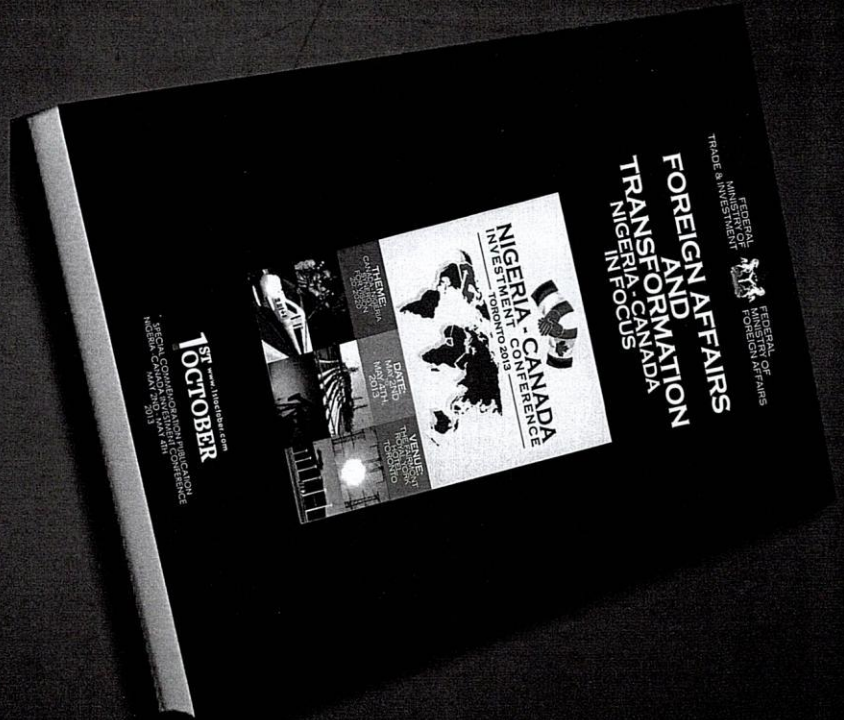


**1ST** www.1stOctober.com  
**1OCTOBER**  
 CONFERENCE MANAGEMENT & BOOK PUBLISHING

FEDERAL DEPARTMENT OF FOREIGN AFFAIRS  
 TRADE & INVESTMENT  
**FOREIGN AFFAIRS  
 AND  
 TRANSFORMATION  
 NIGERIA-CANADA  
 IN FOCUS**



**NIGERIA - CANADA  
 INVESTMENT CONFERENCE**  
 TORONTO 2013

LOCAL ORGANISING COMMITTEE NIGERIA  
**SECRETARIAT:**  
 NO 9 OSUN CRESCENT OFF. 1BB BOULEVARD  
 MINISTERS HILL, MAITAMA, ABUJA

**FOR ENQUIRIES:**  
 KONNIE: 01-8447948, 07098820623  
 UDOKA: 08037906707

[WWW.NIGERIACANADAINVEST.COM](http://WWW.NIGERIACANADAINVEST.COM)



**NIGERIA - CANADA  
 INVESTMENT CONFERENCE**  
 TORONTO 2013



**THEME:**  
 CANADA - NIGERIA  
 SYNERGY  
 FOR VISION  
 20: 2020

**DATE:**  
 MAY 2ND  
 TO  
 MAY 4TH,  
 2013

**VENUE:**  
 THE FAIRMONT  
 ROYAL YORK  
 HOTEL  
 TORONTO



MINISTRY OF TRADE & INVESTMENT FEDERAL REPUBLIC OF NIGERIA ANCHOR

MINISTRY OF FOREIGN AFFAIRS FEDERAL REPUBLIC OF NIGERIA HOST

ABUJA THE HEART OF NIGERIA FACILITATOR

CCANIGERIA FACILITATOR

1ST OCTOBER CONSULTANT



# NIGERIA - CANADA INVESTMENT CONFERENCE

TORONTO 2013

## Destination Toronto



NIGERIA - CANADA  
INVESTMENT CONFERENCE  
TORONTO 2013

### About NCIC



Afoluwa Niyemi Sambo

The Nigeria-Canada Investment Conference, NCIC, is the initiative of the Nigerian High Commission, Canada. The underlying objective of the Conference, as its theme, indicates, is to facilitate the strengthening of relations between Nigeria and Canada through trade. One key component of the Transformation Agenda of President Goodluck Jonathan was the effective use of Nigeria's Foreign Missions to drive, facilitate and attract foreign direct investments to Nigeria. To give effect to this, the Nigerian High Commission and the Canadian Council of Africa, in partnership with the Canada's Department of Foreign Affairs and International Trade are organising the Conference with the theme "Strengthening Nigeria-Canada Relations through Trade". The highly anticipated conference is designed in alignment with the vision 20-2020 Economic Transformation Agenda of President Goodluck Ebele Jonathan. The Conference is taking place in Toronto, the business capital of Canada and is expected to bring together more than 400 participants from the public and private sectors, including government officials of the two countries.

Nigeria is Canada's largest economic partner in sub-Saharan Africa and trade between both countries has risen from 700 million dollars in 2007 to about \$3 billion in 2011. Nigeria with a viable population of about 160 million is the largest single market in Africa. Its economy presents new opportunities for Canadian businesses to invest in a wide range of key sectors such as telecommunication, transportation, infrastructure, manufacturing, aeronautics, engineering, oil and gas, education, ICT, health, agriculture, solid minerals, power, security and tourism.



**Dr. Olusegun Aganga**  
*Federal Minister of Trade and Investment of Nigeria*  
"Under Nigeria's official development plan - Vision 2020 - Nigeria aims to become one of the world's top 20 economies." *At the Eighth Session of the WTO Ministerial Conference - on December 15th 2011*



**The Honourable Olughenga Ashiru**  
*Minister of Foreign Affairs, Nigeria*  
"The Nigerian Government is determined to provide the right environment, including the provision of requisite resources that will enable Nigerian Missions abroad better deliver on government transformation agenda." *Giving attraction of foreign investment top priority - on November 17th 2012*



**The Honourable John Baird,**  
*Minister of Foreign Affairs, Canada.*  
"We are prepared to announce the start of exploratory talks towards a Foreign Investment Promotion and Protection Agreement to encourage more Canadian businesses to come to Nigeria." *Strengthening Canadian ties with Nigeria, on October 8th 2012.*



**The Honourable Ed Fast**  
*Canadian Minister of Trade*  
"With Africa one of the fastest-growing economic regions in the world, our government is committed to opening new markets and creating new opportunities for Canadian workers and businesses throughout the continent. Canadian companies that succeed in international markets also create good jobs and greater prosperity here at home." *On October 16th, 2012*



**Senator Bala Mohammed,**  
*Federal Capital Territory Minister*  
"The FCT Minister's achievements are inclusive of investment attraction from within and outside the shores of Nigeria that is put at an aggregate of \$6.5 Billion dollars from April 2010 when he assumed office till date." *On December 13th, 2012*

## SPECIAL COMMEMORATIVE PUBLICATION ON THE INVESTMENT CONFERENCE



**OVERVIEW:** The 350 - page special Commemorative publication will serve as a platform for the Federal Ministry of Trade and Investment and the Ministry of Foreign Affairs to facilitate and attract investment into Nigeria using foreign relations as a platform.

It will market Nigeria to Canada and other members of the international community and showcase the rich history and culture of the diverse ethnic groups that make up Africa's most populous nation as well as highlight Nigeria's natural endowments in mineral deposits, oil, fertile land and friendly weather.

Apart from the Federal Government and its agencies, the publication will run special supplements on some states and private organizations.

**DISTRIBUTION:** 1st Print Run will be distributed at the Nigeria - Canada Investment Conference at the Hotel in Toronto Canada from 2nd to 4th May 2013. Final Print Run will be distributed days after the Conference via all Nigerian Embassies around the world, Foreign Mission in Nigeria, International and National Banking Institutions, International Donor Agencies, Intercontinental and Regional Organisations, etc.

**NIGERIA - CANADA  
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TORONTO 2013

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## CONFERENCE BOOK SUPPLEMENT AND PARTICIPATION OPPORTUNITIES

**NIGERIA - CANADA  
INVESTMENT CONFERENCE**  
TORONTO 2013



- DIAMOND: N25 million**
- ▶ TEN (10) PROFILE PAGES IN THE SPECIAL COMMEMORATIVE BOOK AND 250 COMPLIMENTARY COPIES
  - ▶ TV Promo (Logo only) on the Money Show on AIT Daily till conference
  - ▶ VIP Seating at all Conference events
  - ▶ 9.5q meters booths at trade exhibitions
  - ▶ Production of communication materials including 10 Pull Up Banners for use in conferences and for keeps (organization to provide content)
  - ▶ Presence on event brochure
  - ▶ Book website presence
  - ▶ 10 complimentary conference invitations
  - ▶ On - screen advert during conference
  - ▶ One (1) year advertising opportunity in Book/1st October website & Dailytimes.com.ng (single banner advert)

- PLATINUM: N10 million**
- ▶ FIVE (5) PROFILE PAGES IN THE SPECIAL COMMEMORATIVE BOOK AND 100 COMPLIMENTARY COPIES
  - ▶ VIP Seating at all conference events
  - ▶ Five (5) complimentary invitations (conference)
  - ▶ On - screen advert during conference
  - ▶ Book website presence
  - ▶ Six (6) months advertising opportunity in Book/1st October website /Dailytimes.com.ng (single banner advert)

- GOLD: N5 million**
- TWO (2) PROFILE PAGES IN THE SPECIAL COMMEMORATIVE BOOK AND 50 COMPLIMENTARY COPIES**
- ▶ VIP Seating at all conference events
  - ▶ Two (2) complimentary invitations (conference)
  - ▶ Three (3) months advertising opportunity in Book/1st October Website /Dailytimes.com.ng (single banner advert)

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## WHY YOU SHOULD PARTICIPATE

- ▶ To EXPAND your business into one of the most promising and rapidly expanding economy in the world
- ▶ To HAVE first-hand INFORMATION about major work planned or currently in progress in Nigeria
- ▶ To MEET, discuss and develop business opportunities with top Nigerian government officials.
- ▶ To CONNECT and collaborate with various international investors on major infrastructure development.
- ▶ To have the OPPORTUNITY to provide information about your company's expertise and to exhibit your products and services.
- ▶ To LEARN more about the investment framework available for the private sector in Nigerian economy in line with Vision 20:2020.
- ▶ To HEAR about success stories of investing in Nigeria directly from major players, eg, blackberry, Oando, CPCS, Bombardier, Nexen.

### AIMS OF THE CONFERENCE

To provide Nigerian and Canadian governments, private investors businessmen the platform for a mutually benefiting discussion and one-on-one interaction on the economy, investment and other trade-related information across the two divides.

### OBJECTIVES

- ▶ Explore the opportunities that exist in both countries
- ▶ Identify perceived and real constraints to investment in both countries
- ▶ Develop mutually agreed strategies to address bureaucratic and administrative bottlenecks and landmines on investments
- ▶ Provide opportunities to share experiences and network
- ▶ Develop database of participants to ease follow-up process
- ▶ Identify long-term strategies for attracting large and sustainable capital inflows.

**THEME:** "Strengthening Nigeria-Canada Relations through Trade"

### THE MAIN AREAS OF FOCUS ARE:

- ▶ Trade and Investment
- ▶ Power
- ▶ Transport & Aviation
- ▶ Agriculture
- ▶ Mining and Steel
- ▶ Water Resources
- ▶ Works
- ▶ FCT / Urban Renewal
- ▶ Environment
- ▶ Housing
- ▶ Nigerian Export Promotion
- ▶ Transportation
- ▶ Telecommunications

**NIGERIA - CANADA  
INVESTMENT CONFERENCE**  
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## Mutually Benefiting Trade/Business

Trade relations between Nigeria and Canada have increased geometrically from a paltry 700 million dollars in 2007 to \$2.7 billion at the end of 2011. This is the largest in sub-Saharan Africa. Although Canada's exports to Nigeria have increased by more than 200% since 2003, they have been fairly steady



since 2009 and were \$227.3 million in 2011. Bilateral trade between Canada and Nigeria has been facilitated by the return to Nigeria of Export Development Canada (EDC), which in March 2011 announced a \$7 million investment fund through which it helps develop opportunities in Nigeria for Canadian companies. The fund is focused on sectors which mirror Canada's strongest export sectors, notably oil and gas, telecommunication, mining and financial services.

The Canadian business presence in Nigeria is substantial and multi-faceted. Canadian interests cover a full range of key sectors, including oil and gas, telecommunications, manufacturing, aeronautics, energy, and engineering and education services. New areas with high potential for growth are mining technology as well as transportation. Recent and ongoing efforts by the Nigerian Government to reform the banking sector in Nigeria will provide a more conducive foreign investment environment for potential Canadian firms and businessmen to invest in Nigeria.

Both countries are determined to sign the Foreign Investment Protection Agreement (FIPA) to assure investors from both countries of the protection of their investments.

In the area of development assistance, the Canadian International Development Agency (CIDA) is focusing its bilateral program, which totalled almost \$26 million in fiscal 2011-2012, to support key government health institutions to deliver high-impact and cost-effective maternal and child health interventions at the community level. This assistance is aimed at reducing the maternal mortality rate (MMR) in Nigeria, which is high at 630 deaths per 100,000 live births in 2010. The neonatal, infant and under-five mortality rates are similarly high. In 2010, over 850,000 Nigerian children under five years old died, which is about 10% of the global child mortality figure.

The growing number of Nigerians who work or study in Canada is a positive factor in the cultural and people-to-people exchange between the two countries. This has accounted for the high number of the members of the Nigerian Diaspora in Canada, which is estimated at more than 20,000. In 2011, Canada approved 9,563 temporary resident permits, 200 work permits and 1,507 study permits for Nigerians.



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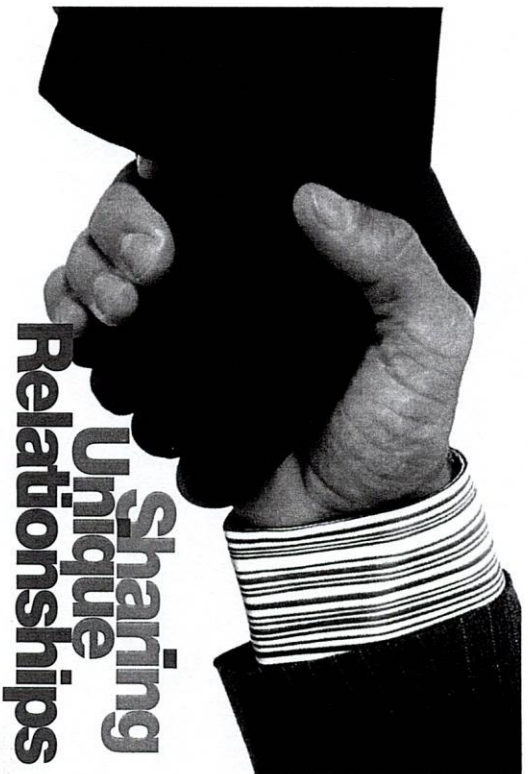
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## Sharing Unique Relationships

Diplomatic relations between Nigeria and Canada have been very cordial since the two commonwealth countries established diplomatic relations some decades ago. Nigeria opened its diplomatic Mission in Ottawa in 1973 while Canada opened its Mission in Lagos in 1960.

At the moment, Nigeria is represented in Canada by Ambassador Ojo Maduekwe while Ambassador Chris Cooter represents Canada in Nigeria.

Over the years, there has been a deepening of bilateral relations between Nigeria and Canada to the extent that Canada considers Nigeria as one of its leading strategic partners in sub-

Saharan Africa. The two commonwealth countries share common values and commitment to democracy, development, human rights, religious freedom and people-to-people ties.

The warm and cordial relations between Nigeria and Canada found expression in the exchange of visits by senior political and government officials of the two countries. In June 2012, the Nigerian Minister of Foreign Affairs, Ambassador Olugbenga Ashiru visited Canada to sign the Framework Agreement establishing the Nigeria-Canada Bi-National Commission. Some months later, the Canadian Minister of International Cooperation, Mr Julian Fantino visited Nigeria. In October 2012, the Canadian Minister of Foreign Affairs, Mr John Baird also visited Abuja to co-chair the inaugural meeting of the Bi-National

Commission and Lagos to meet Nigerian and Canadian business leaders. The Nigerian Minister of Aviation, Mrs Stella Oduah also visited Canada in 2012 for the Aviation Road Show

Recently, in January 2103, Hon. Ed Fast, the Canadian Minister of International Trade visited Nigeria to meet with his Nigerian counterpart, Dr. Olusegun Aganga to discuss the need for collaboration between Nigeria and Canada to increase trade and investment between the two countries.

Some years back, the Nigerian President Goodluck Jonathan travelled to Canada in June 2010 to attend the G8 Summit. Mr. Deepak Ohbral, the Parliamentary Secretary to Canada's Minister of Foreign Affairs, attended Nigeria's Golden Jubilee Independence celebrations in Abuja on October 1st, 2010 and the inaugural ceremony of President Goodluck Jonathan on May 29, 2011 as the Special Representative of Canada's Prime Minister.

These official visits were in addition to the earlier visits of Nigeria's then Foreign Ministers, Chief Ojo Maduekwe, now High Commissioner to Canada and Henry Odein Aljumogbia, to Ottawa in December 2009 and March 2011 respectively. These exchanges of official visits have, to a large extent, facilitated the deepening of relations between Nigeria and Canada.

As part of its efforts to promote and deepen democratic governance in Nigeria, Canada provided support and logistics to the Independent National Electoral Commission (INEC) in the conduct of elections since the return to democratic governance in 1999. Canada also has an ongoing project running until 2015 to support the long-term electoral cycle,



**COUNCIL OF  
FOREIGN  
RELATIONS**  
HON. ED FAST  
MINISTER OF INTERNATIONAL  
TRADE



**UNITED STATES  
INSTITUTE OF PEACE**  
AMBASSADOR OJO  
MADUEKWE



**HON. CHRIS COOTER  
AMBASSADOR TO NIGERIA**



**JOHN BAIRD  
MINISTER OF FOREIGN  
AFFAIRS**

**NIGERIA - CANADA**  
INVESTMENT CONFERENCE  
TORONTO 2013

## Features of the CONFERENCE

### APPEARANCES:

Key features of the Book will be High Profile interviews from the Nigerian President Dr. Goodluck Ebele Jonathan, Canadian Prime Minister Stephen Harper, Nigerian Vice President Arc. Namadi Sambo, Nigerian Minister for Foreign Affairs Honourable Olugbenga Ashiru, Nigerian Ambassador to Canada High Commissioner Ojo Maduekwe, Nigerian and Canadian Permanent Secretaries and Directors in the Ministry of Foreign Affairs among others.

### PUBLICITY

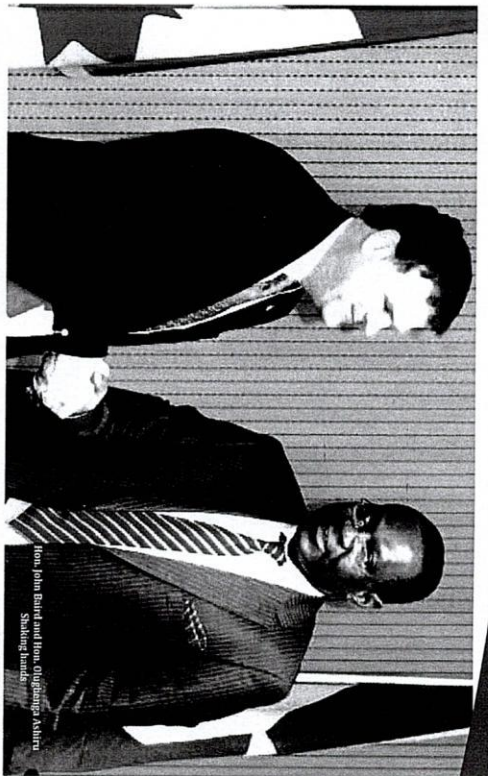
The Nigerian- Canadian Investment Conference would be a huge media event.

Other features include:

- ▶ Welcome Cocktails
- ▶ Red Carpet and Interviews
- ▶ Music Performances by celebrated Nigerian artistes
- ▶ Gala Night
- ▶ A Special commemorative event of music and theatre is recommended and would be beamed live to a wide international audience. This would involve performances by Nigerian and Canadian music talents, comedy breaks by Nigerian and Canadian talents spiced with the best of Nigerian and Canadian cuisine.

**For more information on the conference, please contact the following:**

1. Federal Ministry of Trade and Investment  
Old Federal Secretariat, Area 1  
Gariki, Abuja
2. Federal Ministry of Foreign Affairs  
Federal Secretariat  
Abuja
3. Nigerian High Commission to Canada  
Ottawa Canada
4. Local Organising Committee (LOC)  
NCIC



From John Brinde and Olugbenga Ashiru  
Shaking hands

which included the 2011 Presidential and gubernatorial elections. Canada continues to be active in its support to groups and institutions that work to strengthen democracy, human rights, accountability and good governance in Nigeria.

