

2013 Post Event Report  
for the  
**2nd SUSTAINABILITY IN THE EXTRACTIVE  
INDUSTRIES CONFERENCE:**  
*POLICY, AFFIRMATIVE ACTION AND SUSTAINED GROWTH*



*in collaboration with*

**BUSINESSDAY**

Event Date: Thursday, 7 November 2013

Venue: Eko Hotel and Suites, Victoria Island, Lagos.

Time: 8:00am – 4:00pm

Post event report prepared by: CSR-in-Action

22 November, 2013

Sponsors:



Partners:



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## EDITOR'S NOTE

The major constraints to sustainability in the extractive industries sector in Nigeria have derived from the inadequacies accruable in the 3 dimensions of policy knowledge, skills and technical know-how and institutional/regulatory implementation.

The importance of the extractive industries sector makes it imperative for policy makers and all stakeholders in Nigeria to ensure that the right legislative frameworks are in place to regulate the activities herein. The enactment of legislation such as the Nigerian Extractive Industries Transparency Initiative Act (NEITI) 2007 was a step in the right direction towards regulating transparency and accountability and ensuring sustainability of these natural resources. However, despite the commendable provisions of the NEITI Act 2007, there has not been any significant improvement in transparency, accountability, and on a larger note poverty reduction. There is therefore the need for a revisit of the initiative in the form of strengthening its mandates and processes. This requires the collaboration of multiple stakeholders.

In the light of the above, discussions during the annual conference aimed at addressing how to achieve a post-extractive industries society – as the resources are finite – achieve affirmative action leading to policy amendment and a re-adjustment in the minds of the people. As Dr Ezekwesili succinctly put it, “It doesn’t happen by accident; it has to be deliberative!”

This event attracted people within the areas of oil and gas, mining and related professions, as it did last year, to help provide a genuine mapping approach in order to measure sustainability within this sector. With a fresh perspective in terms of innovation and stimulating debates; through a series of social media platforms and collectively involved interactions including the youth, media, regulators and experienced veterans within the extractive industries, the event addressed the inter-link between appropriate policy, collective commitment and sustainable growth.

We hope that during the course of the year 2013 into 2014, concerned individuals and organisations will work with us towards driving some of the recommendations highlighted during the course of the event prior to our 3<sup>rd</sup> Conference.

If you have any suggestions, commendations or contributions, please feel free to send us an email at [workshops@csr-in-action.org](mailto:workshops@csr-in-action.org).

Happy reading,

**Bekeme Masade,**  
**Executive Director**

## Welcome Address and Introduction of Speakers

The Nigerian National Anthem was sung at 10:45am, commencing the 2<sup>nd</sup> Sustainability in the Extractive Industries (SITEI) Seminar.

Attendees were briefed on safety and emergency procedures by Meka Olowola, CEO, Zenera Consulting. No fire drills were expected in the course of the event; however attendees were advised on fire assembly points and the routes and actions to take in the case of a fire alarm or emergency.

Dr Austin Tam-George, the Compere of the event and the Executive Director of the Institute of Communications and Corporate Studies (ICCS) gave the welcome address. He kick-started the second edition of the annual Sustainability in the Extractive Industries (SITEI) by informing company executives, Civil Society Organisation representatives and members of the press about the intentions of the conference. *“Here, what we intend to do is not only to reframe the theme [sustainability] but to work out a plan. The conference intends to build an interface between policy and practice whereby questions such as ‘does it encourage economic demand?’ Or, does it encourage economic equity; are asked.”*

He also added that *“it is at the level of operation between policy and practice that this conference is built upon. How do we bridge the gap? How do we implement practices? How can we implement sustainability that we can be able to verify activities at every level of operation?”*

Tam-George included as well that there was a need to factor in the environment when designing policy which also includes, *“what is the role of community stewardship? Are there regulatory frameworks? Are there institutions to deal with organisations that fail to be responsible? And do we have judicial characters to police organisations?”* To buttress his points, he added that *“it would be naïve to think that organisations can self-police themselves. These and more are what this conference would deliberate upon.”*

Finally, having prepared participants about the day’s agenda, he went on to introduce the speakers and moderators, sponsors and invited guests.

The conference was divided into two sessions that included two panels and the call for questions and comments from the audience at the end of each deliberation. The event of the day was punctuated by tea break and lunch break. The morning session focused on regulation and policy drafting while the panellists tackled innovation, transparency and accountability in policy implementation; and the afternoon session focused on implementation and sustainable approaches while panellists within this session tackled human capacity development for local and global competitiveness. Other notable activity from this event was a video message from the Executive Director of the African Progress Panel, Caroline Kende-Robb, wrap up by Tam-George, the Compere of the event and closing remarks and sponsorship appreciation from Bekeme Masade, Executive Director, CSR-in-Action.

## OPENING SPEECH – DR OBIAGELI EZEKWESILI, FORMER VICE PRESIDENT, WORLD BANK, AFRICA REGION

The morning session was kicked off with an opening speech from Dr Obiageli Ezekwesili, Former Vice-President, Africa Region, World Bank.

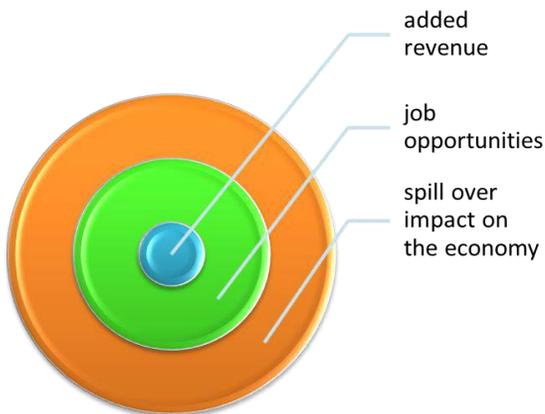


**E**zekwesili announced her presence at the conference to promote the next female generation as well as inspire female professionals to push boundaries.

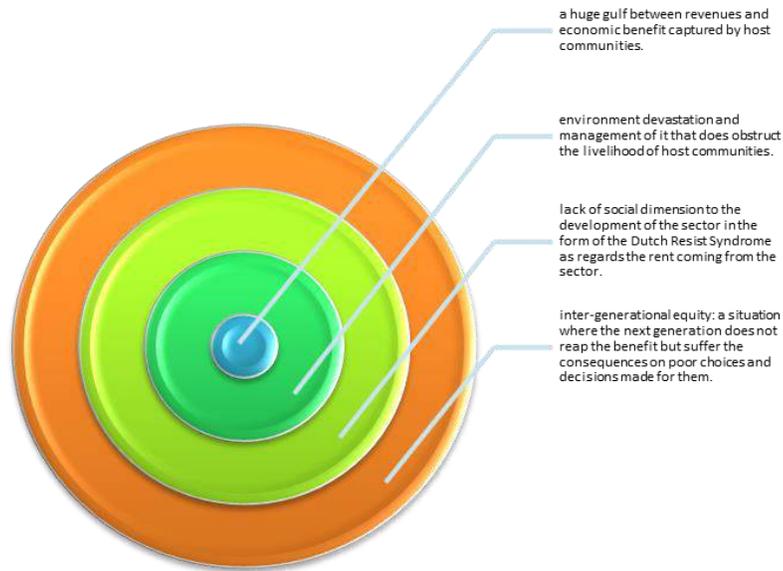
She was of the opinion that any conversation about the extractive industries especially in respect to sustainability, would arise to “social development taking a front seat.” Ezekwesili informed the audience of research evidence from high profile institutions both academic and political; that the extractive

industries were a double-edged sword that comprised of the Good and Bad.

**Diagram 1: GOOD**



**Diagram 2: BAD (most prevalent in many resource rich states – the adverse impact issues)**



Ezekwesili further observed that it was tension between the good and bad that had led to the discussions about SUSTAINABILITY which refers to something smoothly lasting beyond the expiration of resources.

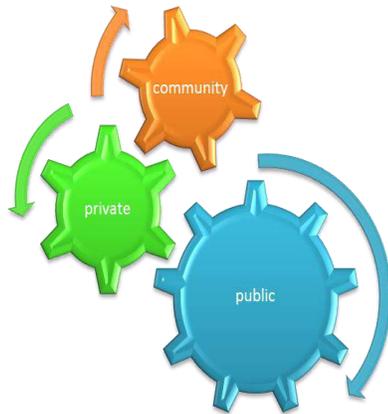
According to Ezekwesili, the critical pillars that support sustainability in the extractive industries are 3 Dimensional Anchors: policy knowledge, skills and technical expertise and institutions and regulatory bodies.

**Diagram 3: 3 DIMENSIONAL ANCHORS**



As they are many actors impacted by activities of the sector as follows:

**Diagram 4: Actor Categories: Community, Private and Public**



She went further to pose a couple of questions, *“How do you create the leadership for the agenda in such a way that there is a fellowship, so as to dialogue on a smooth approach towards establishing a post resources society?”* *“How do we achieve the affirmative action that would lead to decision-making and policy understanding by host communities?”* These actions from all, she posits, will create a new humane society of humans with strong institutions.

She opined that if a nation does not create a forum to address their issues in a “deliberative manner” so as to engender “sustainability development” as opposed to sustainable growth, effective public sector leadership must lead the conversation as it leads the path and signal for the success of the economy. The double-edge sword, she emphasised, came as a result of the past where certain activities could not account for development.

She cited Norway as an example; a country that invested in policies, institutions and the public in creating a deliberative approach towards their resources. She added that the fundamental role of government is to consistently pursue choices of policy, support choices of institutions and setting up of investments that lead to human development.

Sustainable development, she went on, envisages that your practices would become a source of freedom for your citizenry. The double-edge sword is the volatility of the extractive industries that takes government through bust and boom. Volatile growth does not create an avenue for poverty reduction, judging by the poor choices of how the rent is spent upon consumption investment as against productive investment.

The inability to make the transition is the problem most resource rich African nations faced in the last six decades. In the last decade most of the African economic growth has been phenomenal, she observed, but growth is not development, she emphasised.

Ezekwesili also put forth a couple of concerns: *“What sets of policy would help to accelerate growth to actual development considering that we are ranked 143 in the global human development indicator, and currently our infant mortality is worse than the continent’s average rate? Also, how do we bridge the gap? For if our human development indicator does not improve, our citizens cannot thrust their money into the environment, if our educational system cannot provide professionals that would support the private sector to grow and if we do not have a citizen sector that can help develop informed conversation for growth, then we are in big trouble.”*

She emphasised that the private sector owed us a duty to show that their sector was relevant. She noted that the attitude of the private player was that as long as they paid their taxes, they were free to operate. Communities now realise, however, that if they do not give private organisations “the social license to operate” then they are on their own. The private sector on the other hand, has started up sustainability practices as a collaborative process that shows that they are interested in the community. It is these reasons that led to Extractive Industries Transparency Initiative (EITI) where Ezekwesili was one of the key players in Africa.

