

# Opportunity NIGERIA



## LANDMARK

### AGREEMENTS SIGNED

- **BILATERAL AIR SERVICES**
- **INVESTMENT PROMOTION AND PROTECTION**



## ALSO INSIDE: INTERVIEWS AND COUNTRY INSIGHTS

**DR. OKECHUKWU ENELAMAH** NIGERIA'S MINISTER OF INDUSTRY, TRADE AND INVESTMENT

**SENATOR HADI SIRIKA** NIGERIA'S MINISTER OF STATE, AVIATION

**MRS. ZAINAB ZAKARI-AWAMI** CHARGÉ D' AFFAIRES A.I. NIGERIA HIGH COMMISSION, SINGAPORE

**MR. SHABBIR HASSANBHAI** SINGAPORE'S HIGH COMMISSIONER TO NIGERIA

**MR. JOHAN BURGER** DIRECTOR OF THE NTU-SBF CENTRE FOR AFRICAN STUDIES

**MR. VENKATARAMANI SRIVATHSAN** MD/CEO FOR AFRICA & MIDDLE EAST OLAM INT'L



2016

A SPECIAL PUBLICATION BY THE HIGH COMMISSION OF THE FEDERAL REPUBLIC OF NIGERIA IN SINGAPORE



# INDORAMA


PEOPLE | TECHNOLOGY | EXCELLENCE




We are a leading global producer of polymers, petrochemical and textile raw materials. With a rich history of over 40 years, we have grown and continue to grow with the support and trust of our customers, suppliers, stakeholders and employees.

Indorama Eleme Petrochemicals Company Limited, Nigeria, a Indorama Group Company is the largest integrated petro-chemicals company in West Africa. In 2016, the Group has successfully commissioned the operations at Indorama Eleme Fertilizer & Chemicals Limited, the largest Urea producer in Sub-Sahara Africa. It is a testament to Indorama's commitment and confidence in Nigeria.

INDORAMA  
#14-00, GB Building  
143 Cecil Street  
Singapore 069542

 **P** (65) 6222 1347

 **F** (65) 6223 4613

 [www.indorama.com](http://www.indorama.com)

# CONTENTS

Opportunity  
**NIGERIA**



03



11



13

**03** Welcome Address from the Chargé d'Affaires a.i

**04** Nigeria at 56

**07** Nigeria's Vice-President Leads EMT

**08** Leadership of the Ministry of Foreign Affairs, Nigeria

**10** INTERVIEW: Nigeria Moving Forward

**13** Nigeria Aviation: Set to Soar

**15** BASA Comes on the Cusp of Aviation Growth

**16** FEATURE: ASBF Identifying Opportunities for Strategic Growth



**PUBLISHER** Sun Media Pte Ltd

**ADVISOR** Mrs Zainab Zakari-Awami

**EDITOR-IN-CHIEF** Nomita Dhar

**EMBASSY EDITORIAL** Uche Frank Ogakwu

**EDITORIAL** Ranee Sahaney  
Foo Yong Han  
Syed Jaafar Alkaff

**ADVERTISING & MARKETING** Nurulaishah Szali

**ART DIRECTION & DESIGN** Sun Media Design Team

**PHOTOGRAPHER** Michael Ozaki

**PRINTING** Stamford Press Pte Ltd

For further inquiries, contact:

**NIGERIA HIGH COMMISSION, SINGAPORE**

137 Cecil Street

#11-02/05 Hengda Building

Singapore 069537

Tel: (65) 6732 1743 / 6221 6350

Fax: (65) 6732 1742

Email: admin@nigeriahc.sg

nigeria.singapore@foreignaffairs.gov.ng

[www.nigeriahc.sg](http://www.nigeriahc.sg)

**EDITORIAL OFFICE**

**SUN MEDIA**

Sun Media Pte Ltd,  
20 Kramat Lane, #01-02 United House,  
Singapore - 228773.

Tel: (65) 6735 2972 / 1907 / 2986

Fax: (65) 67353114

E-mail: admin@sunmediaonline.com

URL: [www.sunmediaonline.com](http://www.sunmediaonline.com)

MCI (P) 054/12/2016

© Copyright 2016 by Sun Media Pte Ltd.  
The opinions, pronouncements or views expressed or implied in this publication are those of the contributors or authors. They do not necessarily reflect the official stance of the Nigerian authorities nor their agents and representatives. The aim of this publication is to guide and provide general information. While every effort has been made to ensure the accuracy of all information contained, the publisher cannot be liable for loss incurred in any way whatsoever by a company or a person relying on this information.



# CONTENTS

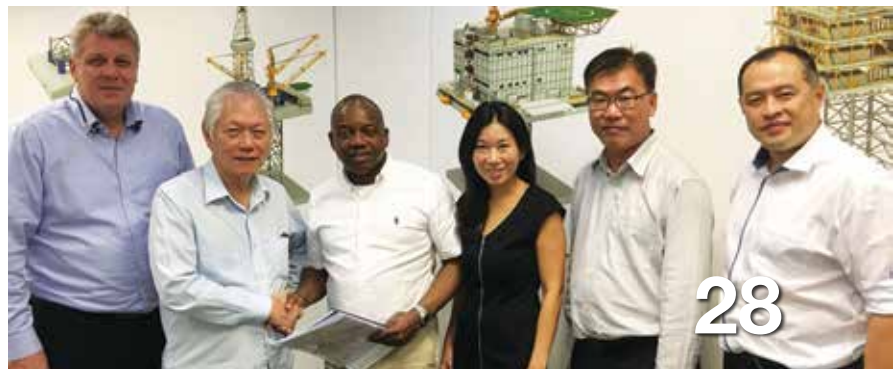


16

- 18** BILATERAL RELATIONS  
- Investment, Promotion  
and Protection Agreement
- 19** Bigeria and Singapore Take  
Significant Steps to Deepen  
Economic Ties
- 21** INTERVIEW: In Conversation  
with Dr Okechukwu Enelamah
- 23** INTERVIEW: Africa Outlook  
Continent of Untapped  
Potentials
- 25** INVESTMENT: Stronger Ties Will  
Help Meet Tough Challenges  
Ahead
- 26** INVESTMENT: Hyflux - Keeping  
Up with Water and Power  
Demands
- 28** MARKET INSIGHT: Nigeria - An  
Insider's View
- 30** MARKET INSIGHT - Electrifying  
New Markets
- 32** EVENTS
- 34** EVENTS: The Continuing  
Transformation of Nigeria
- 35** Publisher's Note
- 36** Officers & Staff of the Nigeria  
High Commission Singapore



23



28



24



# Economic Policies of the Present Administration and the 2017 Economic Roadmap

It is my pleasure once again to welcome you to be part of *Opportunity Nigeria 2016*, a special publication in January 2017 by the High Commission of the Federal Republic of Nigeria in Singapore. Nigeria like most countries the world over is affected by the sluggish global economy. It is therefore, pertinent for the High Commission to provide regular updates of the Nigerian economy for the benefit of the Singapore investors in particular and global investors generally to highlight the policies and reforms being put in place by the Present Administration in Nigeria.

A10-point fiscal road-map was recently released by the Federal Government of Nigeria to address the major economic challenges facing Nigeria. These initiatives will convert Nigeria into a producing economy rather than one that is consumption-driven. To put these facts in perspective oil prices which averaged \$112 per barrel in 2014, presently sells below \$39 per barrel. Both the private and public sectors have struggled with their employee-related obligations. However, current efforts by the Federal Government of Nigeria to revamp the economy are stronger than ever.

It is imperative that economic diversification becomes a necessity for structural transformation in Nigeria. Economic sectors are being broadened to include the educational services, technology, infrastructure development, research and development, mining and solid mineral extraction, as well as, the agro-allied and manufacturing.

A review of the 2017 Budget Statement by the current administration in Nigeria also reveals implementation strategies which will maintain macroeconomic stability. The budget is directed towards providing a stimulant to the economy, making it more competitive, by focusing on infrastructural development and local production.

The Federal Government has put in place measures to strengthen its fiscal/monetary policies, and made changes in the leadership of the revenue generating agencies such as the Federal Inland Revenue Service (FIRS), Nigerian National Petroleum Corporation (NNPC), Nigerian Communications Commission (NCC), the Nigerian Customs Service (NCS) and the implementation of the Treasury Single Account (TSA), which are prudent economic measures aimed at providing greater visibility of Government revenues and cash inflows. Also, the full implementation of the Treasury Single Account is expected to yield significant dividends in the collection and remittance of independent revenues.

One of the main thrusts of the 2017 Budget is to foster an inclusive growth and address the current rate of unemployment and

underemployment. The 10-point fiscal road-map and Budget 2017 includes strategies for putting more Nigerians into the workforce, through vocational training for youths, the revival of the technical and vocational education. These are measures to ensure that a competent work force is developed to seize the opportunities that will arise from this ongoing economic reforms. Job creation will be private sector-driven and will be encouraged by a reduction in tax rates for smaller businesses as well as, subsidized funding for priority sectors, such as agriculture and solid minerals.

In the development of SMEs, the Federal Government is partnering with State and Local Governments, to provide financial training and loans to market women, traders and artisans, through cooperative societies. This segment of the Nigerian society is not only critical for growing small businesses, but also an important platform to create jobs and provide opportunities for entrepreneurs. Investments in infrastructure and security are meant to support economic reforms in the Agriculture, Solid Minerals and other core job-creating sectors of the Nigerian economy.

## FOREIGN EXCHANGE MEASURES

Many Nigerian and foreign businesses are currently facing challenges in accessing foreign exchange. Most businesses in Nigeria rely on imported inputs, for manufacturing, production, importation of equipment and spare parts; airline operators need foreign exchange to meet their international regulatory obligations, such as insurance, aircraft Maintenance Repair and Overhaul (MRO) likewise the financial services sector and capital markets need foreign exchange for their operations in the global arena.

I wish to reassure all the Singaporean companies doing business in Nigeria, investors, and friends of Nigeria that the present economic hardships in Nigeria is temporary and these trying times will eventually pave way for a better Nigeria and a more conducive environment for businesses to operate.

Nigeria is open for business and the interest of foreign investors have been taken into consideration. Nigeria is confident, optimistic even in these challenging times, of being resourceful and committed to bringing back prosperity to Nigeria. Enjoy your read.

**MRS. ZAINAB ZAKARI-AWAMI**  
CHARGÉ D' AFFAIRES A.I.  
NIGERIA HIGH COMMISSION, SINGAPORE





**President Muhammadu Buhari, GCFR**

# NIGERIA at 56

His Excellency, **President Muhammadu Buhari's** address to fellow Nigerians on the occasion of Nigeria's 56<sup>th</sup> Independence Day Anniversary: the challenges and accomplishments of the nation

**T**oday, 1st October, is a day of celebration for us Nigerians. On this day, 56 years ago our people achieved the most important of all human desires – freedom and independence. We should all therefore give thanks and pray for our founding fathers without whose efforts and toil we would not reap the bounties of today.

I know that uppermost in your minds today is the economic crisis. The recession for many individuals and families is real. For some it means not being able to pay school fees, for others it's not being able to afford the high cost of food (rice and millet) or the high cost of local or international travel, and for many of our young people the recession means joblessness, sometimes after graduating from university or polytechnic.

I know how difficult things are, and how rough business is. All my adult life I have always earned a salary and I know what it is like when your salary simply is not enough. In every part of our nation people are making incredible sacrifices.

But let me say to all Nigerians today, I ran for office four times to make the point that we can rule this nation with honesty and transparency, that we can stop the stealing of Nigeria's resources so that the resources could be used to provide jobs for our young people, security, infrastructure for commerce, education and healthcare.

I ran for office because I know that good government is the only way to ensure prosperity and abundance for all. I remain resolutely committed to this objective.

I believe that this recession will not last.

Temporary problems should not blind or divert us from the corrective course this government has charted for our nation. We have identified the country's salient problems and we are working hard at lasting solutions.

To re-cap what I have been saying since the inception of this administration, our problems are security, corruption and the economy, especially unemployment and the alarming level of poverty.

On Security, we have made progress. Boko Haram was defeated by last December – only resorting to cowardly attacks on soft targets, killing innocent men, women and children.

Nigerians should thank our gallant men of the Armed Forces and Police for rescuing large areas of the country captured by insurgents. Now, residents in Borno, Yobe and Adamawa States, as well as several neighbouring states go about their daily business in relative safety. People can go to mosques, churches, market places in reasonable safety.

Commuters can travel between cities, towns and villages without fear. Credit for this remarkable turn-round should go to our Armed Forces, the Police, various sponsored and private vigilante groups and the local traditional leaders. Security is a top to bottom concern and responsibility.

Besides Boko Haram, we are confronting other long-running security issues, namely herdsmen vs farmers, cattle rustling, kidnappings. This Administration is firmly resolved to tackle these challenges and to defeat them.

A new insurgency has reared up its head in the shape of blowing up gas and oil pipelines by groups of Niger Delta Militants. This Administration will not allow these mindless groups to hold the country to ransom.

What sense is there in damaging a gas line as a result of which many towns in the country including their own town or village is put in darkness as a result? What logic is there in blowing up an export pipeline and as a result income to your state and local governments

Power generation has steadily risen since our Administration came on board from 3,324 megawatts in June 2015, rising to a peak of 5,074 megawatts in February 2016. For the first time in our history the country was producing 5,000 megawatts

and consequently their ability to provide services to your own people is reduced?

No group can unlawfully challenge the authority of the Federal Government and succeed. Our Administration is fully sympathetic to the plight of the good people of Niger Delta and we are in touch with the State Governments and leaderships of the region. It is known that the clean-up of the Ogoniland has started. Infrastructural projects financed by the Federal Government and post amnesty programme financing will continue.

We have however, continued to dialogue with all groups and leaders of thought in the region to bring lasting peace.

Corruption is a cancer which must be fought with all the weapons at our disposal. It corrodes the very fabric of government and destroys society. Fighting corruption is Key, not only to restoring the moral health of the nation, but also to freeing our enormous resources for urgent socio-economic development.

In fighting corruption, however, the government would adhere strictly by the rule of law. Not for the first time I am appealing to the judiciary to join the fight against corruption.

The Third Plank in this Administration's drive to CHANGE Nigeria is re-structuring the economy. Economies behaviour is cyclical. All countries face ups and downs. Our own recession has been brought about by a critical shortage of foreign exchange. Oil price dropped from an average of US\$100 per barrel over the last decade to an average of US\$40 per barrel this year and last.

Worse still, the damage perpetrated by Niger Delta thugs on pipelines sometimes reduced Nigeria's production to below one million barrels per day against the normal 2.2 million barrels per day. Consequently, the naira is at its weakest, but the situation will stabilize.

But this is only temporary. Historically about half our dollar export earnings go to importation of petroleum and food products!

Nothing was saved for the rainy days during the periods of prosperity. We are now reaping the whirlwinds of corruption, recklessness and impunity.

There are no easy solutions, but there are solutions nonetheless and Government is pursuing them in earnest. We are to repair our four refineries so that Nigeria can produce most of our petrol requirements locally, pending the coming on stream of new refineries. That way we will save ten billion USD yearly in importing fuel.

At the same time, the Federal Ministry of Agriculture and the Central Bank have been mobilized to encourage local production of rice, maize, sorghum, millet and soya beans. Our target is to achieve domestic self-sufficiency in these staples by 2018.

