ever-growing challenges of running the State, Government must aim for the N20 billion mark (per month) by the end of 2009.

Essential success factors will include:

- Continuous taxpayer education and sensitisation;
- Marked increase in monitoring and enforcement activities

Success Factors

- Full use of revenue opportunities in consumption taxes, lotteries, gaming and casino licenses
- Continued refinement of all revenue generation and collection processes so as to increase efficiency and lower the cost of collection (contd. PSP envisaged in training, audit investigation and record management)
- Simplification of the assessment and payment process
- Establishment of more contact points for taxpayers seeking information and guidance
- Establishment of a trusted and efficient complaints and appeals process
- Active campaign among federal legislators to bring about desired changes in the practice of fiscal federalism (especially in the Personal Income Tax Administration and in revenue allocation practices)

Essential success factors

Perhaps most importantly

Successful implementation of Government policies and programmes, coupled with increased transparency and accountability in Government activities

FINANCING THE LAGOS MEGACITY: A LEGISLATIVE PERSPECTIVE

Presentation by

Hon. Kolapo Korede-Osunsanya

*Chairman, House Committee On Budget And Appropriation
Lagos State House Of Assembly*

Lagos State...intro

Sixth Global Megacity

Urban Status '... the fastest growing Megacity in the world, ... expanding at more than 5% a year...' (UN-Habitat, 2006)

Megacity Population Density - **about 20,000 people per Sq.km. (2nd only to Mumbai-India with 30,000)**

Lagos in Nigeria's Economy

- Second Lead contributor (12%) to Nigeria's GDP in 2005
- Lead Contributor (19%) in Non-Oil Sector to Nigeria's GDP in 2005 (contribution equal to that of 13 States)
- Contributes 30% of Nigeria's GDP in 2006
- Location of Regional Financial Hub [Lekki corridor or Lagos Central Business District, CBD]

Major Challenge

- Infrastructure – worsened by migration and economic activities
- Financing [Resource Inadequacy] - worsened by defective fiscal federalism

Lagos Infrastructure Funding Needs

Water Development	- \$3 billion
Road & Drainage	- \$20 billion
Power	- \$10 billion
ICT	- \$5 billion
Transportation	- \$9.3 billion (inter-modal)
Others	- \$2.7 billion (waste, sewage, etc)
	= \$50billion

Key Funding Sources

Taxes

Federation Account Allocation (FAAC)

Capital Market (Bonds) / Others

Land Use Charge and Sales Tax

Development Assistance

Lotteries and other Games of Chance, etc.

Public-Private Partnership (PPP) – Concession, Joint Venture, etc

Legislative Financing Acts

- Powers and Control over Public Funds [Sec. 120]
- Public Finance Oversight [Sec. 128, 1999 Constitution]
 - Land Use Charge
 - Sales Tax
 - Public Private Partnership Law, 2005
 - Reform of Revenue Administration/Granting of autonomy to Lagos State Inland Revenue Service
 - New Community Development Association Law, 2007
 - Lagos Micro-Finance Law
 - Accessing of the capital market [N15bn bond]

Key Financing/Economic Imperatives ...

- Facilitate and rationalise access to the Capital Market and specialised financial institutions
- Payment of Port Royalty/Landing Fees to Lagos State Government and affected Local Government Area by the FG [NPA]
- Payment of Environmental Air Nuisance/Plane Landing Fee by FG [FAAN]
- Property Tax
- Water Pollution/Environment Charge
- Tourism and Entertainment Taxes
- Provision of legislative framework for maximising the benefit of informal sector and professional services
- Fiscal Decentralisation - Revision of Revenue Allocation to place greater scale on derivation, population and State/Local Governments
- Federal Government staff to pay PAYE to respective States of domicile or work
- State-wide Introduction of Infrastructure Tax or Road Tax
- International [ADB/ECOWAS] financing for the upgrading of the Lagos – Badagry Expressway as a regional flagship project given its integrative role as a continental transport corridor [Trans African Highway]
- State/Local Government to collect VAT

VAT... Stakeholder's View

... Is it fair for Lagos State which contributes the largest VAT earnings, to be denied the lion's share of its earnings and yet is saddled with taking care of the side effects?,"

'The Punch '(Sept. 13, 2006),

Key Financing/Economic Imperatives

1. Local Economic Development: Legal obligation on Local Governments to adopt Participatory Planning/ Budgeting [Town Hall Consultative Forum]
2. High Grade Skills Availability: Capacity Building in sectors/areas of comparative advantage or significant impact on revenue generation and growth - Aviation, Hotel/Hospitality Services, Heritage Management, Shipping/Maritime, Land Administration, Finance, Economics, Education, etc,
3. Greater use of community assets in the delivery of services and infrastructure as well as impact assessment
4. Repositioning Lagos as Global Financial Hub

Lagos Financial Hub...Stakeholder's View

"Despite the relocation of the Central Bank of Nigeria's Headquarters to Abuja, Tinubu Square [Lagos] still holds so much potential. If adequate attention and effort is applied toward rehabilitation this District [Lagos Island CBD] no where in Nigeria can be better suited for this purpose.

***C.S. Peterside (2007)**

The relocation of the National capital from Lagos to Abuja has not changed the status of Lagos as the largest city, main port, and industrial centre. Therefore, appropriate policies must be adopted to accelerate the provision of essential amenities. We must place the development of Lagos as a priority project in the scheme of urban transformation in Nigeria' – **National Concord**, 8th April, 1997

Financing Option ...

Creating a synergy or partnership of investors, development partners, property owners, service providers and above all, Federal-State-Local Governments collaboration from which finance becomes **available, affordable and acceptable**

End Note

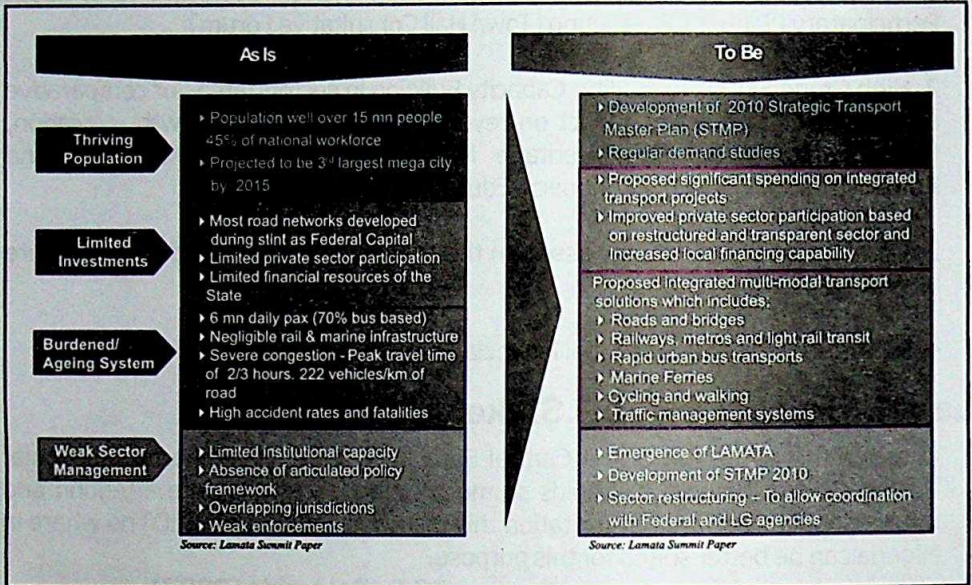
Federal Government, the international community, corporate and civil society organizations must provide major funding support and assets, as migration continues unabated while infrastructure and service demands are far in excess of Lagos' resource ability

FINANCING INTEGRATED TRANSPORT FOR A MEGA CITY

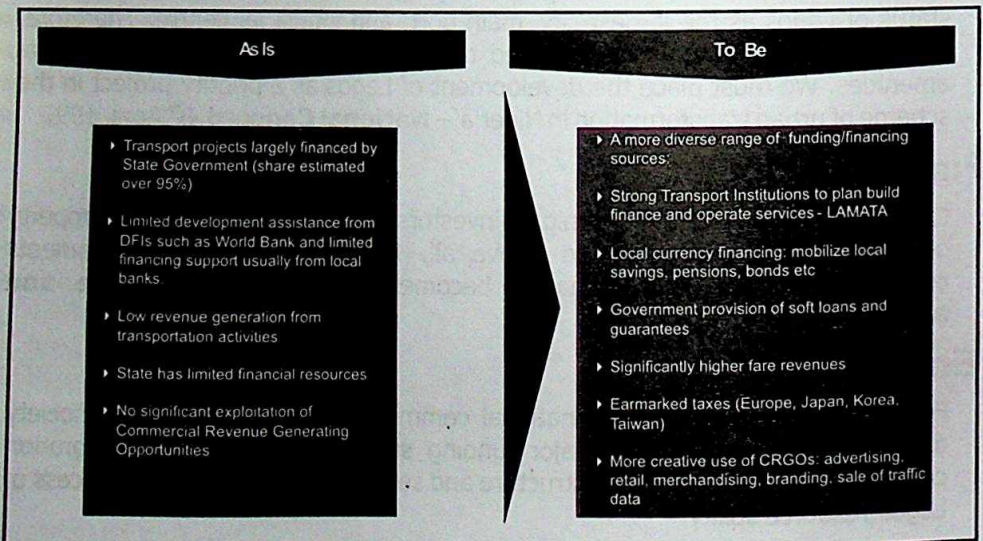
by
Wale Shonibare

Managing Director, Head of Infrastructure Africa, Middle East & New Markets

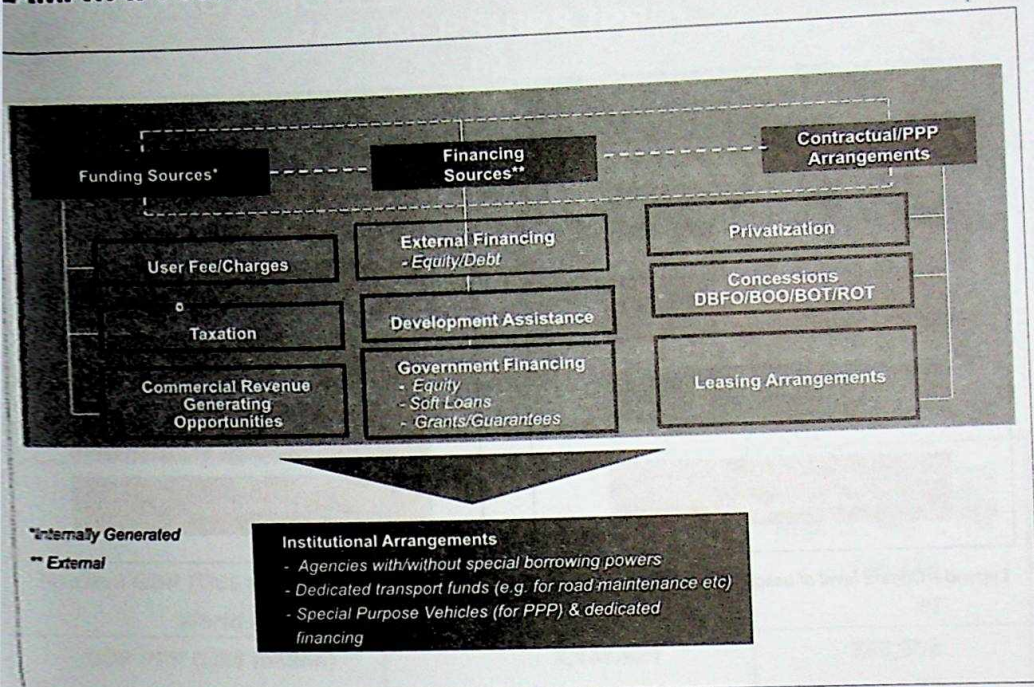
Lagos Public Transport: "AS IS" AND "TO BE"



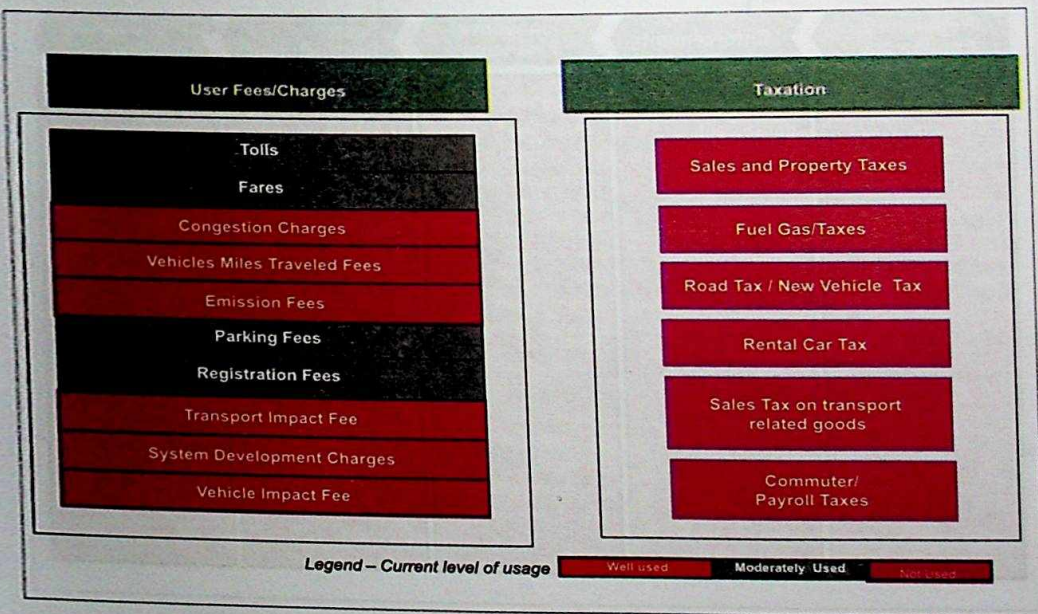
Financing Lagos Public Transport: "AS IS" AND "TO BE"