The Nigeria Extractive Industries Transparency Initiative (NEITI) came as a result of her interest in analysing the state of the Extractive Industries and to address a work related problem that went to the “heart of the matter” and that was “opaqueness”. She indicated that the extractive industries sector was very esoteric as those who did not know the sector were ignorant. It was this ignorance that allowed friction between host communities and private organisations. The citizens were not allowed to play a major role when governments and private sector players discussed. NEITI helped “turn on the light” by demanding that they make room for the citizens thereby initiating transparency.

The major missing piece in the conversation got bridged as a result of NEITI activities. As she informed the participants during the SITEI conference, “it was the first time a seat was reserved at the table for citizens.”

The extractives sector was often associated with “political elite rascality” and the wars in the Democratic Republic of Congo, Sierra Leone, and others were due to citizens not being interested in what was going on in the extractive sector which led to their own rights being infringed upon. In most cases the business sector attitude was seen to be irritated at citizens’ demand for what was going on in their industry. The EITI was set up to checkmate these abnormalities. And in Nigeria, she added, “we went beyond [auditing] capital earned and expenditure but went into physical, processing audit. We focused on:

- How are decisions made?
- Are decisions made in the interest of host community?
- How do they (companies) arrive at the cost of production?

- Is the Joint Venture (JV) entered in Nigeria the same as that done by the group in another country?

Unfortunately, many citizens do not realise that the NEITI audits are carried out and published. In this same vein, she asked, how many of the participants had empowered themselves with the information contained in the report or had even gone through it.

Policy is being formulated ostensibly by citizens that lead the implementation of policies. But it is in the areas of policy implementation that there is a major gap at the SITEI gathering, she reiterated, was to engender affirmative deliberation.

One of the essences of the CSR-in-Action SITEI 2013 Conference being to come up with affirmative actions; not as in federal character, but to come together and think of the actions which should follow the identified policy gaps, based on what has so far been done in the sector through mechanisms like the NEITI, and to identify the key stakeholders that should move those actions forward.

### **THE POLICY GAPS**

The governance of the sector itself she explained, was why the omnibus bill for the oil sector was started, the Petroleum Industry Bill, with the objective of simplifying the issues around the sector. Although a step in the right direction, there still exist gaps in the document, some of which include:

- Unclear source of community funds which will support sustained infrastructure through the ownership of the structures by the communities themselves
- Inclusion of discretionary award of licence for oil blocs, bearing in mind that it is because of the abuse of discretionary powers that has led to the lack of development of the sector in a way that harnesses opportunities for sustainable development. She added that any clause in the PIB that gives the power for discretionary award of oil blocs is a set-back
- Complex/contradictory institutional arrangements which should be clarified in a way to ensure accountability
- The poor remedy strategy for identified failures when NEITI Audit has been delivered; the expectation was that actions should be taken. As of now, Dr Ezekwesili questioned the state of these identified issues
- Upon publishing of the audit reports, the National Assembly ought to make itself the platform for rigorous discussions of the issues raised by the audit; but the National Assembly fails to do that. Therefore, it is an incomplete process. The National Assembly needs to be the most significant partner of the NEITI in translating the audit to a change program. The issues identified in the audit should be the basis for policy discussion in the National Assembly and the relevant public offices
- On the part of the citizens, they need to understand that in a democracy, active citizenship will convert agencies to institutions (This happens when citizens put agencies under constant scrutiny and confer legitimacy upon them).

ICPI, NEITI, BPP are still agencies, she added, and it is the citizens in active participation who consistently demand for the results that these agencies have been created to achieve, that transform agencies to institutions. She warned that if we keep staying in their homes and expect change through an angel, we would wait for long because collectively, we are the angels that will cause the change. *“Citizens should start demanding for accountability”*, she pleaded.

She echoed that the most important action is the collection of all our voices into a voice working collectively and demanding the right set of results, casting a vision of hope by saying, ***“The extractive industries sector is still capable of becoming a source of blessings rather than a curse to citizens.”***



She doubted if the citizens of the Niger Delta zone of Nigeria have seen any notable improvement in their lives till date. The conversations, she advised, should deliberate on how the sector will create the reality of good governance, rather than make choices of investments and expenditures that will continue to entrench the disparities of opportunities between those who govern and those who are governed. If the cost of governance continues to be as high as it is both in national, state and all other levels, Nigeria will not have the

resources to build up the productive assets base it requires to support the lifting of the poor from poverty, aptly bringing to the fore that *“We have about 69% of our citizens in this category; two million young people enter the labour market annually”*.

Ezekwesili made an urgent call for the structure of public expenditure to be discussed and radically restructured; and that this will enhance the emergence of a truly sustainable oil, gas and mining sector to the extent that billions earned from oil and mineral resources impacts on the everyday lives of citizens and to inter-generational equity sustained to withstand many thousands of miles away from now and start a great journey of destiny.

As said by Ezekwesili, Tam-George, the Compere, stated that the possibility of a post-extraction society is one of the concerns to be considered especially as countries like Japan and Taiwan have moved into the technology sector.

## QUESTION AND ANSWER SESSION WITH DR. OBY EZEKWESILI

**Q:** *After the analysis you've shared with us, how can we articulate the people to create a more inclusive society?* **Akeem Gbemisola**

**A:** Ezekwesili suggested that this should happen through engagement of government with the public. She advised the audience to get involved when ministerial briefings are being done. Feedback to highest levels of government can be received from the citizenry through their involvement in ministerial briefings. She stressed that a democracy is not a democracy until the citizens are involved and are able to discuss on policy issues affecting them.

Making a direct comparison to the 16 years of military rule to the current democratic dispensation in Nigeria, she explained that citizens have a constitutionally entrenched right to engage the government.

She also itemized the budget development process also as a key avenue for how citizens can be carried along to create an inclusive economy. She asked the audience how much citizenry engagement is carried on in the budgeting process, stating also that constitutional projects do not translate to economic development.

**Q:** *What is hindering the implementation of the Petroleum Industry Bill (PIB) and what should citizens do to help this along?* **Ubong Udom**



**A:** She explained that the bill was being developed by people far away from the average Nigerian.

For the citizens to effectively contribute to the PIB, Ezekwesili suggested that the PIB be discussed in forums such as SITEI. She advised that the PIB needs to be based on empirical evidence and not sentiments. Shedding light on the concept of empirical evidence, she cited the provision of community funds as an example, stating that empirical evidence on

community fund analysis can be performed to generate adequate information on the impact of previous community fund initiatives. She explained further that only after proper analysis on the impact of provisions of a policy does it leave the ivory tower of government and reach the people it was meant for.

**Q:** *How do we drive the feedback the conference forward to enhance tangible impact?* **Bekeme Masade**

**A:** She suggested that the organizers identify two or three (2 or 3) issues proceeding from the event, create the capacity to set an agenda and then make recommendations to the relevant platforms in collaboration with other concerned players to ensure that the stronger collective voice is heeded. She cited the chairman of the relevant committees in the National Assembly as relevant platforms.

**Q:** *The principles of the PIB states that petroleum resources are owned by the Federal Government. How do we ensure that communities have an ownership of the resources?* **Uzoma Kingsley (through twitter)**

**A:** In response to the question, Ezekwesili explained, simply, that there has not been a genuine platform for discussion between the citizens and the government. She stated that there was a need for such a conversation, citing the need for discussions on constitutional issues. The closest to such conversations was held in 1979; thus far the approach to constitutional issues has been one of an elitist approach.

She further stressed the need for a citizens owned constitution, advising that the proposed national dialogue should be one between citizens and leaders and not over nationalities. She advised on a national dialogue focused on corruption and poverty reduction in a zone neutral way, leading in a radically different conversation.

## **MORNING SESSION: REGULATION AND POLICY DRAFTING**

### **SESSION ONE: Hungry Man Na Angry Man – Innovative Strategies for Extractive-Industry Policy Impact**

**Presenter: Emeka Ene, Chairman, Petroleum Technology Association of Nigeria (PETAN)**

The Chairman of PETAN, Emeka Ene, began his presentation by showing the audience what he termed an “Extractive Industries Reality T.V”, a mini documentary which through graphic pictures depicted the effects of artisanal mining. His pictures revealed very high levels of environmental degradation resulting from artisanal mining through oil infrastructure sabotage and illegal mining activities. Beyond destruction of the atmosphere, pictures of active explosions and flares which release thick fumes of soot and other potentially damaging materials into the atmosphere were shown. Through the images presented, Ene informed the audience of the effects of sabotage of crude oil facilities on the environment in areas of the Niger Delta.

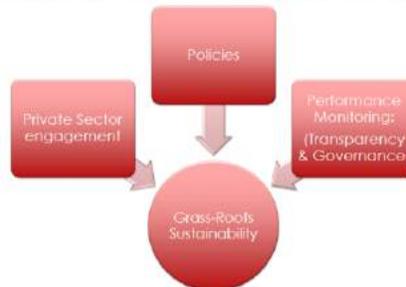
The speaker elaborated further on the political, economic and environmental impact of oil theft. The practice of oil theft was shown to be very lucrative creating a rogue economy for involved actors with a Per Capita GDP estimated at \$8,777 compared to the National Per Capita GDP estimated at \$1,200. This lucrative trade is the mainstream of a rogue economy in parts of the Niger Delta and the source of growing concern in relation to industry and National Security. Oil theft equally leads to the destruction of social and traditional values, yielding conflict in its train.

Making reference to an article titled “**Demystifying the Niger Delta Conflict: Towards an Integrated Explanation**”, a study by Uwafiokun Idemudia and Uwem E. Ite, the speaker explained the relationship between political and economic factors as root causes, marginalization and environmental factors as proximate causes and other social factors such as the feeling of frustration and powerlessness, increased grievance due to loss of livelihood and widespread sense of relative deprivation are the factors which lead to conflict and restlessness in the Niger Delta.

A tripartite approach was proposed by Ene to engender grass roots sustainability in the Niger Delta. This approach involves private sector engagement, policies and performance monitoring achieved through transparency and government. Also, stakeholder alignment was emphasized as a critical factor for impact.