Already farmers in 13 out of 36 states are receiving credit support through the Central Bank of Nigeria's Anchor Borrowers Programme. Kebbi state alone this year is expected to produce one million tonnes of locally grown rice, thanks to a favourable harvest this year. As part of the 13 states, Lagos and Ogun are also starting this programme. Rice alone for example costs Nigeria US\$2 billion to import.

The country should be self-sufficient in basic staples by 2019. Foreign exchange thus saved can go to industrial revival requirements for retooling, essential raw materials and spare parts. It is in recognition of the need to re-invigorate agriculture in our rural communities that we are introducing the LIFE programme.

Government recognises that irrigation is key to modern agriculture: that is why the Ministries of Agriculture and Water Resources are embarking on a huge programme of development of lakes, earth dams and water harvesting schemes throughout the country to ensure that we are no longer dependent on rain-fed agriculture for our food requirements.

In addition, government is introducing Water Resources Bill



Source: [www.agrobusinessngr.com](http://www.agrobusinessngr.com)

A farm in Benue State. The agriculture sector has vast opportunity for employment generation and trade



The Mambilla hydropower project will soon start. It can provide about 3,000MW in one place

encompassing the National Water Resources Policy and National Irrigation and Drainage Policy to improve management of water and irrigation development in the country. We are reviving all the twelve River Basin Authorities, namely; (I) Anambra – Imo, (II) Benin – Owena, (III) Chad Basin, (IV) Cross River, (V) Hadejia – Jama'are, (VI) Lower Benue, (VII) Lower Niger, (VIII) Niger Delta, (IX) Ogun – Osun, (X) Sokoto – Rima, (XI) Upper Benue and (XII) Upper Niger.

The intention is eventually to fully commercialise them to better support crop production, aqua –culture and accelerated rural development.

This Administration is committed to the revival of Lake Chad and improvement of the hydrology and ecology of the basin. This will tune in with efforts to rehabilitate the 30 million people affected by the Boko Haram insurgency in the Lake Chad basin countries.

The second plank in our economic revival strategy is centred on the Ministry of Power, Works and Housing. The Ministry will lead and oversee the provision of critical infrastructure of power, road transport network and housing development.

Power generation has steadily risen since our Administration came on board from 3,324 megawatts in June 2015, rising to a peak of 5,074 megawatts in February 2016.

For the first time in our history the country was producing 5,000 megawatts. However, renewed militancy and destruction of gas pipelines caused acute shortage of gas and constant drop in electricity output available on the grid.

There has been during the period June 2015 to September 2016 a big improvement in transmission capacity from 5,500 megawatts to the present 7,300 megawatts.

There were only two system collapses between June and December 2015, but due to vandalism by Niger Delta militants the over-all system suffered 16 system collapses between March and July 2016 alone. As I have said earlier, we are engaging with responsible leadership in the region to find lasting solutions to genuine grievances of the area but we will not allow a tiny minority of thugs to cripple the country's economy.

In the meantime, government is going ahead with projects utilizing alternate technologies such as hydro, wind, and solar to contribute to our energy mix. In this respect, the Mambilla Hydro project, after many years of delay is taking off this year. Contract negotiations are nearing completion with Chinese firms for technical and financial commitments.

The project is to be jointly financed by Nigeria and the Chinese-Export-Import Bank. In addition, 14 Solar Power Projects have had their power purchase agreements concluded. Hence the plan to produce 1,200 megawatts of solar electricity for the country would be realized on schedule.

And in line with the objective of government to complete all abandoned projects across the country, the Rural Electrification Agency's projects needing completion are provided for in the 2016 Budget. Bringing electricity to rural areas will help farmers, small scale

and cottage industries to integrate with the national economy.

Roads Construction and Rehabilitation has taken off. The sum of 12 billion naira was allocated to this sector in the 2015 Budget, not enough even to pay interest on outstanding unpaid claims.

Notwithstanding the budgetary constraints, the current budget allocated 240 billion naira for highway projects against 12 billion naira in 2015. Many contractors who have not been paid for three years have now remobilized to sites. Seven hundred and twenty point five billion naira has so far been released this budget year to capital projects.

The Ministry of Power, Works and Housing has received 197.5 billion naira. Work on the following highways has now resumed: (1) Dualization of Calabar – Itu Road in Cross River/Akwa Ibom States (2) Dualization of Lokoja – Benin Road, Ehor - Benin city, Edo State, (3) Re-construction of outstanding sections of Benin – Shagamu Express way, Edo/Ogun States (4) Expansion works on Lagos – Ibadan Dual carriageway, Ogun/Oyo States (5) Rehabilitation of Onitsha – Enugu Expressway, Anambra/Enugu States (6) Rehabilitation and Reconstruction of Enugu – Port Harcourt Dual carriageway, Abia/Rivers States (7) Rehabilitation of Hadejia – Nguru Road, Jigawa State (8) Dualization of Kano – Katsina Road, Kano State (9) Dualization of Kano – Maiduguri Road, Borno State (10) Dualization of Azare – Potiskum Road, Azare – Sharuri Road, Bauchi State (11) Rehabilitation of Ilorin – Jebba – Mokwa – Birnin Gwari Road, Kwara State (12) Construction of Oju/Lokoja – Oweto Bridge over River Benue, Benue State.

Other major highways are in the queue for rehabilitation or new construction.

Already contractors have recalled about 9,000 workers laid off and Government expects that several hundreds of thousands of workers will be reengaged in the next few months as our public works programme gains momentum.

On railways, we have provided our counterpart funding to China for the building of our standard gauge Lagos-Kano railway. Meanwhile, General Electric is investing US\$2.2 billion in a concession to revamp, provide rolling stock, and manage the existing lines, including the Port Harcourt-Maiduguri Line. The Lagos-Calabar railway will also be on stream soon.

We have initiated the National Housing Programme. In 2014, 400 million naira was voted for Housing. In 2015 nothing. Our first budget this year is devoting 35.6 billion naira. Much of the house building will be private – sector led but Government is initiating a pilot housing scheme of 2,838 units uniformly spread across the 36 states and FCT.

We expect these units to be completed within four to six months. These experimental Nigeria House model units will be constructed using only made in Nigeria building materials and components. This initiative is expected to reactivate the building materials manufacturing sector, generate massive employment opportunities and develop sector capacity and expertise.

The programmes I have outlined will revive the economy, restore the value of the naira and drive hunger from our land.

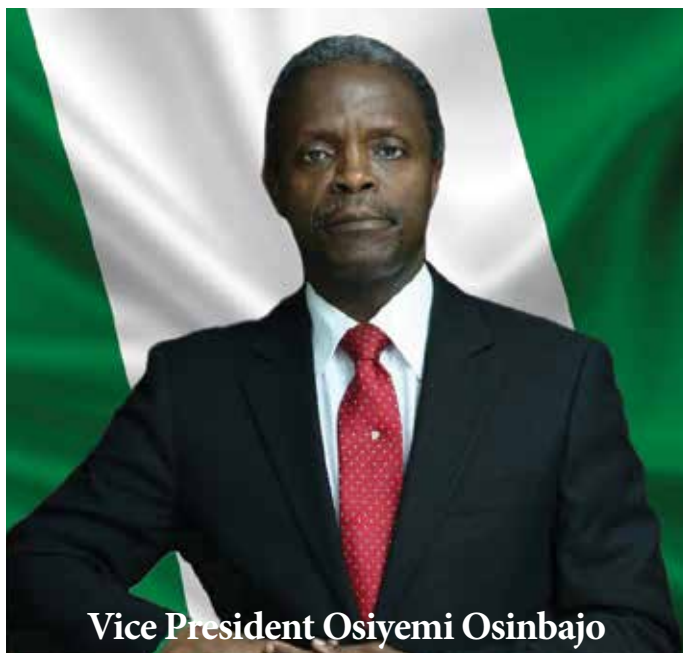
Abroad, Nigeria's standing has changed beyond belief in the last 18 months. We are no longer a pariah state. Wherever I go, I have been received with un-accustomed hospitality. Investors from all over the world are falling over themselves to come and do business in Nigeria. This government intends to make business environment more friendly because we cannot develop ourselves alone.

All countries, no matter how advanced, welcome foreign investments to their economy. This is the essence of globalization and no country in the 21st century can be an island. Our reforms are therefore designed to prepare Nigeria for the 21st century.

Finally, let me commend Nigerians for your patience, steadfastness and perseverance. You know that I am trying to do the right things for our country.

Thank you and may God bless our country.





Vice President Osiyemi Osinbajo

## VICE-PRESIDENT HEADS NIGERIA'S ECONOMIC MANAGEMENT TEAM (EMT)

HE Prof Osiyemi Osinbajo Vice President of the Federal Republic of Nigeria is also the Chairman of the EMT - the central body coordinating the activities of the country's ministries and the Federal government's economic policy initiatives

**T**he Nigerian Economic Management Team mandate is to supervise the nation's economy to ensure rapid economic recovery and sustainable growth and development. In this regard the Federal Government is currently partnering with seven state governments on developing agricultural and mineral resources domicile in their states to boost GDP.

The Economic Management Team played a leading role in the 2017 budgeting process and designed the Strategic Implementation Document - the 10 point fiscal road map. The approach and conduct of the team is primarily, but not limited to ensuring that government's revenue is used for the good of the ordinary people.

The modus operandi of the Economic Management Team is to take into consideration inputs from all stakeholders and then strategically introduce reforms which the administration had already articulated in its economic blueprint.

### PROFILE

## VICE-PRESIDENT PROF OLUYEMI OLULEKE OSINBAJO

**V**ice President Prof Oluyemi Oluleke Osinbajo hails from Lagos and was a senior lawyer and a member of Nigeria's Inner Bar before he was nominated as the VP candidate of the All Progressives Congress (APC).

In 1978, he graduated from the University of Lagos where he was awarded the Bachelor of Laws or LLB. On obtaining a Second Class Upper Degree, he received the Graham-Douglas Prize for Commercial Law. In 1980, he attended the London School of Economics & Political Science, where he obtained a Master of Laws.

From 1981 to 1988, Osinbajo was engaged by the University of Lagos as Lecturer. Later, he was appointed as Special Adviser to the Attorney-General of the Federation and Minister of Justice, (legal advice and litigation), Prince Bola Ajibola SAN. He later served as the Attorney-General and Commissioner for Justice from 1999 to 2007.

He then became Senior Partner at the law firm of SimmonsCooper Partners, apart from being a visiting Professor of Law at the University of Lagos. In 2013, under the auspices of the All Progressives Congress (APC), he joined other notable Nigerians to produce a manifesto for the new political party - APC.

Prof. Osinbajo is married to Oludolapo Osinbajo and they have three children.



# PROFILES OF LEADERSHIP

## MINISTRY OF FOREIGN AFFAIRS OF NIGERIA



### Hon. Minister Geoffrey Onyeama *Minister of Foreign Affairs, Federal Republic of Nigeria*

Honourable Minister Geoffrey Onyeama was the Assistant Director General, of the World Intellectual Property Organisation (WIPO). He was responsible for coordinating relations with United Nations (UN) Organizations, other intergovernmental organizations, industry, non-governmental organizations (NGOs), communication, public outreach, media relations and gender focal point.

#### **Career Experience**

1983 - 1984: Research Officer in Nigerian Law Reform Commission, Lagos;  
 1984 - 1985: Law Practitioner at Mogboh and Associates, Enugu, Nigeria;  
 1985: joined the World Intellectual Property Organisation (WIPO) as an Assistant Programme Officer for Development Cooperation and External Relations, Bureau for Africa and Western Asia;  
 1990: became Senior Programme Officer for Development Cooperation and External Relations Bureau for Africa. He was responsible for the regional bureau for Africa, Arab Countries, Asia and the Pacific, Latin America and the Caribbean; the Least-Developed Countries Division (LDCs); the Development Agenda Coordination Division (DACD); The WIPO Academy and the Special Projects Division;  
 1998: became the Deputy Director, Cooperation for Development Bureau for Africa and Senior Counsellor for Development Cooperation and External Relations, Bureau for Africa;  
 2006 to 2012: he was in charge of WIPO External Offices in Brussels, New York, Rio de Janeiro, Singapore, Tokyo and Washington DC;  
 2008, he initiated the International Federation of Reproduction Rights Organizations (IFRRO), the process within WIPO that culminated in the adoption of the Marrakesh Treaty to Facilitate Access to Published Works for Persons, who are Blind, Visually Impaired or Otherwise Print Disabled.

#### **Educational Background**

LL.M Masters (Hons) of Law degree, University of London, United Kingdom 1982;  
 Admitted as a Barrister-at-Law of the Supreme Court of Nigeria in 1983;  
 Bachelor of Arts (B.A) degree, Political Science, Columbia University, New York, United States of America, (1977);  
 LL.B. Bachelor (Hons) degree, Law, Cambridge University, United Kingdom (1980);  
 The Honourable Minister was called to the English Bar of the Grey's Inn in 1981.





## HMOS Khadija Bukar Abba Ibrahim

*Hon. Minister of State for Foreign Affairs*

### Career Experience

1989, worked with Abbey National Building Temple Fortune, North Finchley, UK; 1991: worked briefly with Hatton Cross Heathrow, UK as a Public Relations Officer; 1991: joined Kaguin Nigeria Limited as a Marketing Officer. She was responsible for marketing grains and petroleum products in the ECOWAS region; 1992, she was appointed Manager, OURS Insurance Brokerage, a firm that deals with private and government accounts; 2004: Founder and CEO/Managing Director ZAFACA Nigeria Limited. The firm was involved with government and private contractual works; 2004: was appointed Commissioner for Transport and Energy, Yobe State; 2006: was appointed Resident Commissioner, Nikon Insurance, Yobe State.

### Political Career

2007, 2011 and 2015: elected as a member of the House of Representatives, National Assembly; representing Damaturu, Gujba, Gulani and Tarmuwa Federal Constituency of Yobe State; 2007 - 2008, Deputy Chairman, House Committee on Rural Development; 2008 and 2010, Deputy Chairman, House Committee on Communications;

2010 to 2011, Chairman, House Committee on Rural Development, Privatisation and Commercialisation. Also a member of House Committees on Power, Water Resources, Internal Affairs, Women affairs, and Appropriation.

### Educational background

1978: began her secondary school education at Queens College, Lagos; 1980: proceeded to Headington School, Oxford, where she completed her secondary school education in 1983; 1986: obtained National Diploma in Business and Finance, Pardworth College, Reading, UK. 1989: received her B.Sc. degree in Business Studies and Sociology, Roehampton Institute for Higher Education, an affiliate of the University of Surrey.

### Awards

2012: Thisday Woman of Distinction; 2010: Sir Abubakar Tafawa Balewa Inspirational Leadership (SATBILA) Award; 2016: Distinguished Leadership Award by the Rotary Club of Maiduguri City.



## Ambassador Sola Enikanolaiye

*Permanent Secretary, Ministry of Foreign Affairs*

Ambassador Sola Enikanolaiye has contributed significantly to the development and articulation of Nigeria's foreign policy and diplomatic practices, with emphasis on Africa's institutional development, peace and security especially the African Union, New Partnership for Africa's Development (NEPAD), and the African Peer Review Mechanism (APRM), as well as, regional integration in Africa, among others.