### NIGERIA'S LEADERSHIP ROLES IN AFRICAN AND GLOBAL AFFAIRS

Canada recognises Nigeria's leadership role in African and global affairs, particularly Nigeria's significant contribution to international peace and security through the latter's participation in peace keeping operations in the world. In 2005, Nigeria became a major troop contributor to the African Union's Mission in Sudan, and the subsequent United Nations African Union Mission in Darfur. Nigeria is presently the second largest troop contributing African nation to UN peacekeeping operations and the fifth largest globally, with around 5,400 personnel deployed in Darfur and Liberia alone. Canada strengthened its peace and security cooperation with Nigeria by providing material and training support to Nigeria's troops in Sudan until 2009.

Canada has helped develop Nigeria's peacekeeping capabilities through a number of capacity-building and training programmes. Canada has also supported the professionalization of Nigeria's military through the Military Training and Cooperation Program (MTCP).



**SCHEDULE OF EVENTS:**

**Thursday May 2nd**

**Time**

7:30 pm - 9:00 am

Registration

8:30 pm - 4:30 am

Exhibition Open

9:00 pm - 9:30 am

**WELCOME AND OPENING REMARKS**  
Nigerian High Commissioner to Canada (Chief Op. Uma Madukwe) (CRI)  
CEO Canada Council on Africa (Lucian Brade)  
Minister for Foreign Affairs Nigeria (Chiberga Ashun)  
Minister for Foreign Affairs Canada (John Baird)  
Nigerian Vice President (The Excellency/Act. Nnamdi Sarinbo)  
Keynote Address - Nigerian Minister of Trade & Investment (Dr. Oluksun Agunwa)  
Canada Minister of Trade & Investment (El Fisi)

9:30 am - 9:50 am

**FDI AS THE BACKBONE FOR SSSON 20- 2020**  
**Keynote Address: Regulatory Framework to Protect Foreign Direct Investment in Nigeria**  
-Speaker: Minister of Trade and Investment Oluksun Agunwa. Presentation on the Policies and Programs that the Federal Ministry of Trade and Investment (FATI) has enacted in order to protect capital and foreign direct investment (FDI) and create a friendly business climate. Fiscal incentives include: Tax holidays, 100% ownership structure for most businesses, 100% repatriation of profits, expedited visas and company registration and security for foreign employees

9:55 pm - 10:15 am

**Keynote Address: Update on the Policy Architecture for Vision 2020(Challenges and Opportunities)**  
-Speaker: Minister of National Planning Shamsuddin Usman to present the vision 2020(2020). Nigeria's Economic Blueprint. This plan aims to place Nigeria among the top 20 largest world economies by the year 2020, with a GDP of \$900 Billion. Nigeria expects to attract \$130 Billion in private capital over the next 10 years as it builds up to achieve its goals. President Goodluck Jonathan's Transformation Agenda is tailored to achieve vision 20- 2020. This transformative agenda focuses on good governance, infrastructure, human capital development, job creation, better resources management, diminution of corruption and sustained economic development

10:55 pm - 10:30 am

Networking Break

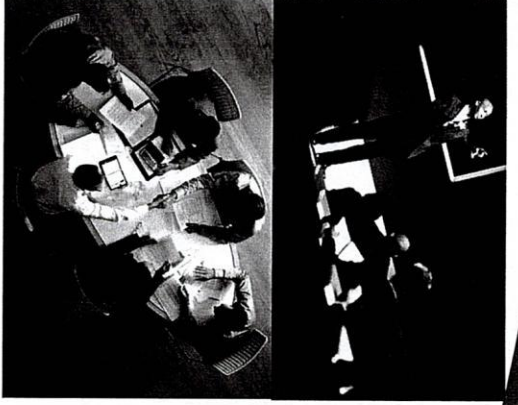
10:30 pm - 11:30 am

**GOVERNORS ROUND TABLE 1**  
Nigerian delegation expects that there will be 2 or 3 Governors. A round table with these Governors for about 1 hour would be very much appreciated. The Governors will discuss the specific project opportunities on the horizon in their respective states

11:30 pm - 12:30 am

**AGRICULTURE: Overview**  
Agriculture is the most important sector in the Nigerian economy. It employs 60 % of Nigerians, including many rural women, and contributes up to 35 % of the country's GDP. Despite that Nigeria remains a net importer of food for many reasons. The farmers are small states

**TOURISM: Overview**  
Tourism in Nigeria centers largely on events due to the country's ample amounts of ethnic groups but also includes rain forests, savannah, waterfalls, and other natural attractions. Tourist sites in Nigeria include festivals and cultural celebrations such as Durbar festivals, celebrated at the culmination of muslim festivals Eid al Fitr and Eid- al-Adha. The national football parks, Old Oyo, Yankari, and Cross River National Parks are also worth visiting



**ATTENDING:**  
State Governors of Nigeria  
Potential Investors from Canada  
Entrepreneurs  
Export/Importers  
Investors  
Directors of companies  
Government Institutions  
Market and Business Specialists

**PARTICIPANTS:**

- ▶ High level Government officials, Parliamentarians, and CEOs of leading Businesses, in both countries
  - ▶ CEOs of leading businesses in the multi-lateral platforms: private sector, international development institutions, academia, non-governmental organisations and civil societies.
  - ▶ Prominent dignitaries, both local and international, will be part of this event.
- These including:
- State Governors and other leaders
  - Representatives of the World Bank
  - Governors of Central Bank of Canada and Nigeria
  - African Development Group
  - Ministers of Finance from both countries
  - Select International investment banks
  - Parliamentarians from Nigeria and Canada
  - Key multinational corporations operating in both countries
  - Select CEOs of banks operating in both countries
  - Representatives of UN/International Development Organisations -
  - UNDP, USAID, UNIDO, etc
  - Export Credit Agencies
  - Investment Promotion Agencies in both countries

## SCHEDULE OF EVENTS (

Thursday May 2nd

- scale farmers and have not received investments to turn the business more productive. Country's exports dominated by petroleum and its products have shifted the focus away from agriculture

11:30 pm - 12:30 am

Networking Lunch

1:30 pm - 2:45 pm

**TRANSPORTATION-HAILS & AVIATION:**

**Overview by the Nigeria Ministry of Transport**  
90% of all freight and passenger movement occurs by road. The Federal government of Nigeria has put in place several mechanisms such as the Infrastructure Concession and Regulatory Commission (ICRC), the Bureau of Public Procurement (BPP), and the National Policy on Public Private Partnership to promote investment in other modes of transportation such as Rail and Marine Transport. The aviation subsector complements the development of other modes of transportation and presents lucrative investment opportunities for the private sector.

2:45 pm - 4:00 pm

**MOBILE TECHNOLOGY Overview**

In the words of Nigza Okomp-Iweka, Nigeria as entire Africa will continue to innovate with mobile technologies to increase productivity and to provide better services in health and education. Nigerian government is implementing an e-wallet payment system in its agricultural supply chain. This enables rural farmers to buy/fertilizers directly from dealers and thus avoid middlemen. The World Bank for example, had identified the ICT and the entertainment sectors as the next big wave of growth.

4:00 pm - 4:15 pm

Networking Break

4:15 pm - 5:35 pm

**WATER Overview**

Nigeria is blessed with abundant water resources estimated at 319 billion cubic meters. Today, there is an estimated \$35 billion investment needed to meet Millennium Development Goals (MDG). The government of Nigeria is seeking private sector partners and experts for projects in irrigation infrastructure, water treatment plants and dams.

4:15 pm - 5:35 pm

RECEPTION

## SCHEDULE OF EVENTS:

Friday May 3rd

Time

7:30 pm - 9:00 pm

Registration and Continental Breakfast

8:30 pm - 2:00 pm

Exhibition Open

9:00 am - 10:00 am

**INVESTING IN NIGERIA'S INFRASTRUCTURE:**

**SUCCESS STORIES FROM THE PRIVATE SECTOR**  
Nothing Breeds Success like Success! This informal talkshow-style session will highlight Canada and Nigerian private sector success stories across sectors. Panelists will share their experience and best practices. 4 to 5 panelists will participate in the presentations and discussions.

10:00 am - 11:00 am

**GOVERNORS' ROUNDTABLE II**

If more than two Governors come to the event, we would have a second Roundtable.

11:00 am - 11:15 am

Networking Break

11:15 am - 12:30 pm

**THE OPPORTUNITIES AND CHALLENGES OF URBAN DEVELOPMENT IN NIGERIA.**

Nigeria with the largest city in Africa and a number of very large urban centers in the different States faces issues and must look at new approaches and solutions. A panel of Nigerians and Canadians would discuss this topic in a panel format.

12:30 pm - 1:30 pm

Networking Lunch

1:30 pm - 2:45 pm

**FINANCING AGENCIES**

This talk-show-style session will showcase various funding models and will highlight funding mechanisms necessary to initiate and successfully complete infrastructure projects. Both private and public options will be discussed. The panelists would come from the Nigerian government, the Canadian government and the private sector.

2:45 am - 3:15 am

**CLOSING REMARKS**

• His Excellency, Ojo Madunsoye High Commissioner to Canada  
• Mr. Benoît La Salle, Chairman of the Board, The Canadian Council on Africa

Saturday May 4th

Visits and individual meetings at companies' sites. These visits have to be identified and will be mostly for the visitors coming from Nigeria.

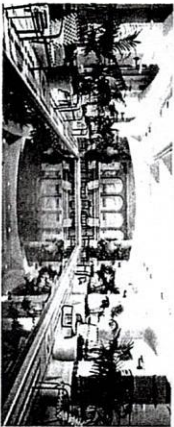
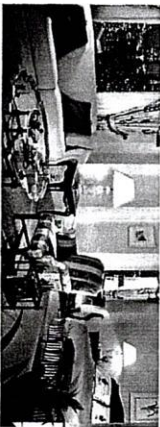
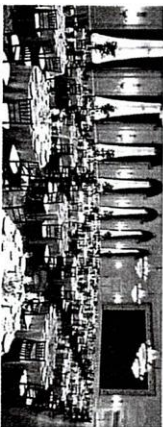
**NIGERIA - CANADA  
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TORONTO 2013



# THE *Fairmont* ROYAL YORK TORONTO

Toronto is a city that has grown up around this grand landmark. The Fairmont Royal York. Just steps away from its famous doors in the heart of Canada's largest metropolis is an exciting mix of activities and attractions. From the theater, entertainment and financial districts, to shopping, sightseeing and world - class sport facilities. The Fairmont Royal York truly is at the centre of it all.

Whether you're in Toronto for a meeting or simply to relax and take in the sights of the city, this landmark hotel has everything you need. Luxurious surroundings, thoughtfully appointed guest rooms and elegant suites, and a knowledgeable concierge. The Fairmont Royal York is the ultimate downtown Toronto hotel.



## Nigeria/Canada FACT SHEET

NIGERIA - CANADA  
INVESTMENT CONFERENCE  
TORONTO 2013



### General Information

Capital: Abuja  
Population: (million): 160.342  
Total Area: 923,773km<sup>2</sup>  
Currency: 1 CANS = 155.97 Naira (NGN)(2011)  
National Holiday: 1 October, National Day  
Language(s): English, Hausa, Yoruba, Igbo (Ibo), Fulani

### Political Information

Type of Government: Bicameral National Assembly: the Senate (elected) and the House of Representatives (elected)  
Head of State: President Goodluck Ebele JONATHAN  
Head of Government: President Goodluck Ebele JONATHAN  
Ministers: Foreign Affairs: Olugbenga ASHIRU  
Finance: Ngozi OKONJO-IWEALA  
Trade & Investment: Olusegun Oluwoyin AGANGA

### Main Political Parties:

People's Democratic Party (PDP), Action Congress of Nigeria (ACN), Congress for Progressive Change (CPC)

### Economic Information (2011)

Please note that the economic statistics reflect Canadian dollars and the yearly averages for the year. If listed as '0' or absent, the statistic is currently unavailable.

Economic Information Type	Nigeria	Canada
GDP: (\$ billion)	241.38	1719.95
GDP per capita: (\$)	1505.42	49944.08
GDP growth rate: (%)	7.36	2.41
Inflation: (%)	10.84	2.89
Unemployment: (%)	23.9	7.47
Trade and Investment (2011)		

Canadian exports to country: \$227,091,939

Canadian imports from country: \$2,491,719,513

FDI in Canada: \$ million

CDI in Nigeria : \$36 million

### Representation

Foreign Representation in Canada: High Commissioner: Chief Ojo Maduekwe

Canadian Representation Abroad: High Commissioner Chris Cooter

December 2012 Sources include: Statistics Canada, IMF


NOTES

# Destination Toronto ✈



# Annex 1: Investment Opportunities in Africa's Fastest Growing City – Senator Bala Mohammed, Minister, Federal Capital Territory, Abuja, Nigeria.

**FEDERAL CAPITAL TERRITORY ADMINISTRATION**



**INVESTMENT OPPORTUNITIES IN AFRICA'S FASTEST GROWING CITY**

By:  
**Senator Bala Abdulkadir Mohammed, CON  
Honourable Minister, FCT**

Presented to:  
**Canada – Nigeria Investment Forum, Toronto  
May, 2013**

### OUTLINE ....1


- ◆ **Introduction**
  - ◆ Fact sheet
  - ◆ Vision, Mission and Mandate
  - ◆ Demographics
- ◆ **Our Strategic Development**
  - ◆ Medium Term Sector Strategy
  - ◆ Infrastructure Investment Initiative - our core
  - ◆ Abuja Master Plan
  - ◆ Why Abuja
- ◆ **Infrastructure Development**
  - ◆ **District Infrastructure and Opportunities**
    - ◆ The Boulevard
    - ◆ FCT HW 105
    - ◆ FCT HW 106
  - ◆ **District Infrastructure and Opportunities**
    - ◆ The Boulevard
    - ◆ Katampe
  - ◆ **Private Sector Participation**
    - ◆ Land swap
    - ◆ Provision of Infrastructure in Phase IV (South)
    - ◆ Dailas Caraway District
- ◆ **Investment Environment & Opportunities**
  - ◆ Transportation
  - ◆ Satellite Town Development
  - ◆ Education Sector
  - ◆ Health Services
  - ◆ Agriculture Services
  - ◆ Water Infrastructure
  - ◆ Waste Management

### OUTLINE ....2


- ◆ **Other Private Sector initiatives:**
  - ◆ Abuja Downtown Mall/World Trade Centre Project;
  - ◆ Abuja Technology Village
  - ◆ Abuja Film Village International (AFVI);
  - ◆ Abuja Automotive Village;
  - ◆ Upgrade and rehabilitation of the Abuja Central Park & Botanic Garden
- ◆ Abuja Industrial Park

### INTRODUCTION

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### FCT FACT SHEET



**Location:** Federal Capital Territory of Nigeria, Western Africa

**Constituencies:** 6 Area Councils

**Total Area:** 8,000 sq km (FCC 250 sq km)

**Population:** 5.0 million (Approx)

**Literacy:** 70%

**Natural Resources:** Coal, columbite, Tantalite, Granite, Precious Stones, Gem Stones

**Climate:** Dust haze, cold & dryness

**Weather:** Rainy & Dry seasons with brief hamattan;

**Geographic Features:** Lush vegetation and rich soil, Rivers, Hills, Mountains & Forest.

**FCT GDP** at around US\$5 billion (National Bureau of Statistics)

### VISION, MISSION AND MANDATE



**Vision**  
 "To be one of the 20 capital cities by the year 2020 "

**Mission**  
 "The provision of infrastructure, services and administration for the development of a first class Federal Capital Territory comparable to the best in the world"

**Mandate**

- ◆ Providing an effective and efficient administrative framework
- ◆ Provision of critical infrastructure
- ◆ Provision of services to the FCT residents
- ◆ Wealth creation and poverty reduction
- ◆ Provision of safe & secure environment

**FEDERAL CAPITAL TERRITORY ADMINISTRATION**

**INVESTMENT OPPORTUNITIES IN AFRICA'S FASTEST GROWING CITY**

By:  
**Senator Bala Abdulkadir Mohammed, CON**  
 Honourable Minister, FCT

Presented to:  
 Canada - Nigeria Investment Forum, Toronto  
 May, 2013

**OUTLINE ...1**



- ◆ Introduction
  - ◆ Fact sheet
  - ◆ Vision, Mission and Mandate
  - ◆ Demographics
- ◆ Our Strategic Development
  - ◆ Medium Term Sector Strategy
  - ◆ Infrastructure Investment Initiative - our core
  - ◆ Abuja Master Plan
  - ◆ Why Abuja
- ◆ Infrastructure Development
  - ◆ District Infrastructure and Opportunities
    - ◆ The Boulevard
    - ◆ FCT HW 105
    - ◆ FCT HW 106
- ◆ District Infrastructure and Opportunities
  - ◆ The Boulevard
  - ◆ Katampe
- ◆ Private Sector Participation
  - ◆ Land swap
  - ◆ Provision of Infrastructure in Phase IV (South)
  - ◆ Dallas Caraway District
- ◆ Investment Environment & Opportunities
  - ◆ Transportation
  - ◆ Satellite Town Development
  - ◆ Education Sector
  - ◆ Health Services
  - ◆ Agriculture Services
  - ◆ Water Infrastructure
  - ◆ Waste Management

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- ◆ Providing an effective and efficient administrative framework
- ◆ Provision of critical infrastructure
- ◆ Provision of Services to the FCT residents
- ◆ Wealth creation and poverty reduction
- ◆ Provision of safe & secure environment

## DEMOGRAPHICS

- Household Income: 84.85% live above \$2/day
- Working Class Population: 36.24%
- Students: 32.39%
- Private Sector Employment: 81.57%
- Safety: 84%
- A growing middle class population

Access to Health Care

## OUR STRATEGIC DEVELOPMENT

**To be one of the 20 World Class Capital Cities by the Year 2020**

Providing an effective and efficient administrative framework

Provision of critical infrastructure

Provision of Services to the FCT residents

Wealth creation and poverty reduction

Provision of safe & secure environment

**DIVERSIFYING FCT'S ROADMAP STRATEGIES**

TRANSLATING THE VISION INTO ACTION	PLANNING AND INFRASTRUCTURE	INFRASTRUCTURE ELEMENTS	INVESTMENT STRATEGIES	GLOBAL PARTNERSHIPS	QUALITY OF LIFE
City Vision Strategic Plan Operational Plan Capital Budget Regulatory Framework	Urbanization Infrastructure Development Planning Land Use Transportation Services Regulatory Framework	Provision of services Infrastructure Development Planning Land Use Transportation Services Regulatory Framework	Investment Strategies Financing Investment Promotion Regulatory Framework	Global Partnerships Investment Promotion Regulatory Framework	Quality of Life Investment Promotion Regulatory Framework

## MEDIUM TERM SECTOR STRATEGIES

Development and maintenance of first class city infrastructure including delivering a modern mass transit system as well as phased development of primary infrastructure in the Satellite Towns.

Continued adherence to/enforcement of the Abuja Master Plan and Development Control Standards including effective resettlement, removal of illegal structures and organisation of informal sector.

- Elimination and control of squatter settlements and illegal buildings entailing rehabilitation of destitutes.
- Efficient and cost-effective delivery of social services.

## MEDIUM TERM SECTOR STRATEGIES.....2

- Facilitate the provision of affordable mass housing
- Develop the tourism potentials of the endowed Territory and complementary amenities like accommodation;
- Provide an enabling environment for the creation of industries including the agro-based;
- Strengthen the existing FCT Administrative Structure to further enhance service delivery;
- Increased private sector participation in the development of Abuja in areas such as infrastructure, municipal services, job creation and housing delivery;

## OUR INFRASTRUCTURE INVESTMENT INITIATIVE – OUR CORE

- Responsibility of government to provide infrastructure
- Leverage on private sector finance and expertise
- Free off public funds for critical sectors of development
- Discourage land speculation and land freezing

## ABUJA MASTER PLAN

- The Master Plan coordinates Land Use, Transportation Systems, Infrastructure, Housing and other services recognizing their interrelationships and spatial requirements.
- The Master Plan provides for two levels of development, namely City and Regional.
- To date, the aggregate infrastructure development in the FCT, which have been funded mostly by Government, is about 30%.
- Development is concentrated in phases I & II of the FCC and three of the eighteen Satellite Towns

### ABUJA MASTER PLAN

- FCC comprises of five phases which are at various stages of development
- Phase One: CBD (AO), Maitama (A5&6), Wuse I (A2), Wuse II (A7&8), Central I (A1) & II (A3) and Asokoro
- Phase Two: Katampe, Mabushi, Utako, Wuye, Durumi, Gudu (B1), Jabi, Kado, Jabi, Dakibiyu, Kaura, Dubayi, Gaduwa, Dutse and Kukwaba National Park.
- Phase III is planned while Four & Five are still at Planning Stage
- Total of 79 districts and 9 sector centers

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### WHY ABUJA

- Strategic location within Nigeria, with efficient intra-state and national transport links
- Access point to vast domestic (>150m) and regional (>300m) market
- An International Airport that serve as a hub with major World Airlines operating on a daily basis. These include: British Airways, Air France, Lufthansa, Delta Airline, KLM, Egypt Air, Ethiopia Airline
- Domestic flights to any part of the country take the average of an hour

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### WHY ABUJA

- Planned city (Master plan) with high-grade infrastructure, comparable to the best available on the continent
- Legal framework that ensures smooth flow and adequate return on investment
- Low crime rate

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### INFRASTRUCTURE DEVELOPMENT

The Master Plan as prepared and approved by the Government put the ultimate population of the city at three million people, planned to be developed in four phases.

The progressive Planning and Design of Phases I, II & III having their Land Use and Site Development Plans.

The Structure and Master Plan for Phase IV North have been completed.