**Diagram 5: Stakeholder Alignment as a Key Factor for Impact**

## STAKEHOLDER ALIGNMENT IS CRITICAL FOR IMPACT



Source: Innovative Strategy for Extractive Industries Policy Impact – Ene, 2013

PETAN's 3-C EI Transparency and Sustainability model was revealed to comprise of three components:

1. Community empowerment through the Petroleum Industry Bill (PIB) and NOGIC Act
2. Company Corporate Social Responsibility (CSR) focused on Cross-Linked Sustainable development initiatives and,
3. Coordinated Policies and Transparency Oversight from stakeholders which include Private Sector, Regulators, Government, Inter-Governmental Agencies and NGOs

**Diagram 6: PETAN's 3-C EI Transparency & Sustainability Model**

### PETAN's 3-C EI Transparency & Sustainability Model

- **Community** empowerment through (PIB, NOGIC Act)
- **Company CSRs** focused on Cross-Linked Sustainable development initiatives
- **Coordinated Policies & Transparency Oversight** from Stakeholders: Private Sector – Regulators – Government – Inter-Governmental Agencies - NGOs



Source: Innovative Strategy for Extractive Industries Policy Impact – Ene, 2013

Furthermore, the speaker explained the importance of linking communities through corporate social responsibility. He revealed the PETAN L.I.N.K approach to comprise of four components:

1. Local Content (Entrepreneurship)
2. Information
3. Nurture Linkages to Ownership, Policy and Governance

#### 4. Knowledge and Best practice sharing

Norway was cited as an example where the L.I.N.K model has been applied to build a sustainable society.

**Diagram 7: L.I.N.K Model**



Source: Innovative Strategy for Extractive Industries Policy Impact – Ene, 2013

Some factors for success in the extractive industries were highlighted by the speaker. These factors include:

1. A shared vision
2. Strong focus on execution
3. Measurable outcomes and
4. Accountability and transparency

He emphasized on the importance of accountability and transparency in the extractive industry elaborating on its potential to pave the way to create sustained institution building and equity in our society. He buttressed his point with a World Bank report on the importance of transparency in achieving sustainability.

The achievements of PETAN since it was founded in 1990 were highlighted by the speaker as follows:

1. The development and support of 70 technology-based Nigerian Oil Service and Manufacturing companies
2. Outstanding cumulative years of experience estimated to exceed 650 years
3. The capacity of its members to offer over 250 technical services
4. Provision of employment for 20,000+ individuals, and;
5. A collateral employment which exceeds 100,000+

An important aspect of value added by the PETAN approach was illustrated through a story of two warring communities. The PETAN approach delivered shared value by supporting the communities in their quest for ownership of the oil producing facilities such that community members ensured the safety of oil producing facilities from oil bunkering activities.

Concluding his presentation in the spirit of community and nationhood, he quoted the words of Benjamin Disraeli in saying “Individuals may form communities, but it is institutions alone that can create a nation”.

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## **SESSION TWO: Working Towards a More Effective Accountability Structure**

**Presenter:** Zainab Ahmed, Executive Secretary, Nigerian Extractive Industries Transparency Initiative (NEITI) (represented by Anthonia Obiageli Onuorah, Team Leader, Outreach, Nigerian Extractive Industries Transparency Initiative (NEITI)).

Mrs Obiageli Onuorah started off her presentation by introducing the Nigeria Extractive Industries Transparency Initiative (NEITI), its role in the Oil and Gas sector and its mandate. Through its mandate, the agency seeks to proffer solutions to challenges experienced by stakeholders in the Nigerian oil and gas industry which arise from:

1. An absence of current policy and legal framework
2. Resource mismanagement
3. Insecurity and poor investment climate
4. Project financing challenges
5. Poor local content and capacity
6. Poor social responsibility
7. Environmental degradation, and
8. Oil theft, illegal bunkering and vandalism of oil production infrastructure

More often than not, countries with abundant natural resources experience very high levels of poverty, collapsed social infrastructure, high levels of unemployment, low human development indices and a proliferation of social conflict resulting in a paradox which was introduced to the audience as the ‘Resource Curse Syndrome’. Onuorah elaborated further on this problem which plagued the global extractive industries and required a global intervention.



One of such global interventions was introduced to the audience as the Extractive Industries Transparency Initiative (EITI) which seeks to promote transparency in natural resource revenue management. The EITI is a coalition of governments, companies and civil society built on public disclosure of company payments and government revenue receipts to ensure prudent management of revenues for the citizen’s welfare and development.

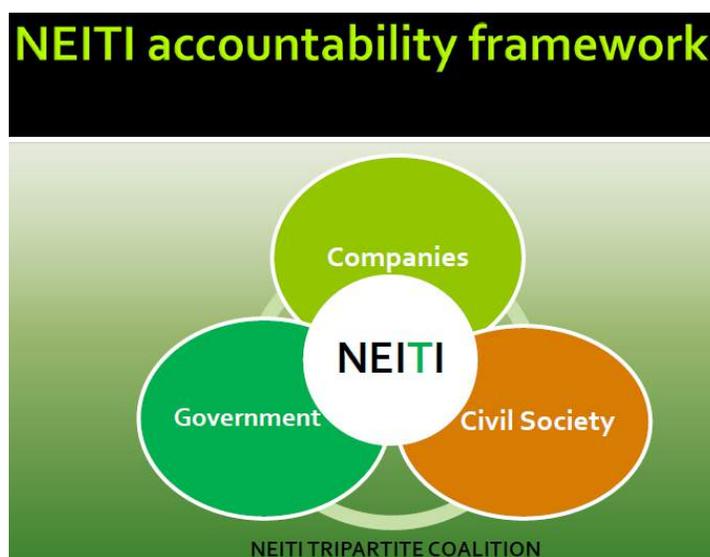
In Nigeria, the implementation of a localized version of the EITI began in 2004 called the Nigerian Extractive Industries Transparency Initiative (NEITI). NEITI was supported with legislation in 2007 with a core mandate to enthrone transparency, accountability and due processes in the management of extractive revenues paid to and received by government as well and ensure transparency and accountability in the application of revenues to improve citizen's welfare.

The audience was informed about the functions of NEITI which include to:

1. Ensure transparency, accountability and good governance of investments in the extractive sector.
2. Disclose revenue payments by companies and receipts by governments.
3. Ensure that extractive revenues support development and poverty reduction.
4. Obtain accurate records and production costs computations and contractual obligations.
5. Ensure wide dissemination of information on revenue payments and receipts.
6. Track fiscal allocations and disbursements to the three tiers of Government.

In achieving its goal, NEITI operates the NEITI Tripartite Coalition, also called the magic triangle, which comprises of the Government, Companies and Civil Society.

**Diagram 8: NEITI Tripartite Coalition**



Source: Working towards a more effective accountability structure - Ahmed, 2013.

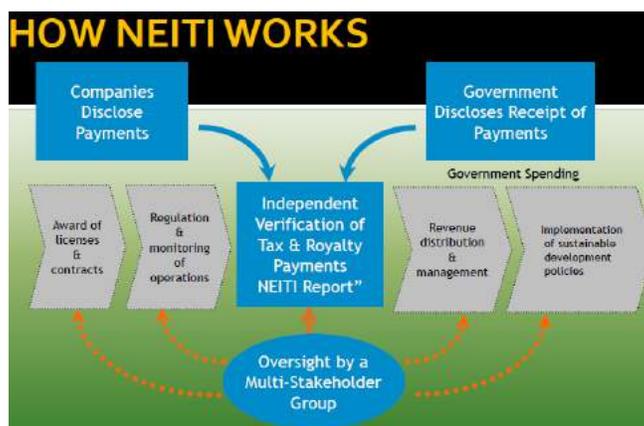
NEITI provides a forum for dialogue and a platform for broader reforms by facilitating a multi-stakeholder group oversight on:

1. The award of licenses and contracts
2. By regulating and monitoring extractive industries operations
3. Ensuring appropriate distribution and management of government revenue, and;
4. Ensuring the implementation of sustainable development policies.

Furthermore, NEITI publishes records of company disclosure payments and government disclosure receipts of payment in its report, the 'NEITI Report'. The audience was informed of the methods and procedures for achieving these objectives which are:

1. The conduction of an independent audit
2. Obtaining records of company payment disclosures
3. Obtaining records of government declared receipts
4. Reconciling the differences

**Diagram 9: How NEITI Works**



Source: Working towards a more effective accountability structure - Ahmed, 2013.

NEITI's activities are aimed at reducing corruption in the Nigeria's extractive industries by fostering transparency and accountability in payments and receipts.

Furthermore, Onuorah informed the audience of the findings of NEITI since its inception. Prior to the commencement of NEITI audits, information on the quantity of and type of hydrocarbons produced in Nigeria was unavailable. Through NEITI reports, the speaker disclosed that a total of 2.6billion barrels of crude oil were lifted from oil producing fields between 2009 and 2011. Other significant findings from NEITI audits include:

1. A total of \$143.5 billion was earned by the Federation from equity crude sales, royalty, signature bonuses and taxes between 2009 and 2011
2. 136 million barrels of crude oil were stolen estimate at \$10.9billion
3. 10 million barrels of crude oil valued at an estimated \$894 million was lost to pipeline vandalism

She concluded that it was the desire and mandate of NEITI to ensure the wide dissemination of the reports.

## PANEL DISCUSSION 1: Innovation, Transparency and Accountability in Policy Implementation

**MODERATOR:** Meka Olowola, Managing Partner, Zenera Consulting

The constitution of panellists was initiated at 12:45pm. Tam-George handed over to Olowola, the moderator of the panel session for proceedings.

The audience was informed of a departure from the norm for the plenary session to allow for a more interactive session. To this end:

1. Panellists were permitted to interrupt themselves
2. The panel was expected to expect more to questions from the audience during discussions.

### The panellists:

- Dr Uwem E. Ite, Team Lead, Information, Education, Communication and Capacity Building Sustainable Development and Community Relations, The Shell Petroleum Development Company of Nigeria Limited
- Dr Dayo Ayoade, Senior Lecturer, Energy Law, University of Lagos
- Professor Onwuchekwa Jemie, Editor-in-Chief, Business Day Newspapers
- Ms Bekeme Masade, Executive Director, CSR-in-Action
- Mr Emeka Ene, Chairman, Petroleum Technology Association of Nigeria (PETAN)
- Mrs Anthonia Obiageli Onuorah, Team Leader, Outreach, Nigerian Extractive Industries Transparency Initiative (NEITI)

**Olowola to Masade:** *Why the theme “Policy, Affirmative Action and Sustained Growth” of this year’s conference?*



**Masade:** She noted that this was the second annual conference of the extractive industries. One had been organised last year and it was in partnership with the Deputy High Commission of Canada. At the end of that event they had a communique that highlighted the post event and it focused on policy, affirmative action and sustained growth. So the opaqueness of policy informed the need. Growth without sustainable development also informed on the need of this year’s theme.