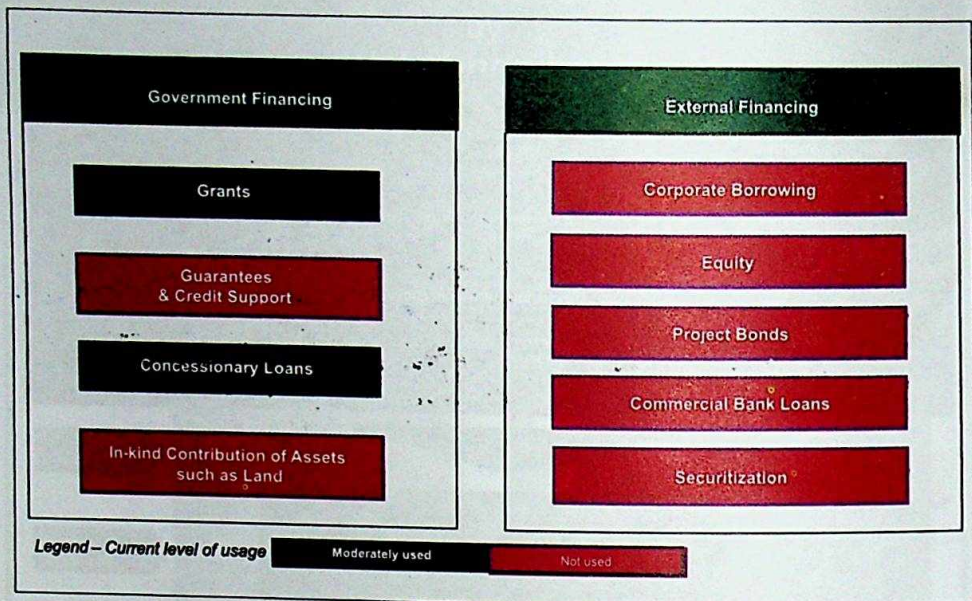
AMATA: Framework of Funding & Financing Options



LAMATA: Funding Options



LAMATA: Project Financing Options



LAMATA: Key Implementation Issues

Regulatory Framework	Enforcement	Innovative Financing	Sector Restructuring	PPP Capacity Building
<p>Need for appropriate framework to protect private Sector interest e.g. appropriate legislation resolving ownership/ responsibility of road assets with FG</p>	<p>Need to ensure transparent enforcement of user charges, taxation and other funding/revenue options identified.</p> <p>Without enforcement, schemes will lose credibility.</p>	<p>Explore other possibilities for raising finance following creation of transport assets. E.g. Securitization of fare box revenues. Mobilize local currency financing E.g. state savings scheme to fund Infrastructure</p> <p>Explore better exploitation of commercial opportunities to diversify revenue mix</p>	<p>Strengthen LAMATA. Introduce better regulated public transport e.g. taxi and bus franchising</p> <p>Encourage modal shift from cars to public transport .</p> <p>Encourage active development of other modes- metro, marine, trams etc</p>	<p>Develop PPP skills to help State Government/ LAMATA officials develop bankable Projects.</p> <p>LAMATA PPP Unit will work with state PPP unit.</p>



"FINANCING A MODEL MEGA-CITY" - PUBLIC-PRIVATE PARTNERSHIPS (PPP)

By

Nelson Ogunshakin

Chief Executive –ACE UK

A brief macroeconomic snapshot of Nigeria – vs – UK

	United Kingdom 	Nigeria 
Nominal GDP (US\$ million)	2,772,570	166,778
<i>World ranking</i>	5	41
GDP PPP (US\$ million)	2,137,421	292,682
<i>World ranking</i>	6	38
Population (millions)	60.5	148
<i>World ranking</i>	22	8
Labour force (millions)	50.13	30.71
GDP Growth rate	2.9	6.1
Unemployment rate	5.40%	5.80%
Average life expectancy	78.7	47.44
Total area (km2)	923,768	244,820

	Lagos State	Greater London
Population (millions)	9,013,534	7,512,400
Approximate percentage of contribution to national GDP	62%	30%
Nominal GDP (US\$ millions) National GDP: UK = 2,772,570 & Nigeria = 166,778	103,402	831,771
Approximate GDP per capita (City GDP/population in US\$)	11,471	110,720

Defining terms

There is no fixed definition of PPP/PFIs

Their specific meanings vary in terms of extent and formality of arrangements

A possible eclectic classification could be:

'..... a risk sharing symbiosis centred around agreements between the public and private sector to provide public policy outcomes in infrastructure and services...'

A PFI is ...

**** A form of public private partnership (PPP) that marries a public procurement programme, where the public sector purchases capital items from the private sector, to an extension of contracting-out, where public services are contracted from the private sector. PFI differs from privatisation in that the public sector retains a substantial role in PFI projects, either as the main purchaser of services or as an essential enabler of the project. It differs from contracting out in that the private sector provides the capital asset as well as the services. The PFI differs from other PPP's in that the private sector contractor also arranges finance for the project. **//**

UK PPP - Background

- Political Dogma or Sound Fiscal Policy (PSBR)?
 - Project controls - PSC, Project Review Group
 - Hard evidence from completed deals
 - Public Sector track record
- Other Agendas
 - A real desire for public asset regeneration
- Regulatory & Accounting Environment
 - Local Authorities (Capital Finance) Regs 1998
 - Local Government (Contracts) Act 1997
 - Accounting Standards Board

UK PPP – Principles

- Genuine Transfer of Risk
 - Risks allocation according to ability to manage and value for money considerations
- Use of Output Specifications
 - Specify service outcomes rather than inputs
 - Intended to promote innovation and efficiency
- Whole Life Asset Performance
 - Future proofed solutions
- Performance Related Reward
 - Payment only made for 'available' assets and geared according to measured performance

UK PPP – Market Sector & size

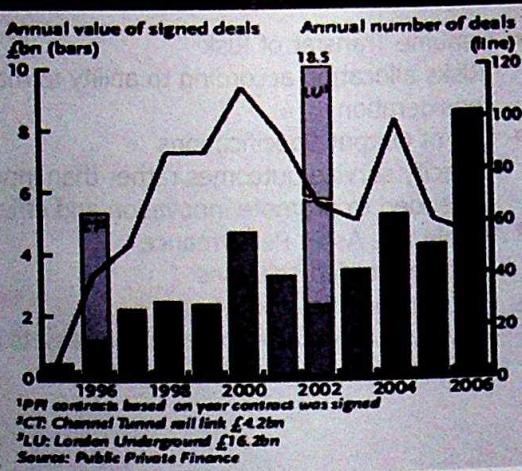
- Transport:
 - Road
 - Rail
- Governments buildings:
 - Defence buildings
 - Health – NHS Hospitals
 - Educations – Schools
 - Prisons buildings
 - Culture & Media buildings etc.
- Total Size of PPP deals as at Dec 2007 :
 - 800 projects
 - Combined capital value of £60 billions

Table 1 PFI in UK government departments

Department	Number	£m	% share	Average size of contract (£m)
Cumulative total, 1987-2006				
Transport	61	27372	44.4	129*
Health	247	10183	16.5	41
Defence	99	7133	11.6	121
Educn & Skills	144	4828	7.8	34
Scottish Exec.	93	4139	6.7	44
Office of Deputy PM	61	1902	3.1	31
Home Office	51	1354	2.2	27
Environment	20	1187	1.9	59
Welsh Assembly	20	966	0.9	28
Work & Pensions	7	322	0.8	75
N.Ireland Ass.	31	778	1.3	25
Trade & Industry	9	393	0.6	44
Customs & Revenue	4	393	0.6	88
Cabinet Office	2	342	0.6	171
Constitutional Affairs	12	302	0.5	25
HM Treasury	2	128	0.2	64
Foreign Office	3	101	0.2	34
Culture, Media & Sport	3	48	0.1	16
Others	3	94	0.2	31
Total	884	61748	100.0	59

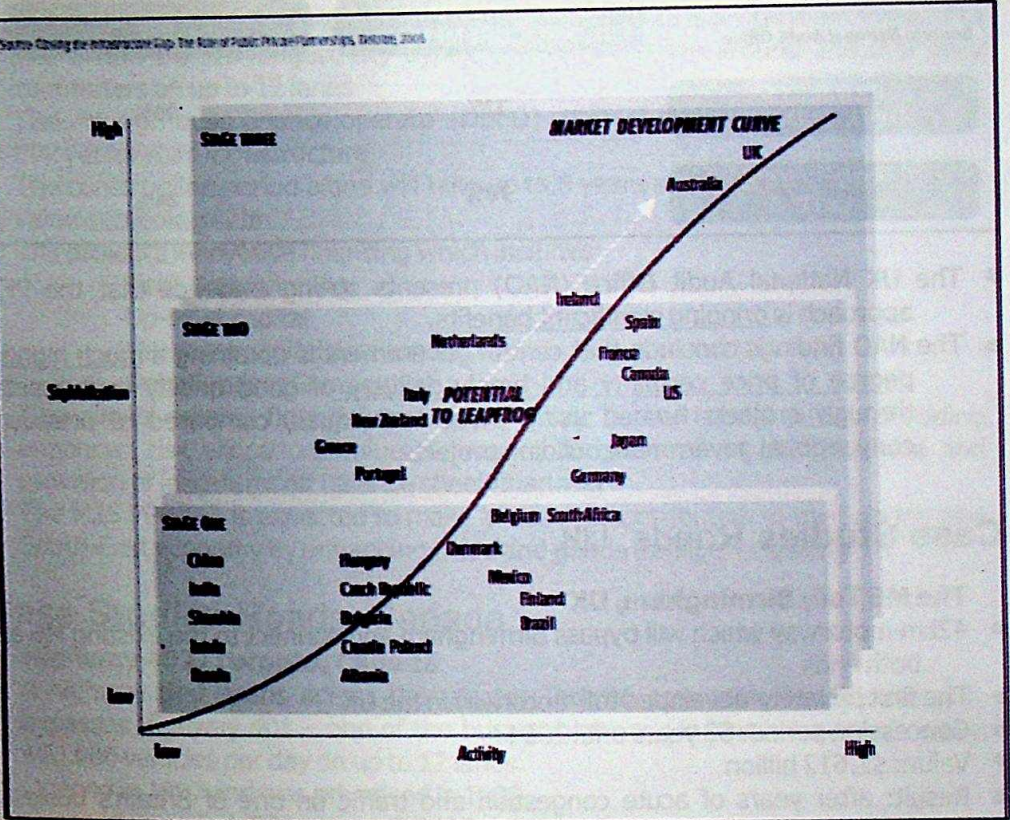
*Average size of transport contract excludes LU & Channel Tunnel that totalled £36.6m
 Source: Public Private Finance

Chart 1 UK PFI contracts¹



UK PPP- Market in Global context

Source: Closing the Infrastructure Gap: The Role of Public-Private Partnerships, Deloitte, 2008



- UK is recognised as one of the most advanced PPP users in the world.
- Governments are using the UK experience as a benchmark for their own models.
- Governments seeking to go down the PPP route can and should look to the UK to inform their own development and learn from the UK experience on application of PPP for complex services.
- Opportunity for transferable skills from UK Firms involved in PPPs

Are PPP/PFI's delivering in the UK?

Source: National Audit Office	TRADITIONAL PROCUREMENT	PFI
PROJECTS OVER BUDGET	73%	20%
PROJECTS LATE	70%	24%

- The UK National Audit Office (NAO) presents strong evidence that the PFI approach is bringing significant benefits.
- The NAO findings conclude that central government is obtaining a much higher degree of price certainty and timely delivery of good quality built assets through projects funded using these techniques, compared to previous conventional government building projects.

Case Studies Roads, UK

The M6 Toll/Birmingham, UK

- 42km motorway which will bypass Birmingham and connect to the existing M6 at both ends
- The first privately-developed toll motorway in the UK
- Concession period: 53 years until 2054
- Value: \$1.612 billion
- Result: after years of acute congestion and traffic on one of Britain's busiest roads, a private firm – MIG – built the road through its internal finance for a long-term concession and a market related toll setting mechanism. Congestion has been cut and thus, a key public service has been provided with minimum government capital outlay.