The preparation of the Master Plan for six designated satellite towns was concluded to decongesting the City.

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### DISTRICT INFRASTRUCTURE & OPPORTUNITIES

- Completed Districts
- Substantially Completed
- On-going
- Districts Constructed by FHA
- Designs Completed
- Design On-going
- Green field

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### DISTRICT INFRASTRUCTURE & OPPORTUNITIES

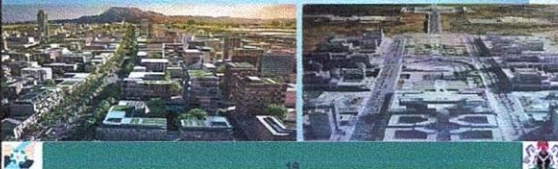
#### Percentage of District Infrastructure Developed in the FCC

Phase	Developed	Under Development	Undeveloped
Phase I	65%	10%	25%
Phase II	25%	10%	75%
Phase III	5%	5%	90%
Phase IV	0%	0%	100%

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### DISTRICT INFRASTRUCTURE & OPPORTUNITIES


- The Boulevard**  
The Construction of road B8 – B10 (Boulevard) is a 14km dual carriageways and infrastructure with 1.6km shopping street.  
Extensive pedestrian circulation. The road starts from the Federal Secretariat through to the National Hospital.



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### DISTRICT INFRASTRUCTURE & OPPORTUNITIES


- FCT HW105 Road**
  - Development of 73km length of dual carriageways from Kubwa expressway to Gwargwada
  - 5 No. Underpasses, 14Nos. River Bridges, 2Nos interchange, earthworks, box culverts, pipe culverts, pavement and surfacing



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### DISTRICT INFRASTRUCTURE & OPPORTUNITIES

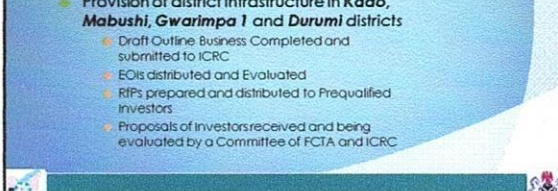
- FCT 106 Road**  
Development of 50km length of dual carriageways from Karshi to Gwagwalada, 230Ha of site clearance, 2,727,500 cubic meters of earthworks.  
3Nos bridges, 50km asphaltic concrete pavement, drainages and box culverts.



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### DISTRICT INFRASTRUCTURE

- PPP Completed (One)**
  - Kalampe District Infrastructure Provision**
    - It is a N61 Billion Investment
    - Construction Contractor had mobilized to site
    - Independent Engineer appointed
- PPPs Initiated (Five)**
  - Provision of district infrastructure in Kado, Mabushi, Gwarimpa 1 and Durumi districts**
    - Draft Outline Business Completed and submitted to ICRC
    - EOIs distributed and Evaluated
    - RFPs prepared and distributed to Prequalified Investors
    - Proposals of investors received and being evaluated by a Committee of FCTA and ICRC




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### DISTRICT INFRASTRUCTURE

#### LAND SWAP MODEL

- The concept of Land Swap is an infrastructure financing initiative of the FCT whereby Land is given as a resource to a developer to provide infrastructure in the agreed district without any financial, technical or demand risk on the part of the FCTA.
- Under this model the FCT Administration grants a developer an agreed percentage of land not exceeding 60% in a Greenfield district for real property development.




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### PRIVATE SECTOR PARTICIPATION PROJECTS

Private sector Enabled Projects Initiated

- Provision of Infrastructure in 2 Sector Centers (8 Districts) of Phase IV (South), FCC**  
Development is based on contractual Agreement with 15 Private Investors on the basis of the Land-for-Infrastructure Swap Framework:  
The total land area for the development is 4,283.2 hectares and projected to require a minimum of \$3.8 Billion of private sector capital;  
The distance of this area is averagely 20 minutes from the City centre and 15 minutes from the Airport;



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### PRIVATE SECTOR PARTICIPATION PROJECTS

**Private sector Enabled Projects (contd...)**  
**Provision of Infrastructure in 2 Sector Centers (8 Districts) of Phase IV FCC**

The 15 Investors in collaboration with Federal Capital Development Authority are working on the topography & Survey Maps, Detailed Land Use Plan, and Engineering Design.

The project consist of provision of infrastructure and real property development including roads, water, electricity, sewage as well houses of various densities and other ancillary facilities and services.

That each of the 15 Investors is given the right by FCTA to sale, develop or partner with other private sector in the comprehensive development of the districts



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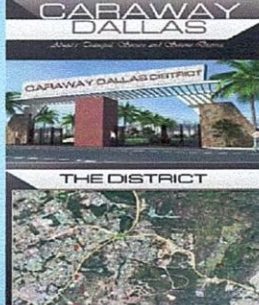
### PRIVATE SECTOR PARTICIPATION PROJECTS

**Dallas Caraway District in the Urban Fringe of the FCC**

Development is based on contractual Agreement with Messrs. Plethora Realty and Property Mangers Limited on the basis of the Land-for-Infrastructure Swap Framework;

220 hectares of land and projected to require a minimum of \$200 million of private sector capital;

The Investor had, in collaboration with Federal Capital Development Authority, produced the topography & Survey Maps, Detailed Land Use Plan, and Engineering Design, and in fact commenced infrastructure works after the Groundbreaking ceremony on 18<sup>th</sup> April 2013.



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### INVESTMENT OPPORTUNITIES FOR SECONDARY INVESTORS IN THE LAND SWAP

- Secondary areas of investment include:
- Shopping malls
- Secondary healthcare facilities
- Primary schools
- Secondary schools
- Hotels
- Parks



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### PRIVATE SECTOR PARTICIPATION PROJECTS

- Abuja City Centre Development**  
 Construction of 21-hectare land in the CBD to include Memorial Arcade, shopping malls, residential apartments, office spaces, hotels, underground parking lots, etc.  
 Discussion concluded with the New Core Investor, Messrs. A2 Petroleum Nigeria Limited, a Nigerian company.  
 An Investment of \$1.5 Billion
- Development of Monorail System**  
 MOU signed with Trans-Globim Inc., a Canadian Company, for Abuja-Nyanya-Masaka Line.  
 Feasibility studies, Conceptual Design and funding arrangements being undertaken by the Company.



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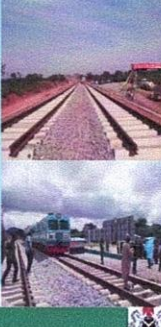
### TRANSPORTATION INFRASTRUCTURE INITIATIVES

**Abuja Rail Mass Transit System**

The Abuja Rail Mass Transit network concept is made up of six (6nr.) lots traversing a total distance of about 300km.

The feasibility and conceptual design for three of these lots (i.e. Lots 1, 2 and 3), has been completed, and Lots 1 and 3 are currently under construction with a programmed completion date of 2014. The feasibility study and conceptual design for the remaining lots is under procurement.

Lots 1 and 3 are available for concession to interested operators who will provide rolling stocks, operate and maintain, while Lots 2,4,5, and 6 are available for concession on Design, Build, Manage, Operate and Transfer basis. Fig.1 shows the Rail Network.




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### TRANSPORTATION INFRASTRUCTURE INITIATIVES

**Abuja Rail Mass Transit System**

- The rail network is designed to use diesel locomotives, with 3 or 4 door passenger cars on standard gauge double rail track, with operating speed of up to 100km/h, and 5 minutes headway.
- Feasibility studies for Lots 1, 2 and 3 forecasts daily passenger traffic for years 2012 and 2030, as 156,400 and 437,200 respectively.
- To meet this demand, about 39sets of DMU locomotives, with 6,300 capacity passenger cars are recommended. The rail network when fully operational should provide full time employment for about 20,000 people.



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### TRANSPORTATION INFRASTRUCTURE OPPORTUNITIES

- Abuja Rail Mass Transit System
- The investment opportunities include:
  - Concession of Lots 1 and 3
    - Provision and Management of Rolling Stock
    - Operation and Maintenance
  - Concession Lot 2
    - Final Engineering Design and Construction
    - Provision and Management of Rolling Stock
    - Operation and Maintenance
  - Concession Lot 4,5&6
    - Conceptual and Final Engineering Design and Construction
    - Provision and Management of Rolling Stock
    - Operation and Maintenance



### SATELLITE TOWN INFRASTRUCTURE INITIATIVES

- Order No.1, 2004 has designated 18 areas in the FCT as Satellite Towns.
- Out of the eighteen (18) designated towns, ten (10) were slated for immediate development.
- These towns include:
  - Bwari, Kubwa Karshi, Kuje, Kusaki Yanga, Dobi, Anagada, Gosa, Abuja North West, Abuja South West
- The projects include:
  - District Infrastructure Projects
  - Regional (Link) Road Projects
  - Rural Road Projects
  - Rural Electrification Projects
  - Rural Water Supply



### SATELLITE TOWN INFRASTRUCTURE OPPORTUNITIES

**Infrastructure:**

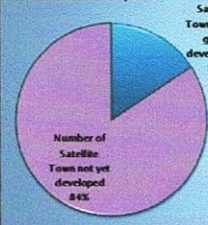
Satellite Towns Development

Number of Satellite Towns under going development	Percentage
Three (3) Satellite Towns undergoing development out of 19:	
-Kubwa	15%
-Bwari	13%
-Karshi	12%

Other projects:

- Area Council Township roads - 5%
- Rural Roads - 2%
- Resettlement site infrastructure - 5%

Number of Satellite Towns not yet developed: 84%



### EDUCATION SECTOR

**Improved Meaningful Access to Education**

Chart Showing Progress Status for Increase in Enrolment at all Levels of Education, in both Public and Private Schools.

Level	2011	2012
ECCD	27800	33545
PRIMARY	14837	19448
JSS	5250	5250
SSS	1000	1000

- % Increase in enrolment in the FCT from 2011-2012:
  - Early Childcare Development = 34%
  - Primary = 14.5%
  - JSS = 16.7%
  - SSS = 13.1%
- % Increase in Enrolment within the year 2012 put as Gross Enrolment Ratio:
  - Early Childcare Development = 27.5%
  - Primary = 64.1%
  - JSS = 67.9%
  - SSS = 44.0%

### EDUCATION SECTOR OPPORTUNITIES

**Existing Universities in Abuja:**

- University of Abuja, Gwagwalada
- African Institute of Science & Technology
- Nigerian Turkish Nile University, Abuja
- Baze University, Abuja

**Universities for partnership with FCT:**

- Abuja University of Science & Technology, Abaji;
- City University, Abuja;

**Other tertiary institutions opportunities**

Educational city cluster



### EDUCATION SECTOR OPPORTUNITIES


- Opportunities for investment at all levels of the educational system
  - 65% of SSCE graduate are yet to be admitted into Universities;
  - 20% of schooling population require vocational training
- Primary to tertiary
- New opportunities in technical and vocational education for knowledge based economy
- Opportunities of more Universities to be established by the private sectors
- Creation of centre of excellence for education



### HEALTH SERVICES INITIATIVES

**HEALTH CARE FACILITIES**

- 216 PHCs (85 Functional)
- 12 Secondary Healthcare Facilities of which 3 are located in the city
- Garki Hospital Concessed to NISA PREMIER for 15 years
- Karu Hospital is on Lease to a world-class Hospital (Primus Super Specialist) from India



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### HEALTH SERVICES OPPORTUNITIES

- Construction and Operation of Secondary HealthCare facilities in**
  - 30 cadastral zones and 9 district centers
  - Total of 203 sq.km (81% of the FCC)
  - Unencumbered
- Building and Operation of Specialised Hospital
- Opportunities for Tertiary Healthcare services
- Mobile and e-health services
- Health centre of excellence



**TRENDS IN THE NUMBER OF CASES SEEN BETWEEN MAY 2010 TO 2011 AND MAY 2011 TO 2012**

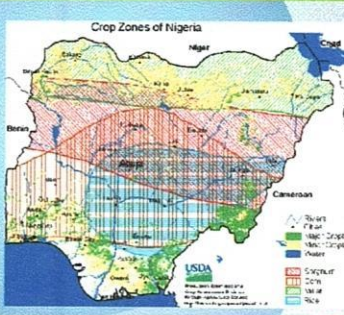



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### AGRICULTURE SERVICES INITIATIVES

**FCT CROP ZONES**

- Opportunities in food crops
  - Wheat, Rice, Maize
- Opportunities in cash crops
  - Cashew, Ginger
  - Sesame
- Opportunities in bio-fuel
  - Cassava, Jatropha

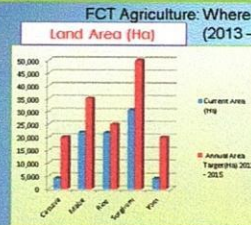



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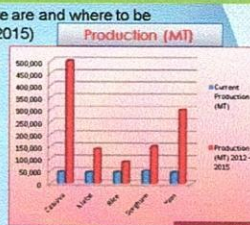
### AGRICULTURE OPPORTUNITIES

**FCT Agriculture: Where we are and where to be (2013 – 2015)**

**Land Area (Ha)** (2013 – 2015)



**Production (MT)**



Production: Processing, Storage and Marketing → Additional 244,000 Jobs Created Annually


Enhanced Income & Food Security

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### MASTER PLAN FOR WATER SUPPLY IN THE FCC

**Gurara**

**ABUJA WATER MASTER PLAN**



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### WATER INFRASTRUCTURE

- The lower Usuma dam**
  - The total storage capacity of the raw water available in the dam is 100MCM. Grossly inadequate.
- The Gurara water transfer project**
  - Provides 260,000cu.m/day Raw water and expanded to 1,100,000cu.m/day in 2035
- Treatment Plants 1 & 2**
  - Capacity 5,000m<sup>3</sup>/hr each. Designed to operate 24hrs a day thus the total output of 240,000m<sup>3</sup>/day is expected
- Treatment Plants 3 & 4**
  - Provides 240,000cu.m/day treated water each boosting treated water supply to 720,000cu.m/day.
- Trunk Mains:**
  - Gravity flow via 2 Nos. 1500mm diameter steel pipes into 3 Nos. hydraulically located balancing tanks No.2,3 and 4, which distribute the treated water to various sections of the city.
  - Two additional 1500mm trunk mains to tanks 1 and 4 for phases II and III of FCC (final stages of completion)
- Distribution Network:**
  - Storage tank is connected to a loop to feed areas of the FCC.
  - There are 8 Nos. Booster stations to areas of high elevations within the loops

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### WATER INFRASTRUCTURE

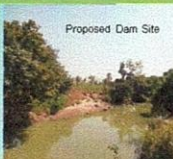
**STORAGE TANKS**

Tank No	Capacity (m³)	Phase	Status	Location
Tank 1	30,000	III	Under construction	Wupa, Karmo, Bunkoro, Nbona, kafo, Gwarimpa I, Gwarimpa II, Dape, Industrial (Area 1)
Tank 2	45,000	II	Completed	Jahi, Utako, Natampa, Daskibiyu, Kado, Wuye, Mabusisi, Kulewaia, Jabi, Recreational park
Tank 3	24,000	I	Completed	Maitama, Wuse I and Wuse II
Tank 4	24,000	I	Completed	Garki I, Garki II, Asokoro
Tank 5	40,000	II	Under Construction	Durumi, Ikara, Gudu, Duboyi, Guzape, Gaduna, Dutse
Tank 6	40,000	III	Under Construction	Galadima, Dabwo, Lokogoma, Wurmba, Sarq, Kabusa, Okanje, Pyakasa, Institutional Are Industrial Area II

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### WATER INFRASTRUCTURE OPPORTUNITIES

- Water Distribution Network**
  - The total investment required is \$575 million US dollars.
  - The investment can be adjusted according to the update of work scope



**Kuje Greater Water Supply Scheme**

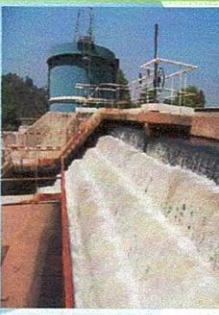
- The complete water scheme is to serve the southern part of FCT which include Kuje Township, Pagi resettlement and its environs.
- The consultant has developed the Outline Business Case (OBC) for the project.
- The project consist of a Dam across River Woshika of approximate 11million cubic meters capacity, a treatment plant capacity of 20,000 cubic meters per day of treated water.



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### WATER INFRASTRUCTURE OPPORTUNITIES


- Satellite Towns:**  
Intervention could come in for the provision of water supply in the Satellite towns such as Karshi, Kwali, etc
- The water reticulation in Loops 2 & 5 and Loops 1 & 6:**  
Investors to provide Loops 2 & 5 and Loops 1 & 6 reticulation pipe network in the Phase II and III of the City development



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### WATER INFRASTRUCTURE OPPORTUNITIES

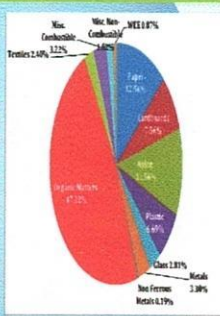
- Pre-payment Meter Installation Programme:**  
The procurement and installation of Pre-payment meter is another area where the private sector would be encouraged to invest. In this regard the FCT Water Board produce the bulk water while the private sector metered and serve the customers.



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### WASTE MANAGEMENT


The Abuja Master Plan provides for efficient and effective solid waste management through the provision of two locations for the construction of appropriate landfills to serve the projected 3.1 million population of the Federal Capital City. The earmarked areas totaling 400 - 500 Ha would be developed in phases to handle the generated solid waste. Currently, as a result of rapid population growth in Abuja, wastes are generated faster than they are collected, transported and evacuated.



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### INVESTMENT OPPORTUNITIES


- Five Hundred (500) hectares for Waste Management Project site at Gousa out of which (90) ninety hectares is being developed as Central Landfill Site.
- Ongoing development of 3 (Three) Waste Transfer Stations (WTS) at Mpape, Kubwa and Gudu Districts.
- Additional three (3) Waste Transfer Stations being planned for Kuje and Nyanya/Karu axis to complement the ongoing three (3) Waste Transfer Stations.



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### INVESTMENT OPPORTUNITIES


- Other areas of possible investment in waste management in the FCT include the following:
  1. Resource recovery and waste recycling.
  2. Waste-to-Energy
    - a. Biogas
    - b. Organic Fertilizer Production.
- Waste Receptacle manufacturing
- Quantity of Waste Collected in FCC is 450 – 500 metric tons per day.
- Collection of wastes within FCT by the private sector through a scheme to be referred to as 'Park and Charge'



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### ABUJA DOWNTOWN MALL / WORLD TRADE CENTRE PROJECT


- The market site in the Central Business District known as "Bakassi Market" is converted into all-inclusive lifestyle centre to be called the 'Abuja Downtown Mall' (Capital Mall).
- The project covers a land parcel of approximately 61,000 square meters (6Ha).



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### ABUJA DOWNTOWN MALL / WORLD TRADE CENTRE PROJECT

- The project consists of relatively flat and gently sloping, undeveloped land on Constitution Avenue in the Central Business District adjacent to the proposed site for the City Central Rail station.



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### ABUJA DOWNTOWN MALL / WORLD TRADE CENTRE PROJECT

- Construction is going to be done in four phases.
  - **Phase I** will comprise of a 22-floor Commercial Tower, a 22-floor Service apartment Tower and a 30,000-40,000 square meter Retail mall. Work started in March 2011 and Phase I will be completed in April 2013.
  - **Phase II** will be the twin World Trade Center Towers
  - **Phases III and IV** will depend on demand.

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### ABUJA DOWNTOWN MALL / WORLD TRADE CENTRE PROJECT


- The total cost of construction is estimated to be about one billion US dollars (\$1 billion).
- A development lease has been entered into with Messrs First Continental Properties Limited




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### ABUJA TECHNOLOGY VILLAGE

- STP/SEZ development initiative → **balanced lifestyle environment** for technology businesses to operate with competitive advantage
- **One-stop response to the challenges of doing business in Nigeria** → superior infrastructure, facilities and value adding services
- Poised to become Africa's preferred technology **research, incubation, development, and outsourcing** destination encompassing **4 focus areas: Biotechnology, ICT, Energy Technology and Minerals Technology**
- Strategically located **adjacent to NMI's new AIISI** + close to other sites that together create a **huge economic cluster along a prospective superhighway** connecting the Abuja City Centre and Airport
- Embodies unique opportunity to develop a **strong knowledge base** that will contribute to **reducing Nigeria's economic dependence on hydrocarbon resources** while directly addressing consistent components in the FGN/FCTA development agenda of **job creation and wealth generation**



- ~12,000sqm
- ATV Corporate HQ
- Lettable spaces




54

### ABUJA TECHNOLOGY VILLAGE MASTER PLAN HIGHLIGHTS

The overall theme of Abuja Technology Village master plan is driven by having the Science and Technology Park cores encompassed between commercial and residential components to create an urban core. Having these very urban clusters surrounded by raw vegetation and savannah gives the development a distinct characteristic line to the local landscape while offering world class facilities.

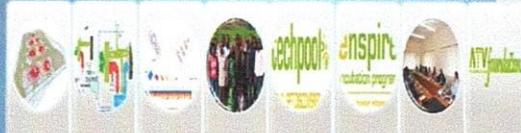
The development is divided into 4 clusters with the one highlighted below designated as the Launch area. The Launch Cluster shall be further phased into 3 parcels all offering portions of residential, office, retail and hospitality components.