**Olowola to Jemie:** *We hear that the extractive industries are opaque, what is the role of the media in tackling this problem?*

**Jemie:** He explained some issues relating to the constitutional provision of the media based on an obsolete law in the British system which makes it illegal pursue a story beyond a specified point. His explanation revealed the removal of this law from the

British constitution but similar action had not been effected in Nigeria. Through his explanation, he shed light on the reason for the appearance of important stories such as those on revenue misappropriation and their sudden disappearance from the media circles. He also attributed issues such as extra-legal threats and obstructions to investigation as problems hampering the media from tackling the problem.

**Olowola to Onuorah:** *How can we circumnavigate the last speaker's concerns as to why reporting obligations are not taken seriously? Beyond accountability and transparency, what is next?; and from twitter, NEITI reports have shown that as much as \$10.9billion has been lost to oil theft of recent, what can be done to stop this?*



**Onuorah:** She explained that the NEITI is not an end in itself but a bridge between the relevant parties of governance, private sector and the citizenry which includes members of the audience. Making reference to the question raised by raised by Ezekwesili in which members of the audience had read the NEITI report, she stressed on the role of the NEITI as one which only provides opportunities for participation by the citizenry in extractive industries decision making.

Furthermore, she lauded the efforts of the media in magnifying the voice of NEITI. In her conclusion, she stressed for the need for citizenry action through the allegory of a fuelled vehicle which will remain static if no action was taken to drive it.

**Olowola to Masade:** *Do you think civil societies are doing enough?*

**Masade:** Masade agreed that they are. Stating that as suggested by Ezekwesili, there is the need for the development of a coalition of voices which would better convey the voice of the citizenry and ensure that it is heard by the government.

**Shaninomi Eribo, ActionAid, and Nigeria:** In contributing to the event, Eribo suggested the need for conspicuous actors for the potential roles which civil society actors can play. He went on to further suggest the need for a catalyst which will start the conversation. He proceeded to highlight the role of ActionAid and the role they play in the society.

Eribo's contribution was concluded by an advocacy for the increased role of civil society organizations to achieve improved sustainability in the extractive industries.

**Abbey Utomi, Shell Petroleum Development Company:** While lauding the efforts of society and NEITI, Utomi decried the unfortunate state of information dissemination by NEITI stating that the citizenry was still unaware of NEITI reports and their findings. She identified poverty as a problem which has led the citizenry to the act of praise worship of public servants instead of demanding accountability and transparency. She advised the Onuorah to seek alternative means of disseminating the report findings since the National Assembly was not acting on report findings.

**Onuorah:** In response to Utomi, Onuorah stated the mandate of NEITI that the reports must be put in the public domain. She revealed that NEITI works with select civil society organizations to achieve an increased reach in the dissemination of the report findings as it was impossible to have one-on-one conversations with 160m people (the entire population of Nigeria). NEITI also publishes the report on its website for perusal by interested parties.

**Olowola** concurred with Onuorah by informing the audience of the role of Business Day as a partner in the dissemination of the NEITI report.

**Olowola to Ene:** *We hear cases of oil theft and it is not just pipeline vandalisation but also oil heads who are to be blamed; what is the way forward?*

**Ene:** In response to the question of oil theft, he explained that a significant portion of the oil theft was not carried out by vandals. On this issue, he further stated that oil companies had been demonized. He reiterated however that the problem was a systematic problem which could only be solved by dialogue with stakeholders sitting on the same side of the table. He advocated for a creation of shared value as the only solution to curbing oil theft. Through his proposed solution, community members must see themselves as legitimate owners of the extractive resources as the only solution. This can only be achieved through effective stakeholder engagement with all members on the table.

**Olowola to Ite:** *An international media report rated Shell poorly as regards its CSR. How do you react to the fact that the citizenry does not think you are doing enough?*

**Ite:** "It is about perception", Ite exclaimed. He further added that Shell's approach to Corporate Social Responsibility (CSR) was termed Sustainable Development. He decried absence of Nigerian Government as partners to the private sector on CSR. He revealed a change in the education part of Shell sustainable development policy. In conclusion, he stated the stance of Shell on such reports as welcoming because they encouraged new ways of thinking.

**Olowola:** *Do we agree that the private sector is doing enough for Nigeria and for us the citizenry? Are policies being translated to practices?* [This question was posed to the audience particularly people from the Niger Delta area]

**Shola Adebowo, Chevron Nigeria:** Introduced himself as a staff of Chevron Nigeria who had done extensive work in the Niger Delta. He expressed delight at the amount of work being development work being done through social investment initiatives compared to previous years. However, he identified a lack of collaboration of efforts as a potential cause for the minimal developments being achieved.

Through his contribution, he called for collaboration in the Niger Delta by citing the progress achieved through collaboration between partners in the deep offshore production operations.

**Masade to Adebowo:** Masade responded to Adebowo's suggestion by asking if his suggestion on partnership had been suggested to higher ups at Chevron and other parties. While asking for any drawbacks identified in the proposed collaborative approach, she informed him of a potential drawback in the desire by corporate organizations to place a stamp of ownership on their social investment initiatives.

**Adebowo to Masade:** Adebowo responded to Masade by informing her of the Chevron approach to social investment which was structured around signing of Global Memorandum of Understanding (GMOU) with relevant stakeholders. He recommended further exploration of this idea through ongoing conversation.

**Jemie:** He lamented on the extent of the environmental devastation in the Niger Delta, urging for immediate clean up action through government partnership and leadership.

**Ene:** In response to Jemie, emphasized on the concept of shared ownership, stating that partnership was still a trickle down idea. He stressed on a low trust environment being the primary constraint to a majority of the issues in the Niger Delta which can only be resolved through true partnership embodied in shared ownership and creation of shared value. To build the necessary trust, he proposed that companies should hold meetings in the heart of their host communities.

**Legborsi Saro Pyagbara, Movement for the Survival of the Ogoni People (MOSOP):** He stated that some years ago, Shell announced an increase of the money they release into community development; but that also led to increased insecurity in the Niger Delta. He further claimed that most of the projects by companies are used for patronage to appease some community authorities and which truthfully doesn't lead to development and impact in the Niger Delta. He made example of some young guys who use such monies to buy guns which further increase security threats in the area. He mentioned also, that the Niger Delta Master Plan had not been integrated / used by companies as a basis for their community development programs.

**Masade to Pyagbara:** She quickly commented that the companies too have complained that they have been having community related issues. She cited the increase of insecurity as a result of the high level of money released; she pondered on how can these community themselves can help to tackle such problems and then also asked how to marry the appeasement culture of communities to the efforts of the private companies while making sure the communities do not take advantage of the fact that there is plenty of money to be made.

**Olowola to Pyagbara:** *What can the communities do to shy away from the entitlement system?*

**Pyagbara:** He responded that partnership was a good idea but it lacked equality of responsibility and actions in our system; rather the bringing together of the kind of people he called benefit-recipients. He also challenged the private companies that they knew the best practices in the world but have refused

to practise same in the Niger Delta. He clamoured for a commitment to terminate the inherent divide and rule culture by companies in a bid to shy away from issues the way they should be dealt with.

**Ite:** He commented on the Niger Delta Master Plan, SPDC sat with the Niger Delta Development Corporation (NDDC) to push through the Master Plan stating that NDDC is an organisational agency with its bottleneck. The oil companies paid 3 per cent of annual budget to the NDDC amounting to nearly \$78 million. He reiterated that they, at SPDC, were not working directly with the NDDC Master Plan but took some pointers from them to put into their daily business practices. In respect to partnership, Ite stressed that SPDC works with willing partners as many projects are done in partnership with civic organisations; but opined that Government still had the primary role for development.

He further expressed that partnership is like a contribution and can't be forced and that SPDC goes into partnership when invited. They as a company cannot force the government of civil society. He cited the example of when NDDC invited them to train about 1,680 women on skills acquisition which they did and that lots of their projects were being done in partnership

**Olowola to Onuorah:** He asked if NEITI is turning a closed eye to other sectors of the industry like mining, solid minerals and so on; and [pulling a question from #SITEI social media discussions] asked if NEITI investigates the National Assembly's actions as we have seen some Nigerians becoming millionaires over night after finding their way into the National Assembly.

**Onuorah:** Her response was guided at elaborating on the previous question on the dissemination of the NEITI report. Her explanation was aimed at countering the notion that NEITI could investigate the National Assembly on why findings from its reports were not being acted upon. She explained that the investigation of the National Assembly was outside the NEITI mandate. Furthermore, she elaborated on the difficulty of obtaining information from government agencies which still operate paper based record systems. She reiterated on the responsibility being on the citizenry to ensure accountability and transparency through their vote.

On the solid minerals mining sector, she informed the audience that the sector was still dominated by artisanal mining activities. "The sector is still informal and underdeveloped when compared to the oil and gas industry", she explained. She also informed the audience on the ongoing development of an omnibus bill similar to the PIB for solid mineral sector.

On the spirit of transparency through partnership using the EITI model, she explained that companies have not built the habit of disclosing their partnership agreements to the citizenry. To this regard, she called on companies to disclose their community development commitments to the community so that they can be held accountable.

To civil society organizations, she advocated for increased information dissemination advising that they pass-on every little information received from relevant quarters to the citizenry. She captured this duty as the collective responsibility of civil society organizations.

**Olowola to Ayoadé:** *Will the Petroleum Industry Bill (PIB) bring the lasting solution to the problems highlighted above?*

**Ayoadé:** Discussed on some work done on PIB transparency through the process of the PIB transformation journey citing the reform journey that had lasted 12-years. He noted that the first draft has a mention that companies should get involved in CSR. But the bill had gone through many transformations. He identified the clause of presidential discretionary powers as a primary transparency setback which has the potential of defeating the purpose and objectives for which the bill was developed.



**Irene Etuodoh, Civil Servant:** She talked about her expedition to Buguma where an oil company had developed sub-standard infrastructure; thus she wanted to clarify if these pictures showing projects undertaken were real or just phantom projects?

**Ite:** He responded that the pictures seen were real. He went on to inform the audience since most people did not know what Shell had done; they have trained their staff on Sustainable Development especially in the areas

of communications and the monitoring and evaluation of projects undertaken.

**Joseph Gitari, Ford Foundation:** *What is the relationship between the Extractive Industries and its financial flaws and what is the responsibility of the private sector as regards funds given?*

**Onuorah:** She responded by exposing results from their first solid mineral audit where they realised that the sector was dominated by artisans. Onuorah confirmed that the sector was informal and not organised as the oil and gas sector; but affirmed that the Minister of Solid Minerals has been very supportive. A lot of developing countries have developed best practices in making sure that the extractive sector is accountable and transparent. In Guinea, for instance, she cited that the Government demands that within 20 days of signing a lease the contract should be published on the company's website. Many of the contracts come with community development obligations attached, but five years down the line these companies do not do anything. She implored civil societies and individuals present to create forums that talk about good governance.