Case Studies Roads, UK

The M25 London Orbital/London

- Value: the initial £1.5bn widening of 63 miles of the M25 is a vital improvement to one of the world's longest city bypasses which will see around 250,000 daily commuters on up to 12 lanes
- The 'design build finance operate' (DBFO) contract project is the UK's biggest PPP yet for road infrastructure
- The construction period alone will take up to 8 years and will have a total capital value exceeding £2bn
- The project's innovative financing which includes:
 - Debt Underpinning
 - Up-front capital
 - Milestone capital payments
 - Debt Funding Competition
- This allows greater financial savings of public sector capital whilst providing enhanced risk allocation, value for money in terms of on-going service and provision of long-term off balance sheet financing
- The M25 PPP/PFI is expected to make a massive contribution to the London and South-East economy by enhancing trade and goods transport capacity

Case Studies Roads, Canada

Highway 407/Toronto, Canada

- A highway that spans across the greater Toronto area with 40 interchanges, bypasses Highway 401 – one of the busiest highways in North America, carries 400,000 vehicles per day on up to 12 lanes.
- Opened in 1997 and was privatised in 1999
- Concession period: 99 years until 2098
- Value: \$2.5 billion
- Result: the largest toll road privatisation in the world and the first road to utilise 'open road' electronic tolling - which removes the need for toll plazas and booths across its full length. Private finance and maintenance allow the 407 to be one of the most efficient toll roads in the world

Case Studies Education, Republic of Ireland

National Maritime College/County Cork, Ireland

- PPP/PFIs are a core component of the Irish Government's educational policy and further educational PPP's are planned
- €58 million capital value: designed, built, financed and operated by Focus Education
- Concession period: 25 years
- Operational from 2003
- Result: facilities for 750 full-time equivalent students with classrooms, laboratory, workshop facilities and specialised simulation equipment

Education - Egypt

Extensive school building programme/Egypt

- A PPP agreement to construct over 2000 The project – started in 2006 – has so far built 300 schools across the country;
- Concession: 15-20 year period ;
- Result: the government provides land whilst the private sector designs, constructs, finances the schools and provides other non-educational services. The project has proved such a success that a further 2000 schools will be constructed.
Value: estimated at US\$2.0 billion.

Case Study Standard Education PPP/PFI Process

- Key aim: to utilise the full range of private sector management, commercial and innovative skills
Involves the local education authority buying asset-based services from the private sector (e.g. buildings – facilities – equipment – services)
- Process:
- Define project outputs and decide whether PFI provides best value for money (VfM)
- Draw up PPP contract
- Standard conditions:
Private operator owns and operates the buildings, facilities and equipment over a long-term period
Private operator receives agreed unitary charge in return for meeting defined performance and accessibility specifications;
Fees for the contract are based on performance
- PPP/PFI advantages in the education sector:
- Access to considerable capital investment from the private commercial sector
Access to investment enables a rebuilding of the school estate that would not be attainable through public revenues
- Project management skills for design and delivery of capital works
- On-going facilities management and maintenance of those facilities
Lifelong management of the building and equipment

Conclusion:

Educational PPP/PFI's involve an ever-increasing number of building and operational contracts in the UK education sector which enhances the student's learning environment

Case Studies The Channel Tunnel, UK/ France

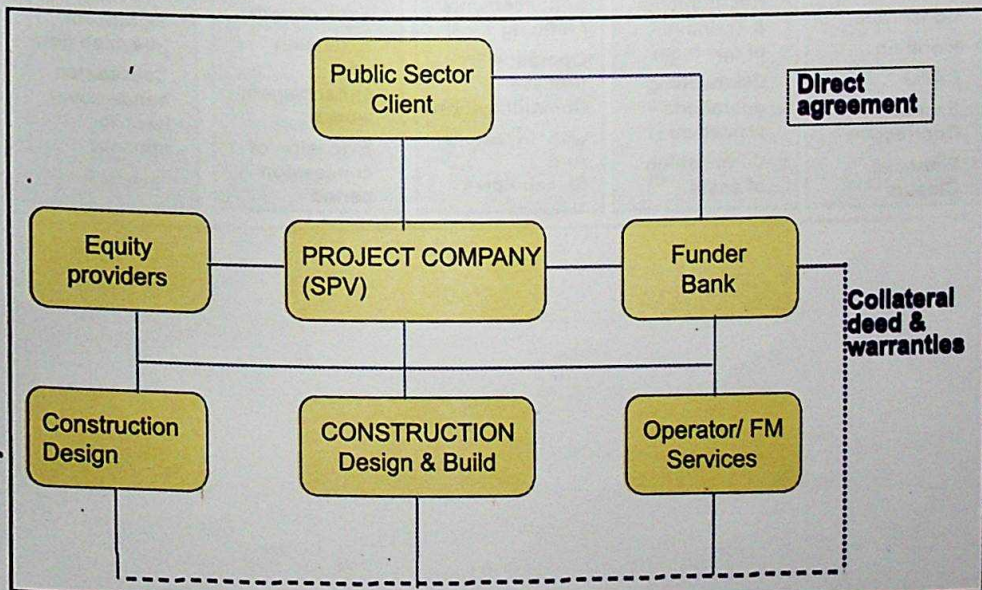
The tunnel is described as one of the "**Seven Wonders of the Modern World**"

- Construction started in 1988 and was completed in 1994.
- £10 billion build, own operate and transfer (**BOOT**) at today price
- 65 Years Concession granted to Eurotunnel TNL; TML provided design and construction of the tunnel
- The British and French governments controlled final engineering and safety decisions.
- The tunnel is a key infrastructure linking Britain to the European continent and has carried 178 million people since 1994 and over 140 million of tonnes of goods. The tunnel has had a significant positive impact on trade, culture and tourism on both connecting regions

Case Studies London Underground

- Since January 2003 London Underground has operated as a PPP.
- All the infrastructure is maintained by private companies but the Underground is owned and operated by Transport for London (TfL)
- The private companies own a 30 year concession on the underground but will invest £15.7 billion into the maintenance and improvement of the tube network.
- Result: London Underground transports over 3 million people every day and through private finance and maintenance, investment in the network is at an all time high

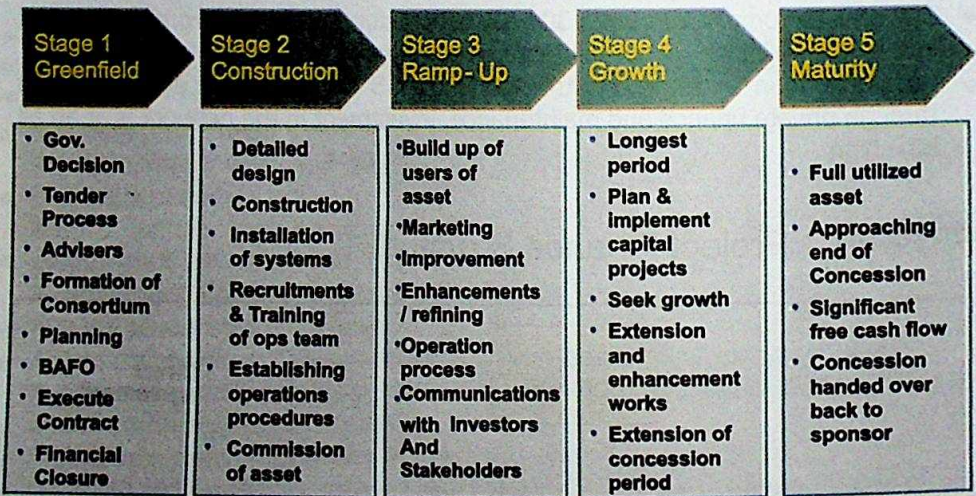
PPP/PFI – Project Finance Structure



PPP / PFI - Financing Structure

- **Traditional structuring:**
 - Pure debt – 100%
 - Mixture of Debt and Equity - 80/20% or 70/30%
 - Bond – 100%
 - Mezzanine Finance – Debt converted to Bond / Equity at a later stage
- **Creative Finance:**
 - Private Equity
 - Dedicated Infrastructure Funds – e.g. Macquarie infrastructure Group or African Infrastructure Funds

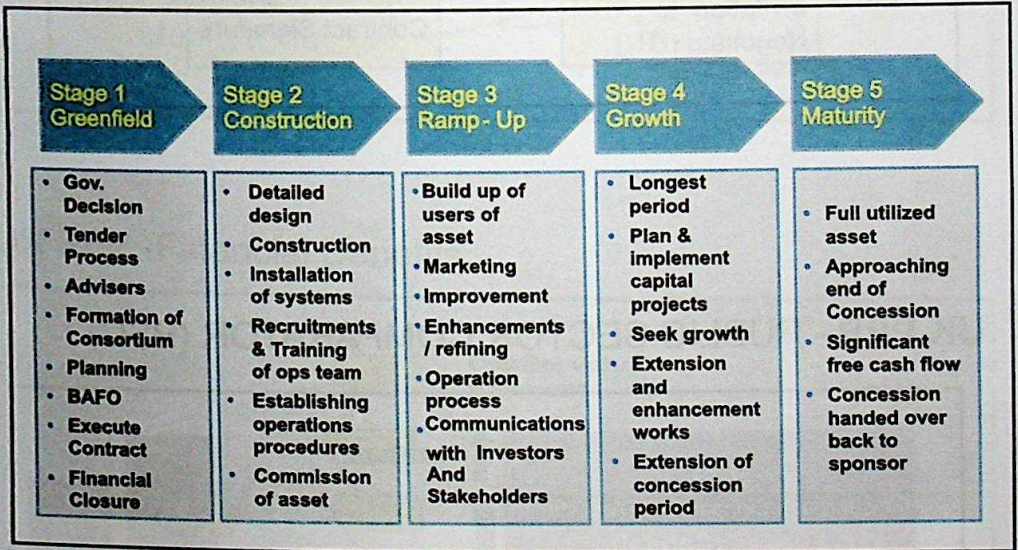
PPP Financing Life Cycle – Risk Management



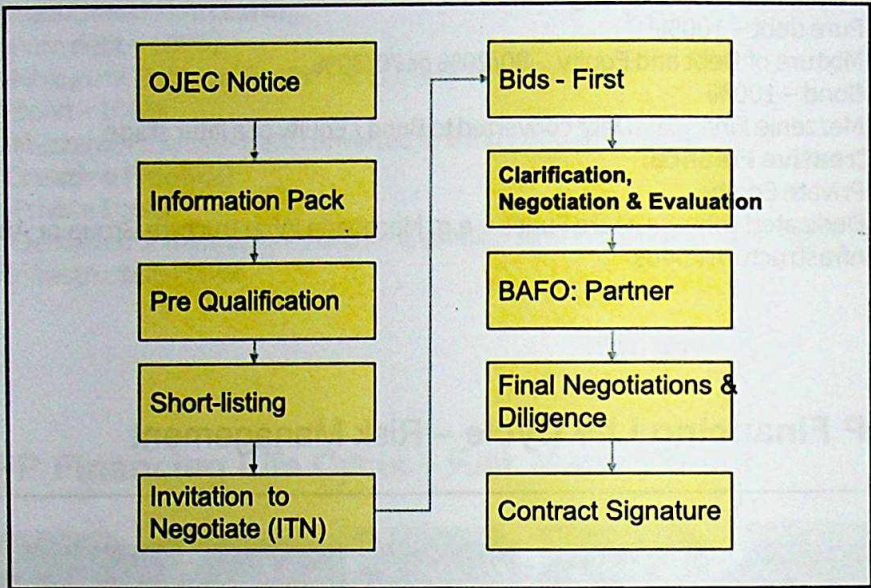
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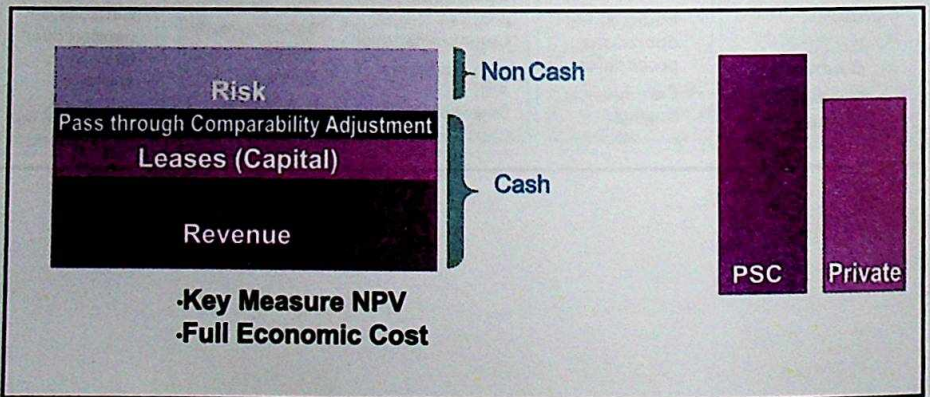
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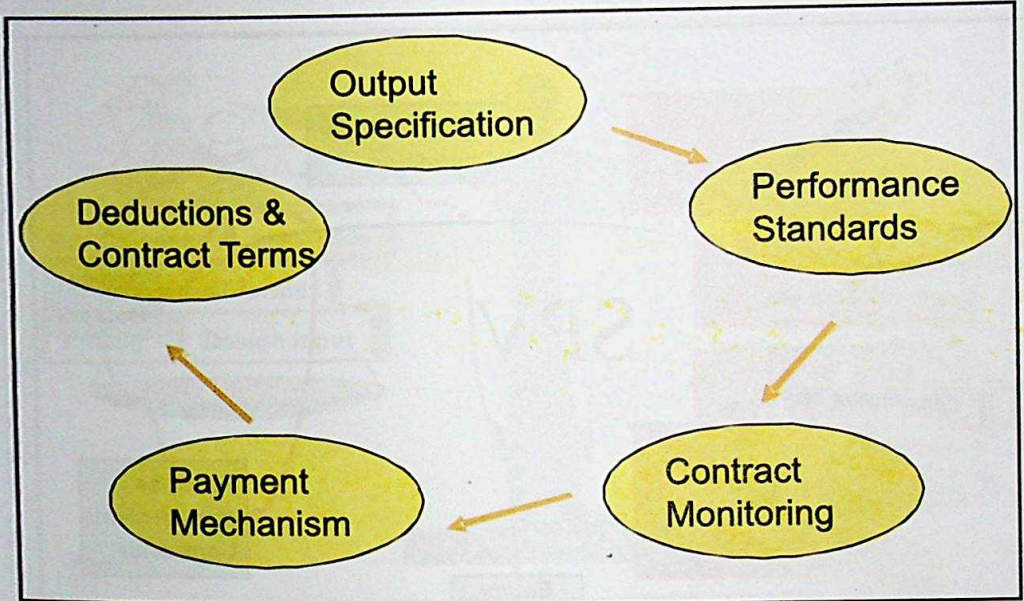
UK PPP - Procurement Process