Source: ANCP Master Plan

### ABUJA TECHNOLOGY VILLAGE

Delivery Components



Master Plan    Infrastructure Development    Real Estate    Value Adding Services    Human Capital Mobilization    Human Capital Development    Legal + Regulatory & Other Frameworks

Business Systems    Capacity Development    Technical Experience Exchange    Fundraising

Corporate Social Responsibility

### ABUJA TECHNOLOGY VILLAGE


Impressions of impending developments

Mixed use buildings

Core commercial area


Mixed use retail area

Technopreneurs living area



### ABUJA TECHNOLOGY VILLAGE

Launch Cluster between 2012 - 2016 with tenants from 4 focus technology sectors of ICT, Biotechnology, Energy Technology, and Homebased Technology



### ABUJA FILM VILLAGE INTERNATIONAL (AFVI)

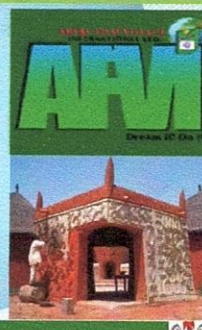
- FCTA is establishing an integrated "film park" centre for international film production similar to Hollywood in the USA.
- The village is located on a total land area of approximately 6,000 hectares in the Kusaki-Yanga Satellite Town.




### ABUJA FILM VILLAGE INTERNATIONAL (AFVI)

The development will provide a rich mix of recreational, entertainment, residential and commercial facilities.

The vision is to create a comprehensive film/music/television broadcast studio complex, housing the most advanced technology in filmmaking, music production, recreation and entertainment.



### ABUJA AUTOMOTIVE VILLAGE



The project is meant to provide a dedicated area within the FCT to support automobile business in all ramifications.



The village will be located on a total land area of approximately 201.96 hectares sited in Dakwa, off the Outer Northern Express Way (ONEX).

### ABUJA AUTOMOTIVE VILLAGE

The project within its 1<sup>st</sup> phase is to develop approximately 80 hectares of land having the required associated infrastructure such as

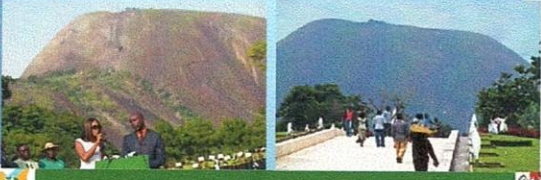
- roads,
- power and water supply,
- storm water and domestic water drainage and
- solid waste disposal systems

The project is essentially a site and service scheme. Relevant MoUs have been signed.

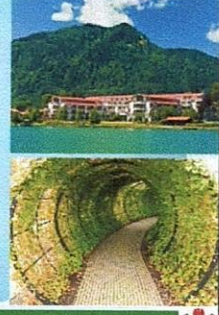
### INVESTING IN ABUJA CENTRAL PARK & BOTANIC GARDEN

- The garden is to be upgraded into a world class recreational park without disturbing the natural environment.
- Located at Asokoro district with a land area measuring approximately 720 hectares.



### INVESTING IN ABUJA CENTRAL PARK & BOTANIC GARDEN

- The following facilities are expected:
  - Perimeter fence, security posts and gateways;
  - Park & Zoo framework
  - City Nature Trail
  - Maintenance of the Botanic Gardens and Natural reserve to meet environmental expectations
  - Development of water sports park, and
  - Standard aquarium of marine attraction



### BENEFIT ANALYSIS OF THE INVESTMENT INITIATIVES

- 300,000 jobs will be created within the plan period;
- Over N1 trillion investment inflow will accrue to the FCT;
- Housing deficit will be reduced by 20%;
- Cost of rent/lease will be reduced by 15%;
- Increased funding to human capital development

### ABUJA INDUSTRIAL PARK


Development is based on contractual Agreement with Messrs. Zaberced Limited which is granted the Right to provide integrated infrastructure in the industrial park and recover its cost;

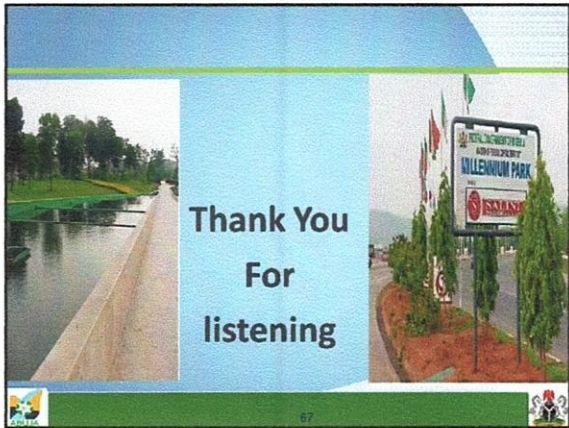
250 hectares and projected to have infrastructure requirement of a minimum of \$200 million and to attract \$1.5 billion of private sector capital in the establishment of light industries;

The topography & Survey Maps, Detailed Land Use Plan, and Engineering Design have been produced. Infrastructure works to commence immediately after the Groundbreaking ceremony billed before the end of May 2013;

The project consist of provision of infrastructure including roads, water, electricity, sewage as well industries, factories, warehouses and other ancillary facilities and services;

The investor is given the right by FCTA to sole, develop or partner with other private sector to establish small and medium scale light industries and factories;





## **INVESTMENT OPPORTUNITIES IN THE NIGERIAN EDUCATION SECTOR**

**PRESENTATION TO THE NIGERIA-CANADA INVESTMENT CONFERENCE, TORONTO - 2<sup>ND</sup>-4<sup>TH</sup> MAY 2013**

**BY PROFESSOR RUQAYYATU AHMED RUFA'I, OON HONOURABLE MINISTER OF EDUCATION**

## **OBJECTIVES OF THE PRESENTATION**

- Provide background on the Nigerian Education Sector
- Highlight Challenges of the Nigerian Education Sector
- Highlight the Strategic Goals of Nigerian Education
- Highlight the huge investment opportunities existing in the Nigerian Education Sector

## **NIGERIA: A BACKGROUND**

Population	-	170 million
Ethnic groups	-	250+
Political structure	-	Federal
Number of States	-	36 + a Federal Capital Territory (FCT)
No. of Local Authorities	-	774

## **EDUCATION AND THE FUTURE OF NIGERIA**

**Government recognizes that the future success of Nigeria depends on education**

**Government policies are targeted at promoting access and equity in education**

**Emphasis is on**

- Developing world class institutions that can
  - produce world-class individuals with
    - the skills to meet the human capacity needs of industries within and outside Nigeria
    - and individuals with entrepreneurial flair



## STRUCTURE OF THE EDUCATION SYSTEM

### 1-6-3-3-4 system:

- 1-year Early Child Education
- 6-year Primary Education
- 3-year Junior Secondary School
- 3-year Senior Secondary School
- 4-year higher education

## PROVISION AND ADMINISTRATION OF EDUCATION

Public education is centralized under a federal structure

- Federal government responsible for policy and tertiary education
- States responsible mainly for secondary education but are becoming more involved in tertiary education
- Local governments are responsible for basic education
- **Growing private sector and non-government involvement in the provision of education**
  - This is encouraged by government as a result of the wide gap between demand and supply for quality education

## CHALLENGES OF EDUCATION IN NIGERIA

### Access

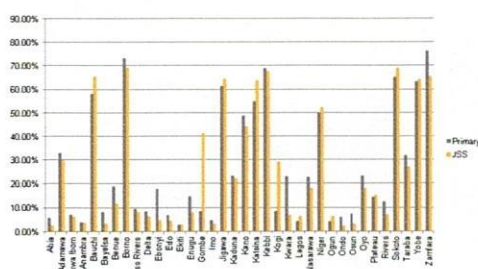
- High number of Out-of-School Children at Basic School Level
  - Estimated 10.5 million school-age children are out of school
- Low carrying capacity of tertiary institutions
  - Slightly above 10% of applicants into higher education gain admission

### Quality

- Lack of adequate infrastructure and learning resources
- Poor learning outcome
- Mismatch between education and needs of industries

## NIGERIA: % OF OUT-OF-SCHOOL CHILDREN BY STATE

SOURCE: UNICEF, 2011



### **CARRYING CAPACITY IN TERTIARY INSTITUTIONS**

Carrying capacity in tertiary institutions is low

Low participation in Technical and Vocational Education

Application/Admission into Tertiary Institutions: 2008-2012  
(Source: JAMB)

Year	Total Applications	Total Admission	Total Not Admitted
2008	1,195,261	155,860	1,039,401
2009	1,305,326	185,209	1,120,117
2010	1,478,258	323,527	1,154,731
2011	1,618,152	331,206	1,286,946
2012	1,628,986	218,324 (ongoing)	

### **ADDRESSING CHALLENGES IN EDUCATION**

Current administration unveiled a Transformation Agenda aimed at meeting development goals – key among these is Nigeria becoming a top 20 Global Economy by the Year 2020

Human Capital Development is key to achieving development goals and therefore a major component of the Transformation Agenda

A 4-Year Strategic Plan for the Development of the Education Sector have been developed to support the actualization of the Education/Human Capital Development component of the Transformation Agenda

### **A NATION HUNGRY FOR QUALITY EDUCATION**

Due to shortage of facilities in Nigeria, Nigerians seek all levels of quality education across the globe

- Nigerians make up the 3<sup>rd</sup> highest non-EU student population in UK Universities – 17,585 as at 2010/11
- Over 7, 100 are in US Universities
- Similar numbers in countries such as South Africa, Ghana and in Europe, Middle East and Asia
- Nigerian students spend about \$2b in fees in UK Universities per year

### **OPPORTUNITIES FOR INVESTMENT IN EDUCATION IN NIGERIA**

- The Nigerian Government is progressively investing in Education
- However, Government recognizes that its efforts cannot adequately meet the high demand for quality education by Nigerians
- Government therefore considers the private sector a sector a major partner to address any short-comings in the provision of facilities
- Government is therefore continuously encouraging private sector participation in the delivery of quality education through investment at all levels of the sector

## **POTENTIAL AREAS OF INVESTMENT IN EDUCATION IN NIGERIA**

### **BASIC EDUCATION**

- Expansion of the Nigerian economy is bringing with it expansion of the middle class
- The demand for greater quality beyond what is provided in public schools is creating opportunities for private sector investment in Basic Education
- Large number of out-of-school children and high youth and adult illiteracy provides opportunities for private providers of education
- In Lagos State, the second most populous State in Nigeria, over half of children attend private schools

### **TERTIARY EDUCATION**

- Over 1million candidates fail to gain admission into higher education every year
- Opportunities exist for establishment of private Universities to take advantage of this
- Government encouragement to the private sector has led to establishment of over 50 private Universities and 156 Technical institutions in the past 15 years
- One of these private Universities is through partnership with the American University, Washington, DC
- The carrying capacities of these private Universities are still low – more of them are therefore required

### **TECHNICAL AND VOCATIONAL EDUCATION AND TRAINING (TVET)**

- Nigeria lacks skilled workers to satisfy growing needs of its industries
- With a progressively growing economy, demand for skilled manpower continues to rise
- Opportunities exist for investment in the provision of quality Technical and Vocational Education and continuous Training of workers
- There is a government-private sector partnership Committee to support development in this area
- Government is therefore keen on seeing more private sector involvement in TVET

### **SPECIALIZED EDUCATION PROGRAMMES**

- Organizations in Nigeria are committed to continuous professional development of staff
- Opportunities exist in specialized training programmes for:
  - Teachers
  - Civil Servants
  - Personnel of government and corporate organizations
  - Individuals seeking greater personal and professional development

### **PUBLISHING**

- The publishing industry is currently underdeveloped
- Unable to support the information requirements of educational institutions
- Investment opportunities exist in the print and non-print publishing sector
- Government is progressively supporting research in tertiary institutions to enhance the availability of publishable materials

### **INFORMATION & COMMUNICATION TECHNOLOGY (ICT)**

- Educational institutions in Nigeria are progressively adapting to the integration of modern technology in the teaching-learning process.
- Investment opportunities exist in ICT for education. These include areas of:
  - Connectivity
  - Content/Software
  - End-user hardware & software
- Colleagues from the Ministry of Communication Technology will provide further insight on this
- Manufacture of equipment and related materials for educational use

### **INFRASTRUCTURE: STUDENT/STAFF ACCOMMODATION**

- Federal Government has established 12 new Universities providing opportunities for investment in infrastructure and related resources.
  - Within existing higher educational institutions are Opportunities for Investment in the Provision of Infrastructure either directly or through Public-Private Partnership (PPP).
  - These institutions, as a result of rise in student population require modern student accommodation which they are not able to conveniently provide
    - With 128 Federal, State and Private Universities
    - 51 Federal and State Polytechnics
    - 68 Federal and State Colleges of Education
- the opportunities are quite immense

### **INFRASTRUCTURE: STUDENT/STAFF ACCOMMODATION**

- There is also growing demand for staff accommodation at the tertiary institutions
- At the Basic Education level
- Government is seeking private sector input in the provision of houses for teachers across the country as part of the incentive and retention strategy for quality teachers and other educational personnel
  - Federal and State Governments are ready to provide land for this

### **INCENTIVES**

- Investment in the Nigerian Education could be directly or through partnership with local operations
- Colleagues from the Federal Ministry of Industries Trade & Investment will provide information on incentives for investors as well as modalities

### **CONCLUSION**

**Government is committed to quality education delivery as part of national development goals**

**Government is progressively encouraging private sector investment in the education sector**

**Rewarding opportunities exist for investors in the Education Sector**

### **CONCLUSION**

- Over 1 million students per year fail to gain admission into higher education – a great opportunity for investors
- High number of out-of-School children and youth and adult illiteracy - over 10 million
- Technical and vocational education & training is being emphasized to support the development of skilled manpower for industries

- Publishing of print and non-print materials provides key opportunities in the provision of information materials for the Nigerian student population
- Opportunities for investment in housing for students and staff in higher institutions of learning

**We look forward to providing further information on the sector and welcoming you to Nigeria**

**Thank you for your attention**



## Association of Canadian Community Colleges (ACCC)

### Education for Employment: Lessons from the Canadian Experience for Nigeria

Canada-Nigeria Investment Conference  
Toronto, Ontario  
1-4 May 2013

Paul Brennan, VP, ACCC



## The Perfect Storm

- If the vast majority of youth have no access to relevant skills for employment,...
- If the minority that does have access then cannot find employment either,...
- The story of Mohammed Bouazzizi in Tunisia and the ensuing Arab spring
- *The Economist*: 262 million unemployed!  
Solution: "Closing the gap between the world of education and the world of work—for example by upgrading vocational and technical education and by forging closer relations between companies and schools."



## Investment & Education?

- All sectors of the economy now need more highly skilled professionals than ever before to make investments work, to innovate, to stay competitive globally;
- Employers want evidence of skills and some experience, not only academic degrees;
- If education is highly theoretical, graduates are of little use to employers:
  - Nigerian example: 70% unemployment of grads
  - Tanzanian Mining sector example
  - Vietnam example: Intel plant – only 125 qualify



## Nigeria Vision 2020

*"Education is one of the most important factors in Nigeria's quest to become one of the largest economies by the year 2020.*

*"The development of Nigeria's human capital is the most important key to rapid economic development and the strongest weapon against poverty."*

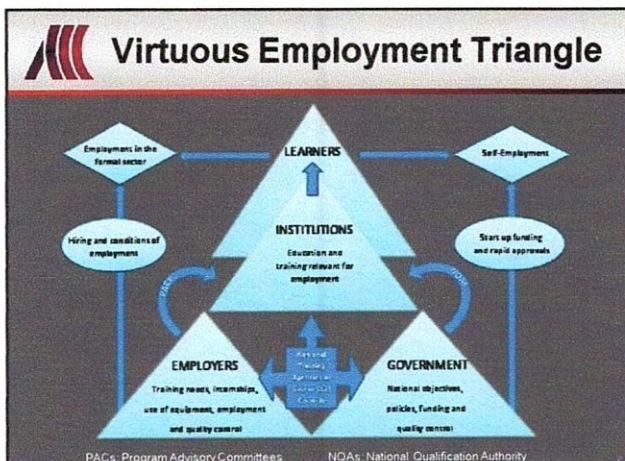
A sense of urgency to this challenge, in light of the explosions in the north

## Canada-Nigeria Collaboration?

- Mission to Nigeria last year: 42 meetings, TV interviews, met 14 States, Employer Associations, training institutions
- To ensure transformation driven by the needs of the labour market, work with the National Employers' Consultative Association (NECA) and the Industrial Training Fund of Nigeria as main partners
- 40 Nigerians visit colleges in 5 provinces of Canada, selecting what they find to be the most relevant and needed by Nigeria

## The Essential College-Employer Partnership for Employment

Employers/ Employee Associations	Via - National HR Sector Councils - Provincial Ministries & Councils - College Boards & Program Advisory Committees
<ul style="list-style-type: none"> <li>• Labour Market Information</li> <li>• Standards &amp; Accreditation</li> <li>• Curriculum &amp; Instr. Materials</li> <li>• Employability Skills</li> <li>• Faculty Updating</li> <li>• Internships &amp; Co-op Education</li> <li>• Equipment &amp; \$ Contributions</li> <li>• Tech. Transfer &amp; Applied Research</li> <li>• Evaluation of Graduate Success</li> </ul>	Colleges/ Institutes/ Polytechnics



## Success Indicators

- ❖ 91% of our graduates get a job within 6 months of graduating and 95% of employers are satisfied with the quality of our graduates (**Most Important Indicators**);
- ❖ 21% of our learners have university degrees, and come for 1 year of practical learning that leads to jobs;
- ❖ Research from the Canadian Federation of Independent Business (CFIB) found that SMEs now need 4 college graduates for every 1 university grad.;
- ❖ \$250 million per year in Applied Research for innovation & Technology Transfer for employers;
- ❖ ACCC works in twenty+ countries around the world: Ex.: ADB Bangladesh Skills for Employment Program;



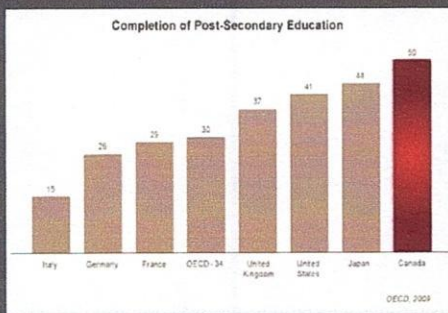
## Access in 1,000+ Communities



## Result: Growing International Partnerships in EFE

- CIDA support to ACCC for an EFE in Sénégal, Tanzania and Mozambique,
- CIDA support to ACCC for an EFE in the Caribbean region
- CIDA support for and EFE for the Andean countries
- Asian DB hires ACCC to plan the \$600 million transformation of Bangladeshi technical education for employment
- ACCC elected as Chair of the World Federation of Colleges and Polytechnics

## Result: Greater Access and High Completion of PSE



## Canada-India Institutional Cooperation Project

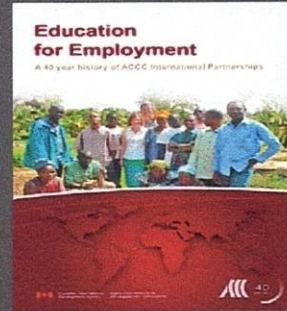




## Vocational Education Leadership Training (VELT) for China



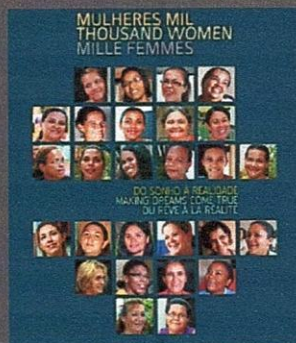
## ACCC History of EFE



[www.accc.ca/international](http://www.accc.ca/international)



## Thousand Women in Brazil



## An EFE Program for Nigeria

- Submission to CIDA for \$ 10 million contribution to such a program
- Interest of the World Bank and other donors in this critical area
- In light of the urgency, can we begin now with Nigerian government and States, Nigerian private sector and Canadian private sector interested in Nigeria?
- Investments will lead to inclusive, sustainable development, to employment and to more productive firms.



## Contacts

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### Becoming Pivotal to Socio-Economic Development:

#### The Nigerian Airports Transformation Project...

By George Uiesi  
Managing Director/CEO  
Federal Airports Authority of Nigeria  
May 2<sup>nd</sup>, 2013



FEDERAL AIRPORTS AUTHORITY OF NIGERIA

### Our theme question:

*"How are our airports and the Federal and State governments working together to drive a common economic goal for investment and development"?*




FEDERAL AIRPORTS AUTHORITY OF NIGERIA

### The role of airports...

- ✓ 'Enablers' of air transport growth by providing critical capacity to meet current and future demand for air transport
- ✓ Significant impact on their surrounding regions through the creation of concentrated business opportunities and associated employment
- ✓ Economic engines stimulating domestic and international economic activities through commerce, travel and tourism

*The key point is that airports CAN contribute significantly to the economy of the regions where they are located*




FEDERAL AIRPORTS AUTHORITY OF NIGERIA

### What this means for Nigeria...

- ✓ Air transport is virtually the only reliable means of travel within most of Africa- yet the domestic and regional air transport markets remain underdeveloped!
- ✓ Less than 1 in 20 Africans still has access to air travel.