**[Olowola asked panellists for closing remarks on how the gap between policy and action can be bridged for the purpose of achieving sustained growth.]**

**Masade:** She noted that the glaring 'innovation' that the extractive industries had adopted was employing more and more indigenous professionals to fight their corner but that it seemed the key personnel were not truly interested in their host communities as they were in the singular pursuit of profit. She went on to suggest they needed to be more in-tune with the real world and stand on the side of what is right.

**Jemie:** In his final remarks, Jemie held successive Nigerian governments, including the current government accountable for the current mess in the oil and gas industry. He decried the paradox where companies perform to global standards in other countries except in Nigeria due to government's freehand or lack of intervention



**Ite:** Ite's final comments stressed on the need for accountability in the extractive industries. "It is easy to put a policy in place but before implementation, accountable parties must be identified so as to transform policy into action".

**Ene:** He stated that policy implementation lay primarily with the private sector. "As long as we see oil as a commodity to be sold, we lose the whole value chain", he asserted. In an attempt to create a mental picture of the Nigerian oil corridor for the

audience, he called for private sector initiatives to drive the creation of the entire oil and gas value chain. He expressed belief that this approach would lead to the path of development in the sector.

## **AFTERNOON SESSION: IMPLEMENTATION AND SUSTAINABLE APPROACHES**

### **SESSION THREE: Human Capital Development for Global Competitiveness: the SPDC Approach**

**Presenter:** Dr Uwem E. Ite, Team Lead, Information, Education, Communication and Capacity Building Sustainable Development and Community Relations, The Shell Petroleum Development Company of Nigeria Limited

An overview of the approach to corporate social responsibility called 'Sustainable Development' in Shell by given by Dr Uwem Ite. The Shell sustainable development portfolio is divided into four groups:

1. Education
2. Community Health
3. Community Development achieved through the Global Memorandum of Understanding (GMOU) model
4. Enterprise Development

Choosing to focus his presentation on education, Ite informed the audience of SPDC's established culture of investment in education in Nigeria which has produced some of Nigeria's leader and top class citizens since the 1960's. To the utmost dismay and surprise of the audience, mention was made of some of the country's leaders in different works of life who had been Shell sponsored scholars including Mr Funsho Kupolokun, the former Head of the Nigeria National Petroleum Corporation (NNPC). These prominent Nigerians were honoured by Shell in an event earlier in the year aimed at establishing them as mentors for upcoming Shell scholars.

The speaker disclosed to the audience of a recent change in SPDC's policy on education. The scheme which first existed as an overseas scholarship program has grown significantly from scholarships to provision of enabling educational infrastructure, curriculum development and other educational support initiatives. In line with the broad objectives of NPE (2004), the current education portfolio which is focused on equal and adequate education opportunities, promotion of science and technology and eradication of literacy is divided into four broad initiatives:

#### **1. Providing Access to Education**

This initiative currently has 180 beneficiaries and recently received special recognition by the Director General of the United Nations, Ban Ki Moon. This initiative has three scholarship schemes which cater for the education of beneficiaries across different educational grades:

- 1.1. Cradle-2-Career Scheme
- 1.2. Annual Regular Scholarships (Secondary and Tertiary)
- 1.3. Annual overseas post graduate scholarships

## **2. Promote Quality of Curriculum Delivery**

- 2.1. Partnership with Discovery Channel
- 2.2. Annual Teachers Development Program achieved through the teacher development portal
- 2.3. SkoolNigeria, an e-learning portal which supports children and secondary school students learning the foundation of science and technology
- 2.4. Exposure Robotics

## **3. Promote Educational Achievement and Excellence**

- 3.1. Annual National Science Fair & Quiz
- 3.2. Bayelsa Science Quiz and Fair

## **4. Promote Research and Innovation**

- 4.1. Professional Chairs
- 4.2. Centres of Excellence
- 4.3. Sabbatical/Internships

Further on the new education policy, the speaker elaborated on the objectives as designed to take sustainable education at SDPC from Point A to Point B through:

1. A portfolio optimized to achieve integration and mutual reinforcement
2. Re-designed programs focused on impact and sustainability
3. An alignment to national policy aspirations and goals
4. Leveraging emerging trends and best practices to improve quality

On the reason for the change in SDPC's educational social investment policy, he made reference to a UNESCO/WEF, EFA 2000 Country Assessment Report which stated that "Nigeria has recognized that her educational system has deteriorated due to a number of reasons, and has not made as much progress as she would have liked to make in attaining her EFA goals".

Through the new educational social investment policy, SPDC is geared to support Nigeria in its quest for improved education through initiatives and investments aimed at:

1. Reducing the decline in technical and vocational education
2. Increasing the number of quality teachers to combat the poor teacher/pupil ratio
3. Reducing the deficit in educational infrastructure
4. Supporting the provision of technology and teaching aids which are currently insufficient

The speaker further elaborated on the vision of SDPC through its educational social investment policy which is aimed at supporting stakeholders rethink educational policies, priorities and strategies so as to leapfrog Nigeria to being an active participant in the emerging knowledge driven and competitive global economy. Shell proposes to achieve this vision by leveraging on its technological edge, extensive network of potential partners, multicultural experience to facilitate a new discussion and agenda for education transformation in Nigeria. The strategic objectives of the new policy are aimed at:

1. **Building Scholars for Nigeria** by providing a gender balanced opportunity for quantitative and qualitative increase in human potentials and talent in order for them to become change agents that would drive national aspirations for global economic competitiveness
2. **Foster Digital Transformation in Education** by leveraging trends and advancement in digital technology to increase the quality of curriculum delivery, close digital gaps imposed by social, cultural, gender and geographical factors
3. **Drive Growth and Development** by incentivizing excellence by bridging identified gaps in teaching and learning in order to re-orient the education system towards innovation, creativity and technology development

The new Shell educational social investment strategy is shown in the diagram below:

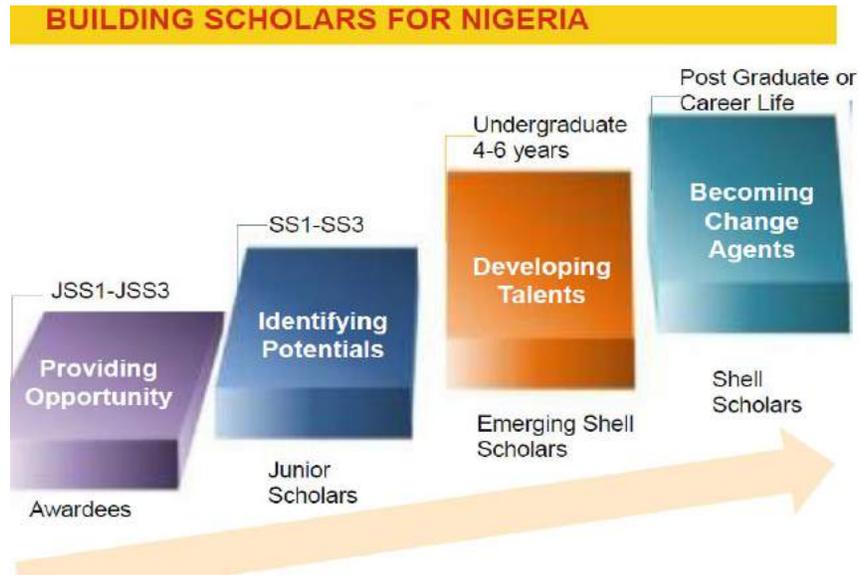
**Diagram 10: Shell Educational Social Investment Strategy**



Source: Human Capital Development for Global Competitiveness: The SPDC Approach – Osayende, 2013

The speaker ended his presentation by assuring the audience of SPDC's continued commitment to investment in scholars at all levels of educational endeavour in Nigeria as seen in the below:

Diagram 11: SPDC Commitment in Building Scholars for Nigeria



Source: Human Capital Development for Global Competitiveness: The SPDC Approach – Osayende, 2013

## **SESSION FOUR: SEVEN ENERGY: Its Role in the Sustainable Development of the Nigerian Energy Market**

**Presenter:** Jeffrey Corey, Chief Operating Officer, Seven Energy Nigeria Limited

The presentation by Corey began with an overview of Seven Energy, its outreach and operations in Nigeria and the role it plays in the Nigerian gas-to-power master-plan. Seven Energy is an independent Nigerian oil and gas exploration, development and production company founded in 2007 with a unique focus on the emerging domestic gas market. The company is headquartered in Lagos with offices in London, Uyo and Port Harcourt. Its subsidiaries include Septa Energy, Accugas, GOG and Universal Energy.

Corey disclosed Seven Energy's strategic vision and goals to the audience, stating that Seven Energy seeks to be the leading independent exploration and production (E&P) company in Nigeria. The company's objectives are:

1. To be the preferred vehicle for upstream investment in Nigeria
2. To be the preferred supplier of natural gas in Nigeria
3. To form strategic partnerships with upstream and midstream partners
4. To develop privately owned gas infrastructure

The benefits of Natural Gas development to Nigeria were highlighted to the audience. Corey revealed that domestic natural gas is environmentally and economically beneficial to Nigeria due to reasons which include:

1. Elimination of in-gas flaring and associated green-house gases
2. Natural gas is clean burning compared to other fuel sources such as diesel and coal
3. Natural gas is an excellent fuel supply for the expanding power sector and has a much lower cost than other fuels with a faster time to the 'point of use' via in-country processing and direct delivery to customers
4. Increased power supply and improved uptime/reliability which is vital to expanding economic activities in Nigeria.

Corey further emphasized on the role of Septa's importance in supporting Nigeria to produce more through the development of the Gas infrastructure. He lamented meagre contribution of sales from crude oil to the Nigerian economy which is estimated at 15%. However, the importance of developing the gas infrastructure in a sustainable way is important. The audience was assured of Septa's 'Doing it Right' approach to Natural Gas Development highlighted by the following principles:

1. Safely and securely.
2. In a manner that minimizes the environmental footprint.
3. Follows a robust Nigerian content and corporate social responsibilities strategy government by meaningful policies.
4. In a manner that shows respect and sensitivity to the needs and concerns of the communities.

5. Ensures adherence to Nigerian regulatory requirements and international best practices and standards.
6. Free of corruption and following fair bidding practices.