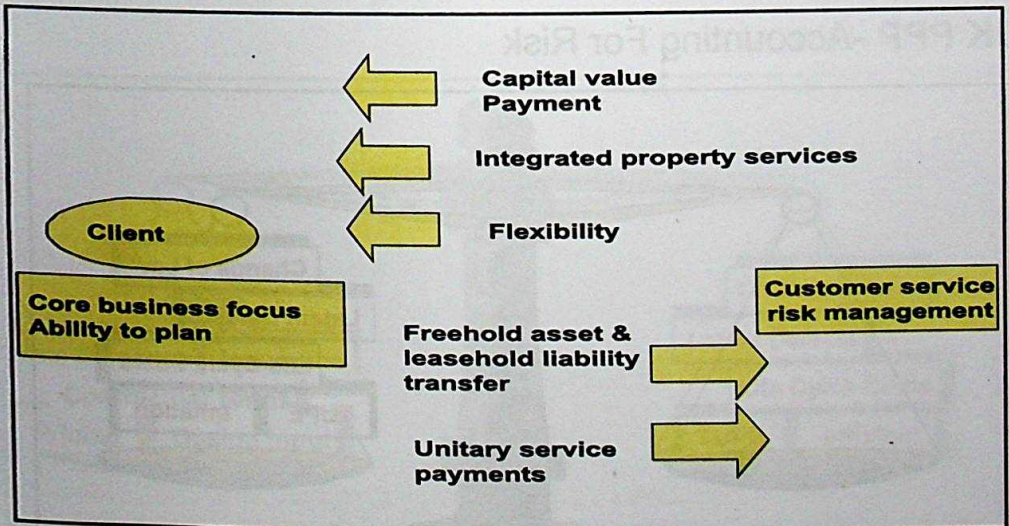
UK PPP - PUBLIC SECTOR COMPARATOR (PSC)



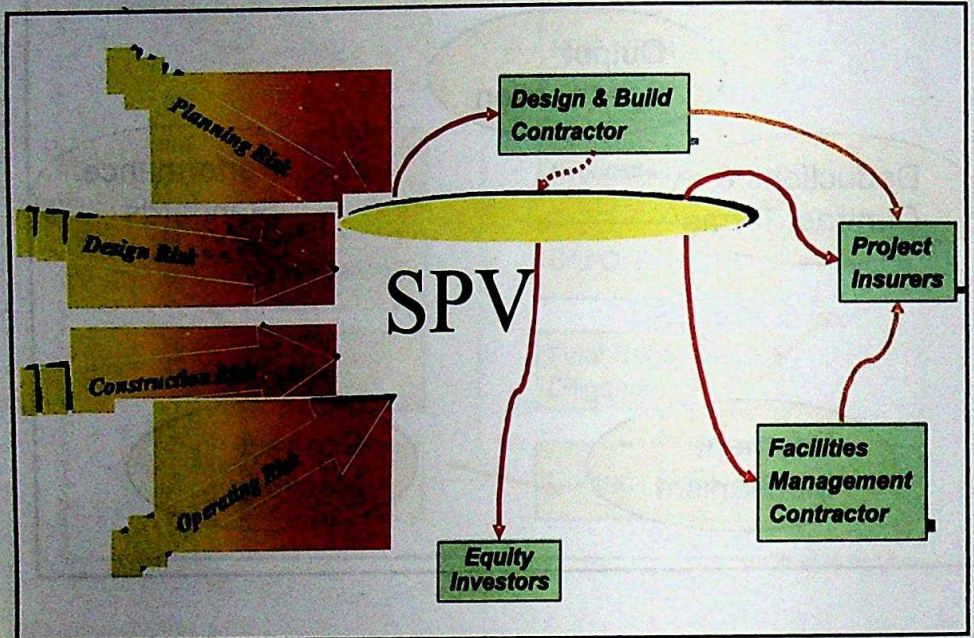
UK PPP - Output Specification



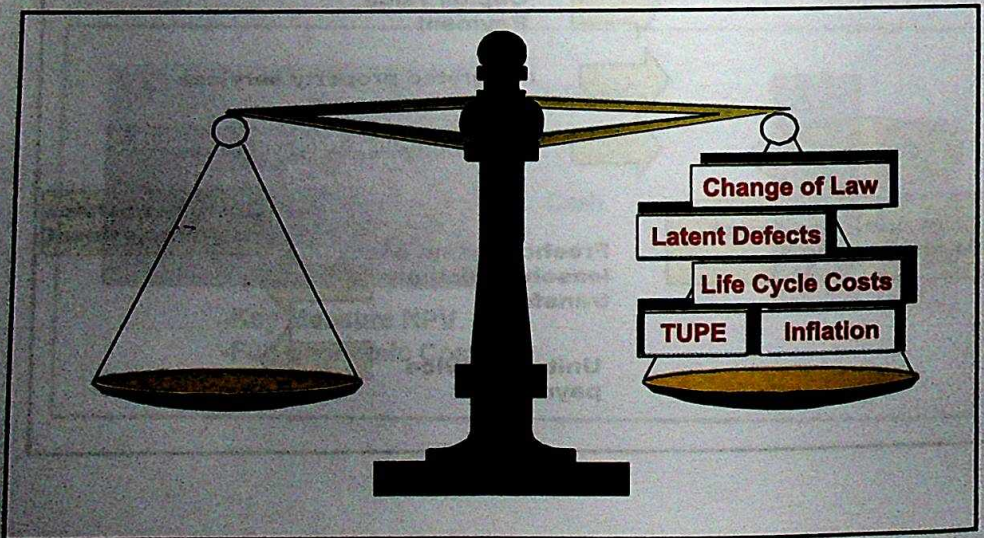
UK PPP - Financial Benefits



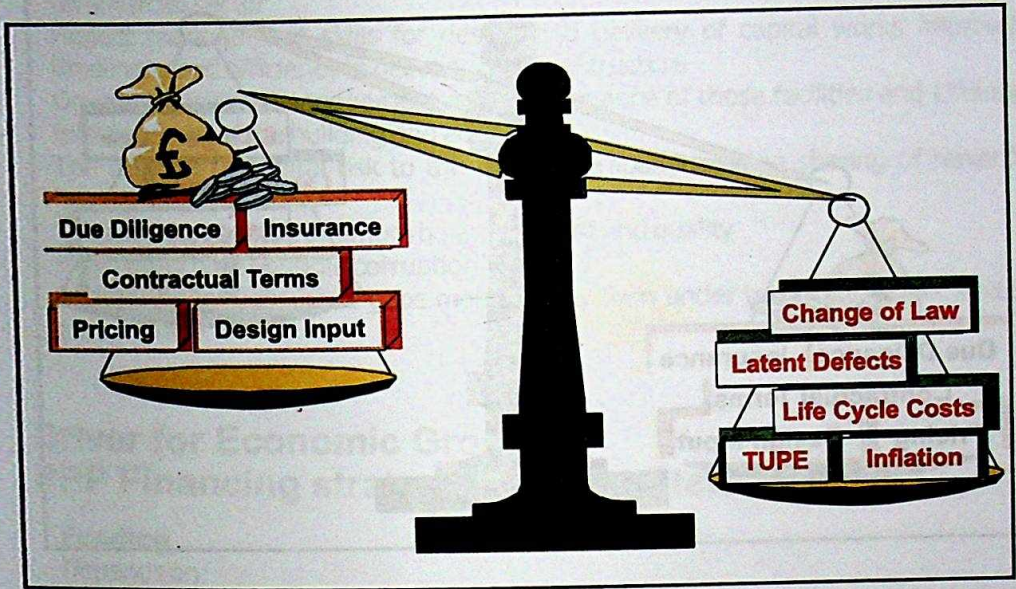
UK PPP - SPV Risk Allocation



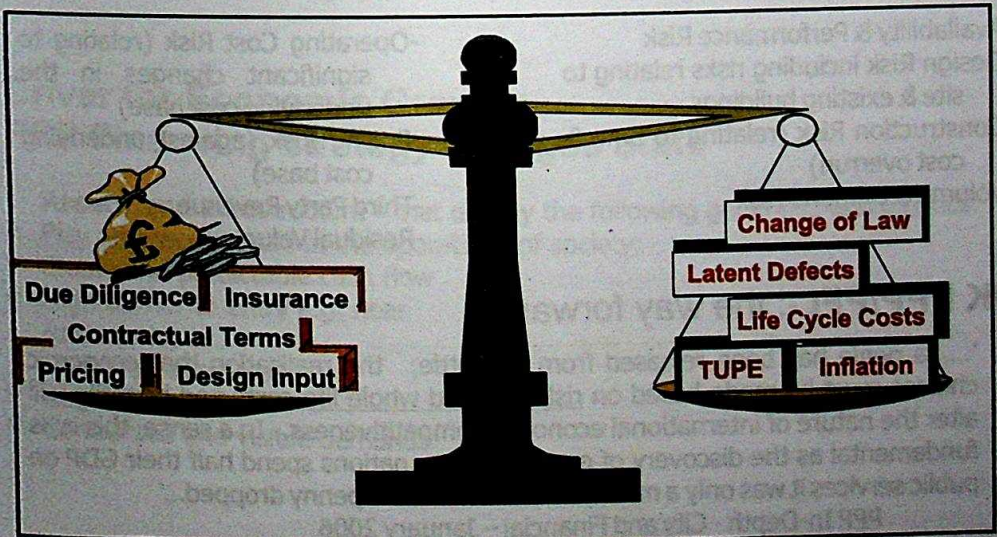
UK PPP - Accounting For Risk



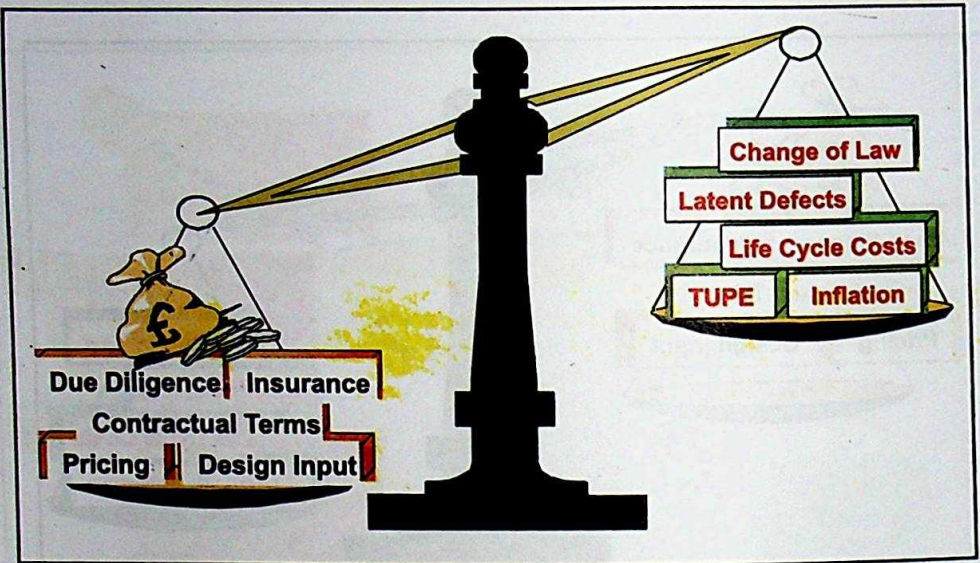
UK PPP- Accounting For Risk



UK PPP - Accounting For Risk



UK PPP- Accounting For Risk



UK PPP- Risk Transfer

- **Transfer of Risk is a mandatory feature**
- **Detail is negotiable**

Typical project risks:

- Availability & Performance Risk
- Design Risk including risks relating to site & existing buildings
- Construction Risk (relating to time & cost overrun)
- Volume & Demand Risk
- Operating Cost Risk (relating to significant changes in the underlying cost base)
- Pricing Risk (against underlying cost base)
- Third Party Revenue
- Residual Value

UK PPP/PFI -: the way forward

'.....a genie has been released from its bottle; the realisation that economic choices must be made based on risk-adjusted whole life costs and benefits will alter the nature of international economic competitiveness. In a sense, this is as fundamental as the discovery of gravity. When nations spend half their GDP on public services it was only a matter of time before the penny dropped...'

PPP In-Depth - City and Financial – January 2006

UK PPP- Advantages

access to considerable capital investment, skill and innovation from the private commercial sector

Project management skills for design and delivery of capital works improves timeliness and efficiency in delivery key infrastructure

On-going facilities management and maintenance of those facilities and Lifelong management of the building and equipment.

The transfer of capital risk to the private company and the sharing of rewards between both sectors

Value for money: the optimum balance of cost and quality

Helps overcome possible corruption

Addressing infrastructure gaps more quickly than under traditional public sector procurement

Driver for Economic Growth: PPP Financing strategy in Lagos State

Funding

Depends on:

-ROCE / NPV - investment that generate income flow

-Consortium – experienced and financial strengths

-Lending capacity - Availability of mixture of international and local co-funding partners

-Build ability - Capability for development, procurement and effective delivery supply chain.