### Career Experience

Ambassador Sola Enikanolaiye served in Nigeria's diplomatic Missions in Addis Ababa (Ethiopia), Belgrade (Serbia), Ottawa (Canada), London (UK) as well as the Head of Mission in New Delhi, India. While at Headquarters, he also served in various capacities, including the Policy and Planning Division, International Organisations Department, African Affairs Division, Special Assistant to the Senior Special Adviser on International Relations to the President.

### Educational background

1992: graduated with distinction, Master's degree in International Law and Diplomacy (MILD) from the University of Lagos. 1991: graduated from Oxford University, England, with Distinction in post-graduate course in Diplomatic Studies; 1981. Graduated from Ahmadu Bello University, Zaria with First Class Honours

# NIGERIA-SINGAPORE BILATERAL RELATIONS: MOVING FORWARD

Mrs Nomita Dhar, Editor-in-Chief of Sun Media, talks to Mrs Zainab Zakari-Awami who reviews events in the past year and status of relations between the two countries

**Q** Bilateral ties between Singapore and Nigeria have seen unprecedented momentum this year, could you share with the readers the highlights?

**A:** 2016 has been a memorable and rewarding year for the Nigeria and Singapore bilateral relation. We signed the Bilateral Air Service Agreement (BASA) and the Investment Promotion and Protection Agreement (IPPA).

The Bilateral Air Services Agreement (BASA), provides a framework to enable the establishment of air linkages between both countries. It is expected to open a new vista of mutual business and investment opportunities for both countries and ease people to people relations, as well as movement of goods and services between the two countries and beyond.

The Investment Promotion and Protection Agreement (IPPA) provides the needed assurance of security to investors for their investments. This, I am sure will spur more Singapore companies to forge ahead strongly, and invest significantly in Nigeria, given this new favourable status. The IPPA, will also, if need be, facilitate adequate and effective resolution of investment disputes amicably through consultation or through international arbitration.

**Q: What impact can be expected from the two historic agreements signed this year between Nigeria and Singapore?**

**A:** The two Agreements provide substantial economic benefits for both Nigeria and Singapore to attract Foreign Direct Investment (FDI). The BASA as stated earlier is expected to facilitate the direct movement of people and cargo between Nigeria and Singapore. Furthermore, it has created new vistas of business and investment opportunities in airport management and concessions.

As a rule of thumb, IPPAs are essential for investors, who generally seek to invest in destinations which are protective, profitable and conducive for their investments. Therefore, the IPPA is expected to promote mutually beneficial Public Private Partnerships and engineer new development projects for Nigeria and Singapore.

**Q: With the new government settled in, working towards clean and progressive economic policies, what would you like to say to investors?**

**A:** The Federal Government of Nigeria has outlined a 10-point fiscal road-map to reset the economy to a path of growth in 2017. The expectations are high that the external factors that partly contributed to push our economy into recession will ebb in 2017. The 2017 Fiscal road-map is detailed below:

1. Recognise inherited debt profile after a robust audit process\
2. Mobilise private capital to complement Government spending on infrastructure
3. Strengthen fiscal/monetary handshake
4. Incentivise exports
5. Encourage investment in specific sectors through fiscal incentives
6. Continue expansion of fiscal space through revenue enhancement and cost consolidation
7. Improve fiscal discipline at Sub-National level
8. Re balance debt portfolio to extend maturity and optimise debt service cost
9. Catalyse Micro, Small and Medium Enterprise (MSME)
10. Growth through specific measures to improve capacity and access to finance



**Mrs Zainab Zakari-Awami,  
Chargé d' Affaires a.i.  
Nigeria High Commission Singapore**





Mrs Zainab Zakari-Awami with HE President Tony Tan Keng Yam (above left) and Mrs Mary Tan as well as the Prime Minister, HE Lee Hsien Loong (above right) and Mrs Lee Ho Chin during the Annual Diplomatic Reception 2016

**Q: Could you shed some light on the state of Nigerian Economy and what measures are being taken to turn it around?**

**A:** The 10-point fiscal road-map I mentioned earlier will address the major economic challenges that Nigeria is facing presently. This initiative will drive productivity, generate jobs and broaden wealth by creating opportunities to achieve inclusive growth across the board, especially in the non-oil and gas sectors through diversification.

The present administration is determined to convert Nigeria to a producing economy rather than one that is consumption driven. In this regard, the Federal Government has initiated programmes to address the infrastructure deficit, promote productivity and manufacturing, improve business competitiveness and create youth employment. Our Government is actively partnering with the private sector to achieve these by the use of a number of new platforms, such as the Presidential Enabling Business Environment Business Council (PEBEC) that was inaugurated recently. Others are, the Road Trust Fund, which will develop roads, and the Family Homes Fund which is an ongoing Public Private Partnership (PPP), initiative for funding of affordable public housing.

There has been a revision of the Tax provision that now allows companies to receive tax relief for investments in road infrastructure on a collective basis. The existing provision enables companies to claim relief for road projects, but, the provision had only been taken advantage of, by few companies. This was because only very few companies were large enough to fund roads alone. So this collective initiative will provide smaller companies the opportunity of enjoying the same tax relief provision.

**Q: Africa as a continent is attracting investor attention, why should an investor choose Nigeria?**

**A:** These are why an investor should invest in Nigeria:

- Return on investments is the fourth largest in the world
- Affordable Labour
- Youthful and educated population
- Politically stable under the present administration
- 100% ownership of business and investments;
- Investor are free to repatriate their profits and dividends net of taxes;
- It has the largest population in Africa with over 174 million people;
- Nigeria has the 10th largest reserve of oil in Africa with 36.2 billion barrels and 184 trillion cubic feet of natural gas;
- It has the 4th largest equity market in the MSCI Frontier Market index largest outside the Gulf Cooperation Council (GCC);
- It is the 5th fastest growing economy in 2010 covered by CIRA economists – China, Taiwan, Singapore & Qatar; and
- It is 1st among the N-11 global growth generators (3G) over the next 40 years – prospects of growing its global GDP share to 2.5% in 2050, overtaking Italy, France and United Kingdom.

Nigeria is a massive market with additional access to a larger market in the Economic Community of West African States (ECOWAS) and Sub-Saharan Africa. As you may be aware, Singapore big companies like Olam, Wilmar, Tolaram, Indorama and Pacific International Lines are already doing good business in Nigeria. These are true testament of why an investor should choose Nigeria to invest in, the economic potential are immense.

**Q: What would you say are the sectors of cooperation which can be further tapped by Singaporean companies?**

**A:** Nigeria is the largest economy in Africa, with a GDP greater than

USD 500 billion and annual growth rate of 7 percent per annum between 2005 and 2014. Nigeria's economic growth has been driven primarily by the oil and gas sectors, until recently. The Federal Government efforts at economic diversification have seen sectors such as, the educational services, technology, infrastructure development, Research and Development (taking advantage of Nigeria educated population) mining and solid mineral extraction, as well as the agro allied, manufacturing, the financial services, telecommunications and entertainment thriving. Overall, there have been substantial Foreign Direct Investment (FDI), inflows to Nigeria, averaging USD2 billion per quarter since 2013. 70 percent of FDI come from these non-oil sectors.

These are the important sectors for sustainable economic cooperation and investments that will buffer the domestic economy in Nigeria.

**Q: Investors who have been in the Nigerian market have been gainfully engaged in the market for a long time, they often site the happy spirit of Nigerians as a plus for them to continue, your comments?**

**A:** The returns on investment is important for businesses and investments. In order for businesses and investment to thrive, there must be a conducive business and investment friendly environment, which is what Nigeria offers abundantly. Nigerians are generally welcoming to our visitors. Friendship, hospitality and business goes hand-in-hand in Nigeria. Moreover, Nigerians are very talented people and have produced some of the best professionals in various fields of endeavour.

**Q: Could you share with us some of the interactions that were held between Singapore and Nigeria besides the two agreements?**

**A:** A number of delegations from both Nigeria and Singapore have exchanged visits. Such as the visit of H. E. Rotimi Chibuike Amechi, Honourable Minister of Transport of the Federal Republic of Nigeria, who led the Federal Government Committee on the establishment of a National Fleet. The visit of the H.E. Senator Hadi Sirika Honourable Minister of State, Aviation of the Federal Republic of Nigeria, who led Nigeria's participation at the Singapore 2016 Airshow and recently the Nanyang Technological University and the Singapore Business Federation (NTU-SBF Centre for African Studies) held its annual collaboration with the Lagos Business School.

**Q: Young Nigerians are forward looking and innovative, how can this talent pool be tapped?**

**A:** Nigeria's population is about 174 million and has one of the youngest populations in the world, with an average age of about 18. It has a demographic growth rate of 3% annually. It is also projected that in 2070, Nigeria would have the third largest population in the world. Nigerians are innovative and talented as has been demonstrated in the entertainment sector. This talent base can be harnessed through knowledge sharing. Small and Medium Enterprise, Cooperation, Research and Development, Innovation as well as ICT and other areas that Singapore have competencies.

Singapore companies are encouraged to seize these opportunities created by the challenging times to invest in Nigeria's talents. Nigeria is the preferred destination for investment in Africa, because it has the largest consumer market in the West African region worth about US\$160 billion. Nigeria is also the gateway to Africa. Companies doing business in Nigeria have access to opportunities for a larger market in West Africa, and also in Central Africa.





# Nigeria Aviation - Set to Soar



Mrs Nomita Dhar, editor-in-chief of Sun Media, talks to Senator Hadi Sirika, Nigeria's Minister of State of Aviation, on the country's grand plans for the industry

**Welcome to Singapore. Is this your first trip here?**

It's my pleasure. It's been my 10<sup>th</sup> time. I have been here earlier for a couple of meetings and I've also been here for the meetings for the airshow in Singapore earlier this year in late February.

**This is a very special time you are here—for the signing of the agreement with Singapore, which has been in the offing for some time now. So what does this document mean for Nigeria-Singapore relations?**

It is a bilateral agreement so it means it's for the mutual benefit of both Nigeria and Singapore. It means there will be air transportation connectivity between the two countries as well as increased trade and commerce. This agreement will open up plenty of opportunities between the two countries.

There's a saying that if you want to become wealthy, build the roads. For me, the road could be an airway or a waterway. In this case, it is air transportation as it is the quickest, fastest and the safest mode of transport known to man. This is very significant and important in the relations between Nigeria and Singapore and I am delighted that it happened.

**How soon do you think it will take affect and what are the next steps that we can look forward to?**

Although the agreement for the air service is immediate, it will take some time before the partnership yield results as it may take time for the Nigerian entrepreneurs and their Singaporean counterparts to study the documents and implement the basics. On the part of Nigeria, we have some carriers that are already in business and they want to leverage on that and look to do more business. Singapore too, especially Singapore Airlines and other Singaporean carriers may also need to study the documents and take advantage of them.

Most importantly, I think the Nigerian government needs to establish a national carrier through Public-Private Partnerships (PPP). Once that is done, I believe the Nigerian airline that will be established will maximise the potential of such partnerships.



Senator Hadi Sirika with Mrs Nomita Dhar

Nigeria has been a very important country in the sub-continent of Africa. It has a population of 173 million people. In West Africa itself, there are 400 million people and in Central Africa, they have a couple of million people. It's a huge market of people travelling all over the world, so the opportunities are great. The signing of the document will enhance market growth in air travel.

**Recently there was an announcement that you would like to privatise some of your airports. So in that context do you see more work or scope for Singapore companies in Nigeria?**

We are not privatising our airports; we are making concessions for them. We are going for PPP. The difference between privatising and concessions is that in concessions, the assets remain with the public. In privatising, the assets are sold to private funds. So yes, the market is there for Singaporean entrepreneurs to invest and the airports are viable. Last year, we had, about 15 million passengers, which is three times the size of Singapore itself.



Senator Hadi Sirika Minister of State, Aviation (centre) in discussions with the Singapore Airlines (SIA) Team at the Nigeria High Commission, Singapore

"...numbers will increase many fold and in five years' time we would be flying 60 million passengers."

Our dreams and hopes are that once concessions are made for these airports, entrepreneurs are able to invest in them to make the airports more efficient, and the numbers will increase many fold and in five years' time we would be flying 60 million passengers. Nigeria is geographically in the centre of Africa and the centre of the world, it is accessible from all corners of the globe. It's has good weather, a very rich culture and good for tourism as well as a huge market for business. Singapore, too, in its own right is a natural hub and it's easy for these two countries and the air transportation connectivity. The new connectivity will promote commerce and activity within the two nations, which will be to their mutual benefit economically and otherwise.

**There are large numbers of Singaporean companies who have had their footprint in Nigeria for many years. How would you leverage on that by inviting them to projects like these, and secondly, what kind of partnerships should Singaporeans look forward to?**

We are in the process of establishing a transaction advisor who will drive the process of the concession for the establishment of the national carrier. I'm sure between now and the coming month, we will be able to establish, hire and name the transactional advisor soon. After that, the process will be transparent and there will be advertisements in international journals, online media and local papers and so on. It's going to be very easy for Singaporean entrepreneurs because they have been operating in Nigeria, and they know the trends very well and they are encouraged by it. The high commissioner is doing a lot of work to pass out the information to them and also encourage them. Nigeria is also changing the ways of doing business, making it easier for foreign companies to do business there.

**What are the new things that have come up to make things easier for investors to go in?**

Well first and foremost, it is the speed with which you can register a company in Nigeria. The second is the ability to remit the money you have earned in Nigeria back home and the third, is regarding the areas where you would like to invest, what is holding you back and the issues related to investment. The President is going to give us more powers to take emergency actions on the economy, which are geared for promoting and making business easier to do in Nigeria and solving tax issues.

Recently, many African nations have signed the avoidance of the double taxation treaty. Nigeria is also going to sign the avoidance of double taxation with Singapore very soon, maybe in the next couple of months. And once that is signed, I think it will also help in doing business more smoothly.

More importantly, whoever invests in Nigeria have a certain advantage or leverage on remitting money that they have made inside Nigeria.

**There hasn't been too much tourism happening and there's a need for investment in tourism. Would there be new projects in this for Singaporeans companies?**

Yes! Well tourism is a huge area. We intend to make concessions for hotels, shopping malls, cinema halls and leisure areas. We are trying to create an airtropolis—a city within and around the airport at the four main airports—Lagos, Abuja, Kano and Port Harcourt. Once they are built, entrepreneurs will find a lot to do in and around them.

The airport environment will be very conducive for people to go there and spend time whether it's taking the kids there to see the planes, watch a movie, eat in nice restaurants and play there. It will be like having a weekend out of town.

We are also thinking of creating an in interest in horticulture by exporting flowers. Earlier, we used to export chilli peppers and roses, and that's coming back very soon. Entrepreneurs will be encouraged to put money to produce those very special items to export them and to use our airports to do so.

**What is the quantum of investment you are expecting in these four airports and related projects?**

Well, it's very difficult to quantify, but certainly it would not be a small amount of money. If you take a cue from what has been invested in other airports, such as Queen Alia Airport in Jordan or the new Medina Airport and in other places as well, you'll see it means a lot of money. But, whatever we are trying to achieve, whether it's in Greenfields or Brownfields, it's long term. For example, Kano and Abuja need more than just improvement. Abuja is going to go an entirely different place. The new airport will be linked to the old and there'll be a new runway and new terminal building, etc.