### A huge opportunity!!!



FEDERAL AIRPORTS AUTHORITY OF NIGERIA

### Current developments...


- ✓ Following the example of South Africa from 1994, several African countries began to invest massively to modernise their airports- Egypt, Morocco, Tunisia, Ethiopia, Mozambique and more recently, Kenya, Tanzania, Angola, Zambia, Senegal, Ghana, Nigeria...
- ✓ The emerging lesson is that when a country changes its airports, it is an indicator of preparedness for positive economic changes
- ✓ The trend shows that investment in modernising and expanding airport infrastructure inevitably results in significant commerce and air transport growth in the proceeding years



FEDERAL AIRPORTS AUTHORITY OF NIGERIA

### Where we are coming from...

- ✓ Nigeria's network of 22 Federal Government owned airports constituted the largest national network of modern airports in Africa when they were built in the 1970s and early 1980s
- ✓ Until 2012, there had been no major investment in upgrading, renewing or replacing airport terminal and service infrastructure despite significant and continuous growth in traffic



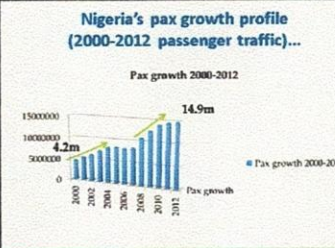
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### The FAAN airport network...




### Nigeria's pax growth profile (2000-2012 passenger traffic)...

Pax growth 2000-2012



Year	Passenger Growth (Pax)
2000	4.2m
2002	~5.5m
2004	~7.0m
2006	~8.5m
2008	~10.0m
2010	~11.5m
2012	14.9m



FEDERAL AIRPORTS AUTHORITY OF NIGERIA

### Add some unique strengths...

- ✓ Africa's most populous nation (167+ million people...)
- ✓ 'Explosive' underlying economic potential...
- ✓ A population with a huge propensity to travel
- ✓ Huge untapped tourism and business potential...



FEDERAL AIRPORTS AUTHORITY OF NIGERIA

**Yet, a negative airport legacy...**

- ✓ Obsolescent and mostly dilapidated terminal and landside infrastructure, facilities and equipment
- ✓ Most airports operating way beyond their design capacity
- ✓ Airport facilities and services (such as check-in areas, arrival concourses, air conditioning, restrooms, trolleys, waiting areas, directional signage, etc) were either unserviceable, unreliable, unavailable or user-unfriendly

**FAAN** FEDERAL AIRPORTS AUTHORITY OF NIGERIA

**Some major limiting factors...**

- ✓ Key but basic airport commercial infrastructure was missing at all airports, thus airports were unable to achieve sustainability and impact significantly on the economy
- ✓ The airports were over reliant on aeronautical revenue (95.05 ratio), except only Lagos which had some measure of an enhanced commercial offering, but ratio was still 75.25
- ✓ Design limitations caused poor user comfort and ease of facilitation
- ✓ Lack of capacity to meet current and future demand for passenger and cargo air services

**FAAN** FEDERAL AIRPORTS AUTHORITY OF NIGERIA

**Major transformational initiatives...**

- ✓ Development of a National Aviation Transformation Roadmap (January 2012)
- ✓ Massive investment in an accelerated airport infrastructure upgrade programme (playing 'catch up')
- ✓ The introduction of the Aeropolis concept in airport development

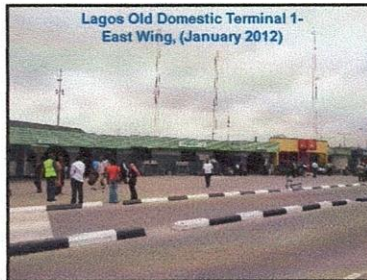
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**The airport infrastructure upgrade programme...**

What we are doing!

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Lagos Old Domestic Terminal 1- East Wing, (January 2012)



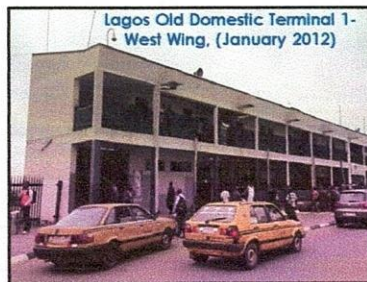
Lagos New Domestic Terminal 1- East Wing, (March 2013)



Lagos New Domestic Terminal 1, East Wing, March 2013 (side view)



Lagos Old Domestic Terminal 1- West Wing, (January 2012)



Lagos New Domestic Terminal 1- West Wing, (March 2013)





**The new Lagos Domestic Terminal 1**

- ✓ Simple steel and glass structure designed to maximise the available space to enhance the commercial offerings, while providing modern comfort and safety to passengers
- ✓ Provides capacity for 2.8 million pax per annum vs the previous 400,000 (even though 1.8m pax used in 2011)
- ✓ Includes substantial, high value commercial offerings... new FAAN airport design philosophy of bringing in everyone!

**FAAN** FEDERAL AIRPORTS AUTHORITY OF NIGERIA

**Massive changes taking place at Lagos (Murtala Muhammed International)...**

**FAAN** FEDERAL AIRPORTS AUTHORITY OF NIGERIA




**MMA International expanded wings**

- ✓ When completed, both expanded wings will add an additional 5,830 sq metres of space to the terminal
- ✓ The new wings will more than quadruple current capacity, with 3 high capacity baggage carousels each (and capacity for one more carousel in future).
- ✓ Each arrival hall will also quadruple the current immigration capacity from the current 10 stations to 40 stations each

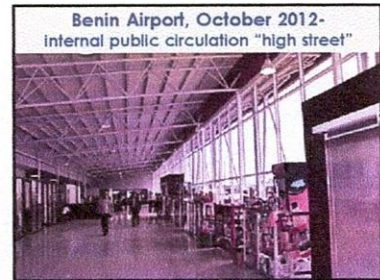
**FAAN** FEDERAL AIRPORTS AUTHORITY OF NIGERIA

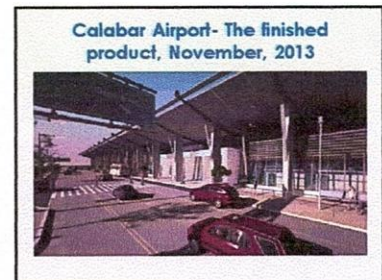
Similar work is currently in progress at 11 of the 22 airports...

Some examples...



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**Plus 5 new terminals coming...**

- ✓ Lagos (5m capacity modularly expandable to 8m)
- ✓ Abuja (2m capacity)
- ✓ Port Harcourt- (3 million capacity)
- ✓ Kano- (1m capacity)
- ✓ Enugu- (1m capacity)

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And...

**The Nigerian Aerotropolis...**

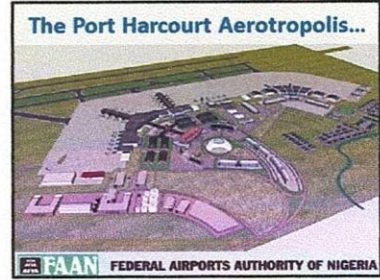
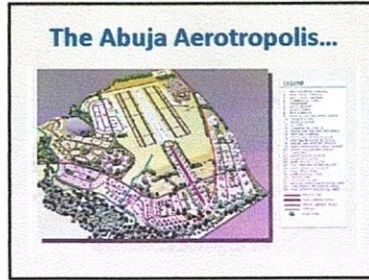
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**The Nigerian Aerotropolis...**

- ✓ A key element of the National Aviation Transformation Road Map for the industry.
- ✓ It represents our determination to ensure that our airports impact significantly, not just on the host communities but also on the national economy.
- ✓ Though at the preliminary stage, we are developing land use plans for Lagos, Abuja, Port Harcourt and Kano to guide the Aerotropolis developments.

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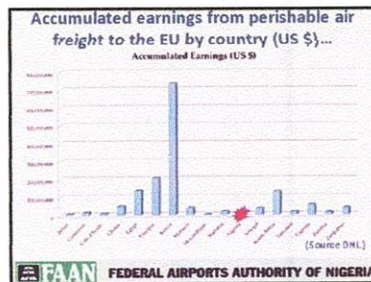
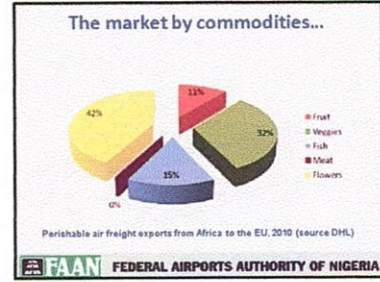


One other Key initiative...

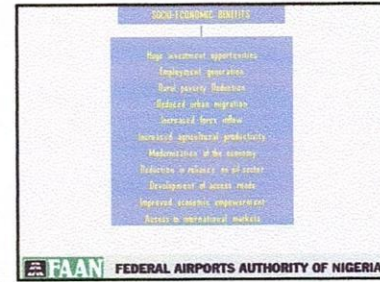
## The perishable cargo value chain

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- ### The case for developing Nigeria's perishable airfreight value chain...
- ✓ Total perishable air freight export out of Africa for 2010 was approximately \$10b.
  - ✓ Kenya, South Africa, Benin, Cote d'Ivoire, Ghana, Senegal, Ethiopia, Tanzania and Egypt actively export perishables (fruits, fresh fish, vegetables and flowers) by air freight
  - ✓ Nigeria currently has no official records on any form of perishable air freight activity yet produces/can produce all of these commodities abundantly
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- ### What we are doing about it...
- ✓ Designated 6 airports in proximity to food baskets as perishable cargo airports- Jos, Makurdi, Yola, Jalingo, Lagos and Ibadan.
  - ✓ Developing international standard perishable cargo facilities at these designated airports to be ready by end of 2014...
  - ✓ Established a new Cargo development Division in FAAN to give focus to this effort
  - ✓ Establishing close co-operation with Fed. Min of Agric and State Governments for concerted, strategic effort
- FAAN** FEDERAL AIRPORTS AUTHORITY OF NIGERIA



**The future (2015 and beyond)...**


- ✓ A network of international standard airports providing world class services to Nigerians and visitors alike
- ✓ Thriving Aerotropolis at various stages of development emerging at key airports across the country, making our airports making them key economic enablers...
- ✓ Nigeria is participating in the lucrative perishable air freight market and growing fast into its proper role on the continent...
- ✓ The aviation industry in Nigeria is taking its rightful place, contributing pivotally to the socio-economic development of Nigeria...



FEDERAL AIRPORTS AUTHORITY OF NIGERIA


**"Perhaps the major contribution that can be made to economic development in Africa is to enable the African air transport industry"**

**"The contribution of Air Transport to Sustainable Development in Africa"**  
(Oxford Economic Forecasting, 2003)




FEDERAL AIRPORTS AUTHORITY OF NIGERIA

**We have absolutely no doubt or hesitation in dreaming big and working fast to achieve our dreams, because we believe in ourselves and our country...**




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**Quoting Warren Buffett ...**




**"It is not necessary to do extraordinary things to get extraordinary results."**



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**"You just need to be determined, committed and disciplined..."**

**-George Uriesi**




FEDERAL AIRPORTS AUTHORITY OF NIGERIA

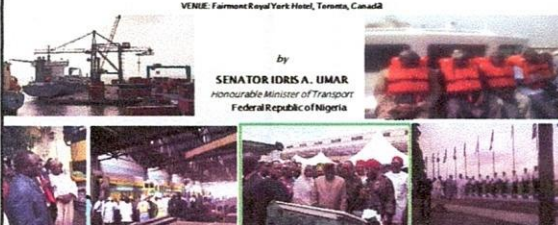
**THANK YOU!**



FEDERAL AIRPORTS AUTHORITY OF NIGERIA

  
**FEDERAL MINISTRY OF TRANSPORT**  
**INVESTMENT OPPORTUNITIES IN THE NIGERIAN TRANSPORT SECTOR**  
**A PRESENTATION**  
*at the*  
**NIGERIA - CANADA INVESTMENT CONFERENCE, TORONTO - CANADA**  
**2ND - 4TH MAY, 2013**  
VENUE: Fairmont Royal York Hotel, Toronto, Canada

*by*  
**SENATOR IDRIS A. LIMAR**  
Honourable Minister of Transport  
Federal Republic of Nigeria



### NIGERIA - An Overview

- Nigeria with an estimated population of over 168 Million people is located in Western Africa, bordering the Gulf of Guinea between the Benin Republic and the Republic of Cameroon
- It is the most populous country in Africa and 7<sup>th</sup> in the world ranking
- Total area of 923,768 sq km (Ranks 32<sup>nd</sup> in the world) comprising:
  - Land 910,768 sq km
  - Water 13,000 sq km
- Total land boundary of 4,047 km and a coastline of 853km
- It has vast natural resources: gas, petroleum, tin, iron ore, coal, limestone, niobium, lead, zinc and arable land.

### PREAMBLE

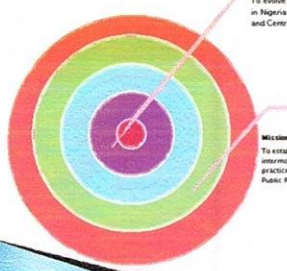
- Nigeria, like most nations, desires to make massive investments beyond the means available to the Government in order to close the relative infrastructure gap. The Federal Government has adopted a policy framework that will provide the enabling environment for the private sector to play a significant role in providing some of these investments independently or through Public Private Partnerships (PPPs)
- The use of Private investments, where appropriate, to address infrastructure deficit and improve public services in a sustainable way is regulated by the **Infrastructure Concession and Regulatory Commission (ICRC) Act, 2005** and other relevant enabling legislations.
- In line with Government's commitments to transparency and accountability, the legal and institutional framework provided for PPP is to ensure that the transfer of responsibility to the private sector follows international best practices and is achieved through open competition

### THE NIGERIAN TRANSPORT SECTOR

The Federal Ministry of Transport is responsible for Rail Transport, Marine Transport, Land Transport Operations and Intermodal Coordination. The Mandates, Policies, Programmes and Projects of the Ministry are implemented through its Agencies listed below:

- Nigerian Railway Corporation (NRC);
- Nigerian Ports Authority (NPA);
- Nigerian Maritime Administration and Safety Agency (NIMASA);
- Nigerian Shippers' Council (NSC);
- National Inland Waterways Authority (NIWA);
- Nigerian Institute of Transport Technology (NITT);
- Maritime Academy of Nigeria (MAN); and
- Council for the Regulation of Freight Forwarding in Nigeria (CRFFN)

### OUR VISION/MISSION



**Vision:**  
To evolve a world class transportation system in Nigeria and to position it as a hub in West and Central Africa.

**Mission:**  
To establish a safe, efficient, affordable and seamless intermodal transport system in line with global best practices while creating an enabling environment for Public Private Partnership (PPP).

### REFORM MEASURES


The sector is currently undergoing a number of reforms as a component of the Transformation Agenda of the President of the Federal Republic of Nigeria - Dr. Goodluck Ebele Jonathan, GCFR.

Consequently, the following Legislations (Bills) are being processed to allow for more effective Private Sector participation:

- The Nigerian Railway Authority Bill
- The National Transport Commission Bill
- The Ports & Harbour Bill and
- The National Inland Waterways Authority Bill

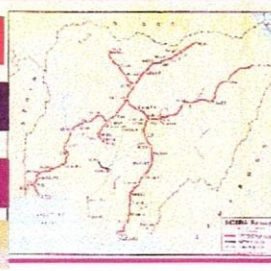
## THE NIGERIAN RAILWAYS

- The Nigerian railway system is about 115 years old.
- Between 1898 and 1964 Nigeria had built a network of narrow gauge rail lines totaling 3,505 km.
- In 1986, the Federal Government commenced the construction of 274 km standard gauge line from Itakpe - Ajaokuta - Warri
- In February 2011, the FGN commenced the construction of 187km Abuja - Kaduna standard gauge line



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## Where We Came From:- Our History




LAGOS - IBADAN 1898 - 1901(193km)	ENUGU-MAKURDI 1916 - 1924(220km)
IBADAN - JEBBA 1901 - 1909(295km)	KADUNA JUNCTION KAFANCHAN 1922 1927(179km)
KANO - BARDI 1907 - 1911(562km)	KAFANCHAN - JOS 1927(101km)
JEBBA - MINNA	KURU - BAUCHI 1958 - 1961(166km)
PH - ENUGU 1914 - 1916(243km)	BAUCHI - GOMBE 1961 - 1963(166km)
	GOMBE MAIDUGURI 1963 1964(302km)

The Nigerian Railway Corporation (NRC) was established by the NRC Act of 1955 to operate and regulate railway system in Nigeria

8

## 25 years Strategic Vision

In a bid to turn the railways around, the Federal Government of Nigeria has articulated a 25-year strategic rail vision containing milestones for future programmes of development in the Nigerian railways. This is broken down into three stages:



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## System Transition

This involves the following:

- Rehabilitation of existing narrow gauge lines
- Restructuring - *repeal of NRC Act 1955 and Reenact new NRA law that will incorporate Private Sector as well as States and Local Governments Participation.*
- Introducing Operational Changes
- Training
- Investment Planning
- Development of Domestic Capacity for Production of Rail Materials
- Development of National Technological Capacity

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## System Modernization

This involves:

- Construction of New Lines & Extensions to key Economic Centres (i.e. Cement Factories, Refineries, Agricultural Zones, Mining Sites, Power Plants e.g. Kaduna 200MW Plant), State Capitals, Seaports, River Ports, Airports and Tourism Centres, etc;
  - Connection of TinCan, Onne, Calabar and Warri ports with rail lines; and
  - Connecting the Abuja, Lagos, Kano, Port Harcourt, Enugu, Kaduna, Jos, Minna, Ilorin, Ibadan, Maiduguri Airports with rail lines.
- Private Investments as well as Public Private Partnerships
- Step up the Development of National Technological Center

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## System Stabilization

This largely involves:

- Completion of conversion to standard gauge
- Completion of Construction of Extensions to link all State capitals and commercial cities/centres
- Operations and Maintenance (O & M)

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### Implementation of the Vision

In its determination to revive and modernise the railway system in line with the strategic vision, a systematic dual approach is adopted by the Federal government entailing a total rehabilitation of the existing narrow gauge lines and the development of standard gauge lines simultaneously.

#### Milestones under the Rehabilitation Programme:

•The rehabilitation of over 90% of the entire existing narrow gauge lines throughout the country is on-going and at various stages of completion.

•The western line; Lagos - Kano is completed and passenger services and haulage of goods along the line was flagged off in December 2012 while the Eastern line, Port Harcourt-Maiduguri is expected to be completed by the end of 2013.

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### Rolling Stock

- ❑ Procured 25 new locomotives from GE
- ❑ Refurbished over 200 Coaches and Wagons
- ❑ Expecting 4 new locomotives to arrive in June, 2013
- ❑ Procured 20 Oil Tank Wagons
- ❑ Procured 2 Nos. 100tons Telescopic Cranes
- ❑ Rehabilitation of Principal stations
- ❑ Order placed for 2 sets of Diesel Multiple Units (DMU) of 540 passenger capacity each, to arrive by December, 2013
- ❑ Order placed for the procurement of 6 no Modern Air conditioned Coaches - of 68 seater capacity each to arrive December 2013
- ❑ Order placed for the procurement of additional 20 Oil Tank Wagons

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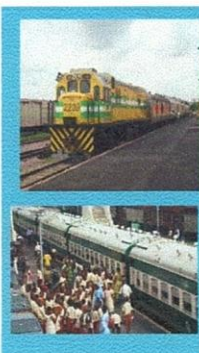
### Benefits of the Rehabilitation

- ❑ CEMENT TRAFFIC: EWEKORO-IBADAN- OSHOGBO-ILORIN-MINNA-KANO
- ❑ WHEAT TRAFFIC: LAGOS - KANO
- ❑ HAULAGE OF PETROLEUM PRODUCTS: LAGOS - IBADAN - OFFA - MINNA - KADUNA - ZARIA - KANO

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### Number of Passengers carried by Rail

- The NRC operates some services where existing infrastructure and equipment permit. Some of these services are operated in collaboration with other stakeholders notably the State Governments. Details are as follows:
- Kano - Lagos Express Train Services, once a week
- Offa - Kano Express Train Service, once a week
- Intra-city Mass Transit:
  - Lagos Mass Transit Train (16 Trains Per Day - on average of 14,000 passengers per day)
  - Kaduna Intra-city Mass Transit Train (10 trains Per Day - on average of 10,000 passengers a day)
  - Kano - Chikanda Mass Transit Train (6 Trains Per Day): Currently suspended
- Intercity Passenger Services
  - Lagos - Ibadan - Ilorin - Lagos Train (Three Per week moving an average of 6,186 passengers weekly)
  - Minna - Kaduna - Minna Train (Three per week)
  - Kaduna - Katsina Train (Suspended due to rehabilitation)
  - Kano - Nguru Train (Twice per week)
  - Excursion Train: Highly patronised during festivities



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### Railway Modernisation

While the rehabilitation of the Narrow gauge is being carried out, the federal government is simultaneously constructing the following standard gauge lines in the following corridors:

- Completion of the Itakpe - Ajaokuta - Warri Line 274km is expected to be commissioned by the first quarter of 2014
- Abuja - Kaduna line - 187 km is expected to be completed and commissioned by the end of 2014
- Lagos - Ibadan (Double Track) - 181 km ( A total of 362 km) . The contract awarded recently is expected to be completed by 2015
- A number of feasibility studies are currently going on to create more corridors for the standard gauge rail system

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### RAILWAY MASTER PLAN BASED ON THE 25 YEARS STRATEGIC VISION FOR THE NIGERIAN RAILWAY SYSTEM



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### INVESTMENT OPPORTUNITIES (CONCESSION OF FREIGHT AND PASSENGER SERVICES)

The outline business case has been concluded by NRC/ICRC and awaiting approval. Transaction Adviser to be appointed following which investors will be invited to bid for concessioning of Railways Operations including procurement of Rolling Stock on the following routes:

1. Western line (Lagos - Kano) Narrow Gauge Line;
2. Eastern Line Port Harcourt - Maiduguri Narrow Gauge line including Kaduna - Kafanchan link upon completion by the year 2014

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### Other Investment Opportunities in the Railways

- Investment in new Wagons and Coaches
- Establishment of Assembly Plant for rolling stocks and development of local capacity for production of rail materials
- Upgrade and operation of maintenance workshops
- Rehabilitation, leasing and operation of existing rolling stock & locomotives
- Property & Facilities Development
- Investment in Warehousing and Logistics services

□ The Federal government has also commissioned Consultants to conduct feasibility studies in respect of new Standard Gauge rail lines.  
 □ The reports of the studies which consist of Outline Business Cases (OBCs) amongst others will be made available to potential investors for their consideration, following Public Advertisement for Expression of Interest for the development of the various lines under PPP.