-O & M – Value enhancing operations system and management processes

Driver for Economic Growth: PPP Financing strategy in Lagos State

Assets and Infrastructure - that display the following generic characteristics:

- Play an essential role in the operations of society;
- Stable and predictable cash flow
- High barrier to entry e.g. near
 - monopoly; or
 - oligopoly business
- Regulated; and
- Contracted and visible demands

Driver for Economic Growth: Scope for PPP/PFI in Lagos State

Transportation:

- 3rd Mainland Bridge + New 4th Mainland Bridge Crossing
- New Lagos Mass Transit System (Zonal or State wide option)
- New Connector Distributor Roads across the Lagos State
- Inter-State Highways e.g. Lagos- Epe / Lagos-Ibadan Toll Road

Utilities:

- Zonal Independent Power Generation /Supply Companies
- Zonal Water & Sewage service providers Companies

Governments Buildings - Asset transfer & Rehabilitation of:

- Public office buildings
- Educations buildings
- Prisons
- Hospitals

Conclusion - General

PPP financing strategy:

- have been adopted successfully in multiple sectors in both developed and developing countries (\$780bn and over 2700 projects -1990 -2003);
- can play an important role in improving the quality of inputs and the efficiency of delivering effective services to the public sector in mega-cities;
- UK model is highly regarded as a good benchmark and could be transferable to Lagos State through collaboration with an established local or international Consortium; and
- Lagos State shares common challenges with other mega Cities such as London and New York where PPP has successfully deliver social infrastructure needs.

Conclusion - Specifics

Lagos State:

- Must provide the legal and regulatory framework to secure key investors interest on opportunities available;
- Should establish a dedicated PPP/PFI Delivery Agency or Board to develop and implement future PPP initiatives programme;
- Take advantage of the recapitalisation of Nigerian Banks as a strong base for local funding syndication in partnership with international players in the market;
- Should take advantage of the new local banking balance sheet and high-net worth individuals to create a locally based "New Infrastructure Funds or Bonds" targeted toward State projects;
- Should identify a number of potential PPP projects for pilot run across the target sectors; and
- Adopt a "development gains strategy" as an incentive for investing consortium.

INFRASTRUCTURE

Strategy:

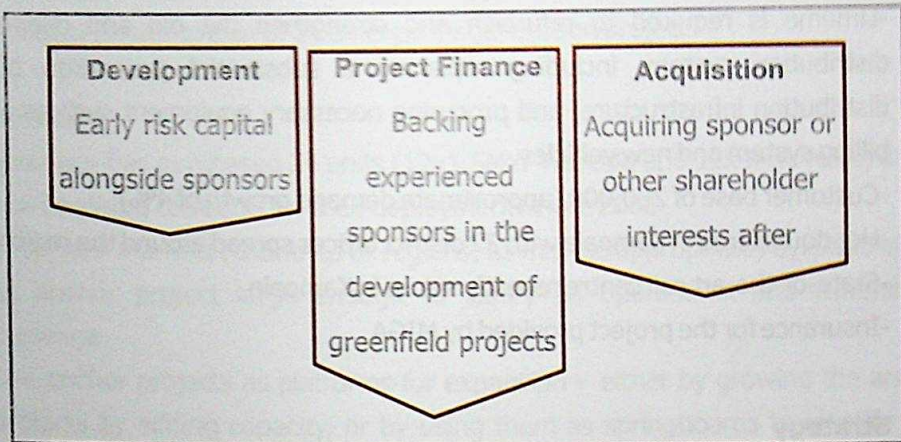
backing developers to create new infrastructure assets

Project development stage is one of several risk : reward factors to take into account

Others key risk factors

- Sovereign / political
- Regulatory
- Revenues

- Costs
- Technology
- Environmental / social
- Governance
- Financing
- Management



Opportunity is compelling across many countries in Africa

- Sustained global commodity boom creating favourable macroeconomics
- Economic growth at 6%+ stimulating demand for power, transport, telecoms
- Increasing political stability reducing risks of long term projects
- Privatisation programmes and improving legal and regulatory environments
- Increasing financial liquidity allowing more local and international financing
- Experienced investors can manage risks to deliver superior returns
- Market is becoming more crowded - AI2, AFC, PAIDF, ECP, IFC, sovereigns, strategics

4th LAGOS STATE ECONOMIC SUMMIT (Ehingbeti 2008)

Driver for Economic Growth: Scope for PPP/PFI in Lagos State

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INFRASTRUCTURE

Strategy:

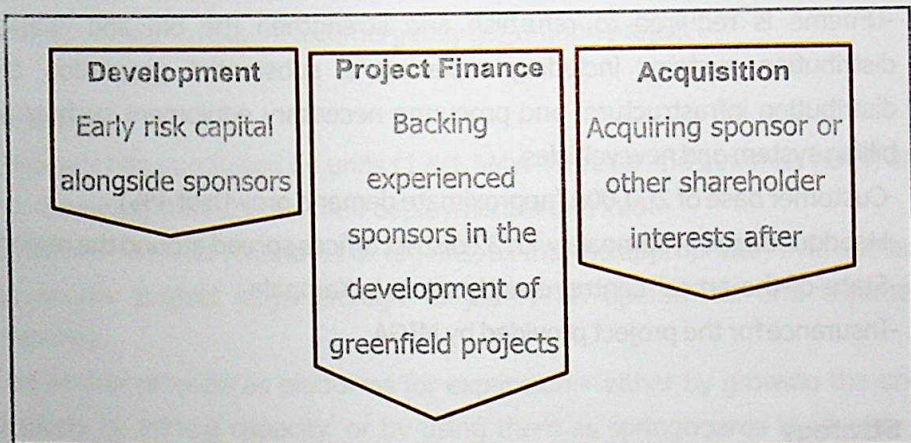
backing developers to create new infrastructure assets

Project development stage is one of several risk : reward factors to take into account

Others key risk factors

- Sovereign / political
- Regulatory
- Revenues

- Costs
- Technology
- Environmental / social
- Governance
- Financing
- Management



Opportunity is compelling across many countries in Africa

- Sustained global commodity boom creating favourable macroeconomics
- Economic growth at 6%+ stimulating demand for power, transport, telecoms
- Increasing political stability reducing risks of long term projects
- Privatisation programmes and improving legal and regulatory environments
- Increasing financial liquidity allowing more local and international financing
- Experienced investors can manage risks to deliver superior returns
- Market is becoming more crowded - AI2, AFC, PAIDF, ECP, IFC, sovereigns, strategics

Umeme: electricity distribution

- **History**

- Originally incorporated as joint venture between Globeleq and Eskom Enterprises ('Eskom'), South Africa's national electricity utility, to bid for the Distribution Concession ('DC') tender by the Government of Uganda
- Actis originally purchase a 56% interest in the JV and in November 2006 purchase the remaining 44% from Eskom

- **Description of the Project**

- 20 year contract with Gov't of Uganda to distribute power throughout the country, concentrating on the semi-urban strip from Entebbe through Kampala to Jinja
- Umeme is required to refurbish and strengthen the old and dilapidated distribution system, including replacing a substantial proportion of the distribution infrastructure, and procuring necessary equipment such as a new billing system and new vehicles.
- Customer base of 260,000 (approximate demand growth of 4%)
- Headquartered in Kampala with 32 district offices spread around the region
- State-of-the-art call centre recently set up in Kampala
- Insurance for the project provided by MIGA

- **Strategy**

- Existing distribution platform replicable in other developing economies
- Actis currently in discussions with other African governments to roll-out platform

Empower: provider of mobile power.

Concept

Platform to provide mobile short-term power across sub-saharan Africa

-Many countries in Sub Saharan Africa are suffering from acute shortage of power which is aggravated even further at times of low rainfall due to high reliance on hydro

-Investment in conventional large scale plant has a long lead time (long construction times and long planning times) but the capacity shortage is immediate

- Provide a medium-term Heavy Fuel Oil ('HFO') fired generation solution based on modular 1.5MW power generation units. Generation units will be containerised to enable quick transportation and installation Empower will offer the customer the flexibility similar to that of an emergency generation project

Strategy

- Empower has purchased 24 units (12x1.5MW Wartsila and 12x4MW MAN) and is now finalising contracts for their deployment in late 2008
- Enter new markets (countries or regions, as may be appropriate) by establishing an anchor project large enough to justify an operational and commercial presence
- Use anchor projects as platforms for expansion – either by growing the anchor projects by adding capacity, or by using them as springboards to identify new customers in the country or region

FINANCING A MODEL MEGA-CITY

Presentation by
Tunde Oyewole

Introduction:

- Lagos State is the commercial nerve centre and accounts for more than 60% of economic activity in Nigeria.
- It is the fastest growing mega city in Sub Saharan Africa
- Billions of dollars are required to develop the social and physical infrastructure .
- Federalism, constitutional and political constraints have hampered the state government in raising adequate finance.

Sources of Finance

Public finance

- tax revenues
- Fiscal transfers-
- User fees

Private finance

- Bank debt
- Bond issuance
- Equity

Development Finance

- World Bank
- African Development Bank
- African Finance Corporation
- Other DFIs

Public vs. Private Finance

- It has been accepted without debate that the public sector cannot finance the huge infrastructure investments required and private financing is essential.
- Further, it is assumed that private financing involves private ownership or equity risk capital.
- It is submitted that these assumptions are not necessarily true, and the real issues are not being identified or debated.

Why People Don't Like to Give Their Money to Government

- NOT because of:
 - Corruption
 - Incompetence
- BUT because:
 - They cannot see the results of past spending
 - They can get away without paying, or paying a fraction of their fair share.
- Question: Why don't people mind paying a premium to a private supplier of services (e.g., power, water), but balk at paying a fraction of that amount to government entities?

Project Finance

- Project finance is financing the development or exploitation of a right or other asset where the bulk of the financing is not provided by any form of share capital and is to be repaid principally out of revenues produced by the project in question. (Graham Vinter – Project Finance, 3rd Ed.)
- In other words, it is the project that is being financed, not the project sponsors, whether public or private.
- Once a project is “bankable,” availability of funding is not an issue.

Investors Like to Get Their Money Back

- When (rational) people put their money into a venture (i.e., invest) they want to know that:
 - they will get their money (principal) back,
 - they will earn a return on their investment over time that is commensurate with the risk and that the returns is at least as good as alternative investments with the same risk profile.
- As a general rule, the higher the risk, the higher the required return on investment.

Risk

- Types of Risk
 - Construction risk
 - Traffic risk
 - Operational risk
 - Institutional risk
- Some risks are usually, but not necessarily, better managed by the private sector due to experience and technical expertise
- There is nothing preventing the public sector from acquiring the same skills and expertise and building up experience over the long term
- Responses to Risk:
 - Transfer
 - Tolerate
 - Treat
 - Terminate
- Too often, we give up on the public sector and either transfer the risk to the private sector or tolerate it.
- The appropriate response for meaningful long term development is to treat the risks using appropriate internal controls.
- The public sector does not always manage risk well. For example, if government is building infrastructure, construction may be completed late and budgets may be overspent.

- A key characteristic of public-private partnerships (PPPs) is the transfer of risk from the public sector to the private sector. If the private sector does not complete construction on time and within budget, it will not be paid by government.
- This principle also applies to the provision of services. If the agreed upon services are not available or do not meet the agreed upon standards, the private party faces financial penalties.
- However, it is important to understand that government cannot transfer all the risks to the private sector. Only those risks that the private party is best able to manage are transferred.

What is a PPP?

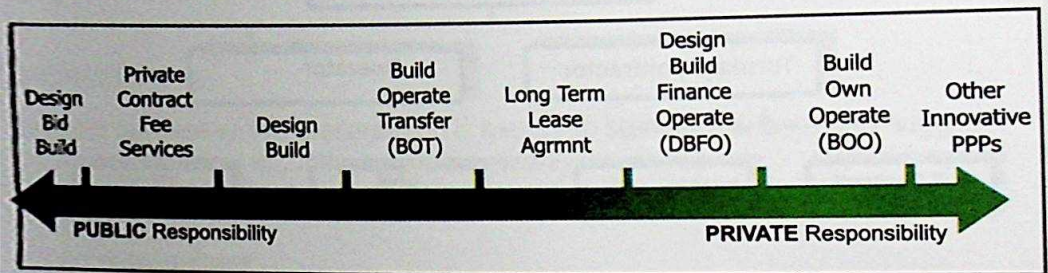
- "...A PPP is any medium to long-term relationship between the public and private sectors, involving the sharing of risks and rewards of multisector skills, expertise and finance to deliver desired policy outcomes." (Standard & Poor)
- "Public-private partnerships" (PPP) refer to contractual agreements formed between a public agency and private sector entity that allow for greater private sector participation in the delivery of [infrastructure] projects. (US Federal Highway Administration)
- A PPP is a contract between a public sector institution or municipality and a private party, in which the private party assumes substantial financial, technical and operational risk in the design, financing, building and operation of a project.
- Two types of PPPs are most common:
 - where the private party performs an institutional or municipal function
 - where the private party acquires the use of state or municipal property for its own commercial purposes
- -A PPP may also be a hybrid of these types.
- Payment in any scenario involves one of three mechanisms
 - the institution/municipality paying the private party for the delivery of the service, or
 - the private party collecting fees or charges from users of the service, or
 - a combination of these
- (Definition from South African PPP law)

What is a PPP not?

- A PPP is not a simple outsourcing of functions where substantial financial, technical and operational risk is retained by the public institution
- A PPP is not a donation by a private party for a public good
- A PPP is not the 'commercialisation' of a public function by the creation of a state-owned enterprise
- A PPP does not constitute borrowing by the state.