**So would you say this is the best time to go into Nigeria because there is political stability and a political will to wean the nation of all the problems it is known to have traditionally?**

I agree with you that Nigeria is now 100 percent politically more stable than it has been. There has been a handover of power from civilian to civilian as has been the opposition party for over two decades now, and there's been a democracy in the country, and we have never had a democracy in Nigeria for that long. The other is the willingness of the political heads to stamp out this corruption.

The President has been all over the world on the invitation of the leaders to visit and discuss the business of politics as well as business opportunities and the stability of Nigeria and he has done very well. This is the very best time for anyone looking to invest in Nigeria, because you'll get money for money and it's been proven that the rate of return on investment in Nigeria is 35 per cent. Nowhere in the world will you get that kind of return.



# BASA Comes on the Cusp of Aviation Growth



After two decades of negotiations, a breakthrough with the Bilateral Air Services Agreement (BASA) promises “unparalleled connectivity” between Singapore and Africa

**T**he Bilateral Air Services Agreement (BASA), between Nigeria and Singapore, was signed after more than 20 years of negotiations. HE Senator Hadi Sirika, Honourable Minister of State for Aviation signed on behalf of the Federal Government of Nigeria, while HE S. Iswaran, Minister for Trade and Industry signed on behalf of the Republic of Singapore. The Bilateral Air Services Agreement (BASA), provides a framework which enables the establishment of air linkages between both countries. It is, expected to open unparalleled airline connectivity and infrastructure for both passengers and cargo between Nigeria and Singapore.

On the sidelines of the forum, Senator Hadi Sirika visited the Singapore Ministry of Foreign Affairs and met with HE Josephine Teo, Senior Minister of State Ministry of Foreign Affairs and the Ministry of Transport. The Ministers discussed bilateral relations between Nigeria and Singapore in the international fora, especially in the International Civil Aviation Organisation (ICAO) and the International Maritime Organisation (IMO).

## DIVERSE INVESTMENTS

Senior Minister of State Josephine Teo informed that, Singapore was the first country to reaffirm her support for the re-election of Dr. Olumuyiwa Bernard Aliu, as President of ICAO and Nigeria as ICAO Council member. Senator Hadi Sirika responded by extending the appreciation of Nigeria for Singapore's support and briefed Ms Teo of the Government's plan to acquire a national carrier through Public Private Partnerships (PPP) and the proposed modernisation and upgrading of international airports in Nigeria.

Senator Hadi Sirika also held a meeting with the Changi Airport Group. Changi Airport serves more than 100 airlines flying to

(Top left photo): BASA Agreement signed by HE Senator Hadi Sirika (far right) and (from left) HE S. Iswaran and HE Tharman Shanmugaratnam Singapore's Deputy Prime Minister & Coordinating Minister for Economic and Social Policies, who witnessed the signing. (Above photo): Senator Sirika with HE Josephine Teo. (Below photo): Visit by Nigerian delegation headed by Senator Hadi Sirika in discussions with the Changi Airport Group

320 cities in about 80 countries and territories worldwide. Each week, about 6,800 flights land or depart from Changi, or about one in every 90 seconds, with 55.4 million passengers passing through the airport in 2015. Honourable Minister informed that the Federal Government of Nigeria was considering a Public Private Partnership (PPP), proposal to concession the management of 4 airports, namely, Murtala International Airport, Nnamdi Azikiwe International Airport, Aminu Kano International Airport and Port Harcourt International Airport. The delegation was taken on a tour of the airport facilities at Terminal 2 and shown first-hand how the Changi Group manages and runs Changi airport.



# ASBF: Identifying Opportunities for Strategic Growth

This was on the top of the agenda for the Africa-Singapore Business Forum 2016 (ASBF) which attracted a total of 2,000 business and government leaders from 30 countries.



(Top right): HE Senator Hadi Sirika (2nd from left) and HE Shabbir Hassanbhai with Mrs Zainab Zakari-Awami. (Above): Networking with ASBF participants

The Africa – Singapore Business Forum (ASBF), 2016 was held in Singapore, from 24th to 25th August, 2016. The event was organised by the International Enterprise (IE) Singapore, the government agency responsible for driving Singapore's external economy. The Special Guest of Honour was Deputy Prime Minister (DPM), HE Tharman Shanmugarathnam, who also serves as the Coordinating Minister for Economic and Social Policies of the Republic of Singapore.

Participants from Nigeria included, Senator HE Hadi Sirika, Minister of State for Aviation; Captain Usman Mukhtar, Director-General, Nigerian Civil Aviation Authority (NCAA), Dr. Tony Akah, Acting Chairman/CEO, Nigerian Electricity Regulatory Commission, Madam Maryam Yaya Abubakar, Assistant General Manager, Corporate Planning and Strategy Nigerian Electricity Regulatory Commission, Mr. Olufemi Ogunode, Acting Director-General, Federal Airports Authority of Nigeria (FAAN), Mr. Oliver Tunde Andrews, Executive Director and Chief Investment Officer, Africa Finance Corporation, Mr. Bryant (ABC) Orjiako, Chairman, Seplat Petroleum Development Company PLC, as well as delegates from the

Ministry of Aviation and the Nigerian Investment Promotion Commission (NIPC).

## CRITICAL ISSUES

The forum brought together about 2,000 business and government leaders from 30 countries to create opportunities and partnerships as well as to address critical issues in identifying opportunities for the strategic growth of Africa and Singapore. ASBF 2016 was comprised mainly of presentations, panel discussions, and numerous networking opportunities.

Deputy Prime Minister (DPM) HE Tharman Shanmugarathnam and Mr. Bonang Mohale, Chairman and Vice President, Shell Downstream South Africa (Pty) Limited participated in the Keynote panel. The DPM acknowledged that there is a high degree of uncertainty in the global economy and external trade has always been the backbone of Singapore's economy. In addition to promoting export of goods and services, Singapore also attracts global commodities traders to establish their Asian global headquarters in the city state.

It is noteworthy that Singapore offers international companies, worldwide, a platform to grow their global business by lev-

eraging on its strategic location between the East and West. Over 7,000 multinational corporations (MNCs), have set up their businesses here, with over half using Singapore, as their regional headquarters. Companies looking to expand their business, find the city-State the ideal location to maximise their growth and potential.

Deputy Prime Minister Tharman concluded by informing the forum that trade between Asia and Africa has shifted away from natural resources to extractive commodities, agricultural goods and other traditional African exports. Currently, trade with Africa includes diversified exports such as processed goods, consumer goods and services, as well as tourism. From 2016 to 2020, trade flows from Asia to Africa are estimated to grow at 10 per cent annually.

Mr. Bonang Mohale, provided significant insights into the evolving African consumer landscape, which is mainly driven by growing populations, advances in technology, modern payment systems, rising youth education, consumer awareness, as well as, increased levels of domestic household consumption. Africa consumer spending is projected to reach US\$1.4 trillion by 2020. Mr Mohale also informed the forum of the changes in the laws and regulations of African countries put in place to keep up with consumer demands, such as the modernising of consumer protection laws. More than half of urban African consumers have Internet-capable devices, this is presently on-par with China and Brazil.

Other panels involved in the ASBF discussions were:

- i. The New African Consumer;
- ii. Made in Africa - Prospects for Manufacturing in Africa;
- iii. Spotlight Asia - Riding the Growth;
- iv. Urbanisation in Africa - Cities as Growth Engines; and
- v. Africa Oil and Gas - Positioning for the Future.



## COUNTRY PRESENTATION BY THE NIGERIAN INVESTMENT PROMOTION COMMISSION (NIPC)

Nigeria is one of Africa's most populous nations, with an estimated population of 181 million in 2015. Population growth is expected to remain high with more than 2.5% per year on average in the next decade. This makes it, an extremely attractive destination for consumer-based businesses and raises the market potential of the economy despite short term challenges of job creation, housing availability and insecurity, as well as the increasing income gap.

During the presentation, NIPC provided more insights into the improved investment friendly climate for businesses and industrial ventures, as well as, easing of the administrative and bureaucratic procedures and the current administration prioritises, at freeing the economy to attract foreign direct investment. Of particular interest was Nigeria's key role in the upcoming Continental Free-Trade Area (CFTA), scheduled for January 2018, which will increase intra-regional trade via removal of tariffs on goods and services. NIPC concluded by inviting prospective investors to invest in the non-oil and gas sector such as manufacturing, telecommunication, housing, agricultural, food and beverages, as well as, services sectors of the Nigerian economy.

## DIVERSE INVESTMENTS

The forum ended on an enthusiastic note to share experiences between Africa and Singapore. A growing number of Singaporean companies are venturing into the African market. There are currently over 60 Singapore companies operating in over 50 countries in Africa. Although this number is not very big now, it is an indication of the desire for the Singaporean companies to venture into a market that is not so well known to them. Singapore's investment in Africa is diverse, with both large corporations and small-and-medium sized enterprises (SMEs), involved in

projects across a wide variety of sectors such as oil and gas, agro-allied produce, food and beverage, e-Government services, information and communications technology, transport and logistics, as well as, waste and water management services and education. Some of the big Singaporean companies operating in Nigeria are Tolaram, Olam, Wilmar, Indorama, Hyflux and Surbana.

Singapore is Southeast Asia's smallest country, with a vibrant and progressive economy with an annual trade volume estimated at US\$775.6 billion and GDP of US\$300.1 billion. Singapore has one of the highest standards of living in the world and is the world's easiest place to do business based on the ranking by the World Bank Group and Asia's most competitive country by the World Economic Forum.

Singapore is also located at the crossroads of the East-West trading routes and provides access to fast-growing markets such as China, India and to all the 10 members of the Association of South East Asian Nations (ASEAN). Singapore is also one of the world's top transportation hubs. The Island State's container ports are the busiest in the world and Changi International Airport is linked to 320 cities and countries, with more than 6600 weekly flights.

## STRONG COMMITMENT

One point that was evident during the forum was that Singapore's strong commitment in attracting investments and generating economic growth from Africa, is the priority of the government. Singapore is currently targeting four macroeconomic goals: to ensure a domestic and foreign capital balance, control inflation (although



Mrs Patience Okala from NIPC made the Nigeria country presentation

inflation is currently low), stabilise exchange rates and strive for an inclusive economic growth. The importance of Public Private Partnerships (PPP) between Singapore and African countries was emphasised, at the forum, PPPs could be promoted through a comprehensive legal framework and achievable target of increasing investment for all the countries involved. Another area that was mentioned was investing through Private Equity (PE).

In an commentary published by the S. Rajaratnam School of International Studies (RISIS) for the Forum, Mr Robert MacPherson, an adjunct researcher of the NTU-SBF Centre for African Studies at Nanyang Business School wrote that, "While Singapore has yet to enact free trade agreements with Africa, there have been bilateral investment treaties negotiated with Burkina Faso and the Ivory Coast, as well as an Air Services Agreement with Zimbabwe in 2014. Singapore also shares developmental experience with African countries under the Singapore Cooperation Programme." He went on to say that, "While Singapore does not match the level of scale as compared to the West or China, it does offer deep expertise that could address some of Africa's most pressing challenges. World class capabilities in infrastructure, shipping, airports, energy, and water management, correlate with challenges in Africa responsible for severe economic bottlenecks.

"According to IE Singapore, in 2013-2014 there were already more than 60 Singaporean companies operating in over 50 countries in Africa. Projects spanned a wide range of sectors from agri-business, food and beverage, and oil and gas, to eGovernment services, communications technology, and transport and logistics."

He concluded that while Singapore's engagement in Africa is not as familiar as the common narrative around Chinese, American and European investment, the growing interest and seriousness he wrote was promising.



The Nigerian participants at the Africa Day Celebration, during the Africa-Singapore Business Forum

# Investment Promotion & Protection Agreement

**A**t SPRING Singapore H. E. Dr. Okechukwu Enelamah, Honourable Minister of Industry, Trade and Investment, kicked off his official visit to Singapore. SPRING Singapore is an agency under the Ministry of Trade and Industry, responsible for helping Singapore enterprises to grow and build trust in Singapore products and services. Singapore is home to about 188,000 small and medium enterprises (SMEs), which serve as the building blocks of Singapore economy and make up 99% of the country's enterprises. 2 in 3 Singaporeans work for SMEs, whose contributions to the Singapore economy is nearly half of the GDP.

Dr Enelamah expressed that Nigeria is interested to understand the Singapore experience, from the standpoint of how Singapore manages the resources used to develop and promote SMEs, the relationship between SMEs and bigger Corporation, as well as how the SME clusters are nurtured and sustained.

In a presentation made to the Honourable Minister, Mr. Ted Tan explained that SPRING works with partners to help enterprises in financing, capability and management development, technology and innovation, and access to markets. As the national standards and accreditation body, SPRING develops and promotes an internationally-recognised standards and quality assurance infrastructure. SPRING also oversees the safety of general consumer goods in Singapore.

## SURBANA JURONG

Honourable Minister Dr. Okechukwu Enelamah next visited Surbana Jurong Private Ltd. A one-stop consultancy solutions across the entire value chain of urbanisation, industrialisation and infrastructure domains. The company offers architecture, engineering, project and construction management, urban planning, infrastructure and SMART City services. Headquartered in Singapore, SJ has a global workforce of 13,000 employees in over 95 offices across 40 countries in Asia, Australia, the Middle East, Africa and the Americas.

The Honourable Minister was also taken on a tour of the One North Industrial Park, considered to be a signature project for Surbana-Jurong. The One North is a 200-hectare development,

strategically positioned in the heart of Singapore. It is designed to host a cluster of world-class research facilities and business park space, all built to support the growth of the Biomedical Sciences, Infocomm Technology (ICT), Media, Physical Sciences and Engineering combined with educational institutes, residences and recreational amenities. The One North Industrial Park creates an ideal work-live-play-learn environment conducive for creative minds to excel and for innovation to flourish.

Surbana Jurong are already in Nigeria, implementing a Free Trade Agreement with Lagos State Government, to develop the Lekki New Township Masterplan in Lagos Nigeria. Surbana Jurong had also signed MOUs with the Federal Capital Territory Administration (FCTA) and Smart City Plc., to develop a



(Top): HE Dr Okechukwu Enelamah (4th from right) during visits to SPRING, Mrs Zainab Zakari-Awami (4th from left) Mr. Ted Tan Deputy chief Executive Officer (3rd from right) Ambassador Osakwue second from left. (Above): Dr Okechukwu Enelamah at Surbana Jurong



# Establishment of a National Fleet

Private Public Partnership approach for the creation of a National fleet will enhance employment in maritime and shipping sectors



HE Dr Okechukwu Enelamah (centre) at the Singapore Cooperation Enterprise (SCE) Mrs Zainab Zakari-Awami second from right, Mr. Kong Wy Mun Chief Executive Officer (SCE) Ambassador Osakwe (second from right) Mrs Helen Garpiya (extreme right)

masterplan for Abuja FCT Urban Redevelopment and to establish a smart city in Abuja.

Dr. Enelamah explained the long and short term economic objectives of the present Administration for the 6 geopolitical zones. He emphasised that there must be an institutionalisation of strategies to ensure implementation. In particular, there is an urgent need to implement one industrial park, which will serve as an incentive for further development of other industrial parks and the inherent economic growth activities and business operations.

## SINGAPORE COOPERATION ENTERPRISE

Honourable Minister Dr. Enelamah's official visit continued in earnest the next day, with an early morning interview on CNBC TV, on the state of the Nigerian economy, which was broadcast live. The Honourable Minister also visited the GIC Private Limited, formerly known as Government of Singapore Investment Corporation. The GIC is a sovereign wealth fund established by the Government of Singapore in 1981 to manage Singapore's foreign reserves.