The rationale behind Seven’s approach to sustainably developing the Nigerian gas sector was disclosed to the audience including:

1. Attraction from investment from global investment groups, national and international banks and managed funds
2. Satisfaction of stakeholders which include Seven Energy staff, contractors, communities and community based organizations
3. Improved perception by insurers achieved from conformity to independently certified international management and performance standards
4. Meeting requirements by Nigerian national, state and local legislators and related executive agencies (DPR, FME)

Corey discussed deliberative ways through which the company delivers on its promise. Some ways highlighted are:

1. Adhering to a strict compliance program focused on anti-bribery and corruption (ABC). Seven Energy’s compliance program is compliant with the 2010 United Kingdom Bribery Act (UKBA) and the Nigeria ICPC Act
2. Adopting a contractor pre-qualification process to ensure high ethical, safety, environmental, CSR and security standards in the companies Seven Energy transacts business with
3. Application of 8 IFC environmental and social performance standards and the reporting through the Global Reporting Initiative (GRI)
4. Ensuring QHSSEC compliance via implementation of various discipline specific and globally recognized management systems
5. Adherence to Seven Energy’s recently revised QHSSEC and Ethics policies

In conclusion, Corey presented Seven Energy as a model of sustainability for extractive industries actors by presenting the company’s sustainability and transparency model which are based on internationally accepted management standards. The components of the model are:

**Table 1: Seven Energy’s management standards**

Seven Energy Policy	Associated International Standard
Quality Management	ISO 9001
Anticorruption, Business Conduct and Ethics	UKBA, FCPA
HSE	ISO 14001 and QHSAS 18001
Asset Protection	API Security Guidelines, ISO 31000 and IVPSHR
Corporate Social Responsibility (CSR)	8 IFC Performance Standards, GRI reporting mechanism

## PANEL DISCUSSION 2: Human Capital Policy Development for Local and Global Competitiveness

**MODERATOR:** Desmond Majekodunmi, Member, Nigeria Conservative Foundation

Majekodunmi, the moderator for the second panel session constituted the panellists in the order below:

- Joseph Gitari, Senior Program Officer, Ford Foundation, Nigeria
- Glenn Bestall, Vice President, QHSSEC, Seven Energy Nigeria Limited
- Legborsi Saro Pyagbara, President, Movement for the Survival of the Ogoni People (MOSOP)
- Akin Fatunke, Manager, Public and Government Affairs, Mobil Oil Nigeria PLC
- Chude Jideonwo, Managing Director, Red Media Communications
- Deji Haastrup, General Manager, Manager, Policy Government and Public Affairs, Chevron Nigeria

In his introduction, Majekodunmi expressed concern and confusion over some information he had recently come across in a report. Sharing the details of the report, he explained that women in some parts of Northern Nigeria often have to walk for more than four hours to find firewood for cooking, heating and other household uses; firewood, being a source of energy similar to oil derivatives; in questioning the cause of this paradox. He asked:

**Majekodunmi to Haastrup:** *In the midst of abundant oil and gas, why are we still thirsty for energy and electricity?*

**Haastrup:** He responded by explaining the process of generating gas to electrical power. Natural gas exists in a natural form which must first be processed. To achieve this, Nigeria needs the necessary gas transportation and processing infrastructure. Along the same vein, an investment friendly environment must exist to enable Nigeria attract the necessary foreign direct investment.

Haastrup explained further that a favourable investment friendly climate had been the missing component for gas infrastructure development in Nigeria. He commended the current government's focus on natural gas, stating the importance of energy for development as was evident in developed countries.

**Majekodunmi:** *Referring to the declaration of Ezekwesili that Nigeria was sitting on a time bomb, he asked "How can we diffuse this time bomb through the extractive industries"?*

**Pyagbara:** "I am happy this convection is coming close to the 18<sup>th</sup> anniversary of the hanging of Ken Saro-Wiwa", he responded. He identified the trepidation in the question to the reasons behind Ken Saro-Wiwa's unfortunate hanging and death. Furthermore, he lamented the current state of isolation felt by the communities towards the extractive industries. "They need to be seen as active stakeholders in the extractive industries", he said.

He proposed a radical change from the adopted models on the extractive industries between the state and industry to include the community as third party. He also suggested that Joint Venture (JV) partnerships between the state and industry be restructured to include the communities. “Information transparency is important”, he stressed.

He commended the educational social investment initiatives, expressing surprise at the perceived bad reputation towards Shell by Niger Delta communities despite their investment in education. He however stated that industry players (IOCs) can do more for their host communities through social investment initiatives.

**Fatunke:** He lamented on the unserious nature of Nigeria. He told the audience of a project development proposal by the President of Exxon Mobil in his visit to Nigeria twelve years ago which was killed due to corruption and request for kickbacks. He told another story of a social investment initiative proposed by Exxon Mobil to build a road which was approved by Exxon Mobil Headquarters in Dallas amidst scepticism of corruption. He expressed regret that the project was cancelled due to fraudulent requests by Nigerian government officials.

He expressed outright disagreement with Pyagbara, stating that industry players (IOCs) are not development organizations and can only make social investment based on each company’s capacity.

Further elaborating his point on the corruption and unserious nature of Nigerians, he informed the audience of funds ready to be disbursed by the Exxon Mobil Foundation which will not be disbursed to community chiefs. Expressing regret of Nigeria being the loser, he further explained the suggestion by Exxon for the adoption of a more competitive bidding process for the execution of community projects which was rejected outright.

**Masade:** What actions can be taken to ensure that companies work with the right partners in implementing their social investment initiatives? Concerned about the failure of implementation of social investment projects, she questioned on the possibility of implementing with the wrong partners.



**Haastrup:** In response to the question raised by Masade, he explained the process of social investment project selection in the Niger Delta. Chevron operates based on a Global Memorandum of Understanding (GMOU) model which ensures a partnership driven approach to project identification and project selection. “No community project executed by Chevron was an idea proposed by Chevron”, he stressed.

It is the community that develops their community development programme and when they need help they provide capacity building structures. He went to affirm that the Niger Delta had gone beyond what it used to be known for.



**Pyagbara:** He suggested the implementation of a data verification project as a solution to the challenges faced in implementation of community projects. He further questioned Ite on the process of selection of candidates for its SPDC's education initiatives

**Ite:** He responded assuring the audience of transparency in the scholars' selection process. However, he did not rule out the possibility of sharp practices where forms were given to a certain community by Shell and sold to another community.

**Majekodunmi to Gitari:** *What is the Ford Foundation doing to diffuse this time bomb?*

**Gitari:** He introduced himself as an East African and related the challenges faced by Nigeria to the sceptic approach of East African countries where new oil deposits have been discovered. These countries have recently expressed concern on the impact of long term direct foreign investment initiatives and the potential development and environmental impacts associated with these investments.

On diffusing the time bomb, he informed the audience that the primary duty of providing services to the citizenry belonged to the government and not the companies. He further advocated for a transparent and accountable government which would perform its duties to its people as against outsourcing these roles to multinational organizations which are liable to their shareholders.

**Jideonwo:** He added that responsibility lies more with the government to re-engineer the society, develop the people, educate the people and build capacity.

He informed the audience of his invaluable role as a board member at the Oando Foundation and what he had come to realise was that no matter what or how it needed to be done [community investment]; it was only a drop in the bucket. There was a need to inform the populace about the Government and Civil Organisations' responsibility. To build capacity, he affirmed, the need to expand on the 85 per cent.



**Majekodunmi to Bestall:** Making reference to his introductory report on the energy paradox in Nigeria, he asked Bestall if Seven Energy can guarantee sustainable energy in Nigeria.

**Bestall:** He explained Seven Energy's approach to supporting industrial development through investment in the gas master plan. He explained the importance Seven Energy attaches to sustainability as a foundation for its operations in Nigeria. In line with sustainability, he informed the audience of the company's approach to transparency and accountability through alignment of its reporting with the GRI framework, a global sustainability reporting standard. He also elaborated on Seven Energy's strive to achieving

the IFC requirements on issues such as human rights, favourable labour conditions, compensation and the environment, ensuring a sustainable approach to developing Nigeria's energy sector.

On whether Septa Energy could guarantee energy in Nigeria, he assured the audience of Septa's commitment to supporting the development of the extractive industries in Nigeria. "What Septa is doing is completely directed at Nigeria's development", he affirmed.

**Majekodunmi**, to finalise, asked members of the panel to give their final views on the topic of discussion as captured below:

**Fatunke:** In his final words, lamented on the backward nature of Nigeria in relation to the development of the oil and gas sector. In his analysis, described the Nigerian attitude with the verb 'to loaf' which when pronounced in reverse direction means 'fool'. To buttress his point, he cited the requirements of the PIB which will require oil companies to pay 95% tax on their deliverables, an increase from the current estimate of 85%. Facing such unfavourable business requirements and the absence of a favourable business environment, he informed the audience that the major oil industry players could be on the verge of leaving Nigeria for other African countries.

**Gitari:** He discussed on the activities Ford Foundation performs in the Nigerian economy driven to support sustainable development. In achieving its objectives, he confirmed that Ford Foundation spends \$13m annually in Nigeria to stimulate demand by developing the capacity start-ups and supporting entrepreneurs. The Foundation also plans to support the government in achieving its some of its mandates. He expressed optimism in the role the Foundation plays in achieving sustainable development in Nigeria.

**Pyagbara:** He pointed out that the demands of the Niger Deltans are issues of basic human rights. He added that the oil companies are making good profit and although paying taxes to a far government who is in Abuja; there is a need for the IOCs to attend to the basic needs of the people of the community where they operate from.

**Jideonwu:** He expressed disbelief in the notion that Nigeria is sitting on a time bomb adding that that statement has been chorused for years back and it should have exploded if really there was a bomb somewhere. He added that people were disconnected from government and from the right processes; he believes informed citizenry is a key factor; he clamoured the need for people to have adequate knowledge, information and to ask the right questions. He said it is not the IOCs' problem but a generational problem. He concluded that CSR-in-Action had a major role to play in enhancing knowledge and awareness to the citizens.

**Ite:** Ite's final words stressed on the need for Nigeria to reduce its dependence on the rent derived from the extractive industries by a strategy change geared towards producing and manufacturing. He reminded the audience that sustainability had three folds – social, economic and environmental and the three aspects must be gotten right to achieve sustainability. He clamoured for Nigerians to move ahead from the presence sense of dependency on oil and develop other forms of industries especially for the days ahead.



**Haastrup:** Haastrup made reference to the pictures on the extent of environmental degradation in parts of the Niger Delta, stating that the activities of oil thieves and artisanal mining activities were leaving an unprecedented damage to the ecology of the Niger Delta. He advocated for a quick clean up action to reduce the long term impact on the environment explaining that the extent of environmental damage will take much longer to clean up.