PPP Options

- There is a wide range of possible structures for PPPs
- The parties are free to allocate risks and responsibilities between the private and public sector partners as they deem appropriate.



CASE STUDIES

Guatrain

- The Guatrain project is the world's second-largest PPP project, at a total cost of US\$3.3 billion.
- It consists of the construction of 80km rail link connecting Johannesburg's business district with its northern suburbs, Johannesburg International Airport, and Pretoria.
- The construction involves 55 bridges, 15km of tunnelling, and 10 stations, of which three are underground, three elevated and four at ground level. Construction period is 3½ years from commercial close.

Guatrain Structure

There is single concession agreement placing all responsibilities for the design, construction, financing, maintenance and operating responsibilities on a single concessionaire, who then enters into various subcontracts for the various aspects.



London Underground

- The London Underground PPP Agreement is the world's largest PPP scheme
- London Underground Limited ("LUL") entered into three PPP Agreements for the maintenance and enhancement of its infrastructure over the next 30 years.
- Under these PPP Agreements, three private sector companies (Infracos) have been contracted to maintain, renew and upgrade discrete parts of LUL's infrastructure – track, stations and rolling stock.
- Infracos are responsible for all engineering assets, including track, signalling, stations and depots, and also rolling stock.
- LUL will remain responsible for delivering services to customers, operates all trains and stations, and collects the revenue.

London Underground PPP Structure

- The London Underground PPP is not a conventional Design, Build, Finance and Operate (DBFO) contract, with clearly separated 'build' and 'operating' phases (with the build often on a new site) – instead, the Infracos inherit an existing network, with maintenance and renewals comprising the majority of the expenditure from the start;
Reflecting this, the contracts contain extensive performance arrangements, rather than a simple output specification; and
- It is not a 30 year 'fixed price' contract – there are provisions for Periodic Reviews every 7½ years both to adjust payments in line with those that could be achieved by a 'Notional Infraco' which carries out its activities in an "overall efficient and economic manner and in accordance with Good Industry Practice", and to give London Underground a contractual right to restate its requirements both to reflect changes in demand patterns and affordability.

Conclusion

- The main purpose of this presentation is merely to stimulate debate and suggest that we need to think about the issues in new ways.
- Lagos State needs a new legal and institutional framework that will address:
 - Public finance
 - Project management
 - Public-Private partnerships

Next Steps for Lagos State?

- Review of laws and policies for key sectors to provide robust regulatory framework
- Strong liaison with the FGN to coordinate fiscal policies in respect of infrastructure in Lagos
- Design of key projects in terms of finance, master plans for transport, cost analysis, project plans, etc.
- Capacity building with assistance from private sector.

APPENDICES

**SUMMARY OF DISCUSSIONS AND RECOMMENDATIONS
AT THE 4TH LAGOS STATE ECONOMIC SUMMIT (EHINGBETI 2008)
HELD AT THE EKO HOTEL AND SUITES, VICTORIA ISLAND, LAGOS,
FROM APRIL 23-25, 2008**

The 4th Lagos State Economic Summit [Ehingbeti 2008], the yearly broad-based public-private sector participatory planning dialogue for integrating stakeholders into governance in Lagos State, was held at the Eko Hotel and Suites, Victoria Island, Lagos, from April 23-25, 2008.

The Ehingbeti 2008, with the theme '**Transforming Lagos Into Africa's Model Megacity**' was declared open on Wednesday, 23rd April, 2008, by His Excellency, Babatunde Raji Fashola, SAN, Governor of Lagos State. The Special Guest of Honour, the President and Commander-in-Chief of the Armed Forces of the Federal Republic of Nigeria, Alhaji Umoru Musa Yar'adua (GCFR), was represented by Mallam Tanimu Yakubu, Chief Economic Adviser to the President.

As 'the most prominent and successful State Government-led effort to involve stakeholders in the evaluation of public performance and development policy,' World Bank (2003), the high level international forum was attended by top functionaries of the State Government. Other participants were Private sector leaders, development partners, professionals, the academia, civil society organisations and special interests groups.

Acknowledging that three Summits were held between Y2000 and Y2002 with the 41 resolutions reached at these summits fully implemented by the Lagos State Government, the Ehingbeti 2008 theme was addressed by Mr. Hernando de Soto, President, Institute for Liberty and Democracy (ILD), Peru, as keynote Speaker.

In furtherance of the theme, Three Plenary and Seven Technical Sessions, facilitated by 44 Speakers/Discussants examined the following sub-themes:

1. Environment, Water and Sanitation
2. Creating an Effective Inter-Modal Transport System
3. Housing and Physical Planning
4. Meeting the Energy Needs of Lagos
5. Public Order and Security
6. Human Capital Development
7. Financing a Model Megacity

Arising from the foregoing interactive Technical Sessions, including a presentation on 'Towards a More Socially and Environmentally Sustainable City: The Bogota Experience', by Enrique Penalosa, former Mayor of Bogota, Columbia, the following recommendations were made:

RESOLUTIONS/RECOMMENDATIONS

Summary of Resolutions and Recommendations of the Lagos Economic Summit (Ehingbeti 2008)

S/NO	THEME AREA	RESOLUTIONS/RECOMMENDATIONS	TIME FRAME	Action by (MDAs)
1.	ENVIRONMENT, WATER & SANITATION	-Accelerate the upgrading of slum areas, - the provision of walkways and -open/green areas in the Megacity region.	Medium term Immediate Immediate and short term	MPP&UD, Works & Infrastructure Environment
		Energy to achieve eco-friendly environment	Medium term	Environment
		Recognition of the impacts of global climate change and physical developments on the sustainability of coastal areas.	Immediate	Environment & Physical Planning
		Effective implementation of the State Water Sector Reform Programme	Immediate	LSWC
2.	Transportation	Need for the development of a transport policy and a fully autonomous public-private agency for the regulation and management of the transportation sector.	Immediate	MOT
		Establishment of an Institute for continuous training and certification of transport operators and drivers to enhance efficient transport operation	Short term	MOT

		Greater utilization of the State waterways for ferry services and intensification of the Bus Rapid Transit (BRT) with user-friendly features for efficient inter-modal transport system	Short term	MOT
		Actualization of circular/coastal roads and bridges especially the Fourth Mainland Bridge	Medium term	Works & infrastructure
3.	ENERGY	That in meeting the energy needs of Lagos a proper evaluation and correlation of energy demand and supply should be undertaken	Immediate	Works & Infrastructure
		Acceleration of the un-bundling of the Power Holding Company of Nigeria (PHCN) and implementation of the Lagos Energy City Project in collaboration with the private sector.	Short term	FGN
		Upgrading of energy infrastructure (independent power plants, distribution networks, gas plants, etc) and the promotion of environment-friendly energy policies through the pursuit of renewable energy and conservation programmes	Short and Medium term	Works & Environment

4.	PUBLIC ORDER & SECURITY	Greater involvement of stakeholders in the maintenance of law and order through the consolidation of community policing and the implementation of Criminal Justice Reform.	Immediate	Nigerian Police & Min. Of Justice
		Need to integrate properly screened private security outfits into the security system of the State.	Medium term	Nigeria Police, Neighbourhood Watch, & RRS
		Intensification of advocacy and awareness programmes targeted at re-orienting the citizenry and fostering mutually shared values to achieve safe and secure neighborhoods.	Immediate	Information & Strategy
		Need for social security system/safety nets for the unemployed/ needy and the creation of job opportunities and recreational grounds for children and youths.	Short term	Commerce & Industry, WAPA
5.	HOUSING & PHYSICAL PLANNING	Strengthening of physical planning mechanisms for effective monitoring and enforcement of town planning laws and regulations along with the development of human-friendly Lagos Megacity Master-plan, incorporating the development of new towns and open spaces.	Immediate and short term	MPP&UD

		Ease of access to land titles by citizens and Government acquisition of lands for common good along waterfronts and emerging activity centres.	Short term	Ministry of Lands
		Intensification of Site and Services Scheme and construction of simple, functional and affordable mass housing units for low income group through mortgage facility, cooperative housing scheme, etc.	Short term	Housing & NTDA
6.	HUMAN CAPITAL DEVELOPMENT	Holistic view of human capital development through linkage of skills to values and adequate investment in healthcare and education at all levels.	Short term	Education Health
		Continuous teachers training programme and enhanced welfare package for improved educational outcome	Immediate	Education
		Efficient promotion and utilization of technical/vocational institutions for poverty reduction and economic growth.	Short term	Education Special Duties
		Pursuit of policy/enactment of law on social inclusion of physically-challenged people in education and economic life	immediate	YSSD LAHA

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50.	Akika Cyril	Primewealth Capital Limited	18a, Elsie Femi Pearse, Victoria Island, Lagos
51.	Akinbinu Stephen	Steeving Enterprises	45 Ikorodu-shagamu Road, Lagos
52.	Akinfemiwa Akinsola (oon)	Skye Bank Plc	3 Akin Adesola Street, Victoria Island, Lagos
53.	Akinlusi Adeniyi	Intercontinental Homes Savings & Loans Plc	Plot 2e-4e. Ligali Ayorinde, Victoria Island, Lagos
54.	AkinluyiYetunde	Lekki Free Trade Zone (Gov's Office)	Governor's Office, Secretariat
55.	Akinsete-Chidi Deremi	First Bank Of Nigeria Plc	35, Marina Lagos
56.	Akinwolere Olatilewa	Zenith Bank Plc	Plot 87, Ajose Adeogun Street, Victoria Island, Lagos
57.	Akinwunmi Jumoke	Alitheia Capital Limited	22B Idowu Taylor Street, Victoria Island, Lagos
58.	Akinyemi Adeolu	Genesis Solution	71, Allen Avenue Ikeja

REGISTRATION LIST

S/N	Name	Company	Address
59.	Akioye Olufemi	Santrust Securities Limited	314B Akin Ogunlewe Street, Victoria Island, Lagos
60.	Akolade Ganiyu Olanrewaju	Lagos State Polytechnic	Sagamu Road, Ikorodu, Lagos
61.	Alawoya Abiola	YMCA. Consultants	225b Etim Inyang Crescent, Victoria Island, Lagos
62.	Aliyu Muktar	Urban Shelter Limited	Shippers Plaza, Plot 438 Micheal Okpara Way, Wuse Zone 5, Abuja
63.	Aliyu Aliyu	Urban Shelter Limited	Shippers Plaza, Plot 438 Micheal Okpara Way, Wuse Zone 5, Abuja
64.	Alli Deji	Asset & Resource Management Company Limited	1 Wekuewen Road, Ikoyi, Lagos. Box 55765
65.	Alli Andrew	Travant Capital Partners	13A A.J. Marinho Drive, 8th Floor, The Octagon, Victoria Island, Lagos
66.	Allison Bola	Skye Bank Plc	Plot 5 Commercial Scheme, Alausa, Ikeja
67.	Aluko Iyabowale Folasade	MEPB	The Secretariat, Alausa Ikeja
68.	Amakiri Abiye C.O.	Rivers State Government,	Port Harcourt, River State Port Harcourt
69.	Anago Christopher Zinsu	Executive Secretary, Apapa, Iganmu LCDA	41, Gaskiya College Road, Badia, Ijora, Lagos
70.	Anammah Nnamdi	Prudential Trust Company Limited	PC 37, Suit 7g Ahmed Onibudo Street, Victoria Island, Lagos
71.	Anieke Sam	Diamond Capital/Ministry Of Tourism	
72.	Anigbo Vincent	Jeff & O'brien	278, Ikorodu Road, Anthony
73.	Anih Ijeomah	TDM Travel Services Ltd	21 Okunola Aina Street, Mende, Maryland, Lagos
74.	Anthonio Johnbede	Integrated Capital Consulting	275, Corporation Drive, Dolphine Estate, Ikoyi. P.o. Box 73893
75.	Anyaele David	Centre Fro Citizens With Disabilities	13 Soji Adepegba Close, Off Allen, Ikeja, Lagos
76.	Arit Nduonoft	Tech Systems Limited House	9, Shell Imani Estate, Maitama, Abuja
77.	Ariyo Elizabeth	H.S. Communion	1 Garki Saruh Street, Lagos
78.	Aroge Gbenga	Zenith Bank Plc	84 Ajose Adeogun Street, Victoria Island, Lagos
79.	Aruosa-osemwegie Comfort	Primewealth Capital Limited	18a, Elsie Femi Pearse, Victoria Island, Lagos
80.	Ashaju Olumide	Lekki Worlwide Investments Limited	39, Shittu Daranijo Street, Victoria Island
81.	Ashibogu Bola	Union Trustees Ltd	160/162 Broad Street
82.	Asuquo Eyo	Resort International Limited	24a Campbell Street, Lagos Island
83.	Atanda Angela	Diamond Capital/Ministry Of Tourism	
84.	Awodein Kemi	Chapel Hill Advisory Partners	1st Floor 45 Saka Tinubu Street, Victoria Island, Lagos
85.	Awonusi Gbolahan	Alpine Investment Services	17a Bourdillon Road, Ikoyi, lagos.
86.	Ayeni Ayodele Martins	Viva Properties	270, Ozumba Mbadiwe, Victoria Island, Lagos
87.	Ayere Sonnie	United Bank For Africa	57, Marina Lagos