HE Dr. Enelamah also visited the Singapore Cooperation Enterprise, (SCE) a subsidiary of International Enterprise (IE). The Singapore Cooperation Enterprise (SCE) is a public service institution which creates an enabling environment to establishments through consultation and implementation of sustainable civil service reforms. SCE works with government to government organisations. Honourable Minister Dr. Enelamah reiterated the Federal Government objectives of positioning itself to assist SMEs and expressed a desire which will see SCE replicate the ease of doing business policy in Nigeria, which is considered one of the hallmarks of Singapore development.

The Honourable Minister emphasised the need to take practical steps towards the implementation of programmes. To this effect, Dr. Enelamah identified the education input and expertise development as a key area for development. In particular, establishing technical vocation institutions or skills development centres. These, Dr Enelamah pointed out, would provide the youth with the requisite skills as well as provide the platform for skilled manpower development for the private sector and to drive economic growth. The Federal Government of Nigeria is interested to institutionalise education as a driver of economic growth and requested for a draft MOU and a visit to Nigeria by the SCE team to this effect.



HE Rotimi Chibuike Amechi, Nigeria's Minister of Transportation with Mr SS Teo Managing Director of Pacific International Lines during the MOU signing ceremony in Singapore

**N**igeria and Singapore reached a new milestone in bilateral relations with the signing of an MOU for the establishment of a national fleet between Nigeria and Pacific International Lines (PIL).

The Federal Government of Nigeria, after taking into consideration the importance of Public Private Partnership (PPP), in the shipping industry, invited interested shipping operators to acquire part of the 60 per cent holding for Nigerians and 40 per cent for foreign ownership. In this regard, Nigeria and PIL signed an MOU to establish a private sector-driven National carrier. The MOU was agreed and signed in Singapore in the presence of HE Rotimi Amaechi, Minister of Transportation, Mr Hassan Bello, Executive Secretary of the Nigerian Shippers Council and Chairman of the Committee as well as Mr SS Teo, Managing Director of PIL and other PIL representatives. PIL is expected to own 40 per cent of the stake while the Nigerian private ship operators are expected to own 60 per cent of the stake. The establishment of the National fleet is also expected to boost employment in related maritime and shipping sectors.





## SIGNING THE INVESTMENT PROMOTION AND PROTECTION AGREEMENT

The signing of the Investment Promotion and Protection Agreement (IPPA) between Nigeria represented by HE Dr Okechukwu Enelamah and Singapore represented by HE S Iswaran. The IPPA reflect a strong desire by Nigeria and Singapore to broaden and deepen economic ties. The IPPA guarantees Singapore companies operating in Nigeria protection in addition to that already accorded under the country's domestic laws.

Nigeria is one of Singapore's top trading partners and investment destinations in Sub-Saharan Africa. Singapore's Direct Investment Aboard into Nigeria was S\$2.3 billion in 2014, while trade in goods reached S\$311 million in 2015. There is potential for trade and investment to grow and Nigeria's importance in Sub-Saharan Africa is undeniable.

Nigeria has the largest economy with a GDP greater than US\$500 billion with annual growth rate of 7 per cent per annum between 2005 and 2014. This growth was driven primarily by the non-oil sectors, such as financial services, telecommunications, entertainment, etc. Foreign direct investment (FDI) inflows have been strong, averaging USD2 billion per quarter since 2013, with over 70 per cent of this in the non-oil sectors.

## BUSINESS ROUND TABLE

HE Hasshanbhai noted that there is broad spectrum of Singapore companies doing business in Nigeria ranging from oil and gas to food manufacturing. The High Commissioner informed that there are 700 companies in Africa whose worth is estimated at US\$500 million. There is great potential in Africa and would like to see Singapore companies positioned, to take the lead investing in Africa. The signing of the IPPA is an indication of how Singapore takes its relations with Nigeria very seriously.

Dr Enelamah encouraged the Singapore companies to seize the opportunities created by the challenging times to invest in Nigeria. Nigeria is the preferred destination for investment in Africa, because it has the largest consumer market in the West African region worth about US\$160 billion. Nigeria is the gateway to Africa and doing business in Nigeria offers opportunities for a larger market in West Africa, but also in Central Africa. Nigeria's population is about 170 million and has one of the youngest populations in the world with an average age of about 18. It is also projected that in 2070, Nigeria would have the third largest population in the world.



(Top): HE Dr. Okechukwu Enelamah and HE S Iswaran at the signing ceremony of the Investment Protection and Promotion Agreement. (Above & right): Dr Okechukwu visit to the GIC Private Limited and the live broadcast at CNBC TV studios. (Below): Dr Enelamah with members of the Business Round Table



In conclusion, the Business Roundtable featured a question and answer session to address the concerns of the companies doing business in Nigeria. Honourable Minister Dr Enelamah reassured them that the Federal government appreciates their efforts towards nation building and aims to enhance the enabling environment for businesses to thrive.







## In Conversation: Dr Okechukwu Enelamah

Nigeria is consistently ranked as one of Singapore's top 10 trading partners in Africa and both countries took this strong trading bond further on 4 November 2016 with the signing of the Investment Promotion and Protection Agreement (IPPA). Nomita Dhar, Editor-in-Chief of *Opportunity Nigeria* interviewed HE Okechukwu Enelamah, Nigeria's Minister of Industry, Trade and Investment (MITI) for an in-depth look at this Agreement

**Singapore has been waiting for this for a long time now for this day. In your opinion, what does this agreement mean?**

The IPPA is on investment, promotion and protection, between Nigeria and Singapore. Both countries want to do business with each other in a way that their investments are protected. The framework of the agreement is clear cut and gives confidence to investors for long term investments and that those investments will be protected from misappropriation or any other negative consequences that might affect those investments.

Now you probably know that already there are some Singapore-based investments in Nigeria. This agreement will increase their confidence in their investments there. There are also some Nigerians who have invested here, not so many, but there are some, so this will also pave the way for new investors. We do not intend to stop here. We have earlier this year also signed a bilateral treaty for air services. Another treaty for avoidance of double taxation between Nigeria and Singapore is on the way. We will also hope to sign a free trade agreement when the time is right. Therefore, I think the dynamics of our relations with Singapore will get better and better because we want to have a strategic relationship with this country.

**All eyes have been on Nigeria's new administration since it came into power as people are looking at investment opportunities, but things haven't been very good recently for the Nigerian economy, partially because of the oil and currency crisis. What is the present administration doing to control what's happening to the economy?**

Firstly, it's an economy which is going through many significant reforms. The country was growing steadily by 6-7 percent for many years. A lot of that growth came from the commodity boom—the commodity cycle—and a lot of the revenue came from oil as did the foreign exchange. Even though we are talking about diversification (some of which is already in process), in terms of the components of the GDP and the source of revenue and in terms of actual government revenues and foreign exchange receipts in particular.

What we are doing now is basically using this opportunity to pay particular interest to other sectors apart from oil. We need to diversify away from oil by growing the economy through other sectors and look at other contributors to the coffers—notably agriculture, manufacturing, digital economy, minerals and so on.

**In terms of policy framework what is happening in terms of policies for investment, for export promotion and enticing industries to come and set up shop in Nigeria?**

Let me deal with some specific steps that we have taken that could help us achieve our goals of diversification and growth. The first thing is to involve the private sector and private capital more vigorously in the growth of Nigeria's economy. Agriculture is a major sector that's important in terms of resources for us because the government does not have enough resources to bail the economy out on food. We also don't have the resources for setting up infrastructure that we need to support the economy, and yet we have a strong private sector, not only in terms of those who are already involved but other newer players who want to come in as investors.

The first thing is to deal with the specific impediments that get in the way of business. Our President has launched the Presidential Enabling Business Environment Council, which brings together various government departments and ministries to collectively work in a unified manner to find solutions to problems faced by businessmen. This council will be chaired by the Vice Chairman who is also the chairman of the Economic Management Team and National Economy Council, which is where the federal government meets with the state governments. So that's important—that we work collectively both at federal levels and the state or sub-government levels, as well as across government departments to address the problems holistically.

The other thing we have done is to set up a secretariat which will be populated with people from both the private sector and the government sector because one needs to work with several government agencies and the private sector to understand where the shoe pinches and where the pain points are, so it helps us become more responsive.

**So would you say it's a one-stop-centre for investors? Is it in that direction?**

The one-stop centre is just one element of it. While it is an important aspect, it is by no means all there is to it. Whether it's getting permits or visas in time, that's all part of the package in terms of a dream business or trade across borders.

**Do you have a timeframe for when it will become operational?**

It has just started. We hope to have some things planned and running, like the way visas are issued, registration of companies, permits done in a short time and approvals for things that are health-related. For



"What we are doing now is basically using this opportunity to pay particular interest to other sectors apart from oil."

all these kind of things, the President is engaged fully to make sure that whatever is required for the executive authorities or the cabinet to clear and sign off as quickly as possible.

**Economic Processing Zones are another area where developing countries have done well and have been able to attract investors. Would you be looking in that direction, and are there any steps towards that?**

Very much so. Economic zones, industrial parks or some clusters, are one of the strategies which would develop our country's economy. The reason is that by having these zones, you can concentrate on the infrastructure, the supply chain, the logistics—all the things required to do well. We can therefore attract the right kind of investors, suppliers and customers. So what we want to do is set up a few of these with strong government support, but partnered by the private sector. Fortunately, these are areas that Nigerians have shown an interest in and the whole idea is to take them and properly execute their running in a manner that would get good success within a reasonably short time and generate confidence in them.

Then there are other things which we have discussed here in Singapore with the top town planners. They have actually done some work in Nigeria and they have shown interest and would like to do more work there. We intend to engage them. We are also talking to some other players who are experienced to work with us.

**Singapore already has a lot of traders and investors in Nigeria. How would you like to leverage their presence there to attract other investors?**

The first thing is to engage the existing investors who are already in Nigeria—to let them know we are going to support them and get them to continue to invest in

the plans they may have kept on hold. The second thing is to help them overcome the problems they may be facing already in their endeavours there, not just in a way that's responsive but also help build their confidence. For example, they want to see the plans that we are making on industrial policy. These will be long term agendas which will help address concerns for their long-term investment plans in Nigeria. We are preparing to address these and give them the confidence to make those plans for 10-20 year cycles. One of the benefits is success begets success. Their success will therefore attract other investors who may have been hesitant in coming in. I can understand that they want to see what we are doing for those investors who are already in Nigeria.

**And if there's an invitation which goes out to investors from Nigeria to Singapore what would that be?**

Firstly, that we are open to business—in terms of making it easier to do business, in terms of providing the long-term framework for long-term investments, in terms of infrastructure to make those investments more cost-friendly for those new investors coming into Nigeria.

Our friendship with Singapore will also leverage investment, similarly as those testimonials from those who are already there and especially from those who have done really well.

We are not immune to, nor have we been removed from global factors. Look at the global factors at work. Many countries have been affected by them. The main thing is what you do with a challenge or a crisis. If you can use it well it can be a blessing in disguise and come out with a much stronger economy that is more diversified and more investor friendly.



(Top left photo): HE Dr Okechukwu Enelamah with Mrs Nomita Dhar, Publisher & Editor-in-Chief of *Opportunity Nigeria*. (Above photo): Dr Okechukwu meeting with Crimson Logic representatives following the Business Roundtable Meeting at the Singapore Business Federation



# Africa Outlook: A Continent of Untapped Potentials



Africa is the world's second-largest and second-most-populous continent. Rich in natural resources and a rapidly burgeoning consumer class, it's poised to become the next frontier for investors. Editor-in-chief of *Opportunity Nigeria*, Nomita Dhar, asks Johan Burger, Director of the NTU-SBF Centre for African Studies, about the opportunities offered by the African continent, as well as Nigeria in the near future

**A** few years ago, China was and still is, investing heavily in Africa. What do you think Africa brings to Southeast Asia in that sense?

Let's be honest here. Southeast Asia is still a very nice place to be—good returns, good economic growth rates and it is relatively safe and secure. In contrast, the prognosis for Africa is not that good. It was going quite well some time back; then we had the end of the commodity super cycle and commodity prices went down. This included the drop in the oil price. Asia's, specifically China's, economic growth slowed down. China's economic rebalancing, moving from exports and investments to consumer-led growth, led to less imports from Africa.

From that perspective, Africa is not doing well at this point. So what's there to get excited about Africa? It has a population of one billion, and a consumer class that is growing. Some people talk about the middle class. I think that may be a strong term, as definitions of what constitutes a middle class tend to be confusing. Irrespective of which definition you follow, there is strong consumption growth and a growing consumer class in Africa, which is good for Africa.

From a political perspective, Africa is stabilising. We have areas where there is very good news. There's no denying that there are areas that are not so bright. For example, look at Burundi currently—there's a lot of political volatility and violence happening in the country. Somalia has been a trouble spot for decades. We all know what is happening in Zimbabwe as well. However, you then have the bright spots like Cote d'Ivoire, Tanzania, Rwanda and Senegal.

You have Namibia and Botswana where you have a lot of political stability. Ethiopia may not be that politically stable, but its stable enough—it's growing and it's industrialising and its manufacturing sector is developing.

In the motor vehicle manufacturing, when previously in Africa outside of South Africa at best they would be assembling motor parts, now you're finding some countries are building their own models. For example Nigeria, Ghana and Uganda have come up with their own cars. Uganda came up with its own three eco-friendly models—electric, solar and a hybrid. That's brilliant, because it develops skills upstream and downstream, and that's what we see happening in Africa and we see a continent which is creating so many opportunities.

So, while Southeast Asia is currently doing well, Africa could be seen as the major opportunity for tomorrow. Some countries in Africa have been positioning themselves as manufacturing hubs, taking over from China as factories for major Western brands, due to relative cheap labour and governmental willingness to support this manufacturing drive. Ethiopia, for example, is currently producing textile products for brands such as H&M, Asda, Primark, Tesco and US-based Phillips-Van Heusen (PVH).

While the oil and commodity exporters are currently hurting, others are doing quite well with strong economic growth rates registered for 2016. These include Tanzania, Senegal, Cote d'Ivoire, Rwanda, Kenya, Djibouti and Uganda. We always need to remember that Africa is a continent with 54 countries, and you need to be selective as to where you want to be.

**What are the sentiments of the business people regarding Africa as an investment**

**destination?**

They understand that Africa comprises 54 countries and they understand that you can go into some countries and others that you don't. Those who are already in Africa—the Olams, the Tolarams, the PILs of the world – understand Africa and they smile because they have done exceptionally well in Africa, so they have no problems with that. Olam started out in Africa—they are now in 24 countries in Africa and 70 worldwide, but they still have a strong presence in Africa. You have to do your homework when going in.

There's a lot of interest in Africa. The motor manufacturing companies are going in. You find large international hotel chains are looking eagerly at developing interests there, and that's all long-term infrastructure investment. This is true even in countries I'm concerned about politically, like Ethiopia.

There obviously are people that are negative about Africa. This will always be the case. What is important is that you do your homework before you move into Africa, so that you understand what you are letting yourself in for. The opportunities are there for those who understand Africa and are willing to deal with the risks.