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### On going Feasibility Studies on New Railway Corridors

S/N	TITLE
1	Feasibility Studies/Consultancy for Standard Gauge Line on East - West Rail Line Lagos - Shagamu-Jebu Ode-Ore-Benin City, (300km).
2	Feasibility Studies/Consultancy for Standard Gauge Line: Benin-Agbo-Onitsha-Nnewi-Owerri-Aba with additional line from Onitsha-Enugu-Abakiki (500km)
3	Feasibility Studies / Consultancy for Coastal Rail Line in the Niger Delta Region: (Benin-Sapele, Warri - Yenagoa, Port Harcourt - Aba-Iyo-Calabar-Akankpa-Ogija-Obudu Cattle Ranch)
4	Feasibility Studies/Consultancy for Standard Gauge Line: Lagos - Ibadan - Oshogbo - Baro - Abuja (High Speed 615km)
5	Feasibility Studies/Consultancy for Standard Gauge Line: Ajaokuta (Eganyi)-Obajana-Jakura-Baro-Abuja with additional line from Ajaokuta to Otupko (533km)
6	Feasibility Studies/Consultancy for Standard Gauge Line: Zaria-Kaura Namoda-Sokoto- Illela - Birnin Kottei in Niger Republic (520km)
7	Feasibility Studies/Consultancy for Standard Gauge Rail Line: Eganyi(Near Ajaokuta) - Lokoja - Abaji - Abuja
<b>To Commence in 2013</b>	
8	Feasibility Studies/Consultancy for Standard Gauge Line Port Harcourt - Aba - Umuahia - Enugu - Makurdi - Lafia - Kuru - Bauchi - Gombe - Biu - Maiduguri
9	Feasibility Studies/Consultancy for Standard Gauge Line Ikom - Obudu - Ogija - KatsinaAla - Wukari - Jalingo - Yola - Maiduguri
10	Feasibility Studies/Consultancy for Standard Gauge Line Kano - Nguru - Gashua - Damaturu - Maiduguri - GamboruNgala-

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### MARINE TRANSPORT

#### PORT & HARBOUR OPERATIONS

- The Nigerian Ports Authority is the Agency responsible for Ports and harbour operations and it is established by the Nigerian Ports Authority Act of 1954.
- The Nigerian Ports Authority operates six (6) Ports namely:
  - ✓ Lagos Port Complex, Apapa
  - ✓ TinCan Island Port
  - ✓ Rivers Port, Port Harcourt
  - ✓ Calabar Port
  - ✓ Onne Port Complex (ILT & IOT)
  - ✓ Delta Port Complex (Warri, Koko, Sapele and Burutu)
- These exclude Oil Terminals.
- Although the total cargo handling capacity is 60million tons per annum, however, the volume of cargo handled has risen to 10million tons per annum. This therefore makes it imperative to urgently develop additional Ports to meet up the increasing demand.
- In 2006, the Federal Government of Nigeria carried out comprehensive Port Reforms that:
  - Made NPA a landlord & Technical Regulator
  - Delineated the Ports into Terminals and concessioned them to private operators.

Terminal Operators are now responsible for all aspects of cargo handling and Terminal upgrades under the concessionary Regime.

Since the reform, overall operational efficiency and customers satisfaction has been steadily improving and there is appreciable infrastructural development by concessionaires in the Terminals.

Nigeria generates about 70 percent of the ship traffic, cargo throughput and volume of trade in the West and Central Africa Sub-regions. Nigeria's volume of trade has steadily risen from 8.2 million tons of cargo in 2008 to 93.7 million tons in 2009 and 100 million tons in 2012, with container volume of 1.4 million TEUs in 2011 and 1.6million TEUs in 2012.

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### DRIVE FOR PORT EFFICIENCY

Continuous dredging and maintenance of the channels through established Channel Management Companies (Lagos Channel Management Limited, Bonny Channel Company and recently established Calabar Channel Company) to deepen the channels and the berth areas.

The Rehabilitation of 1.6km access road in the Apapa Port Complex has reached over 70% completion while some rehabilitation work on the Creek and wharf roads have been carried out to ease traffic to and from the Ports.

24 number critical wrecks have been removed in the Lagos channel

The East and West Moles (breakwaters) in the Lagos Plotage district have been completely rehabilitated

Lagos Channel draught by 2010 was about 10metres but now 13.5metres - 11metres while the quay side wharf berths in 2010 but now 12.5metres. Bonny Island wharf 11metres in 2010 but now 14metres. Bonny Island wharf 7.5metres in 2010 but now 9.5metres. Efforts are now intensified to deepen it now allow for bigger vessels to call at our Ports.

As part of the Railway strategic development vision, all the sea Ports are to be linked up with the Rail

The number of Agencies operating at the Ports streamlined from 14 to 7 and 24 hours Ports operations introduced.

Steps are being taken to professionalise the practice of freight forwarding in accordance with the Council for the Regulation of Freight Forwarding in Nigeria (CRFFN) Act 2007.

Rail Rehabilitation inside Apapa Terminals C & D completed and to be commissioned soon

Additional crafts - Tugboats and Pilot Cutters have been procured for efficient Pilotage Services and Safety Navigation.

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### INVESTMENT OPPORTUNITIES

#### A. GREENFIELD PORTS DEVELOPMENT

- The current policy of Port development are on equity participation of 20% Federal Government, 20% Host State and 60% Private Sector.
- The Federal Government is currently developing the Lekki Deep Sea Port in partnership with the Lagos state government and a private company - Eurochem Technologies Corporation Limited using the aforesaid equity structure
- There are other opportunities within the Lekki Free Trade Zone for Investors in Ancillary services.
- The development of Ibeja Deep Sea Port in Akwo Ibom State and Badagry in Lagos State are in progress. Steering and Project development Committees have been constituted.
- For Ibeja, Transaction Adviser has been appointed who indeed has submitted due diligence study to the project steering committee in line with the ICRC Act. Interested investors can take advantage of the milestones recorded to partner with the Federal Government and the Akwo Ibom state government
- Other areas of investment in Port Development - Okokola in Ogun and Ondo States; Ogidigbe in Delta State and Agbe in Bayelsa State;

#### B. OTHER AREAS OF INVESTMENT

- Investment in Ship Building and Repair Services;

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### THE INLAND WATERWAYS TRANSPORTATION

- ▶ The National Inland Waterways Authority is the Agency responsible for the regulation and operation of inland waterways transportation in Nigeria. Established by the NIWA Act of 1997.
- ▶ The nation's navigable waterways linking more than 20 states and comprising of 12 major rivers, creeks, lagoons, lakes and intra-coastal waters aggregate to a total navigable distance of over 3,800km constituting an important natural resource that offers extensive opportunities for inland water transportation.
- ▶ Bulk goods can be transported over long distances at relatively low rates along the channels.
- ▶ Government has recently completed the capital dredging of the Lower River Niger from Warri (Delta State) to Baro (Niger State) – 532km – to facilitate all-year navigability.
- ▶ Maintenance dredging is currently in progress
- ▶ Onitsha River Port constructed and commissioned
- ▶ Baro, Oguta and Lokoja River Ports under construction. To be completed in 2013 and 2014 respectively
- ▶ Makurdi River Port also to be constructed

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### INVESTMENT OPPORTUNITIES IN THE INLAND WATERWAYS TRANSPORTATION

- ▶ Channel management of the dredged Lower River Niger under PPP arrangement
- ▶ Concessions of Onitsha Port – Transaction Adviser to be appointed very soon
- ▶ Operation of passengers and freight services
- ▶ Baro, Oguta and Lokoja River Ports also to be Concessioned to the Private Sector upon completion
- ▶ Development of additional River Ports and jetties.

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### INLAND CONTAINER DEPOTS (ICDs)

Government has approved the establishment of six (6) Inland Container Depots (ICD's) in the six geo-political zones under a PPP arrangement:

- ▶ Isiala-Ngwa in Abia State
- ▶ Ibadan in Oyo State
- ▶ Kano in Kano State
- ▶ Halpang - Jos in Plateau State
- ▶ Funtua in Katsina State
- ▶ Maiduguri in Borno State

A committee has been constituted with membership drawn from the Federal Ministry of Transport (FMOT), Nigerian Ports Authority (NPA) and the Nigerian Shippers' Council (NSC) to address the legal framework of these ICDs so that they will be appropriately designated and declared as Ports of Origin and Destination.

There are ample opportunities for the development of more Inland Container Depots in different locations in the country. Interested investors can obtain information from the Committee on [www.fmt.gov.ng](http://www.fmt.gov.ng)


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### SAFETY AND SECURITY OF NIGERIA'S MARITIME DOMAIN

- ▶ The Nigerian Maritime Administration and Safety Agency (NIMASA) hosts the Regional Maritime Rescue Co-ordination Centre (RMRCC) located at the Nigerian Maritime Resource Development Centre (NMRDC), Kirikiri, Lagos. The RMRCC co-ordinates Search and Rescue (SAR) and other safety emergency response operations in West and Central Africa.
- ▶ The Rescue Co-ordination Centre in Lagos is jointly operated with Nigerian Airspace Management Agency (NAMA) at Murtala Mohammed Airport, Ikeja, Lagos
- ▶ NIMASA in collaboration with the Nigerian Navy, Private Sector and other Security Agencies are ensuring crime free maritime environment with the full support and encouragement of Mr. President. As a matter of fact, tremendous progress has been made in the fight against Piracy, oil theft and other maritime crimes.
- ▶ Nigeria has established a joint patrol with the Republic of Benin as part of efforts to secure the Gulf of Guinea.
- ▶ NIMASA also promotes the development of indigenous commercial shipping in international and coastal shipping trade

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### SAFETY AND SECURITY OF NIGERIA'S MARITIME DOMAIN (cont'd)



NIMASA infrastructure at the Regional Maritime Rescue Coordination Centre (RMRCC) the premier resource centre, Kirikiri-Lagos.

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### SAFETY AND SECURITY OF NIGERIA'S MARITIME DOMAIN (cont'd)



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#### CAPACITY DEVELOPMENT INITIATIVES

- The Maritime Academy of Nigeria was established to cater for human capital development in the sector. In addition, a Maritime University is to be established in Okeronkoko in Delta State in 2013 while plans are underway to upgrade MAN, Oron to a degree awarding institution in conjunction with World Maritime University, Malmö - Sweden.
- The National Seafarers Development Programme anchored by NIMASA has continued to receive a boost. In December, 2012, over 500 youths were sponsored for training as Seafarers in various institutions abroad and over 100 left for Egypt recently while preparation to send another batch of over 700 youths have reached an advanced stage.
- The Nigerian Institute of Transport Technology (NITT), Zaria is helping in Capacity development for the industry i.e. intermodal coordination.

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#### CONCLUSION


In our commitment to the transformation of the Nigerian transport sector, enormous investment opportunities abound.



Investors are therefore invited to take full advantage of these opportunities.

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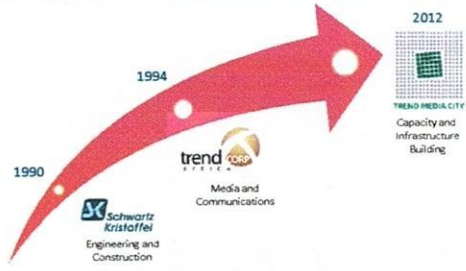
*THANK YOU*



  
**INTRODUCTION TO THE UDEMBA GROUP**  
 CANADA-NIGERIA INVESTMENT CONFERENCE  
 The Fairmont Royal York  
 Toronto May 2<sup>nd</sup> – 4<sup>th</sup> 2013

### Corporate Overview



### Schwartz Kristoffel

Operating for close to 25 years, Schwartz Kristoffel provides a wide range of professional services including:

- Engineering Services
- Construction Services
- Development Services
- Energy Production and Transmission Services

Schwartz Kristoffel established solid partnerships with leading international suppliers such as:






### TrendCorp Africa

The Udemba Group entered the Media and Entertainment industry close to 20 years ago and now manages:

- The largest terrestrial MMDS Pay TV service in Africa with operations in 12 major Nigerian cities
- The first wholly indigenous Direct-to-Home (DTH) multi-channel Pay TV platform available in 53 Sub-Sahara African countries
- The first MMDS broadband high-speed wireless internet service

TrendCorp Africa is diversifying its portfolio to include operation of cinemas, content production and distribution, printing and publishing and events management.



### Trend Media City

The latest TUG's division, Trend Media City, seeks to build capacity and develop creative hubs in Africa.


The project aims at developing intelligent smart communities that promote broadband economy.

It will offer state-of-the-art infrastructures setting new global standards in design, construction, energy efficiency and eco-friendliness.

Trend Media City's objective is to lure and retain intellectual capital that build successful businesses, turning the brain drain into brain gain and empowering Africans to create more prosperity.

### Trend Media City

It is about CHANGE



Changing mindsets, dispelling myths and shifting emphasis away from exploitation of natural resources into innovation and creative economy.

**Trend Media City**


It is about SPACE



A SPACE to think,  
to innovate  
and  
to empower.

**Trend Media City**


It is about PEOPLE



PEOPLE who innovate  
and create economic prosperity  
and wealth for mankind.

**Trend Media City**

It is about INTELLECTUAL CAPITAL



Luring and retaining  
intellectual capital  
back to Africa  
to reverse brain drain  
to brain gain.

**Trend Media City**

Phase 1 : Capacity Building  
Phase 2 : Infrastructure Building





Film Production Park  
 African Film & TV Academy  
 African Film & Entertainment Fund  
 Africa Accelerator Program  
 Apartment Condominiums  
 Continuing Training Program  
 African Diaspora Resource Program  
 Media Park  
 Robotics Park  
 Entertainment Park  
 Sports Academy  
 Technology Clusters

**Trend Media City**

Milestones achieved to date:


- Master Architectural Plans Completed by Gansam Architects.
- Engagement of Deloitte Canada/Nigeria Phase1 Feasibility Study/Business Plan.
- Technical and Strategic Partners African Film & TV Academy Launch:
  - University of Port Harcourt
  - School of Media & Communication Pan African University Lagos
  - Whistling Woods International

**Trend Media City**

Development partners

- TUG Limited Sponsor and key investor.
- Special Purpose Vehicles (SPV) Specific companies set up as Joint Ventures that will operate and manage each business utilizing the infrastructure and facilities built by TMCL.
  - Trend Media City Limited (TMCL) Project developer and investment arm.
  - Schwartz Kristoffel Engineering Services Ltd EPC contractor
  - TrendCorp Africa Limited: Media and Entertainment arm



Thank you for your attention



Contact Philippe Vermande  
Tel : +1 418 8962938  
Email : Philippe@renomedacity.com

**SNC-LAVALIN**

**CONDITIONS FOR PRIVATE SECTOR PARTICIPATION AND THE ROLE OF GOVERNMENT FOR SUCCESSFUL TRANSACTIONS**

*Frederic MAYAQL Regional Director, Africa Transmission & Distribution Division*

May 2013

**SNC-LAVALIN AT A GLANCE**

**\$8 billion in revenues in 2012**

**An international leader:**

- Engineering and construction
- Operations and maintenance
- Infrastructure concession investments

**A highly skilled & flexible labour force:**

- 34,000 employees
- 80+ nationalities
- 60+ languages

**Global know-how, localized execution:**

- Projects in 100+ countries
- Offices in 40+ countries
- International network established for almost 50 years

**SNC-LAVALIN**

**SNC-LAVALIN'S INFRASTRUCTURE AND CONCESSION INVESTMENT**

COUNTRY	SECTOR	PROJECT	WORLDWIDE	SNC-LAVALIN SHARE OF EQUITY
Canada	Roads	Highway 407 Extension	2012	99.00%
Canada	Healthcare	Respiratoire Hospital	2012	100.00%
France	Airports	Marseille Airport	2011	330.00%
Canada	Roads	Southwest Ontario Trail	2010	58.00%
India	Roads	SEPA Highway	2010	36.80%
Canada	Healthcare	McGill University Health Centre	2010	80.00%
Canada	Social	Montreal Aquatics Centre (MAG)	2009	200.00%
USA	Power	Antoni E	2008	18.50%
France	Railways	Play de Dome Rack Railway	2008	51.00%
Algeria	Water	Wahat Igaza District	2008	28.50%
Madagascar	Mining	Antanoro Nickel and Cobalt Mine	2007	52.00%
Algeria	Power	Hadjar El Nasser Power Plant	2006	28.00%
Canada	Railways	Canada Line	2015	25.20%
Canada	Bridges	Okanagan Lake Bridge	2018	330.00%
USA	Power	Arroyo	2004	21.00%
India	Airports	Mumbai Airport	2012	35.50%
Canada	Power	ADALUK	2012	200.00%
Canada	Roads	Highway 407 ETR	2000	58.77%
France	Airports	1077 Airport	2000	51.00%

**SNC-LAVALIN**



**Astoria I & II**  
Queens, New York, United States

Two 500MW natural gas-fired combined cycle power plants  
Astoria I completed in 2005  
Astoria II completed in mid-2011  
SNC-Lavalin Ownership: 21% (Astoria I) and 18.5% (Astoria II)

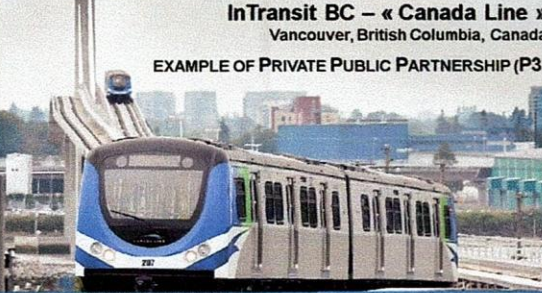
**SNC-LAVALIN**

World's first all-electronic, barrier-free toll highway  
108 km from Burlington to Pickering  
99 year concession, until 2098  
SNC-Lavalin's Ownership: 15.77%

**SNC-LAVALIN**

### InTransit BC – « Canada Line » Vancouver, British Columbia, Canada


**EXAMPLE OF PRIVATE PUBLIC PARTNERSHIP (P3)**



Rapid Transit line linking downtown Vancouver to Richmond and Vancouver International Airport  
16 new stations and 19km of new Sky Train network  
35 year concession, until 2040  
SNC-Lavalin's Ownership: 33.33%

**SNC-LAVALIN**

### PROJECT MAIN FEATURES



<p><b>\$2 Billion</b> Investment Cost Funded by public agencies and ITBC</p>	<p><b>35 Year</b> Design-Build-Finance-Operate</p>
<p><b>Largest Public Private Partnership (P3)</b> Implemented in Canada</p>	<p><b>1<sup>st</sup> Rail Rapid Transit P3</b> in the North America</p>

Project revenues tied to performance during operating period, with payment by a public agency and the Province (70% on availability; 20% on quality of service; 10% on achievement of ridership forecasts)

NOTE: The information used for this example on InTransitBC – «Canada Line» is based on public information, namely, they are information extracted from Canada Line Final Report by Canada Line, Apr. 2008.

**SNC-LAVALIN**


### COMPETITIVE BIDDING PROCESS




<p><b>10 Consortia</b> Expression of Interest</p> <p>↓</p> <p><b>4 Consortia</b> Shortlisted for request for proposals</p> <p>↓</p> <p><b>2 Consortia</b> Invited to participate in the Best Offer stage by CLCO</p>	<p><b>Competitive Evaluation Committees</b> CLCO appointed</p> <p>↓</p> <p><b>Multi Criteria Evaluation</b> Most important criteria being the "Net Cost of the System" (capital costs, operating costs, ridership revenues and bus cost savings associated with the proposals)</p> <p>Note: Project development cost by the public agencies (\$32 million nominal)</p>
--	--

**SNC-LAVALIN**

### PRIMARY CHALLENGE : MOBILISATION OF CAPITAL




- Increasing magnitude of projects
- Tight liquidity and rules in the banking sector
- Increasing shift from sovereign to private sector but ...



**SNC-LAVALIN**

### STRONG PARTNERSHIPS



**CLCO**

**ITBC Project Operating License**

**Concession Agreement**

**DEBT:** Societe Generale, Bank of Montreal, Nord LB

**EQUITY:**

- CLCO: 33.33%
- SNC-Lavalin: 33.33%
- bcIMC: 33.33%

Designing, constructing, partially financing, operating, and maintaining the Project under an operating license.