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## SUMMARY/WRAP UP

**Presenter:** Dr Austin Tam-George, Executive Director, Institute of Communications and Corporate Studies



Tam-George highlighted some pertinent points relating to sustainability in the extractive industries which had been re-echoed throughout the discussions of the day. The summary and recommendations from the day's vibrant discussions are as follows:

1. **Collective Action:** A consensus had been reached on the importance of sustainability in Nigeria's extractive industries, leaving no room for doubt or argument. However, action by the relevant stakeholders was required to place Nigeria on the path to sustainability.
2. **Citizenry Action:** The role of the citizens is considerably the most important role to achieving the desired sustainability. He made reference to a UNESCO publication indicting Nigeria as having an estimated 1.5million out of school children, a problem attributed to poverty. The citizenry role is that of demanding accountability and transparency from the government.
3. **Government Liability:** The government has failed at all levels, Federal, State and Local.
4. **Accountability:** More resources will not solve the problem. The problem can only be solved by a judicious and accountable approach to resource management. To buttress his point, the Dr Austin Tam-George made reference was made a recent purchase of a private jet by the Governor of Rivers State. Rivers State is has the second largest economy in Nigeria but has

experienced agitation from youth groups in relation to unsustainable extractive industries practice.

5. Company and Environment: Companies have a responsibility to ensure environmental sustainability. “Extractive work has a direct environmental impact and extractive companies should be held accountable for environmental degradation wherever it applies”.
6. Education and Awareness for the Average Citizen: Communities must have increased environmental literacy. He lamented the unfortunate attitude towards the environment by some oil producing communities which allow for the worst form of environmental pollution so as to demand higher compensation from government and IOC. He attributed this to the unfortunate paradox that Nigerians are unfortunately poorer than in the 1960s despite the abundance of oil.

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### **CLOSING REMARKS/RECOGNITION OF SPONSORS**

#### **Bekeme Masade, Executive Director, CSR-in-Action**

Masade thanked the audience, panellists, sponsors and supporters, Shell, Seven Energy, Statoil, Zenera Consulting and YNaija for their support and contribution to the event.

She reminded the audience of the important role of the citizenry to create a society which was desired, one built on the principles of sustainability.

She promised that the CSR-in-Action will advocate more for actions through information from the post-event report and expressed hope to continue to get support from the present organisations and individuals present during the course of the year.

In conclusion, she challenged the audience to read the reports disseminated by NEITI, and other organisations in order to equip themselves.

## Appendix 1: Speakers' Biographies



**Dr. Obiageli 'Oby' Ezekwesili** is a Senior Economic Advisor at Open Society Foundations (OSF), a group founded by investor and philanthropist George Soros. She also jointly serves as Senior Economic Advisor for Africa Economic Development Policy Initiative (AEDPI), a program of the Open Society Foundations.

In these roles, she advises nine reform-committed African heads of state including Paul Kagame of Rwanda and Ellen Johnson-Sirleaf of Liberia.

Before joining OSF, she was Vice President of the World Bank (Africa Region) in Washington, D.C., responsible for operations in 48 countries and a lending portfolio of nearly \$40 billion. From 2002 to 2007, Ezekwesili worked for the federal government of Nigeria as Minister of Solid Minerals, Minister of Education, head of the Budget Monitoring and Price Intelligence Unit as well as Chairperson of the Nigeria Extractive Industries Transparency Initiative (NEITI) where she led the first ever national implementation of the global standards and principles of transparency in the oil, gas and mining sectors.

Ezekwesili is a Chartered Accountant and holds an MA in International Law and Diplomacy from the University of Lagos as well as an MA in Public Administration from the Kennedy School of Government, Harvard University. She trained and worked as Chartered Accountant/Consultant with the Global firm of Akintola Williams Deloitte & Touche, she also worked in senior management positions in the financial services sector.

Ezekwesili was a founding Director of Transparency International, representing Africa at the global anti-corruption body based in Berlin.



**Emeka Ene** is the CEO of Oildata and Xenergi, both leading technical services companies operating in the Nigerian Oil and Gas industry. He is a Geophysical Engineer by training and holds a Mechanical Engineering degree from the University of Lagos. He is an OPM alumnus of the Harvard Business School.

He is the chairman of the Petroleum Technology Association of Nigeria (PETAN), Chairman of Section 103 of the Society of Petroleum Engineers (SPE) and Chairman of the Editorial Board of "The Nigeria Oilfield Review" and FASTRAKOIL both quarterly technical bulletins on the Nigerian Oil and Gas industry.

As part of the contribution to the body of technical knowledge and best practices, he has published several technical papers in the areas of Rigless Well Intervention, Reservoir Monitoring and Well Conformance Technology.

*Ene pioneered the MIND Foundation, a non-profit initiative working with rural children ages 10 to 15 years in the Niger Delta. MIND is involved in developing leadership and life-long learning, computer based education and hands-on skills. He is also a volunteer instructor/business mentor for the FATE Foundation in Port-Harcourt.*



**Anthonia Obiageli Onuorah** is the Team Leader, Outreach of the Nigerian Extractive Industries Transparency Initiative (NEITI). She coordinates all stakeholder engagements for NEITI which include civil society, oil, gas and solid mineral companies, government, the parliament and the general public. Mrs Onuorah has worked as a broadcast journalist for the Nigerian Television Authority as a reporter and editor for over a decade.

*She has been active in policy development and analysis and was the Parliamentary Policy Advisor for ActionAid International Nigeria. She was also Nigerian Coordinator of Activista – the global youth campaign network of ActionAid International and worked at the BBC World Service Trust, teaching broadcast journalist how to make programmes and improve coverage of elections and electoral processes, conflict mitigation, girl child education, transparency and accountability issues. With vast experience spanning the public, private, and non-profit sectors, Mrs Onuorah has helped developed the 5-year strategic plan and the current communications strategy for NEITI.*

*She lives in Abuja and is married with children.*



**Uwem Ite** graduated from the University of Cross River (now University of Uyo) in 1989 with a First Class (Honours) degree in Geography and Regional Planning, he undertook his postgraduate studies at the University of Cambridge, United Kingdom between 1991-1996 on the subject of Environment and Sustainable Development. He was awarded the MPhil degree in 1992 and the PhD degree in 1995, after which he was appointed a lecturer in Human Geography at Lancaster University, United Kingdom from 1996 to 2006.

*He joined the Shell Petroleum Development Company of Nigeria Limited in 2006 as the Sustainable Development Coordinator with the primary responsibility of setting overall direction for sustainable development (SD) awareness and knowledge in Shell companies in Nigeria as well as managing the integration and implementation of corporate SD strategy and targets. In 2009, he was appointed the Team Leader, Audit Compliance, Monitoring and Evaluation with a responsibility to develop and implementation framework for the monitoring, evaluation and reporting of SPDC's social performance*

projects and programmes in line with international practice. In 2012, he was moved to his current role (Team Lead, Information, Education, Communication and Capacity Building) which involves developing and implementing a strategy to ensure that SPDC's contributions to sustainable development in Nigeria receive internal and external exposure and awareness by relevant stakeholders.

He has significant academic knowledge and practical experience on sustainability issues. For example he was a member of the Measurement Working Group of the Global Reporting Initiative (GRI). He has delivered several papers on sustainability issues at international and national conferences. His previous publications on CSR can be found in various international journals including: **Corporate Social Responsibility and Environmental Management; Sustainable Development; Journal of International Development Review of African Political Economy and CSR files.**



**Jeffrey Corey** joined Seven Energy in early 2013 after spending the prior 29 years with ConocoPhillips in various engineering and management roles in the USA, Dubai, Venezuela, Australia, and Libya. His most recent role prior to joining Seven Energy was a secondment assignment to the Libyan oil company, Waha Oil, where he served as Executive Vice President, Operations.

He holds a B.Sc. Honours in Petroleum Engineering from New Mexico Institute of Mining and Technology.



**Meka Olowola** is one of the leading communications specialists in Africa. He started working in communications following a stint in advertising immediately after finishing his degree in physiology. Olowola has over 16-years cross-functional experience in integrated marketing communications strategy development and implementation, investor relations, brand management and sustainability. With specialisation in crisis communications and change management, he is a well-travelled branding enthusiast who has facilitated a good number of workshops on branding, change management, crisis communications and corporate communications.

With multifaceted work experience straddling Advertising, Public Relations, Banking, Oil and Gas, he is a much sought after speaker, trainer and management consultant. A certified change management specialist from Colorado State University, USA, Olowola was until recently the Head of Corporate Communications of Oando PLC, Africa's foremost indigenous integrated energy solutions conglomerate. He is a member of the board of CSR-in-Action, a non-profit one-stop platform for the promotion and unification of Corporate Social Responsibility in West Africa and three other leading companies based in Canada and Nigeria. A dedicated family man; he is happily married and has three lovely children.



*Born in June 1950, **Desmond Majekodunmi** is the son of First Republic, Federal Minister, Dr M.A Majekodunmi and founder of Corona Schools, Nora Majekodunmi. Educated at Corona Schools, Ikoyi, Kings College Lagos, ISL Ibadan, Norwich City College UK, he is an electro acoustic engineer for 12 years he worked with De Lane Lea/CTS UK, Phillips Nigeria and Colombia Broadcasting Services, Kenya.*

*He is currently involved in several NGOs including:*

- *The Nigeria Conservation Foundation where he serves on the governing council and is currently the chairman of the awareness and fundraising committee;*
- *Consultant to A Way Out UK;*
- *President of Legacy Historical and Environmental Interest Group*
- *President of Lekki Urban Forest and Animal Sanctuary Initiative*

*An environmental activist and certified experimental extension farmer for IITA Ibadan, he owns and operates Majekodunmi Agricultural Projects, the only Agro forestry based conservation in Lagos, a portion of which has been registered as an Urban Forest Park. He lectures frequently on ecosystem conservation and climate change adoption and mitigation and has a weekly radio programme, “The Green Hour” on Nigeria Info 99.3 FM. He is a tourism development consultant through his company Desco Tourism Developments, to several state governments. He is also an author/script writer and documentary filmmaker and was recently commissioned by the German Green Party to produce a film on climate change in Nigeria.*

## Appendix 2: WHAT ATTENDEES SAID ABOUT #SITEI2013

The Sustainability in the Extractive Industries Conference held on the 7<sup>th</sup> of November 2013 after massive publicity via press conferences, television interviews and of course social media platforms - #SITEI2013 and @CSR\_IN\_ACTION. CSR-in-Action's Associate Researcher, Chioma Okwudiafor, had a chat with an array of attendees from sponsors to panellists to other stakeholders at the event. She sought to know why they attended SITEI 2013, what they gained from the conference and their general thoughts on achieving sustainability in the extractive industries sector. Here is what they had to say.