**What's your take on Nigeria? It's been almost a year since the new government set in.**

When President Muhammadu Buhari came into power, he introduced reforms and more or less started doing the right thing from a macro political/foreign policy perspective. He sorted out ties with the US, fixed ties with his neighbours, France, francophone Africa and with South Africa, which is the other economic anchor in the continent.

Strategically, he did well. He made it a point to take his time to appoint his cabinet because he wanted to make sure that they had no links

to corruption. There were difficulties during that interim period but he still has time to fix the economy. In his first and second budgets, he was committed to diversifying the Nigerian economy, which is great news, and maybe that's where the opportunities are for Singaporean companies.

It does seem, however, that President Buhari is struggling to get the economy back on track and to stabilise the value of the naira. The current inflation rate in Nigeria is also too high. Hopefully the economic programmes he announced with his recent budget will have the required effect. In addition, the recent announcement of OPEC that they would be cutting oil production, might have the desired effect of increasing the oil price, which would be good news for Nigeria. Hopefully, should this happen, Nigeria will continue on their path to diversify its economy to be less dependent on oil exports for government revenues. To be fair to President Buhari, he did inherit an economy hurting from a plunging oil price. But he now needs to come up with initiatives to "fix" the economy, the sooner the better.

#### **Is it a good time to invest in Nigeria?**

I think so. I spoke to someone a while ago who is knowledgeable about Africa, and Nigeria specifically. He is quite bullish about Nigeria and about going in there now. He is of the opinion it could be the right time to invest in Nigeria if you are willing to take a calculated risk. In another year or two, there may be some corrections taking place, but there are people who believe that one should go in now and buy the good stocks while prices are low, sit back and watch your money grow. The principle is to invest at the bottom of the cycle. Whether Nigeria is at the bottom of the cycle is another question, but it is undeniable that there are investment opportunities already. The weak naira and the scarcity of foreign currency, specifically US\$, is currently problematic. It will definitely deter some investors, while others would be pointing towards this as possible indications of cheap investment opportunities available.

**You have given us a good capsule snapshot of the opportunities in Nigeria, but what would you consider is the most positive news currently about Nigeria?**

Agriculture. I recently spoke to former president Olusegun Obasanjo, and he said that if he had to diversify the Nigerian economy, there were three areas he would look at: agriculture, agriculture and agriculture. This would entail all aspects of the agricultural value chain.

**What aspects of the value chain would be relevant?**

You don't have to be a billion dollar company

to start with, for example, a cassava production facility—it'll cost about 18-20 million dollars and is quite doable for a small entrepreneur. Another great opportunity in Nigeria is food distribution. Just see what Tolaram is doing. Then there is the motor manufacturing industry, not the manufacturing side but the distribution side, as well as component development. Education is another big area with big requirements and needs setting up, especially for technical and vocational training institutes. Go in as a new small business and you would also get government funding for that kind of setup too.

Going back to agriculture, the government is supporting and trying to boost entrepreneurship, because the youth and women too need jobs. If you go to Tanzania and Ethiopia, the governments have actually asked and boosted entrepreneurship amongst women and youth to set up fish processing factories. In Tanzania there is a shortage of 400,000 tonnes of fish. They only catch 300,000 and the shortfall of 400,000 still needs to be

covered. That's where you can actually go into commercial fish farms for this. Uganda and Rwanda too are looking for entrepreneurs—amongst others, for honey and silk.

Rice is another area in Nigeria ripe for entrepreneurship. Countries such as Cote d'Ivoire have stated that they want to become self-sufficient as far as rice is concerned. Thailand currently exports a lot of rice to Nigeria.

**As a collective force how can ASEAN and Africa work together? Is it good for ASEAN to enter Africa collectively?**

If you look at ASEAN nations in Africa, Malaysia is already there in a big way and Indonesia is waking up. Thailand too, has considerable business interests in Africa. Remember, ASEAN is 10 countries and Africa 54. Would they create a common fund and work together there? I'm not sure from a practical purpose it would work. The ASEAN members have different foreign policy and economic policy interests as far as the African continent is concerned.



The seeds for the Centre for African Studies came from a vision discussed at the first Africa-Singapore Business Forum in 2010, and in August 2014, during the third Africa-Singapore Business Forum, it was formally brought about with the purpose of getting businesses interested in Africa, as well as to get Africa into Singapore and Southeast Asia via Singapore.

Singapore's non-resident ambassador to Nigeria, HE Shabbir Hassanbhai, worked tirelessly to get businesses interested in funding it and managed to get on board five donors: Indorama, Olam, Tolaram, PIL and Wilmar. The Ministry of Education matched their investment and the money raised was put into an endowment fund. The funds collected greatly helped getting the Centre for African Studies off the ground.

The mandate of the Centre is to bring Singapore into Africa and Africa into Singapore with a three-pronged strategy. The first one is to share knowledge about Singapore and share knowledge about Africa. We do that by organising talks, seminars and conferences in Singapore by inviting Africans based in Singapore or

Africans who are on short-business trips to Singapore. We also publish business-oriented articles with Africa as the focus.

The second strategy is the development of knowledge through courses and doing business in Asia. Business schools from Africa come to Singapore and undergo week-long courses to understand what the industries in Asia are and how to run a business in Singapore. Other programmes being developed include how to do business in Africa.

The third strategy is relationship-building such as facilitating business sessions between African and Singaporean stakeholders. For example, if Singapore companies want to be involved in building houses in Africa, we can set up meetings with African landowners for them. Also in the works is the linking up of Singaporean companies with institutions such as the University of Stellenbosch in South Africa, which is interested in supporting start-ups in Africa.

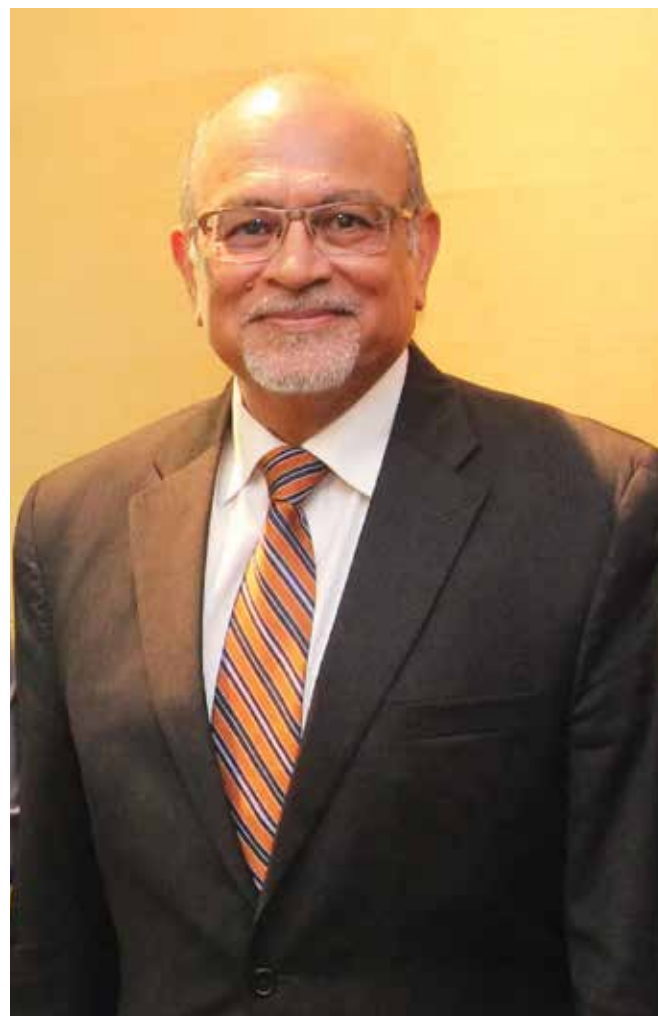
According to NTU-SBF Centre African Studies Director, Johan Burger, the Centre

*Continued next page...*



# Stronger Ties Will Help Meet Tough Challenges Ahead

HE Shabbir Hassanbhai, Singapore's non-resident High Commissioner to Nigeria, shares his views on the recent agreements between Nigeria and the island republic



**T**here is no or little argument that the recent bilateral agreements will help forge closer economic cooperation as Nigeria faces tough challenges ahead to bring its economy back on track. But its strong relationship with Singapore opens up the possibility of a robust recovery.

In recent months, Singapore has committed itself to several bilateral agreements with Nigeria to reinvigorate its economy as well as further involve Nigerian business operations in Singapore. Non-resident Singaporean high commissioner to Nigeria, HE Shabbir Hassanbhai, is optimistic that these agreements will benefit both countries in the time to come.

"Nigeria is going through a bad patch. In fact I think most of the countries in Africa are going through a similar situation where the economy is very much dependent on natural resources—particularly oil, gas, minerals, etc," said Mr Hassanbhai.

"And consequently they are going through a similar pain in re-structuring their economies—but unlike Asia they have a far more difficult task ahead of them. In my personal view, Africa on a whole is not sinking, but I think it is between hope and despair," he added.

There is good reason for his cautious confidence. In the past 12 months, there were significant milestones being achieved in Nigerian and Singaporean relations. They were the Bilateral Air Service Agreement, the Bilateral Investment Treaty and the Avoidance of Double Taxation Agreement.

In addition, a Memorandum of Understanding (MOU) on 17 April 2016 was signed between Pacific International Shipping Lines in Singapore and the Ministry of Transportation of the Nigerian government for the rebuilding and re-structuring of the Nigerian shipping lines. This is a major B2B development. It's going to be a 60-40

equity partnership—60 per cent from Nigeria and 40 per cent from Pacific International Shipping Lines. What underscores the importance of this is that the Minister of Transportation, Rt. Hon. Rotimi Amaechi, personally came down to Singapore for the signing of the MOU.

*...continued from previous page.*

stands out from other similar institutes (which might be mainly academically and politically-oriented) by being very much business-oriented and focused on practical know-how such as conducting research at grassroots level. He gave one instance to illustrate his point, "We have a case study where one of our researchers

is working on what is happening in the cassava industry right now; the issues at stake; the challenges if you want to do business and what you are looking at if you want to enter the cassava market."

"That makes us distinct from the rest — 80 per cent business and 20 per cent politics. You can never really divorce the two. We do look at the macro-economic issues as well, but when we look at it, we look at it from a business perspective. Talking about matters such as financial

regulations, interest rates, inflation and balance deficits might excite an economist, and would be important at a macro-level. However, business executives in SMEs would be more interested in business-oriented issues at a more practical level. Our purpose is not to come up with macro-economic and macro-political programmes; our purpose is to come up with business courses and knowledge that would be of value to these executives.

# Hyflux - Keeping Up with Water and Power Demands



Singapore based company has provided water, waste-to-energy and power generation solutions to 400 locations around the world and gives insights into challenges and opportunities in the Nigerian market

**H**yflux is relatively a young company that has grown to great heights and epitomises big dreams of the island state of Singapore, how can your story help the world deal with the water shortage problem?

With growing urbanisation spanning the globe, many countries around the world can relate to the challenges land-scarce Singapore has faced as a modern country to collect and store rainwater. These limitations have pushed Singapore to seek alternative technologies and sources of water to ensure sustainable water sources.

Similarly, at the core of Hyflux is its spirit of enterprise and drive for innovation that has seen it grow from a small start-up firm, to one of the world's top desalination plant owners and a leading environmental solutions provider. Hyflux entered Singapore's Water Story as one of the pioneers in recycled water (NEWater) and seawater reverse osmosis desalination (SingSpring, Tuaspring) and over the years, the company has developed its prowess across the water value chain and has since established itself as a fully-integrated water and power solutions provider with proven capabilities ranging from design, engineering, procurement and construction (EPC), and operations and maintenance (O&M).

Leveraging on the synergies between water, energy and waste is how Hyflux plans to build long-term sustainable solutions for the future. Traditionally a water treatment



Leveraging on the synergies between water, energy and waste is how Hyflux plans to build long-term sustainable solutions for the future. Traditionally a water treatment specialist, Hyflux has since over the years expanded into gas-fired power generation and waste-to-energy, providing clean and renewable energy.

specialist, Hyflux has since over the years expanded into gas-fired power generation and waste-to-energy, providing clean and renewable energy.

**Please share with us the uniqueness of your solutions in water treatment?**

Sharing the space with many other established players in the environmental solutions industry, we recognise the need for constant innovation to have an edge over our competition.

Hyflux's innovative solutions in water and power are strengthened by the company's combined expertise and experiences as a designer, developer, plant owner and operator. Our track record includes Asia's first integrated water and power project and the sixth and largest waste-to-energy plant in Singapore, and some of the world's largest seawater reverse osmosis desalination plants in Algeria, China and Singapore. As a fully-integrated water and power solutions company, we are able to better anticipate and meet the needs of our municipal and industrial clients.

Our business is also constantly growing in pace with the evolving demands of current and future urban communities, such as the global trend towards alternative and sustainable sources of water and power. Hyflux has recently made its entry in the renewable energy sector with the award of Singapore's largest and most energy-efficient waste-to-energy plant, TuasOne, addressing the twin challenges of increasing



## It will benefit agencies and authorities implementing water policies to keep up to date with new technologies and to understand the economics of water provision.

waste disposal needs as well as supplying a source of renewable energy. Paired with our capabilities in water and power, we are able to deliver sustainable and integrated environmental solutions for municipalities and industries worldwide to address the global resource challenges.

### Would you consider your solutions cost effective?

Hyflux is committed to providing efficient and cost-effective solutions through innovation and technological advancement. A key example is Tuaspring Desalination Plant in Singapore, which is one of the most energy-efficient desalination plants in the world. Featuring one of the world's largest ultrafiltration (UF) membrane installations as part of the pretreatment process, the plant has a compact design which reduces the plant footprint by more than 30% compared to the first desalination plant in Singapore.

### Which are the countries where Hyflux has its global footprint? Could you share with us some of your successes and challenges in the international market?

Hyflux has made its presence in 44 countries in Southeast Asia, China, India, the Middle East, Africa and the Americas, beating out more established industry giants in securing international large-scale municipal projects such as the two large desalination plants in Singapore, Tianjin Dagang Desalination plant in China, Magtaa Desalination Plant in Algeria, Qurayyat Independent Water Project (IWP) in Oman, and Egypt's Ain Sokhna Integrated Water and Power Project (IWPP).

However the international market is not without its challenges. Expansion to a foreign market can be unpredictable, with incidents like the Arab Spring. Fortunately, Hyflux had the foresight to diversify its footprint globally and was able to stay afloat while many businesses were affected when events happened.

One challenge moving into the international market is the cultural differences. In Singapore, we are familiar with our efficient process-driven culture, oftentimes an email will get the work done.

However, in the Middle East, developing relationships often comes before doing business, and a phone call would be more effective than an email. Thus it is important to be attuned to these crucial differences.

### Water solutions are sought after globally, Nigeria as a developing country needs water solutions too, what has been your experience in the Nigerian Market?

There are many opportunities for the development of water solutions in Nigeria. It will benefit agencies and authorities implementing water policies to keep up to date with new technologies and to understand the economics of water provision. The public will have to be educated on the need to pay for their water, because treating and transporting clean water to the homes will incur cost and cannot be provided free of charge unless subsidised by the government.

Right pricing for water is critical in ensuring that the water agencies are able to generate sufficient income to cover its expenses. There are many parts of Nigeria with low water prices, but water is not being delivered to homes due to the low water tariffs. The agencies will not be able to recover the cost of treating and distributing water, making it unsustainable to provide water to the population without State subsidies to the agencies. The community will have to turn to private companies to buy water at a much higher commercial price. Therefore, in order to improve access and availability of clean and reliable water, agencies have to set the right tariff to ensure sustainability of water provision.