**CONTRACTS:**

- ProTrans BC Operation
- Design & Construction SNC-Lavalin

Entered into a Design Build Agreement.

ProTrans BC Operations Ltd. (SNC-Lavalin) providing operation and maintenance of the line.

**SNC-LAVALIN**

### SOLID EQUITY PARTICIPATION



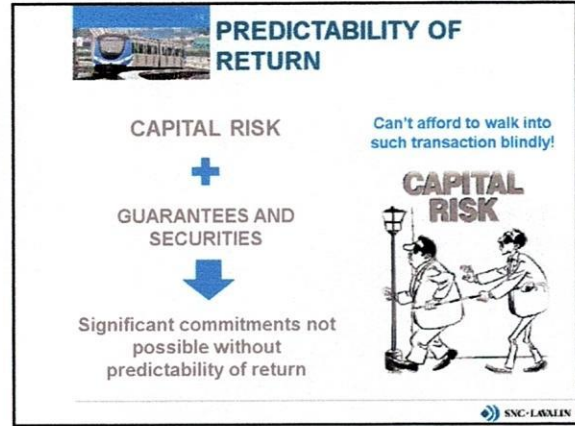
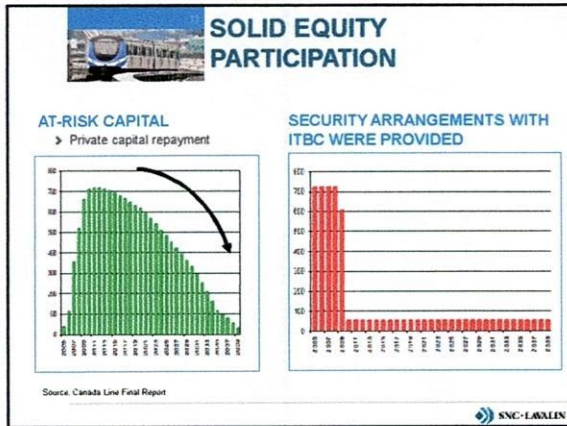
**Obligations to mobilize significant capital and debt**

- Equity: \$720 million (At-risk capital)
- Arranged a debt financing over a 28-year term to make up for the funding shortfall during construction. (CLCO's construction period payments being subjected upon attainment of defined milestones)
- At-risk capital and guarantees are aimed at providing CLCO, in the unlikely event that ITBC fails to meet its obligations over the 35-year term, sufficient funds the competition or refurbishment to the Project.

**Security arrangements provided**

- \$600 million construction guarantee from SNC-Lavalin Group Inc., further supported by a \$159 million L/C
- L/C totaling \$120 million supporting ITBC's equity, and
- A \$50 million operating guarantee from SNC-Lavalin Group Inc., which is further supported by a \$10 million L/C

**SNC-LAVALIN**

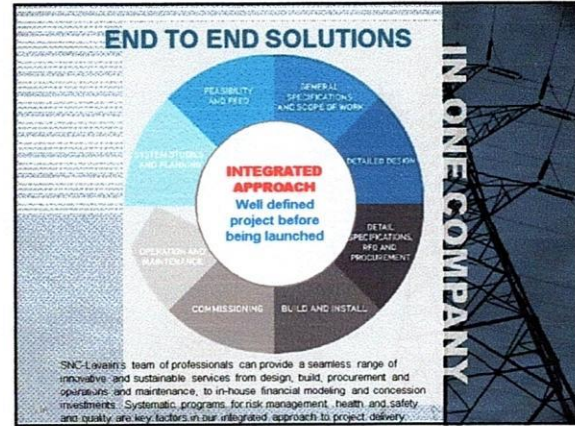


### EQUITABLE TRANSFER OF RISKS

Risk	Project	PSC	Phase
Land acquisition cost and schedule	CLCO	CLCO	Construction
Municipal and regulatory permitting, cost	CLCO/InTransitBC	CLCO	Construction
Municipal and environmental or archaeological liabilities	InTransitBC	CLCO	Construction
Undisclosed environmental or archaeological liabilities	CLCO	CLCO	Construction
Cost of design build packages	InTransitBC	CLCO	Construction
Cost of construction	InTransitBC	Contractors	Construction
Construction inflation (labour, steel, etc.)	InTransitBC	Contractors	Construction
Construction delay	InTransitBC	CLCO	Construction
Utility relocation cost / delay	CLCO/InTransitBC	CLCO	Construction
Changed ground condition (tunnels and foundations)	InTransitBC	CLCO	Construction
Design integration	InTransitBC	CLCO	Construction
Integration between civil works and systems	InTransitBC	CLCO	Construction
Public protest, legal action, embargo or blockade	CLCO	CLCO	Construction / Operating
Reasonableness of behaviour of Agencies and Cities	CLCO	CLCO	Construction / Operating
Force Majeure	CLCO/InTransitBC	CLCO	Construction / Operating
Insurance costs	InTransitBC/GVTA	CLCO	Construction / Operating
Condition of civil assets (over the 35-year term)	InTransitBC	CLCO	Construction / Operating
Operating performance (over the 35-year term)	InTransitBC	CLCO	Operating
Operating costs (over the 35-year term)	InTransitBC	GVTA	Operating
Maintenance costs (over the 35-year term)	InTransitBC	GVTA	Operating
Useful life of trains and other systems	InTransitBC	GVTA	Operating
Ridership revenues	-50% GVTA -10% InTransitBC	100% GVTA	Operating

Source: Canada Line Final Report

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## ROLE OF THE GOVERNMENT

Governments are reluctant or refuse to provide sovereign guarantees but... in reality Governments (should) play a critical role by :

- > Carrying the development cost, at least in part;
- > Assuring predictable revenues through the terms of the concession, milestone or availability payments;
- > Providing credit enhancement mechanism and/or other assurances.

Attract  
More  
Bidders

+

More  
Competitive  
Projects

+

Helps Projects  
Get to Market  
Quickly

SNC-LAVALIN

## ROLE OF THE GOVERNMENT IN DEVELOPING COUNTRIES

In return of the assurances by Government, the project should include elements addressing the government priority needs

- > Addresses government requirements and community expectations re positive economic impacts of a mega-project
- > Maximizes local project benefits of a project for the regional economy while reducing project costs during construction
- > Optimizes socio-economic synergies with local labor, private sector and communities

**LOCAL RESOURCE DEVELOPMENT INITIATIVE (LRDI) COMMITMENTS**

- > Develop and empower local workers, companies and communities
- > Training, mentorship and capacity building
- > Optimize socio-economic development and sustainability of project, without compromising on cost, schedule, quality and safety

**Three Pillars of LRDI**

Labour  
Training

Local  
SMEs

Local  
Comm-  
unity

SNC-LAVALIN

**WE CARE**  
NOUS VEILLONS

**WE CARE** embodies SNC-Lavalin's key corporate values and beliefs. It is the cornerstone of everything we do as a company: **Health and safety, employees, the environment, communities and quality.** These values all influence the decisions we make every day. And importantly, they guide us in how we serve our clients and therefore affect how we are perceived by our external partners. **WE CARE** is integral to the way we perform on a daily basis. It is both a responsibility and a source of satisfaction and pride by providing such important standards to all we do.

**WE CARE** about the health and safety of our employees, of those who work under our care, and of the people our projects serve.


**WE CARE** about our employees, their personal growth, career development and general well-being.

**WE CARE** about the communities where we live and work and their sustainable development, and we commit to fulfilling our responsibilities as a global citizen.

**WE CARE** about the environment and about conducting our business in an environmentally responsible manner.


**WE CARE** about the quality of our work.

SNC-LAVALIN



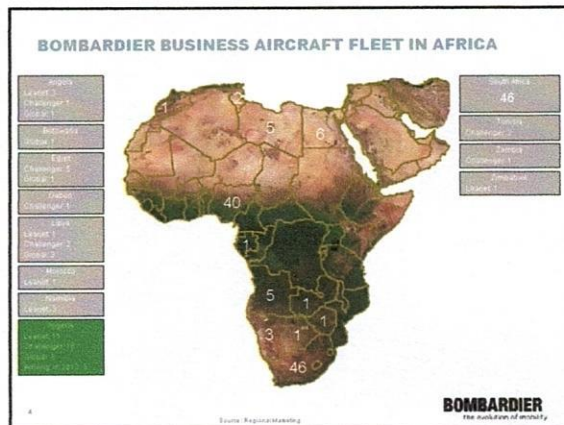
**BOMBARDIER COMMERCIAL AIRCRAFT**

ADDRESSING THE INFRASTRUCTURE DEFICIT AND REVITALIZING TRANSPORT THROUGH PRIVATE SECTOR

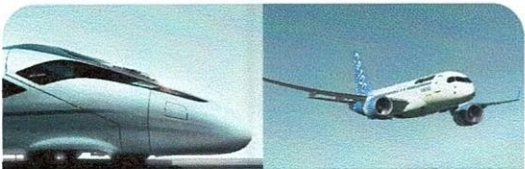


MAY 2<sup>nd</sup> 2013

**BOMBARDIER**  
the numbers of mobility



**BOMBARDIER OVERVIEW**



Bombardier Transportation		Bombardier Aerospace	
Revenues*	\$8.1 billion	Revenues*	\$8.6 billion
Backlog*	\$33.7 billion	Backlog*	\$32.9 billion
Employees**	36,000	Employees**	35,500

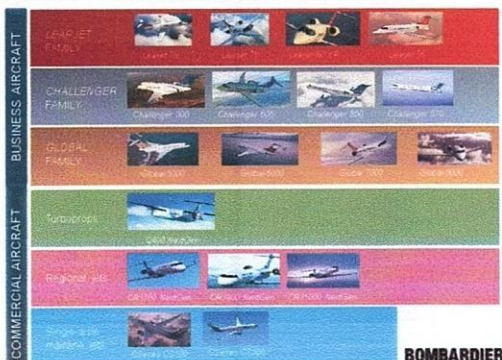
\* as of December 31, 2012  
\*\* as of December 31, 2012 (includes contractual employees)

**BOMBARDIER**  
the numbers of mobility



**BOMBARDIER AEROSPACE PORTFOLIO**

BOMBARDIER HAS THE BROADEST PORTFOLIO OF PRODUCTS IN THE INDUSTRY



**BUSINESS AIRCRAFT**

- CRJ-ET Family
- Challenger Family (Challenger 300, Challenger 350, Challenger 600, Challenger 850, Challenger 860, Challenger 880, Challenger 890, Challenger 900, Challenger 950, Challenger 990, Challenger 1000, Challenger 1050, Challenger 1100, Challenger 1150, Challenger 1200, Challenger 1250, Challenger 1300, Challenger 1350, Challenger 1400, Challenger 1450, Challenger 1500, Challenger 1550, Challenger 1600, Challenger 1650, Challenger 1700, Challenger 1750, Challenger 1800, Challenger 1850, Challenger 1900, Challenger 1950, Challenger 2000, Challenger 2050, Challenger 2100, Challenger 2150, Challenger 2200, Challenger 2250, Challenger 2300, Challenger 2350, Challenger 2400, Challenger 2450, Challenger 2500, Challenger 2550, Challenger 2600, Challenger 2650, Challenger 2700, Challenger 2750, Challenger 2800, Challenger 2850, Challenger 2900, Challenger 2950, Challenger 3000, Challenger 3050, Challenger 3100, Challenger 3150, Challenger 3200, Challenger 3250, Challenger 3300, Challenger 3350, Challenger 3400, Challenger 3450, Challenger 3500, Challenger 3550, Challenger 3600, Challenger 3650, Challenger 3700, Challenger 3750, Challenger 3800, Challenger 3850, Challenger 3900, Challenger 3950, Challenger 4000, Challenger 4050, Challenger 4100, Challenger 4150, Challenger 4200, Challenger 4250, Challenger 4300, Challenger 4350, Challenger 4400, Challenger 4450, Challenger 4500, Challenger 4550, Challenger 4600, Challenger 4650, Challenger 4700, Challenger 4750, Challenger 4800, Challenger 4850, Challenger 4900, Challenger 4950, Challenger 5000, Challenger 5050, Challenger 5100, Challenger 5150, Challenger 5200, Challenger 5250, Challenger 5300, Challenger 5350, Challenger 5400, Challenger 5450, Challenger 5500, Challenger 5550, Challenger 5600, Challenger 5650, Challenger 5700, Challenger 5750, Challenger 5800, Challenger 5850, Challenger 5900, Challenger 5950, Challenger 6000, Challenger 6050, Challenger 6100, Challenger 6150, Challenger 6200, Challenger 6250, Challenger 6300, Challenger 6350, Challenger 6400, Challenger 6450, Challenger 6500, Challenger 6550, Challenger 6600, Challenger 6650, Challenger 6700, Challenger 6750, Challenger 6800, Challenger 6850, Challenger 6900, Challenger 6950, Challenger 7000, Challenger 7050, Challenger 7100, Challenger 7150, Challenger 7200, Challenger 7250, Challenger 7300, Challenger 7350, Challenger 7400, Challenger 7450, Challenger 7500, Challenger 7550, Challenger 7600, Challenger 7650, Challenger 7700, Challenger 7750, Challenger 7800, Challenger 7850, Challenger 7900, Challenger 7950, Challenger 8000, Challenger 8050, Challenger 8100, Challenger 8150, Challenger 8200, Challenger 8250, Challenger 8300, Challenger 8350, Challenger 8400, Challenger 8450, Challenger 8500, Challenger 8550, Challenger 8600, Challenger 8650, Challenger 8700, Challenger 8750, Challenger 8800, Challenger 8850, Challenger 8900, Challenger 8950, Challenger 9000, Challenger 9050, Challenger 9100, Challenger 9150, Challenger 9200, Challenger 9250, Challenger 9300, Challenger 9350, Challenger 9400, Challenger 9450, Challenger 9500, Challenger 9550, Challenger 9600, Challenger 9650, Challenger 9700, Challenger 9750, Challenger 9800, Challenger 9850, Challenger 9900, Challenger 9950, Challenger 10000

**COMMERCIAL AIRCRAFT**


- Turboprop (CRJ-700, CRJ-900)
- Regional jet (CRJ-1000, CRJ-1050, CRJ-1200, CRJ-1250)
- Global Express (CRJ-1000, CRJ-1050, CRJ-1200, CRJ-1250)
- Global Express XLR (CRJ-1000, CRJ-1050, CRJ-1200, CRJ-1250)

**BOMBARDIER**  
the numbers of mobility



# BROADBAND INVESTMENT OPPORTUNITIES IN NIGERIA

**Dr Eugene Juwah**  
EVC/CEO  
Nigerian Communications Commission



## Where we are today


- Over 30,000 km Long of Inter City Fibre laid already
- High Volume of Unutilized Capacity Due to Duplications
- Vertical Transmission Gaps
- High Cost for End Users
- Mobile broadband launched by mobile operators in selected towns and cities.
- Inadequate metro-fibre links across the country



Optical Fibre

## Content

- Where we are Today
- Broadband Vision and Role of Nigerian Communications Commission (NCC)
- Demand and Supply Perspectives of Broadband Services in Nigeria
- Broadband Infrastructure Initiatives
- Strategy for Broadband Infrastructure Deployment
- Overview of Work Plan
- Conclusion



## Where we are today

### Broadband Service Users Preference

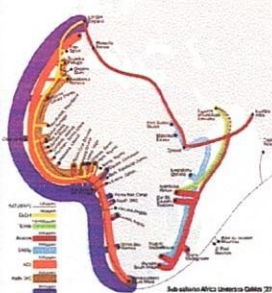
Preference	Percentage
Speed	44%
Reliability	44%
Customer Service	14%
Multi User Capability	12%
Technology type	4%
Mobility	4%
Cost	4%

86% prefer speed and reliability  
• Facilitated by good quality, resilient infrastructure

Source: Hypothesis Business Research 2011

## Where we are today

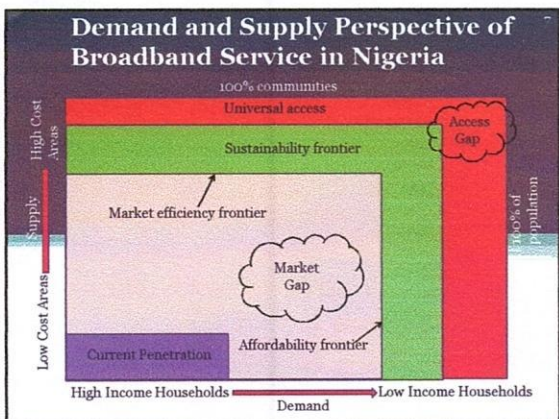
- International Submarine Cable landings at our shores
- SAT 3, MainOne, Glo1, and WACS already in operation. ACE expected to go live Q4 2012
- Abundant Bandwidth at our shores
- Distribution and last mile – Big challenge, but an opportunity for investors



## Role of NCC

- Create the environment for private sector participation and investment in the Broadband ecosystem via regulatory intervention
- Facilitate Deployment with stimulus to underserved and un-served areas
- Facilitate agreements and resolve disputes among stakeholders
- Adapt legal and regulatory frameworks to the realities of the digital economy





### Broadband Infrastructure Initiatives - Fibre Optic

- The NCC Broadband Expansion Programmes
- WIN
- SABI
- BTRAIN

### Broadband Infrastructure Initiatives - Frequency Spectrum

- Digital Dividend
  - Re-plan 800MHz band for LTE
  - Re-farm 700MHz band for LTE
  - Re-farm 2.5GHz band
- License the 1 x 30MHz slot in the 2-3GHz band
- License the 5.4GHz band on regional and state basis
- Re-farm existing 1900 and 2100 MHz spectrum for mobile broadband
- Technology neutrality on newly assigned spectrum
- Open new bands for short haul high capacity microwave links (28 - 38GHz)
- Encourage use of spectral efficient technologies in existing spectrum

### Strategy for Broadband Infrastructure Deployment

- Industry Structure Model Options
- Open Access Model
- Work Plan

### Broadband Infrastructure Initiatives - Internet Exchange Points (IXP)

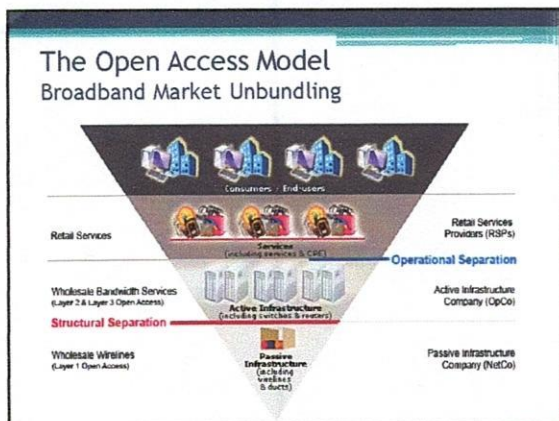
- Provide incentives to enable interconnectivity via fibre of all IXP's in the country
- Keep Nigeria based traffic within the country
- Reduce internet connectivity costs for ISP's
- Reduce cost to internet users
- Reduce latency and improve internet browsing experience
- Reduction in bandwidth costs
- Act as catalyst to enrich the Nigerian internet ecosystem

### Industry Structure Model Options

Three industry structure models were considered: the Equal Access Model, the utility model and the passive infrastructure model.

Network Components	Utility Model	Equal Access Model	Passive Infrastructure Model
Services (Servers, CPE)	RSP, RSP, RSP	RSP, RSP, RSP	RSP, RSP
Active Network (Division, Transmission, ADM)	IntraCo	OpCo	OpCo, OpCo
Passive Network (Ducts, wireless only)	(OpCo + NetCo)	NetCo	NetCo

- RSP provides non-discriminatory broadband access and services to end users (Service Providers etc)
- OpCos provide non-discriminatory equal wholesale broadband connectivity to RSPs using active infrastructure.
- NetCos build and operate passive infrastructure
- Structural separation between the Passive and active layers; and operational separation between the active and retail layer



### Effects of Implementing this Model

- Bridge gaps in Broadband Deployment
- Eliminate Last Mile Issues
- Access to resilient transmission backbone infrastructure
- Resuscitate Fixed Telephony
- Reduce the Price of Bandwidth
- Unlock the Market for Massive Broadband Usage
- Create wealth for investors

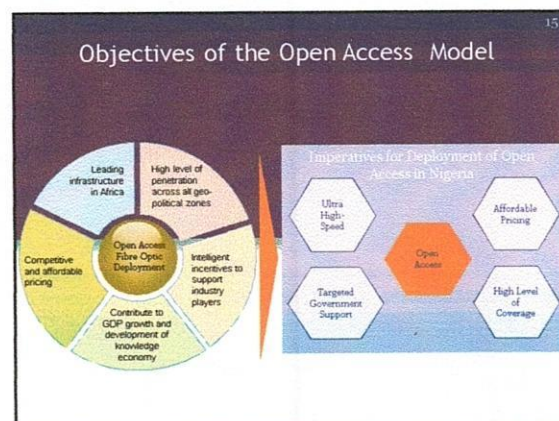
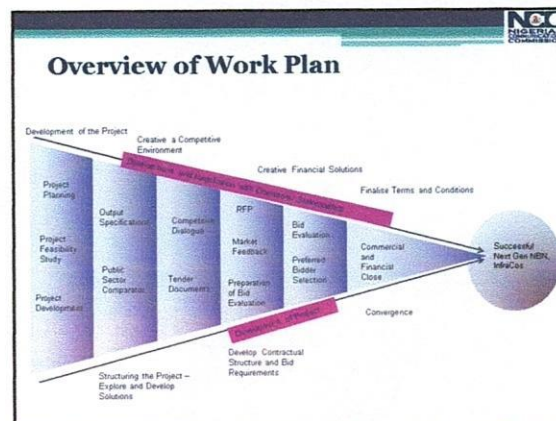
### Open Access Model in Nigeria

- Mapping of country into license areas / regions ongoing
- The equal access model and utility model look promising
- Model applicability in each area dependent on outcome of ongoing studies and assessments
- Licenses in the Passive, Active and Retail Service Layers
- Regulatory Interventions in areas of Competition and Pricing
  - Price capping between:
    - Passive and active layer
    - Active and retail services layer
  - Pricing determined by competition at the retail services layer

Non-discrimination

Neutrality


Transparency



### Conclusion

Nigerian Communications Commission (NCC) is committed to providing an enabling regulatory environment to facilitate the development and growth of the broadband ecosystem in Nigeria.