*"I work for Action Aid Nigeria, an international NGO with operations in about 43 countries around the world. We are a poverty reduction organisation and a lot of the actions we take are based on partnerships. You cannot succeed without partnerships, because with partnerships you achieve more. For me, sustainability is naturally embedded in what we do. For instance as an organisation, we have a policy against taking money from organisations working in the extractive industries sector as they harm the environment a lot. However, advocacy is necessary in these areas and so we need to make these companies more aware. I am here to meet people, build relationships and look for ways to partner with them. We hope to be able to say to these companies, we understand you are doing x amount of*

*damage to the environment and we need you to start looking at things differently. So you can say that we at ActionAid Nigeria are on the same side as CSR-in-Action as we hope to organize conferences of this nature in future. I think this is a wonderful initiative."* - **Shaninomi Eribo, Fundraising Advisor, ActionAid Nigeria**



*"I am here because I work in the area of the extractive industries at the Ford Foundation, a philanthropy working with civil society and government to ensure that we have policies and programs which are sustainable in these industries. That is the reason why I am here to lend a few words and hear what others working in this sector have to say."* - **Joseph Gitari, Senior Program Officer, Ford Foundation West Africa**



*“This conference was relevant and important, especially for our young people. They should have been here but because it is not entertainment, they are not here. I think it is important for all young people to get engaged in these types of discussions, to find out what they should do for the future, after all it is our future and these older people will not be here in the next 50 years. This sustainability discussion is something that should be continuous where we can focus on issues that will help our country Nigeria become more sustainable, make our future brighter and our environment protected”.* - **Ugochi Oluigbo, UNEP Young Environmental Journalist of the Year 2012**



*“I think it was a beautiful event. I have attended these kinds of events and you expect more stakeholders to be here. This is like a national conference and so we expect the grassroots who feel these issues more to be here and get a chance to air their views. Moving on, in terms of publicity, follow-up and getting a diverse body of panelists, it was well organized. I wish you the very best in future”*- **Akin Fatunke, Manager Public and Government Affairs, Exxon Mobil**



*“I would say we need more of this sort of engagement people need to know the real thing happening in the Niger-Delta instead of the public relations smokescreen we usually see. It was a good event, but I think we need more community participation. Organizing this type of conference requires all stakeholders to be present. You are dealing with a sector that is so destructive that it destroys the entire part of human life. Any activity of the extractive industries sector must destroy the land from which it extracts. Community involvement is a key issue as is seen in other oil producing nations such as Alaska in the USA and in Australia as well, where the people are made to play a large part in the CSR activities of these companies. Companies need a social license to operate in a community. Maintaining a social license involves community trust,*

*transparency in company activities, equal level of partnerships between the community and the companies. These things need to change. I am happy to have been here today and lent my voice to the*

*panel discussions*”-**Legborsi Saro Pyagbara, President, Movement for the Survival of the Ogoni People (MOSOP)**



*“It was a very good setup. My only reservation is that we didn’t have enough people attending to benefit from the wealth of knowledge. Other than that I think this was a well-organized event, from the speakers to the panellists, the topics and contributions were all on point. I am glad to hear your organisation is a member of the NESG and so contributions made here can be passed on in a communiqué to other members. What the nation faces really is moving from talk to action. We hope that was preached during this conference.”* - **Professor Onwuchekwa Jemie, Editor-in-Chief, Business Day Newspapers**



*“I congratulate the organizers. I am particularly pleased that we were able to get in credible, well known speakers who are well versed in the sector. I think your work is apt, but I would want CSR-in-Action to do something, this thing is what has been missing for a while. The biggest problem we face in Nigeria particularly with government policy is the implementation. I think if there is a focus on implementation, what procedural steps and policies can you push as an organisation to ensure government has a clear implementation strategy? We argue and push for legislation, say the PIB, we spend 12 years and we get it. What next? What is the value? How do we get to the action? What is the action to get that action? That is the issue that remains to be answered. I think CSR-in-Action can put itself on the map by being advocates for proper policy implementation”* - **Dr. Dayo Ayoade, Senior Lecturer, Energy Law, University of Lagos**



*“There have been interesting topics and discussions. I think we all know where the root causes lie. This partnership with CSR-in-Action was important for Seven Energy because we have a lot in common. It ties in with changes we are trying to implement in our company with regards to sustainability including organising staff training on sustainable practices, community audits etc. We would probably be hiring CiA to help with our sustainability report of next year and as we grow further, we hope to take an inclusive approach where our employees, community and external relationships are managed in a very sustainable manner” - Dr. Glenn Bestall, Head QHSSEC, Seven Energy*



*“The theme of this year’s event is good. The ambience is fantastic. I thought however that topics were put out from the middle and left wide for interpretation. This is good in a sense I was able to highlight the NEITI model of tripartite coalition as one of the key tools towards promoting transparency in the extractive industries sector. All in all, it was a well-organized event. Keep up the good work.”- Obiageli Onuorah, Team Lead, Outreach, NEITI*



*“I think that apart from time management issues the conference was well organized. I liked the idea of live streaming and I think the conference covered topical issues in the sector” -Emeka Ene, Chairman, Petroleum Technology Association of Nigeria*

*(Editor’s note: Dr Ezekwesili, who was meant to kick off the conference, was unavoidably late as a result of the usually bizarre Lagos traffic from the airport. Organisers ensured that the event was concluded within agreed times)*

## Appendix 3: ORDER OF PROGRAMME

8:00AM-8:45AM [45MINS]	ARRIVAL OF GUESTS AND REGISTRATION
8:45A.M – 9:00A.M [15MINS]	<b>Welcome Address/Introduction of Speakers, Sponsors and Invited Guests</b>  COMPERE: <b>Dr Austin Tam-George, Executive Director, Institute of Communication and Corporate Studies (ICCS)</b>
9:00AM-9:40AM [40MINS]	SESSION OPENING: Opening Speech by <b>Dr Obiageli Ezekwesili, Former Vice-President, Africa Region, Word Bank</b>
<b>MORNING SESSION – Regulation and Policy Drafting</b>	
9:40AM-10:10AM [30MINS]	SESSION ONE: <b>Presenter: Emeka Ene, Chairman, Petroleum Technology Association of Nigeria (PETAN)</b>  <b>Topic: Hungry Man Na Angry Man – Innovative Strategies for Extractive-Industry Policy Impact</b>
10:10AM-10:40AM [30MINS]	SESSION TWO <b>Presenter: Zainab Ahmed, Executive Secretary, Nigerian Extractive Industries Transparency Initiative (NEITI)</b> <b>Represented by Anthonia Obiageli Onuorah, Team Leader, Outreach, Nigerian Extractive Industries Transparency Initiative (NEITI)</b>  <b>Topic: Working towards a more effective accountability structure</b>
10:40AM-11:00AM [20MINS]	TEA BREAK
11:00AM-11:05AM [5MINS]	<b>Video Excerpt:</b> Launch of the 2013 Africa Progress Report
11:05AM-11:45AM [40MINS]	<b>PANEL DISCUSSION 1: Innovation, transparency and accountability in policy implementation</b>  <b>Moderator: Meka Olowola, CEO, Zenera Consulting</b> Panelists: <ul style="list-style-type: none"> <li>▪ Dr Obiageli Ezekwesili, Former Vice-President, Africa Region, Word Bank</li> <li>▪ Dr Uwem E. Ite, Team Lead, Information, Education, Communication and Capacity Building Sustainable Development and Community Relations, The Shell Petroleum Development Company of Nigeria Limited</li> <li>▪ Dr Dayo Ayoade, Senior Lecturer, Energy Law, University of Lagos</li> <li>▪ Professor Onwuchekwa Jemie, Editor-in-Chief, Business Day Newspapers</li> <li>▪ Ms Bekeme Masade, Executive Director, CSR-In-Action</li> <li>▪ Mr Emeka Ene, Chairman, Petroleum Technology Association of Nigeria (PETAN)</li> <li>▪ Mrs Anthonia Obiageli Onuorah, Team Leader, Outreach, Nigerian Extractive Industries Transparency Initiative (NEITI)</li> </ul>
11:45AM-12:15PM [30MINS]	Q&A
12:15PM- 1:00PM	LUNCH BREAK

[45MINS]	
<b>AFTERNOON SESSION – Implementation and Sustainable Approaches</b>	
1:00PM-1:30PM [30MINS]	<p>SESSION THREE</p> <p><b>Presenter:</b> Dr Uwem E. Ite, Team Lead, Information, Education, Communication and Capacity Building Sustainable Development and Community Relations, The Shell Petroleum Development Company of Nigeria Limited</p> <p><b>Topic:</b> Human Capital Development for Global Competitiveness: The SPDC Approach</p>
1:30PM-2:00PM [30MINS]	<p>SESSION FOUR</p> <p><b>Presenter:</b> Jeffrey Corey, Chief Operating Officer, Seven Energy Nigeria Limited</p> <p><b>Topic:</b> Seven Energy: Its role in the sustainable development of the Nigerian energy market</p>
2:00PM-2:15PM [15MINS]	<p><b>Video Excerpt:</b> We all have a role to play in Africa's development, Caroline Kende-Robb</p>
2:15PM-2:55PM [40MINS]	<p><b>PANEL DISCUSSION 2: Human capital policy development for local and global competitiveness</b></p> <p><b>Moderator:</b> Desmond Majekodunmi, Member, Nigeria Conservation Foundation</p> <p>Panelists:</p> <ul style="list-style-type: none"> <li>▪ Joseph Gitari, Senior Program Officer, Ford Foundation, Nigeria</li> <li>▪ Glenn Bestall, Vice President, QHSSEC, Seven Energy Nigeria Limited</li> <li>▪ Legborsi Saro PyagbaraPyagbara, President, Movement for the Survival of the Ogoni People (MOSOP)</li> <li>▪ Akin Fatunke, Manager, Public and Government Affairs, Mobil Oil Nigeria PLC</li> <li>▪ Chude Jideonwo, Managing Director, Red Media Communications</li> <li>▪ Deji Haastrup, General Manager, Manager, Policy Government and Public Affairs, Chevron Nigeria</li> </ul>
2:55PM-3:25PM [30MINS]	Q & A
3:25PM-3:40PM [15MINS]	<p>SUMMARY/WRAP UP</p> <p><b>Presenter:</b> Dr Austin Tam-George, Executive Director, Institute of Communication and Corporate Studies (ICCS)</p> <p>Looking ahead. Next steps in promoting proper accountability through effective policy implementation within the sector.</p>
3:40PM-4:00PM [20MINS]	<p>CLOSING REMARKS/RECOGNITION OF SPONSORS</p> <p>Bekeme Masade, Executive Director, CSR-in-Action</p>

## **Appendix 4:**

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