### You are in Asia, Middle East, Africa and Latin America, where do you see the most growth potential for Hyflux?

Key markets that Hyflux is actively pursuing projects are in the Middle East, Africa, the Americas and parts of Asia.

### In Nigeria what are the areas you wish to explore further?

Power shortage is common in Nigeria, and this can affect the production and supply of water on a 24/7 basis as water treatment requires a constant source of electricity. In Nigeria, Hyflux sees opportunities

in developing power plants which are integrated with water plants, thus providing a continuous source of electricity and a reliable source of water to consumers. With the availability of 24/7 water and power, developing townships built upon the work, live, play concept may also be a potential area to explore.

### Are your solutions relevant to all states in Nigeria and should they wish to explore and implement your solutions, how should they go about it?

There may be different processes involved when implementing water and power solutions across the various states in Nigeria. Hyflux will need to conduct a study of the requirements, environment and feed water/gas availability. With over 25 years of experience addressing urban challenges in over 400 locations worldwide, Hyflux is well-equipped to propose effective and viable solutions.

To explore and find out more about Hyflux's capabilities, relevant authorities can contact us via our website or our Hyflux office in Lagos.

### How do you operate in other countries, do you train the locals once the solutions are implemented, and generally do you work with governments or private players?

Hyflux works with both industrial and municipals customers, and believes in providing solutions that are sustainable in the communities we work in. Hyflux will always train the local team in plant operations and maintenance to enable the team to run the plant independently. Hyflux wants to upgrade the skill level of locals. In addition, large plants typically attract suppliers to set up in the area, creating more jobs and skilling up the local workforce. Over time the community will benefit from increased employment and a higher quality of life.

### What are your expansion plans in Nigeria?

Hyflux sees opportunities in water treatment processes, power generation and infrastructure developments in Nigeria, and plans to expand our presence in more States in the near future.

# Nigeria - An Insider's View



Mr Venkataramani Srivathsan, Managing Director and CEO for Africa & Middle East of Olam International offers invaluable insights into the Nigerian market. Olam started in 1989 with one product in one country - trading cashew from Nigeria to India. Today, it is a leading agri-business operating from “seed to shelf” in 70 countries, supplying food as well as its industrial raw materials (such as cotton, rubber, wood etc) to over 16,000 customers worldwide

**O**lam means “omnipresent” in Hebrew and after 27 years in operation, Olam International has really lived up to its name. In Africa, it is present in 24 countries and deals in 47 different products such as cocoa, coffee, cashew, rice and cotton. It has a presence in 46 other countries such as Singapore, Indonesia, China, Japan, Australia, the United States, Brazil, Argentina, Mexico, Algeria, Egypt, UAE, Italy, United Kingdom, Russia and the Ukraine.

Olam International was set up by the Kewalram Chanrai Group, which has been in Africa for more than 150 years, and was co-founded by Sunny Verghese, who is presently the Group CEO of the company. Olam International is headquartered in Singapore with the Singapore government sovereign wealth fund, Temasek Holdings, and Mitsubishi Corp of Japan, as the majority shareholders of the company.

“In spite of the current hurdles facing some



Source: Olamgroup.com

Not only the business benefits - Olam employs 25,000 people in 20 processing units in Africa and Asia, of which 90% are women, often in regions where there is little alternative employment.

of the African countries we are extremely optimistic about the future of Africa,” says Venkataramani Srivathsan, Managing Director and CEO for Africa and Middle East.

“Africa is one of the key origins for supplying some of our core food ingredients and commodities—be it edible nuts like cashew, cocoa or coffee. West Africa for example produces more than 70 per cent of the world cocoa. Côte d’Ivoire is probably the largest producer in the world of cashew,” elaborated Mr Srivathsan.

Mr Srivathsan’s confidence stems not only from Africa’s rich resources but also growing middle class. “If you see the demographics of most African countries you’ll see they have a growing young population between 15-30 years of age. There are various studies which have estimated the African middleclass to be the next real big growth. Africa is also a big consumer market of grains whether its rice or wheat flour and also other food products. So it’s a big consumer market to be tapped,” he explained.

## SPECIAL ECONOMIC ZONE

Olam International also sees Africa as a huge opportunity for the development of **agri-infrastructure space**. It has the largest green field palm plantation and rubber plantation in Gabon, a rice farm in Nigeria and a coffee plantation in Zambia. “Africa is a big source of our upstream activities. We have set up a big Special Economic Zone project in partnership with the government of Gabon, which is a big success story for us in Africa,” he revealed.

“What we’ve seen over the years also just by exporting raw commodities out of Africa we have started processing and getting them into value-added stuff. If you see our cocoa operation in Côte d’Ivoire today, we are processing 70 per cent of what we buy and export. We also see that the trend emerging in Africa,” he added.

Africa is not without its challenges, especially for companies new to the continent. Like any emerging market, there are infrastructure and security concerns. So for these uninitiated companies, they must do due diligence on the African market before setting up shop there.

**“You can’t do business in Africa sitting elsewhere. The ground presence is very much a key factor so that gives you an insight and also differential knowledge, which sitting far away in Singapore, Europe or the US will not be able to get that. You can’t just read media reports and say that’s how things are— and that is one of the fundamental things as a principle when entering this market. So not even a namesake presence is enough.** For example, in Nigeria, we have a presence in 35 out of its 36 states. For us presence here has been integral to our farm to fork and seed to shelf business,” informed Mr Srivathsan.

Olam International buys its commodities from farm holdings, process them and then supply them to consumers. “Since this is about food ingredients we decide on our choices. So when I say our presence, it is about being present right in the heart of where things are happening, right at the farm, right in the interiors of the country where we get our supplies, and this is what gives us a differential knowledge and ability to manage whatever the challenges,” he added.

**The biggest risk companies face in Africa is the inefficient supply chain.** “As you can see in any developing world, infrastructure such as proper road connections and storage are few and far apart. So when you buy a commodity like cocoa or sesame oil, these commodities could be wet or badly packed when you buy it from the farm holding. So you have to ensure its dried properly, packed properly and stored properly before it is ultimately shipped out,” advised Mr Srivathsan.



He feels he cannot emphasise enough how important it is for companies to have extensive operations in Africa if they want to succeed. "Nigeria, for example, is one-third the size of India. Lagos, its port city, is almost 2,000km away up north, so if you are buying a product for up north you can't do anything, you may as well have been in Europe. You have to be in the place where sesame is being grown and handling all the issues that arise. That's what also gives us the competitive edge because we can assure our customers that we can provide them everything, whether it's traceability from the starting point to the quality assurance - because we handle the supply chain exclusively ourselves," added Mr Srivathsan.

**For aspiring Singaporean companies who want to expand to Africa, Mr Srivathsan feels that Nigeria is a market that is definitely a good place for business, even in the flagging oil and gas sector.**

"The country is not going to perpetually be in recession. The Finance Minister and the President have been talking about seeing a reverting to growth by early next year. Even the IMF World Bank report has predicted says that Nigeria will definitely return to positive growth in the second half of next year. The present government is doing a lot already to get the right policies in place and get growth moving in other sectors.

"So once things start coming up it

might take about 12 months or it might take 18 months, but it will happen because the fundamentals are still strong. From 2005-2015, the economy has been growing at a very healthy pace, so much so that in 2014 they had overtaken South Africa to become the largest economy in Africa. Nigeria has a population of 200 million people, so I personally feel that Nigeria has huge potential. If your risk capital is not high, and if you cannot manage the short term costs, this is not the time for you to enter Nigeria. If you are there for the long haul then it's different," he elaborates.

#### OPPORTUNITIES FOR SME

Even for Small and Medium Enterprises (SME) from Singapore, there are a lot of opportunities, Olam is today a transnational, multinational entity, but it also started out small—single country, single product. "It's not as if we started out with a bang. But there are certain dos and don'ts, especially when you get into a place like Africa. You have to be culturally-sensitive. If you are an Asian company coming into Africa you have to understand the local culture and put in the effort in doing so," he elucidates.

"You need to go in with a clear medium-to long term approach. If you go with the idea that I'm going in for six months or 12 months, it won't work. You need to be mentally and financially prepared that the first year or two that it could be difficult. It's always better to have a credible local partner, depending on the sector

you are with, which will help in settling down process and mitigate the initial hurdles. I would say if SMEs can find a local partner it would help mitigate some of the risks," said Mr Srivathsan.

For SMEs seeking partner information, there are a lot of online portals that provide comprehensive details of the African partners.

"There is someone who has developed a database of all the private firms in all the sectors in Nigeria and in Ghana. Of course, you have the Big 4s and the Big 3s, the major consultancy firms which have a very good database. Also International Enterprise Singapore has an office in Ghana and they also have a good database. That said you have to do the groundwork. It's not going to happen at the click of a button to get everything you need. It's important to make a few visits there, meet people and go through multiple sources. Depending on the industry you are in you can get help from industry associations as well," shared Mr Srivathsan.

**Another area that SMEs from Singapore can explore is the service industry in Africa.**

"It has a lot of potential given that it is not very mature right now in Nigeria. I think it would be good given Singapore's experience and training in this. Education and basic-skill based education industry could also use a boost. Setting up a polytechnic-type of institution, for example, could be targeted at its young people. And healthcare is another good sector," he added.

# INTEGRITY IS THE FOUNDATION OF OUR BUSINESS



**Oil & Gas Project Management**

**Global Human Resources**

**Technical Specialists**

**Operations Management**



**FORTRESS  
INTELLIGENCE**

**[www.fortressintelligence.com.sg](http://www.fortressintelligence.com.sg)**

Singapore • Malaysia • Australia • Norway • Nigeria • South Korea

10 Anson Road, Unit 34-11 International Plaza Singapore 079903 Tel: 65 6334 8311 Fax: 65 6334 8511

# Electrifying New Markets

## Why Nigeria is in Calm Oceans' sights when marketing its new offshore power barges

**S**outh-African born Chinese entrepreneur, Brian Chang, is also an innovator, having built his reputation and fortune, over the years, as an engineer and builder of Oil & Gas (O&G) industry rigs. He owns Singapore-based Calm Oceans which designs, builds and owns offshore patentable solutions and downstream expedient gas-to-power generation plants. The company recently launched a unique Self-Installing and Self-Removable Offshore Platform as well as having Gas-Turbines to integrate into a Power Barge that can be sited near-shore to provide electricity to townships.

River lines are where his latest engineering creation aims to grow apace. Luke Chang, who works for the firm, explained that these purpose-built marine barge power plants can be towed up rivers and be quickly deployed to generate power for the end-user.

Mr Chang set up the first privatised World Bank power project with a capacity of 1292MW in Pakistan. As Luke pointed out Brian Chang's credentials speak for themselves. In 2008 Brian Chang created the world's largest award-winning gantry crane with 20,000 MT lift capacity and pioneered the construction of offshore rigs, building some of the world's largest vessels in Singapore and China with more than 600 projects under his belt. So adapting O&G and power generation technologies was very much up his proverbial sleeve.

Calm Oceans has its sights on Nigeria and as Luke explained the country has many river lines, and a huge power shortfall, so the company's new marine barge power plants could be an excellent solution for townships or industrial sites that are in dire need of electricity.

Luke's reading of the market is that once the country resolves certain issues plaguing the industry, "a lot of investments will come in and there will be a lot of value to power developers like us. Our capacity is in design engineering of rigs that we own and operate, so we welcome partnerships with any company in Nigeria who can work with us to bring the power to them."

In July this year, Blue Capital Pte Ltd (BCPL) whose Chairman-CEO is Brian Chang and International Capital Market Group Securities Limited (ICMG) of Nigeria signed a Memorandum of Agreement (MOA) for a 250MW Power Project in Nigeria. Under the MOA, both companies committed to work hand-in-hand to deliver two 125MW barge-mounted power plants aka Power Barges into Nigeria.

Sited by the bank of the river next to Notore Fertilizer Plant, Rivers State of Nigeria and taking the excess gas that Eroton is currently



(Above): MOA signing - Mr Mike Osime (third from left), Managing Director of International Capital Market Group, Nigeria shaking hand with Mr Brian Chang (second from left), Chairman & CEO Blue Capital Pte Ltd. (Far right): Mr Luke Chang

supplying to Notore Fertilizer Plant, the two Power Barges will supply up to 250MW of electricity to the power substation seven kilometres away. The availability of the gas, waterways and power substations today has enabled the Power Project to take off with the "plugging" of the two Power Barges as the final piece in completing the jig-saw puzzle. The plan is for the Power Barges to commence operation within 15 months from the award of an PPA. Given the positive climate and the governmental support in power development in Nigeria, Mr Osime, Managing Director of ICMG Securities Limited, who is also a Director in the Notore Fertilizer Plant, expressed confidence in the success of the Power Project. In an interview with *Business Day*, Nigeria, Mr Brian Chang, BCPL's Chairman & CEO said, "I have been in the power business, I see Nigeria as an ideal place for gas-fired power plant investment today. Nigeria has a large population but has less electricity available than Singapore, which has a population of just five million. So Nigeria has a great need for power and with a lot of available gas, it makes sense to deploy gas-fired power plants."

### SCALABLE INVESTMENT

Luke said that it can be a more timely and cost-effective investment to install a Power Barge of 125MW as it is scalable with multiple Power Barges working in concert. For example, a conventional onshore plant with a 1,000MW capacity can take up to five years to build before any power can be delivered but, "We can go in and steadily enhance the capacity over time. We can set up producing power on a smaller scale, say between 125-250MW and as power demands increase, scale it up to 1,000MW in five years. The power barges are complete and can be towed to the river lines connect and fire up. It is more efficient and definitely more manageable."

He feels that if a company is a first mover in a developing country, then it will have the advantage of being a trendsetter rather than a follower. "I see changes happening in Nigeria compared to my first visit there," says Luke. He believes things are looking up under the new president, Muhammadu Buhari, with new policies being put in place. With a good team behind President Buhari, they can create a very good climate for investors such as Calm Oceans which has much to offer the country's power sector which has been largely privatised since 2013.