REGISTRATION LIST

S/N	Name	Company	Address
88.	Ayida Omatseyin	Apricot Securities Limited	83b Badagry Way, Dolphin Estate
89.	Ayinde Olutoyin	Nigeria Institute Of Town Planners	Suites 407& 408 Centage Plaza, 14 Allen Avenue Ikeja
90.	Ayininuola Samuel .I	Union Bank Of Nigeria Plc	36, Marina Lagos
91.	Babalola Olufemi	Gravitas Investments Ltd	Plot 1679,karimu Ikotun VI, 4th Floor.
92.	Badejo-Okusanya Bukola	Finance Commercial Services Limited	13, Ribadu Road, S.W. Ikoyi, Lagos
93.	Balogun Olanrewaju	LASG	Alausa Ikeja
94.	Banire Muiz	LASG	Alausa
95.	Bank-Olemoh Obafela Eniola	Mediavision Limited	17b Salvation Road Off Opebi Street, Ikeja, Lagos
96.	BarrowT. sola	Oando Plc	2, Ajose Adeogun Str, VI, Lagos.
97.	Bates John	Renaissance Capital	One Angel Court, Copthall Avenue, London.EC2R 7HJ.
98.	Begona Blanco	Panorama Reports Ltd	Roman Gardens N10, Ahmadu Bello Way, Victoria Island, Lagos
99.	Belgore Khadija	Olaninwu Ajayi LP	4th Floor, UBA House Marina,lagos.
100.	Borje Armi Vane	Department Of Energy, Office Of The Secretary	467, Don E. Ejencito St. San Juam City, Philippines. Postal Code 1500
101.	Braithwaite Akin	MTN Nigeria Communications Limited	4th Floor, Golden Plaza, Falomo Ikoyi, Lagos
102.	Brown Frank	P.W. Nigeria Ltd	10/12 Obanta Close Ikeja,lagos.
103.	Buraimoh-Ademuyewo Adesina A.		
104.	Carew Burian	Telnet Nigeria Ltd	Plot 242,kofo Abayomi Street,VI, Lagos
105.	Chike-cole Chi-chi	C & I Leasing Plc	2 C & I Leasing Drive, Lekki Phase 1, Victoria Island, Lagos
106.	Coker Oluseyi	Lagos State Government	Alausa
107.	Dada Adebimpe	Ministry Of Environment Planning & Budget	Alausa
108.	Dareng Nyam Pam	Plateau State Government	Government House, Jos
109.	David West Benibo	Lekki Concession Company	Stallion House Ajose Adeogun Street, Victoria Island, Lagos
110.	David-Ikpe Collins	C & I Leasing Plc	2 C & I Leasing Drive, Lekki Phase 1, Victoria Island, Lagos
111.	Dawoodu Micheal	Lagos State Ministry Of Environment	Block 16, Room 205, Alausa, Ikeja
112.	De Ca Make Alex	Panorama	Victoria Island, Lagos
113.	Delano Olajumoke	Creative Bridge Ltd	3,Mccuccum Street, Ebute-Meta, Lagos
114.	Dim Peterside Atonyesia	Rivers State Ministry Of Water Resources	Secretariat Complex - Port Harcourt
115.	Disu Tajudeen A. B.	Lekki Worldwide Investments Limited	37/39 Sinarí Daranjó Street, Victoria Island, Lagos
116.	DurosaroTokunboh	Oando Gas & Power	2 Ajose Adeogun Street, Victoria Island, Lagos

REGISTRATION LIST

S/N	Name	Company	Address
117.	Durosinmi Etti Babatunde	Ibile Holdings Nig Ltd	62, Campbell St Lagos.
118.	Durotoye Fela	Visible Impact	39 Aladdin Street, Northern Foreshore Estate, Lekki, Lagos
119.	Ebong Barth, B.	Union Bank Of Nigeria Plc	36, Marina, Lagos
120.	Edebiri Eedugie	Matrix Solicitors	6th Floor, UBA House, 57 Marina Lagos
121.	Eke U.K.	Diamond Bank/ministry Of Tourism	
122.	Ekong Chris	Akwa Ibom State Government	Hon. Commissioner, Ministry of Economic Development, Uyo
123.	Elegbe Mitchell	Interswitch Ltd	Plot 1648c Oko Awo Close, VI, Lagos.
124.	Elias Gbolahan	G. Elias & Co.	6 Broad Street, Lagos
125.	Elliot A.O.		
126.	Elusakin Olusina	Industrial & General Insurance Plc	741, Adeola Hopewell Street, Lagos
127.	Emeruem Ebenezer	Union Bank Of Nig Plc	36, Marina, Lagos.
128.	Erenyawate Micah	Turnmile Technologies Limited	17d Femi Okunnu Estate, Phase II, Lekki, Lagos
129.	Exconde Irma	Department Of Energy, Philippines	28, A. Mabini Ext., San Pablo City, Philippines
130.	Eze Julia	Kolbell Limited	8, kudeti Street, off Abba Johnson, Adeniyi Jones, Ikeja, Lagos
131.	Fadipe Ashanu. S.	Ministry Of Tourism	Block 7, Room 319 Secretariat, Ikeja
132.	Fafowora-Oseghale Modupeola	Isolo L.C.D.A.	Aswani Osolo Way, Isolo, Lagos
133.	Fagbohun Lanre	Bank PHB Plc	Plot 707, Adeola Hopewell Street, Victoria Island
134.	Fakiye Ibukun Akin	Lekki Beach Golf Resort	Lekki Town
135.	Faleke Jame Abiodun	Ojodu L.C.D.A.	13, Ola Smear, Oke Ira, Ikeja, Lagos
136.	Gadek Joseph		
137.	Garba Lawal	Emerald Holdings Limited	14, Waziri Ibrahim Street, Victoria Island, Lagos
138.	Gbede Toyin	Nigerite Limited	Oba Akran Road, Ikeja, Lagos
139.	Gbeleyi Ayodeji	Celtel Nigeria Limited	Plot 1678, Olakunle Bakare, Victoria Island, Lagos
140.	George Kehinde	Spectroplan Konsult Limited	1 Bola Street, Anthony Village, P.o.box 25, Yaba Lagos
141.	Hambolu Victor	Kakawa Discount House Limited	20, Marina, Lagos.
142.	Hussain Rotimi	First Bank	35, Marina Lagos
143.	Ibidapo-Obe Oyewusi	University Of Lagos	11 Alvan Ikoki Crescent, Lagos
144.	Ibitola Akin	Bank PHB Plc	Plot 707, Adeola Hopewell Street, Victoria Island, Lagos.
145.	Ibrahim Sulaimon	Consccima	30, Benue Street Area 1, Garki, Abuja

REGISTRATION LIST

S/N	Name	Company	Address
146.	Ibru Ufuoma	Ikeja Hotel Plc.	Federal Palace Hotel, Victoria Island, Lagos
147.	Ibru Ufuoma	Ikeja Hotel Plc.	Federal Palace Hotel
148.	Ige Niyi	Resort International Limited	24a Campbell Street, Lagos Island
149.	Igwebe Clemetine	Ce & Ce T & Virtual Solutions	Box 7442 Wuse, Abuja Fct
150.	Ihenacho Emmanuel, Chukwudi	Educational Cooperation Society (lead Ord. Csacefa)	35 Adeola Hopewell Street, Victoria Island, Lagos Box 72519, Victoria Island
151.	Ikuforiji Adeyemi	Lagos State House Of Assembly	Alausa
152.	Imevbore Charles	Lekki Concession Company	Stallion House Ajose Adeogun Street, Victoria Island, Lagos.
153.	Imoukhide Afolabi	Resort International Limited	24a Campbell Street, Lagos Island
154.	Inyang Samuel	Seyang Limited	Aks Industrial Estate, Km 3 Abak Road, P.o. Box 1001, Ikot Ekpene, Aks
155.	Ipaye Ade	LASG	Alausa Ikeja
156.	Ishmael Tokunboh	Alitheia Capital Limited	2nd Floor (uba Building) 22b, Idowun Taylor Street, Victoria Island, Lagos
157.	Iwelumo Mary	Pricewaterhouse Coopers	252e, Muriokunola St. VI, Lagos
158.	Izedonmwen Ikponmwosa	FBN Capital Limited	16, Keffi Street, S/W, Ikoyi
159.	Jaiyesimi Oladele	Indemnity Finance Limited	173 Gbagada Express Way, Lagos
160.	Jawando Olusegun Abayomi	Lekki Worldwide Investments Limited	37/39 Sinari Daranijo Street, Victoria Island, Lagos
161.	Jimeta Amina	UBA	57, Marina Lagos
162.	Joel Mayowa	Civil Society Network For Volunteering Development	230, Ikorodu Road, Obanikoro, Lagos
163.	John-phillips Theo	Goldfire Nigeria Limited	Plot 52153, Akanbi Onitiri Close, Off Eric Moore Road, Surulere, Lagos
164.	Kamson Owolabi	Skye Bank Plc	Plot 5 Commercial Scheme, Alausa, Ikeja
165.	Kedarnath Nurani	Conserveria Africana Ltd	Plot 6, Gbagada Industrial Estate
166.	Kole Abe		
167.	Kurfi Kasimu	APT Securities & Funds Limited	29 Marina (3rd Floor) Lagos P.o.box 6804, Marina
168.	Kuye James	Parastatals Monitoring Office	Secretariat, Alausa, Ikeja, Lagos
169.	Labiya Segun	Arksego Nigeria Limited	174, Oworoshoki Expressway, Gbagada Phase 1, Lagos
170.	Laoye Ade	Ecad Architects Limited	3rd Floor, 62 Awolowo Road, S/W, Ikoyi, Lagos
171.	Lawal Abiola	Oando Gas & Power	2 Ajose Adeogun Street, Victoria Island, Lagos
172.	Lawal Lateef	Min. Of Eco. Planning & Budget	Secretariat Alausa
173.	Lawan Nasiru Salisu	APT Securities & Funds Limited	29 Marina (3rd Floor) Lagos P.o.box 6804, Marina
174.	Lawrence Oludolapo	Interswitch Ltd	Plot 1648c Oko Awo Close, VI, Lagos.

REGISTRATION LIST

S/N	Name	Company	Address
175.	Ligali Adebayo, Wasiu	Celtel Nigeria Limited	Plot 1678, Olakunle Bakare, Victoria Island, Lagos
176.	Lijadu Femi	Femi Lijadu	12, Ribadu Road, S/W, Ikoyi, Lagos
177.	Lucy Newman	Pricewaterhouse Coopers Nigeria	252f Muri Okunola Street, Victoria Island Lagos
178.	Lukowicz Waccaw	Siemens Limited Nigeria	98/100 Oshodi/Apapa Expressway, Isolo
179.	Mba Charles, Ogbonaya	Human Rights Information Network c/o British Council,	30 Thompson, Avenue, Ikoyi, Lagos
180.	Mcgregor Dave	Pinnacle Point	Johannesburg S.A.
181.	Modupe Oguntuase (Mrs)	Lagos State Ministry Of Economic Planning & Budget	Plot 37 Durbah Hotel, Lagos
182.	Mogbolu Cherry	Jeff & O'brien	278, Ikorodu Road, Anthony
183.	Momodu Zak	BCI	1 Henry Carr Street, Ikeja, Lagos
184.	Moyo Norman	Celtel Nigeria Limited	Plot 1678, Olakunle Bakare, Victoria Island, Lagos
185.	Mvoneke Chukwudum	NYSC- PWC	252, Muri Okunola St, Victoria Island Lagos
186.	Nisomo Olamipo	Crown Realties Plc	3a, Lalupon Close, off Keffi St, S/W, Ikoyi, Lagos
187.	Njere Ebere	Global Strategies Consulting Limited	Suite 54, Dolphin Plaza Dolphin, Ikoyi, Lagos
188.	Nollah Angela	Oando Plc	2, Ajose Adeogun Street, VI, Lagos
189.	Nwabuoku Angela	United Bank For Africa	57, Marina Lagos
190.	Nwandu Oba Donald	Danstacher Const. Limited	MKO Reparation Centre, Falomo Ikoyi, Lagos
191.	Nwokolo Osondu	Celtel Nigeria Limited	Plot 1678, Olakunle Bakare, Victoria Island, Lagos
192.	Nwuneli Ndidi	Leap Africa/Acce	13, Omorinre Johnson St. Lekki Phase 1
193.	Obaseki Godwin	Afrinvest Wa Ltd	12th Floor Foreshore Towers, 2a Osborne Road, Ikoyi, Lagos
194.	Obasi Ucheoma	Sovereign Trust Insurance Plc	35, Adetokunbo Ademola Street, Victoria Island, Lagos P.O. Box 74393, Lagos
195.	Obazee Sunny	Bank PHB Plc	Plot 707, Adeola Hopewell Street, Victoria Island, Lagos
196.	Obeka Emmanuel	United Bank For Africa	57, Marina Lagos
197.	Obirs Emma	MIDC /Ministry Of Tourism	
198.	Oche Amedu	First Bank Plc	35 Marina, Lagos.
199.	Odaga Adhiambo	Ford Foundation	6th Floor AIB Plaza VI, Lagos
200.	Odemelam Ugochi	Sovereign Trust Insurance Plc	35, Adetokunbo Ademola Street, Victoria Island, Lagos P.O. Box 74393, Lagos
201.	Odiase Efe	Guaranty Trust Assurance Plc	Plot 928a, Bishop Aboiyade Cole Street, Victoria Island, Lagos
202.	Odubanjo Dolapo	Zenith Bank Plc	84 Ajose Adeogun Street, Victoria Island, Lagos
203.	Odulami Femi	N.I.B. Citibank	27 Kofe Abayomi Street, Victoria Island, Lagos