Investors are welcome to take advantage of broadband investment opportunities in Nigeria



19

# Thank You

Dr Eugene Juwah  
EVC/CEO  
Nigerian Communications Commission



**NCC**  
NIGERIAN  
COMMUNICATIONS  
COMMISSION

The slide features a dark blue background with a glowing blue digital pattern of binary code (0s and 1s) on the right side. The text is white and centered.

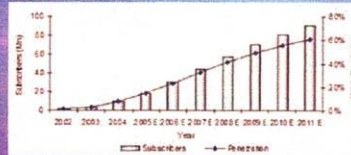
## NIGERIA AND BLACKBERRY

Nigeria Investment Conference  
 Toronto, Ontario  
 May 3, 2013

Mark Cameron  
 Director, Global Public Policy

## NIGERIA AND WIRELESS

- 2 million customers (1% penetration) in 2002
- Over 90 million customers (70% penetration) in 2012
- 4 million smartphones



## BlackBerry Global Picture

- Revenue FY13 - \$11.1 billion
- Over \$2.9 billion in cash, no debt
- 650 carriers and distribution partners worldwide
- Over 76 million BlackBerry customers worldwide
- BlackBerry 10 launch - January 30 2013

BlackBerry 10

## NIGERIA AND BLACKBERRY

- 2 million BlackBerry customers
- 94% of BlackBerry customers use BBM
- BlackBerry Z10 launched March 7, 2013
- Available in retail stores and from MTN, Globacom, Etisalat and Airtel
- BlackBerry Q10 expected for Q3 2013

## NIGERIA

- 170 million potential market
- Fastest growing mobile market globally
- Social networking and Internet driving smartphone adoption



## 250 NIGERIAN APPS AT LAUNCH



**SUPPORTING THE WIDER ECOSYSTEM**



MINISTER OF  
COMMUNICATION TECHNOLOGY  
I.D.E.A.  
Co-Creation Hub  
NIGERIA



Junior Achievement  
Nigeria



BlackBerry  
Apps Lab



BlackBerry Jam



Join the BlackBerry Developer Community!

<https://www.facebook.com/BlackBerryDeveloperGroupNigeria>

<http://bbdevsng.wordpress.com/>



## USING IPPS TO MEET NIGERIA'S POWER NEEDS

By Hajiya Zainab Ibrahim Kuchi, FICMC  
 Hon. Minister State for Power.  
 2<sup>nd</sup> May, 2013

### Overview

- Introduction
- Background
- Policies
- Structures
- Whole sale electricity market
- Potentials for ipps in Nigeria and other services.
- Challenges
- Way forward
- Conclusion
- End

### Resources

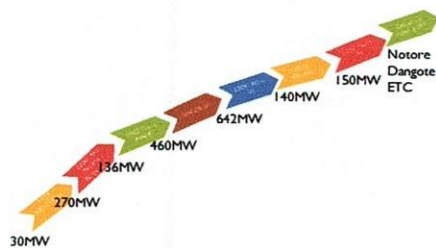
Sources: (i) Nigerian National Petroleum Corporation (NNPC) 2007)  
 (ii) Renewable Energy Masterplan (REMP) 2009  
 (iii) Ministry of Mines and Steel Development (2009)

S/N	Resource Type	Reserves (Natural Units)						
1.	Crude Oil	36.22 billion barrels						
2.	Natural Gas	187 trillion SCF						
3.	Coal and lignite	2.734 billion tonnes						
4.	Tur. Sites	31 billion barrels of oil equivalent						
5.	Large Hydropower	11,250 MW						
6.	Small Hydropower	1,500 MW						
7.	Solar Radiation	3.5 - 7.0 kWh/m <sup>2</sup> /day (46.5 million MW/yr using 0.1% Nigeria land area)						
8.	Wind	0-15 m/s at 10m height						
9.	Biomass	<table border="0"> <tr> <td>Fuelwood</td> <td>11 million hectares of forestland woodland</td> </tr> <tr> <td>Animal waste</td> <td>245 million tonnes in 2001</td> </tr> <tr> <td>Energy Crops and Agric Residue</td> <td>71 million hectares of Agric. Land and all waste lands</td> </tr> </table>	Fuelwood	11 million hectares of forestland woodland	Animal waste	245 million tonnes in 2001	Energy Crops and Agric Residue	71 million hectares of Agric. Land and all waste lands
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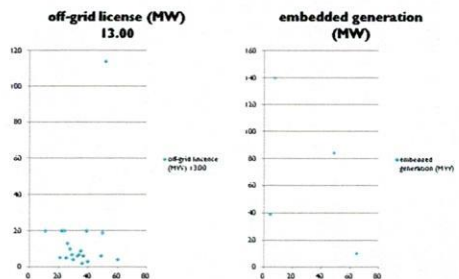
### Introduction- 2012 Generation data.



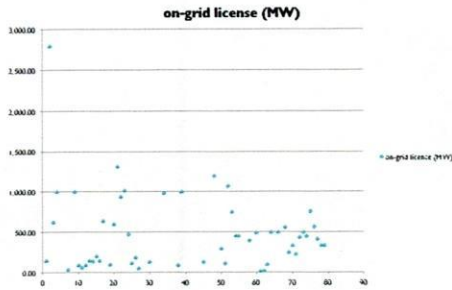
### Background



### LICENCES FOR IPPS



## Licences for IPPs



## Some IPP locations in the country



## Policies

- 1950 The ECN ordinance
  - Established Electricity Cooperation of Nigeria aimed at rapid electrification of various major towns in the country.
- 1962 The NDA act
  - Established the Niger Dam Authority aimed at exploiting the Hydro potentials of the country for production of electricity and Agricultural purposes.
- 1972 The NEPA act
  - Established the national Electric Power authority and stream lined the functions of ECN and NDA. Given the sole authority to produce, transmit and Distribute electricity in the country.
- 1993 Draft Nigerian energy policy was launched aimed at the following:
  - Promotion of private sector and citizen participation in the energy industry.
  - The electrification of all state capitals, local government headquarters and major cities by 2010.
  - Provide stable electricity to 75% of the populace.

## Policies continued.

- 2000 Nigerian Electric power policy
  - improving efficiency throughout the electricity industry, expand the electric power supply infrastructure and assets through **private investments** and making the industry commercially viable and sustainable.
- 2004 NEEDs program
  - developing the power sector and set some targets for achieving this, private sector participation was again stressed

## Policies continued.

- 2005 The EPSR act No. 6
  - Unbundle, commercialise and privatise.
  - Created NERC.
  - Development of competitive electricity market and creation of market operations;
  - Private sector participation through IPPs and joint ventures.
- 2008 The National Domestic Gas Supply and Pricing Policy.
  - ensure access and low cost price to some limited sectors in the economy, named the strategic Domestic sector, of which Power sector was identified as a part of.
- 2010 The power reform Road Map.
  - Showed a path to achieving the aspirations of government especially as it affects privatisation of existing assets.
- 2012 Review of the power reform Road map.
  - Fine tune this to make it responsive to present day realities.

## Structures

- FMOP
  - Policy making functions .
  - Carry out studies and support research in power technologies.
  - Required interventions
- FMOEnv.
  - Policy making
  - Environmental audits, monitoring and enforcement.
- NERC
  - Rule making
  - Regulations
  - Regulatory audits, monitoring and enforcement.



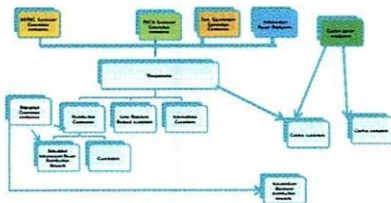
## Structures

- TCN
  - Access to network and network development.
  - Power planning
  - Power system operation
  - Market operation
- DISCOs
  - Distribution Network access, development and operation
- NBET
  - Power brokerage
  - Securitisation for IPPs

## Other Structures

- NIPC Nigerian Investment Promotion Commission.
  - Assist in the establishment of company in the country.
  - Incentives to investors.

## Wholesale Electricity Market



## Wholesale Electricity Market in 2012.

- Whole sale Electricity energy market size
  - =N= 255Billion naira or about \$1.7billion dollars
- Captive power IPP energy market is estimated at
  - =N=99.8Billion naira or about \$0.66billion dollars
- Below Licencing threshold IPP market is estimated at
  - =N=74.46billion naira or about \$0.496Billion dollars
- Embedded IPP energy market size
  - =N=3.5billion naira or about \$23million.

## IPP products and services.

- Real power delivery.
- Peak power services.
- Reserve power services
  - Spinning reserves.
  - Non spinning reserves.
- Power quality (Voltage and frequency regulation) services.
- Black start services

## Investment opportunities.

- EPC contract services.
- Financial services
- Legal services
- Equipment and spares supply services.
- Maintenance and operation services.
- Community relationship services.
- Regulatory consultancy services.
- Efficiency improvement services.

### Some Potential Hydro IPPs

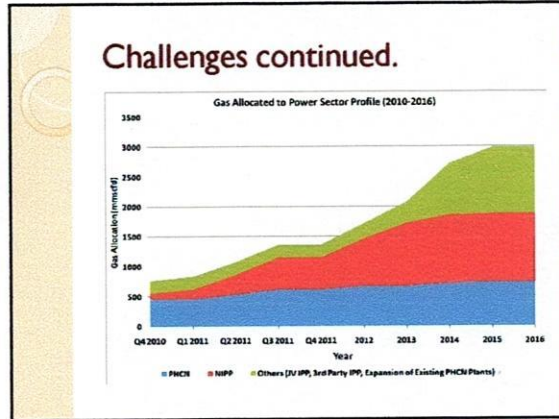
- Gurara II
- Mambilla
- Goma
- Challawa
- Oyan

### Potential IPPs

- REA looking for private sector partners for deployment of renewable solutions to remote rural villages.
  - Solar
  - Wind
  - Biomass
  - Small hydros

### Challenges faced by IPPs in Nigeria.

- Security
  - Vandalization of gas pipeline and electricity transmission lines.
- Regulatory
  - Lack of clarity in rules about who gives first commitment to developer NBET or GACN.
  - Lack of clarity about how many megawatts you can have on one site.
- Transmission infrastructure inadequacy.
  - Actual evacuation from stations does not match actual infrastructure figures.
  - Inadequate alignment of transmission and distribution interfaces.
- Financial
  - Wholesale market shortfall.
- Human.
  - Capacity challenges and skills gap at existing workers age.
- Gas supply
  - Inadequate gas supply to power plants.
  - Inadequate gas supply infrastructure.
- Lopsided power resource mix.

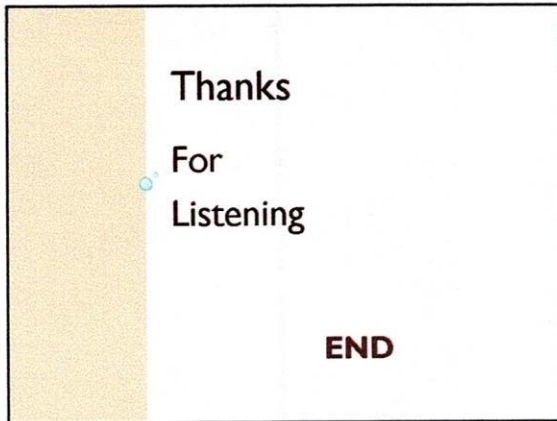


### Way Forward

- Captive power
- Diversify the fuel mix
- Improvement of infrastructure. (Gas and Power)
  - Provide more wheeling corridors
- NBET Capitalisation and mitigation arrangements.
- NAPTIN
- Greater funding
- Better legislation
  - PIB

### Conclusion

- IPPs can be used to meet Nigeria's power needs in both the short term, medium and long term basis.
- Opportunities exist in this regard and will continue to be there for a long time.



Thanks  
For  
Listening

**END**

**AIRD & BERLIS LLP**  
Barristers and Solicitors

## Evolution of Ontario Electricity Market: Challenges and Opportunities

**Ron Clark**

Canada-Nigeria Investment Conference  
Canada-Nigeria Synergy for Vision 20:2020  
Toronto, Ontario  
May 2, 2013

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**1990:**

- Ontario Hydro - a vertically integrated provincially owned utility

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**1990:**

- Ontario Hydro - vertically integrated provincially owned utility (generation, transmission, distribution)
- 340 public utility commissions
- Ontario Energy Board - advisory role only
- Ontario Hydro Demand Supply plan
- Prediction for 2014 - 50% to 100% increase in demand
  - Nuclear 43%
  - Fossil 37% (coal, oil, natural gas)
  - Hydraulic 20%

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**1990:**

- First use of independent power production ("Non-utility Generation" or "NUGs")
- Ontario Hydro procured approximately 1800 MWs of electricity through PPAs
  - natural gas, hydro, wood

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**2013:**

- Hydro One was broken into 5 entities in 2000
- 80 local distribution companies (from 340)
- Regulated by the Ontario Energy Board
- Annual demand is flat (160TWh)
- Seasonal peaking changes
- Peak generating capacity (37,000 MWh)
- Daily peaking and surplus baseload
- Economy has shifted with loss of heavy industrial load (auto, forestry)

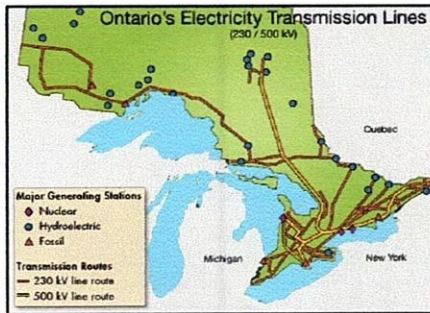
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**2013:**

- Nuclear about 35% Demand and 50% energy
- Off-coal - natural gas becomes more significant market price setter
- Over 500 Generating facilities + micro-generating facilities
- Competitive Transmission

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## Transmission System:



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## Policies:

- Off-coal policy adopted by provincial government
- Hybrid Market:
  - Spot Market sets clearing price
  - OPA purchases at Contract Price
  - Difference between aggregate contract price and aggregate market price is "Global Adjustment"

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## Ontario's Feed-in Tariff (FIT) Program

- *Green Energy and Green Economy Act, 2009* created the FIT Program, operated by the Ontario Power Authority (OPA) - in effect since September 2009
- OPA is the power purchaser from generators under standardized 20/40 year agreements - a creditworthy customer upon which to finance and develop projects
- FIT Program can help Ontario achieve its announced Long Term Energy Plan (LTEP), expecting \$87 billion in public and private sector investment to achieve

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## State of FIT Program

- ~1,300 FIT projects in development/operation, with 3,400+ MW of capacity - 2,125MW Wind, 1,087MW Solar PV (rooftop and groundmount), 188MW Hydro and 55MW Bioenergy
- If all contracted projects are built, it represents about \$10 billion in total capital invested
- FIT 2.0: Encourages Community and Aboriginal projects

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## Small renewable energy projects created many challenges for the distributors and transmitters :

- Reverse flow
- Stability from long feeders
- Significant added complexity to analysis of additions to the system
- Significant additional work that needed to be resourced



## Clean Energy Procurement (Gas)

- I. 2,500 MW RFP - successful
- II. Early Movers - successful
- III. Bilateral Contracts (gas and nuclear) - successful
- IV. Combined Heat and Power - mixed success
- V. Peaking Generation - successful
- VI. GTA West - unsuccessful
- VII. Southwest GTA - unsuccessful

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## Past and Future OPA Procurements (in MW)

Technology	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	Total
Renewable Energy	11	396	113	341	1,448	1,020	1,173	956	595	131	438	6,822
Clean Energy		1,095		1,036	2,113	868	15	673		900		6,700
Nuclear	1,500						1,500					3,000
TOTAL	1,511	1,491	113	1,377	3,561	1,888	2,688	1,629	595	1,031	438	16,322
Cumulative Totals (MW)	1,511	3,002	3,115	4,492	8,053	9,941	12,629	14,258	14,853	15,884	16,322	

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## Thank You

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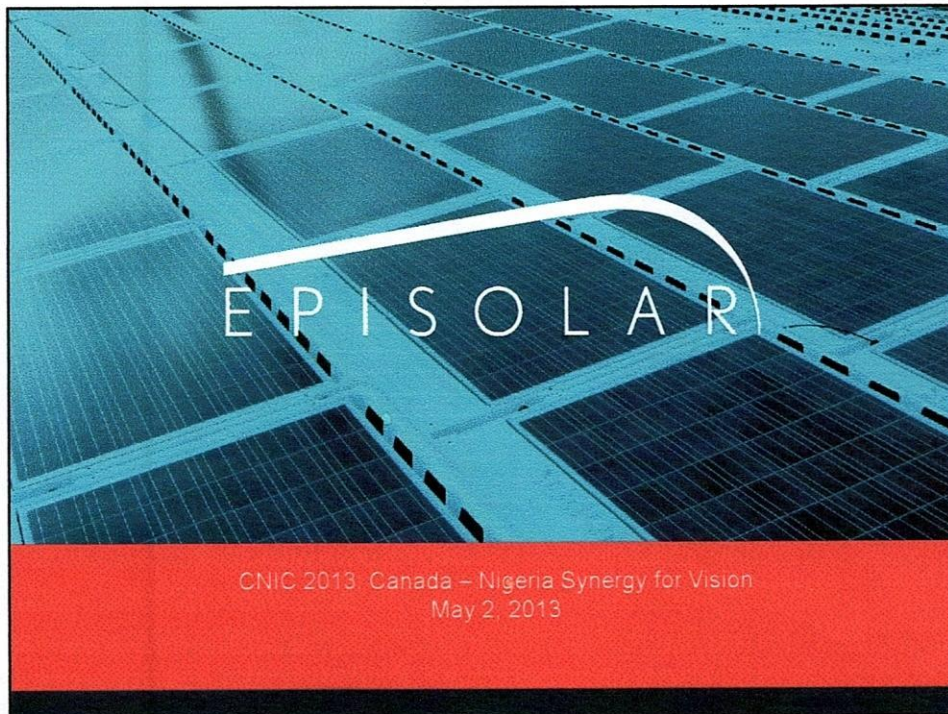
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### THE EPISOLAR EXPERIENCE

**EPISOLAR INC.** is a full scope solar developer focused on the identification, construction and financing of alternative energy installations worldwide as well as the identification and proliferation of innovative alternative energy technologies.



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- We are a team of leading professionals with in the solar industry whose international experience is unmatched.

#### GLOBAL PRESENCE

Episolar has headquarters in Toronto, Canada with additional offices in the USA in San Francisco, and Africa in Accra, Ghana.

The slide features a background image of solar panels and a globe. The EPISOLAR logo is in the top left. The title 'THE EPISOLAR EXPERIENCE' is in a grey box. The main text is in black, and the globe is on the right. The 'GLOBAL PRESENCE' section is in red text. The bottom of the slide has a red banner.

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**Minister Fast Welcomes Canadian Company's Success in Ghana**

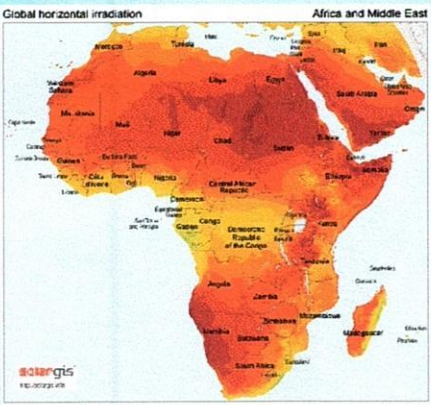


*Photo: Minister Fast (centre) meets with representatives of Episolar Inc., Daniel McCormick, CFA and Managing Partner (left), and Robert Koblinsky, Managing Partner (right).*

**February 1, 2013 - Accra** - The Honourable Ed Fast, Minister of International Trade and Minister for the Asia-Pacific Gateway, congratulates Episolar Inc. of Toronto on its power purchase agreement with the Electricity Company of Ghana Ltd. Signik Energy Ltd., a wholly owned subsidiary of Episolar Inc., to build a 50 MW AC solar installation, the largest in West Africa and one of the largest on the African continent.

[http://www.international.gc.ca/media\\_commerce/release\\_photo\\_distribution/2013/02/02b.aspx?view=d](http://www.international.gc.ca/media_commerce/release_photo_distribution/2013/02/02b.aspx?view=d)

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Geographically, Nigeria has an optimal combination of atmospheric and topographical qualities. Episolar has evaluated the factors that affect efficient solar energy transmission qualifications:

- Grid connectivity
- Proximity to Industry
- Opportunities for Rural Electrification

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