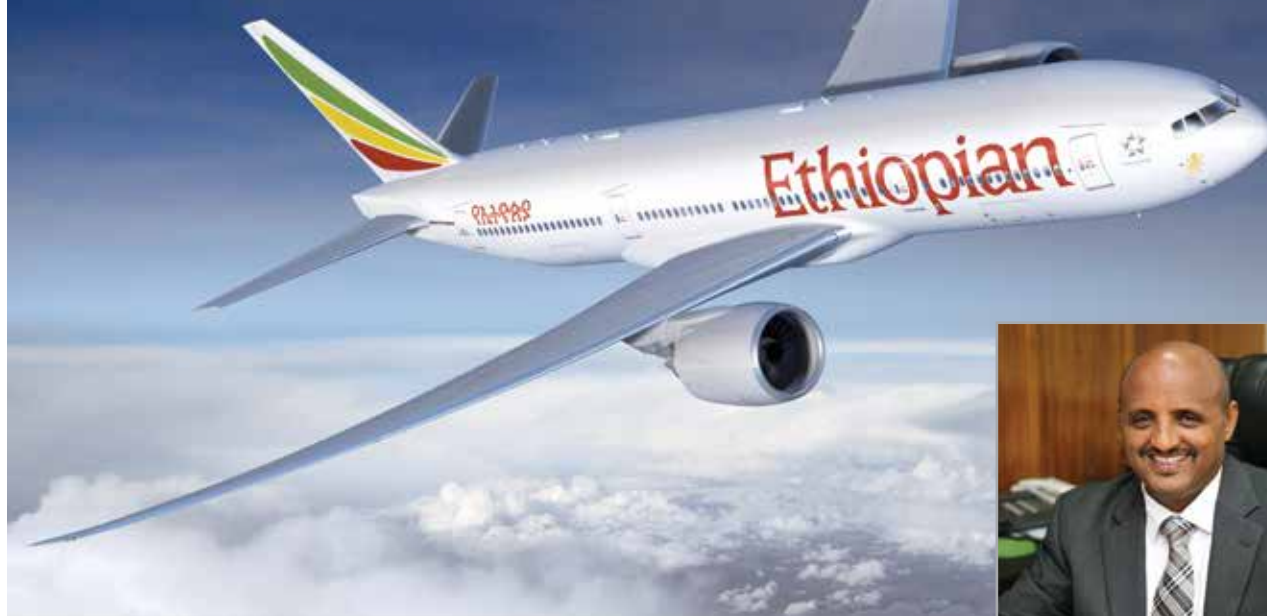
"The Chinese are already there and I don't see why we shouldn't be there. Our technology is equally competent and competitive to give the country the solutions it needs for its power problems. In fact, we will be able to provide a value-added-service there with our track record in solution-finding for the industry," informed Luke.

The firm is not looking for agents in Nigeria but partners to work with them for the long haul. Despite the challenges posed by uncertainties such as the incompatibility of the naira, forex transactions, and transparency and security issues, he said the idea is to find the right people there and then work out a space where it can take things forward.

For first timers to the country his advice is, "Start networking at conferences, industry associations, engage in a dialogue with the local banks - and finding a solid partner is the key to move forward. You are pioneers in a sense, where you need to find the right space and people and do the best that you do to reach the goals you envision." He is very optimistic of the company's future and the prospects Nigeria offers with the right partner who will do its part in this long haul alliance.



# Ethiopian to Start Direct & Non-stop Services to Singapore



Ethiopian Airlines Group CEO,  
Mr Tewolde GebreMariam

Air travel to Africa will enter a new era with the Ethiopian Airlines' announcement, in December 2016, of the start of direct and non-stop services to Singapore as of June 2017 using the ultra-modern Boeing 787

**E**thiopian Airlines is the largest and fastest growing African airline, serving Singapore Changi Airport, one of the major global aviation hubs with the latest airport infrastructure and one of the best hub transfer services. With Singapore also being one of the pre-eminent financial hubs in the world, the Group CEO of Ethiopian Airlines, Mr. Tewolde GebreMariam, said, "In our continuous effort of connecting the continent of Africa with its major trading partners around the world through direct services and with the youngest fleet of modern airplanes, we are glad that we are able to offer direct and non-stop services to the Lion City, Singapore, a global aviation center and a preferred gateway to Asia and Australia. Our direct and non-stop flights will serve the growing traffic between Africa and Singapore, giving the best possible connectivity options to passengers travelling between most points in Asia and Africa, in partnership with fellow Star-member, Singapore

Airlines. Moreover, our customers can now enjoy the ultimate travel experience on board Ethiopian Dreamliner; unparalleled comfort

with less noise, biggest windows in the sky, higher ceiling, unique lighting and higher humidity. Ethiopian flights to Singapore will also greatly contribute to the strengthening of trade, investment, and tourism ties between a booming Africa and a highly developed, innovative, and business-friendly Singapore."

Ethiopian is a global carrier that operates the youngest and the most modern fleet in the continent, with an average aircraft age of less than five years, serving more than 90 international destinations across 5 continents with over 240 daily departures.

## ABOUT ETHIOPIAN

Ethiopian Airlines (Ethiopian) is the fastest growing airline in Africa. In its seven decades of operation, Ethiopian has become one of the continent's leading carriers, unrivalled in efficiency and operational success.

Ethiopian commands the lion's share of the pan-African passenger and cargo network

operating the youngest and most modern fleet across five continents. The Ethiopian fleet includes ultra-modern and environmentally friendly aircraft such as Airbus A350, Boeing 787, Boeing 777-300ER, Boeing 777-200LR, Boeing 777-200 Freighter, Bombardier Q-400 double cabin with an average fleet age of five years. In fact, Ethiopian is the first airline in Africa to own and operate these aircraft.

Ethiopian is currently implementing a 15-year strategic plan called Vision 2025 that will see it become the leading aviation group in Africa with seven business centers: Ethiopian Domestic and Regional Airline; Ethiopian International Passenger Airline; Ethiopian Cargo; Ethiopian MRO; Ethiopian Aviation Academy; Ethiopian In-flight Catering Services; and Ethiopian Ground Service. Ethiopian is a multi-award winning airline registering an average growth of 25 per cent in the past seven years.

Flight	Effective	Days	Origin	Departs	Arrives	Destination	Aircraft	Via
ET 0638	01 Jun 17	Mo Tu Th Fr Su	Addis Ababa	00:40	14:50	Singapore	787-800	Nonstop
ET 0639	02 Jun 17	Mo Tu We Fr Sa	Singapore	02:00	06:20	Addis Ababa	787-800	Nonstop





HE Dr Okechukwu Enelamah (centre), Mrs Zainab Zakari-Awami Charge d'Affaires Nigeria High Commission Singapore (2nd from left), Mr Mohan Vaswani (first from left) Chairman Tolaram Group. (Second from right): Mr Haresh Aswani MD, Tolaram Nigeria and Mr Kejriwal Prakash Director, Indorama Group



Senator Hadi Sirika Minister of State, Aviation (centre) with Home-based officers of the Nigeria High Commission, Singapore, during a courtesy visit to the High Commission



HE Dr Okechukwu Enelamah with Mr Kola Adejiji, Director of Fortress Intelligence one of Nigerian companies operating in Singapore



HE Senator Hadi Sirika during his visit to the Changi Airport Group



During visit of former President Obasanjo - (from left): Mr & Mrs Ogundowole and Mr & Mrs Ajani



Mrs Zainab Zakiri-Awami Chargé D' Affaires a.i. and Mr Akinsoye AA of NIMASA during the third Port Management Programme in Singapore



During visit of former President Obasanjo - Mr Chizzy Nnamchi and Mdm Franca Ciambella



During visit of former President Obasanjo - Ms Mayen Ekong and Mr Ola Olaniyi





Senator Hadi Sirika Minister of State, Aviation (centre) with Singapore's Deputy Prime Minister & Coordinating Minister for Economic and Social Policies, Tharman Shanmugaratnam,



Former President Olusegun Obasanjo with members of the African diplomatic corp and chief executives of Singapore companies operating in Nigeria



Prince Rotimi Ogunleye Lagos State Commissioner of Ministry of Commerce, Industry and Cooperation (centre) with HE Shabbhir Hassanbhai (3rd from left)



Mr Dakuku Peterside Director General / CEO of Nigerian Maritime Administration and Safety Agency or NIMASA (left) with HE Shabbhir Hassanbhai



Mrs Zainab Zakari-Awami (sitting extreme right) at the installation of the 70th President of the Inner Wheel Club of Singapore



HE Dr Okechukwu Enelamah in his meeting with the Nigerian community in Singapore



During visit of former President Obasanjo - (from left): Prof Adeyeye, Mr Kola Adejiji and Ms Yemisi Oni



Dr Obinna Mogboh making his remarks during the visit of the Lagos Business School to Singapore in collaboration with NTU-SBF Centre for African Studies



# THE CONTINUING TRANSFORMATION OF NIGERIA

Visit by Former President Olusegun Obasanjo to Singapore for the Singapore Management University (SMU) Presidential Distinguished Lecture Series



Source: © Singapore Management University

**F**ormer President Olusegun Obasanjo visited Singapore from 19 – 21 March, 2016, to attend the Presidential Distinguished Lecture Series organised by the Singapore Management University (SMU). The Presidential Distinguished Lecturer's Series was well attended by the Singapore business community, including companies which have business operations in Nigeria, scholars, students and the Nigerian Community.

In his introduction, Professor Arnoud De Meyer, President of the Singapore Management University (SMU), described President Olusegun Obasanjo as the leader of Africa's most populous nation, (about 187 million) from 1999 to 2007 and oversaw Nigeria's administrative reforms that accelerated economic growth, including paying Nigeria foreign debts worth about UD\$35 billion and supervised the first democratic handover of power by a civilian government to a civilian government, after the 2007 elections.

In his lecture, former President Obasanjo gave an overview of the state of affairs in Africa and particularly in Nigeria. It will be recalled that Former President Obasanjo was appointed as Special Envoy in 2008, by the United Nations Secretary-General, Ban Ki-moon to the Great Lakes region of Africa.

President Obasanjo played a significant part in mediation efforts in the Democratic Republic of the Congo. Chief Executives and Captains of industries in both the public and private sectors industries consider his opinion on Africa very vital for their decision making.

Former President Obasanjo's analysis of events in Nigeria progressed from the first Republic, the military coup d' etats, the Nigerian civilian war, the restoration of peace and hand over from a military to a civilian government. He described the

era of military governments, not just in Nigeria, but as a global phenomenon, which was the order of the day and which was greatly influenced by the battle of ideologies between the superpowers, the United States of America and the Union of the Soviet Socialist Republics (USSR). Therefore, the fall of the Union of the Soviet Socialist Republics (USSR), signalled a return to democratically elected governments for most military States at the time, including Nigeria.

President Obasanjo commended the present Nigerian government, under President Muhammadu Buhari, on its efforts to steer the country's economy during this period of falling oil prices and dwindling government revenues. He expressed optimism and belief that, given time, Nigeria will recover and continue on its upwards economic growth trajectory.

The Nigeria High Commission also organised a meeting with a cross section of Nigerians living in Singapore (*see photo below*) which gave them the opportunity to meet with their former President. The occasion also provided an opportunity for the former President to meet and interact with Singapore companies operating in Nigeria.

Obasanjo commended the present Nigerian government, on its efforts to steer the country's economy during this period of falling oil prices and dwindling government revenues







# Nigeria Unveils Masterplan for Economic Recovery

**P**resident Muhammadu Buhari recently launched the 10 Point fiscal road-map and presented a 7.28 trillion Naira (US\$240 billion) Federal Government Budget for 2017, billed as the 'Budget of Recovery and Growth.' The government's proposal of US\$74 billion on capital projects and infrastructural development are clear signals to both local and foreign investors that Nigeria means business.

In this 2016 edition of Opportunity Nigeria, the 10-point fiscal road-map is reviewed. You also have updates and highlights of the strengthening economic ties and the resultant flurry of bilateral activities between Nigeria and Singapore, in particular:

- The Singapore visit by HE Rotimi Chibuike Amechi, Hon. Minister of Transport, who led a delegation of the Federal Government Committee on the Establishment of a **National Fleet**;
- Signing of the Bilateral Air Service Agreement which is expected to usher in a new era of air transport connectivity between the two countries. The event is aptly captured in a talk with HE Senator Hadi Sirika, Hon. Minister of State for Aviation
- The Investment Promotion and Protection Agreement (IPPA) was also signed between Nigeria and Singapore providing a legally binding framework of rights and obligations to protect Nigerian and Singaporean investments. Opportunity Nigeria did not miss out meeting HE Dr Okechukwu Enelamah, Hon. Minister of Industry, Trade and Investment
- In our efforts to improve the quality and content of Opportunity Nigeria, this 2016 edition offers invaluable insights into the Nigerian economy by HE Shabbir Hassanbhai, Singapore's High Commissioner to Nigeria, Mr Johan Burger, Director of the NTU-SBF Centre for African Studies and Mr Venkataramani Srivathsan, Managing Director and CEO for Africa & Middle East of Olam International. Their prognosis of Nigeria's economic outlook is very good.

Opportunity Nigeria takes a deeper look at these developments and can reveal that these are not just signs of recovery, but also, a sustainable growth model, which focused on economic diversification and mitigates the effects of future shocks from declining oil prices.

The economic growth in sub-Saharan Africa in 2016 may have slowed to its lowest level in 20 years. However, sometimes, it is the exception that proves the rule. The exception in this case is Nigeria with its ongoing economic revival and may yet be the clarion call for economic revival for sub-Saharan Africa.

**MRS NOMITA DHAR**  
PUBLISHER  
& EDITOR-IN-CHIEF

## Tolaram Group takes pride in being an active participant in the development of the economy in Nigeria.

We strive to create value with all our diverse business interests from manufacturing and distribution to energy, infrastructure, digital services and real estate development. Our past success has built a strong foundation for our ongoing commitment in the region.

**Tolaram Group - we will remain a part of Nigeria's future.**



**Tolaram Group**

[www.tolaram.com](http://www.tolaram.com)



# Officers and Staff of the Nigeria High Commission, Singapore



Home-based Officers: Mrs Zainab Zakari-Awami, Chargé d' Affaires a.i. (centre), Mr Yusuf Mohammed Lawal, Minister Counsellor (second from left) Mr Haliru Okaku Wakaso, Finance Attaché (second from right), Mr Peter Macauley Otung, Admin Attaché I (extreme left) and Mrs Victoria Utomi, Admin Attaché II (extreme right).



Local Staff: Mrs Zainab Zakari-Awami, Chargé d' Affaires a.i. (centre), Mr Uche Frank Ogakwu, Information and Cultural Assistant (extreme left) Mr Ighodalo Akhigbe, Consular Assistant (second from right), Mr Tony Onwuakpa, Accounts Assistant (3rd from right), Ms Kursiya Abdullah, Social Secretary (second from right), Mr Karuppiah Jayaraman, driver (left back row), Ms Julie Tan Ifepe, Admin Assistant (extreme right), Mr Perumal Thuraijoo, driver (right back row).





[www.hyflux.com](http://www.hyflux.com)

## **SUSTAINABLE SOLUTIONS THAT TRANSFORM LIVES**

At Hyflux, we are committed to providing cost-effective and innovative solutions that contribute to resource optimisation and sustainable growth for communities and industries.

A specialist in water treatment and among the top global desalination plant providers, Hyflux is distinctive in its ability to address the challenges at every point of the entire water value chain. In the area of energy, the company has expanded from energy generation and retail to include waste-to-energy, providing clean and renewable energy.

### **Hyflux Ltd**

Hyflux Innovation Centre, 80 Bendemeer Road, Singapore 339949

Tel: (65) 6214 0777 Email: [enquiries@hyflux.com](mailto:enquiries@hyflux.com)



## Pioneering collaboration

Partnering with our farmers, cooperatives and communities to help secure livelihoods for future generations across the globe.



**We are a leading global agri-business operating in 70 countries, supplying food and industrial raw materials to 16,200 customers.**

Today, we are present in 24 African countries where our supply chains include procurement, export, import, farms and plantations, processing, as well as packaged foods manufacturing and distribution. We buy from over 2.5 million smallholders and have 25 major processing sites. Our fully mechanised large-scale rice farm drives self-sufficiency producing 36,000 metric tonnes of rice from Nigeria, for Nigeria (Mama's Pride and Mama's Choice brands).

For more information visit [olamgroup.com](http://olamgroup.com)  
and follow us @Olam