REGISTRATION LIST

S/N	Name	Company	Address
204.	OduşanyaBunmi	Future View Financial Services	161d, Raufu Taylor Close Off Idejo Street, VI Lagos
205.	OdutayoBiola	Standard Alliance Life Assurance Limited	285 Ajose Adeogun Street Victoria Island, Lagos
206.	OdutolaTaiwo	First World Communities Limited	1a, Blk 3, Mobolaji J. Place, Lekki, Lagos
207.	OforEmeka	Victoria Gowon Plaza Hotel	292b Ajose Adeogun Victoria Island, Lagos
208.	OgbeideBen	Naston Engineering (nig.) Ltd.	43, Raymond Njoku Street, Lagos
209.	OgeahChike	Skypower Aviation Handling Co Ltd.	Sahcol Complex Mmia
210.	Ogedengbe Kunle	Sovereign Trust Insurance Plc.	35, Adetokunbo Ademola Street, Victoria Island, Lagos P.o. Box 74393, Lagos
211.	Ogundana Olawale	Creative Bridge Ltd.	3,Mccuccum Str,ebute-meta, lagos
212.	Ogundipe Atinuke	Lagos State Civil Society Coalition	43, Adeniyi Jones, Ikeja, Lagos.
213.	Ogunkewo Ayodele, Martins	Sterling Bank Plc.	20 Marina, Lagos
214.	Ogunleye Biodun	Powercap Limited	B39, Eko Court, Kofo Abayomi, Street, Victoria Island, Lagos
215.	Ogunleye Kola	Ogun State Ministry Of Finance	Okemosan, Abeokuta, Ogun State
216.	Ogunmoyero Ayodele	Alonge Ogunmoyero & Co	156, Awolowo Way, Ikeja, Lagos.
217.	Ogunmuyiwa Jimoh Adeleye	Igbogbo/bayeku Local Cntral Dev. Area.	Igbogbo, Lagos
218.	Okara Kemela	Streamsowers & Kohn	160 Akin Olugbade Street, Off Adeola Odeku Street, Victoria Island, Lagos
219.	Oke Temitayo, Olusegun		
220.	Oke Femi	Oando Plc.	2,Ajose Adeogun Street, VI, Lagos
221.	Okeowo Taiwo	FBN Capital Limited	16, Keffi Street, S/W, Ikoyi
222.	Okoli Sanyamade	Travant Capital Partners	13a A.j. Marinho Drive, 8th Floor, The Octagon, Victoria Island, Lagos
223.	Okoronkwo Chiji	Asset & Resource Management Company Limited	1 Wekuewen Road, Ikoyi, Lagos. Box 55765
224.	Okoronkwo Victor	Shell Nigeria Gas Limited	21/22 Marina, Lagos, P.m.b. 61428
225.	OkoyeChristy	Krystle Group	16c Akin Olugbade Street, Victoria Island, Lagos
226.	Okoye Nicholas	Global Strategies Consulting Limited	Suite 54, Dolphin Plaza Dolphin, Ikoyi, Lagos
227.	Okrie Linus	Guardians of the Nation International	22, Allen Avenue Ikeja, Lagos.
228.	Okumagba Albert	BGL	12a Catholic Mission Road, Lagos
229.	OkunorenOpeyemi	Novell Consulting/Silicon Harbour Way	31 Saka Tinubu Street, Victoria Island Lagos
230.	Olabiwoninu Gboyega	Scib Insurance Brokers &co Ltd	66,Adeniran Ogunsanya St.lagos
231.	OladipoAdebayo	Turnmile Technologies Limited	17d Femi Okunnu Estate Phase II, Lekki, Lagos
232.	Olajuwon Olayinka	Olayinka Olajuwon & Co.	7th Floor, Eleganza House, 15b Joseph Street, Lagos

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S/N	Name	Company	Address
233.	OlaniranTosin, Samson	Sovereign Trust Insurance Plc.	35, Adetokunbo Ademola Street, Victoria Island, Lagos P.O. Box 74393, Lagos
234.	Olanrewaju Olusesan	Ministry Of Enviroment	Alausa, Ikeja.
235.	Olaoluwa Olanrewaju	OlaoluwaMatrix Solicitors	6th Floor, Uba House, 57 Marina Lagos
236.	Olaoye Wale	Halogen Security Company & GMT Sourcing	49 Adekunle Fajuyi Way, GRA, Ikeja
237.	Olasewere Abubakar	Urban Shelter Limited	438, Michael Okpara Way, Wuse Zone 5, Abuja
238.	Olatunde Walter	Deux Project Limited	261a Corporation Drive, Dolphin Estate, Ikoyi, Lagos
239.	Olowola.M.	Oando Gas & Power	2 Ajose Adeogun Street, Victoria Island, Lagos
240.	Oluwasore Alebiosu A.A		
241.	Omoseyindemi Bunmi	Lagos State	7, King George V Road, Onikan Lagos
242.	Omotola Adekunle	Adekunle Omotola & Co.	224b Etim Inyang Crescent, Vctoria Island, Lagos
243.	Omotoso .E. A.	National Planning Commission, Abuja.	Abuja
244.	Onafeko Gloria	Oando Plc.	2,Ajose Adeogun Street, VI, lagos
245.	Onyeabo Uchenna	Union Homes Savings & Loans Plc.	153 Ikorodu Road, Onipanu, Lagos
246.	Onyemem Henry	Union Trustees Ltd	160/162 Broad Street
247.	Onyemobi Onyinye	Cleen Foundation	1a Afolabi Aina Street, Off Allen Ikeja
248.	Onyilofor Emmanuel	Imperial Associates Limited	58b Town Planning Way, Ilupeju, Lagos
249.	Opadere Bayo	Shell Nigeria Gas Limited	21/22 Marina, Lagos, P.m.b. 61428
250.	Opeibi Tunde	Governor's OfficeSpeech Writers Villa	Governor's Office
251.	Opeola Deji	Bank PHB Plc.	Plot 707, Adeola Hopewell Street, Victoria Island
252.	Opere Ajibike	Lekki Worldwide Investments Limited	37/39 Sinari Daranijo Street, Victoria Island, Lagos
253.	Oresanya Oladimeji	Lagos State Waste Management Authority	Ijora-olopa, Lagos
254.	Oseghale Oziegbe	Telecom Labs Ltd	44 Awoniyi Elemo Street, Isolo Lagos
255.	Oshodi Iyabode	Lagos State Ministry Of Justice	Alausa, Secretariat Ikeja
256.	Oshowole Adeoye	Catamaran	Lagos
257.	Osifo Osaze	Travant Capital Partners	13a A.J.Marinho Drive, 8th Floor, The Octagon, Victoria Island, Lagos
258.	Osoba Olusegun	Ex Governor Of Ogun State	32,Bourdillion Rd, Ikoyi, Lagos.
259.	Osolake Adebayo	JPmorgan	London
260.	Osunsanya Bolaji	Oando Gas & Power	2 Ajose Adeogun Street, Victoria Island, Lagos
261.	Oti Joy	Alba Nigeria Limited	40 Norman Williams Street, Ikoyi

REGISTRATION LIST

S/N	Name	Company	Address
262.	Otudeko Obafemi	Honeywell Group Ltd.	13,agoro Odiyan Off Adeola Odeku, Lagos.
263.	Otukoya Femi	Shell Nigeria Gas Limited	21/22 Marina, Lagos, P.M.B. 61428
264.	Otunola Biodun	Planet Consultant/Ministry of Tourism	7, Jaba Close, off Durukofia Street, Area 11, Garki, Abuja
265.	Owoka Kolawole	United Healthcare International Ltd	
266.	Owuh Tony	Diamond Capital/ministry Of Tourism	
267.	Oyagbola Amina	MTN Nigeria Communications Limited	4th Floor, Golden Plaza, Falomo, Ikoyi Lagos.
268.	Oyagbola Bayo	Oyagbola Chambers	37, Marina (Unity House) 7th Floor, Lagos
269.	Oyatogun Nathaniel	Shell Nigeria Gas Limited	21/22 Marina, Lagos, P.m.b. 61428
270	Oyebanji Dayo Mr.	Primewealth Capital Limited	18a, Elsie Femi Pearse, V/Island, Lagos
271	Oyedeji Olubayo Mr.	Kajola Integrated Investment Ltd	55, opebi Road, Ikeja, Lagos
272	Oyefeso Yewande Mrs.	First Bank Of Nigeria Plc	35, Marina Lagos
273	Oyeobu Adedayo Joachim Mr.	Transafrica Financial Services Limited	2nd Floor, Alico Plaza, Afribank Street Victoria Island, Lagos
274	Oyeyemi Olusegun Mr.	Global Partners & Co. Ltd.	3rd Floor, Elephant Cement House, Alausa, Ikeja
275	P. R. Sivasinmi Mr.	Sosaco Nigeria Ltd.	6 Allen Avenue, Ikeja, Lagos
276	Pantham Prakash Mr.	1st Floor, 45 Saka Tinubu Str, V/I, Lagos	
277	Pedro Lawal Mr.	Lagos State Ministry Of Justice	Alausa Secretariat, Ikeja
278	Pillai Santosh Mr	Watanmal Group	31a, Allen Avenue, Ikeja, Lagos
279	Popoola Wale	P.e.t. Associates Limited Suite	D97 Dolphin Plaza, Dolphin Estate
280	Raimi Taofiq, Idowu Mr.	Urban Shelter Limited	Shippers Plaza, Plot 438 Micheal Okpara Way, Wuse Zone 5, Abuja
281	Ransome-kuti Yemisi Ms.	Nigeria Network Of Ngo's	15 Military Street, Onikan, Lagos
282	Rotimi Oghenerume Mrs.	Mtn Nigeria Communications Ltd	4th Flr, Golden Plaza, Falomo Ikoyi Lagos
283	Rufai Biodun Mr	Toobi Projects Ltd	32, toyin Str, Ikeja
284	Sabitu Idowu Engr.	Naston Engineering (Nig.) Ltd.	43, Raymond Njoku Street, Lagos
285	Salako Johnson Mr.	Falomo Property Development Coy Ltd	8, Adeola Odeku Str, V/Island, Lagos
286	Saleh Barka Mr	Oando Plc	2, Ajose Adeogun Str, V/I, Lagos.
287	Sanni Oluwatoyin Mrs.	Nba Trustees Ltd.	57 Marina, Lagos
288	Sanusi Olufemi Mr.	Santrust Securities Limited	314b, Akin Ogunlewe Str, V/Island, Lagos
289	Sementari Henry Mr.	F.c.m.b. Plc	17a Tinubu Street, Lagos
290	Seriki Bola Mr.	Oilers Ltd	37 King George V, Lagos

REGISTRATION LIST

S/N	Name	Company	Address
291	Shasore Mosun Ms.	Asset & Resource Management Coy Ltd	1 Wekuewen Rd, Ikoyi Lagos. Box 55765
292	Smith Abimbola Mrs.	Chapel Hill Advisory Partners	1st Flr 45 Saka Tinubu Str, V/I, Lagos
293	Smith Ladi Mr.	Siao	18b Temple, Lagos
294	Solomon Christian Mr	P.w. Nigeria Ltd	10/12 Obanta Close Ikeja,lagos.
295	Sosan Adebisi Mrs	Deputy Governor of Lagos State	Blk 10 Secretariat, Alausa, Lagos
296	Sowemimo Adedayo Mr	Pavillon Ltd	
297	Sowole Olaonipekun Mr.	Matrix Solicitors	6th Floor, UBA House, 57 Marina Lagos
298	Sule Abdullahi Engr.	Dangote Sugar Refinery Plc	42-44 Warehouse Road, Apapa, Lagos
299	Taiwo Kolawole	Lagos State Hosue Of Assembly	
300	Tamane Jesus Mr.	Department Of Energy	Merritt Rd, Fort Sonifacio, 1201, Makati, Phillipines
301	Tejuosho Funmilayo Ms	Lagos State House Of Assembly	Alausa
302	Timitimi Ebi Mr.	Mangrove Investment Limited	Eleganza Plaza, 5th Floor, Suite 4, Plot 634, Adeyemo Alakija V/I, Lagos
303	Tunji Adebisi Rev.	Public Servant Governor's Office, Ikeja, Lagos	
304	Udorie Eric Mr.	Formwork Limited	31, Moloney Street, Lagos
305	Ukpong Ebebe Dr.	Akwa Ibom State Government	Hon. Commissioner, Ministry of Economic Development, Uyo
306	Umar Farouk Mr.	Zenith Bank Plc8	4 Ajose Adeogun Str, V/I, Lagos
307	Uzokwe Ike Mr.	Marine Vessel Company	
308	Uzu Cdarl Mr	Crown Realities Plc	3a,Lalupon Close, off Keffi St, Sw Ikoyi, Lagos
309	Williams Rasheed, Alaba Chief	Orilonise Investment Company Ltd	13-15 Lake Str, Off Broad Str, Lagos
310	Williams Tawa Mrs	Divine Gate/general Electric	32,oduduwa Way Gra,Ikeja,Lagos
311	Yakubu G. A. Dr.	Avanate Property	
312	Yavbieri Silvern Ms.	Kakawa Discount House Limited	20, Marina Lagos
313	Yinusa Mohammed Mr.	Business Club Ikeja/Dunlop Nig.Plc	23, Oba Akran Avenue, Ikeja
314	Zubairu Samaila Mr.	Dangote Group1	Alfred Rewane Rd, Ikoyi, Lagos

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