ACTIVITY REPORT 2011
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REFLECTIONS IN RETROSPECT OF 2003

Ecclesiastes chapter 3 verse 1 says: there is a time for everything, and a season for every activity under heaven…..”. Now is the time for reflection about the progressive march of the Institute over the past 9 years, as we mark a cross-over from one period of the Institute to another.

With the benefit of hindsight to June 2003, there is no doubt that African Institute for Applied Economics (AIAE) has recorded wide-ranging landmarks and milestones in institutional development, research and research networking with stakeholders (policymakers, private sector and civil society) as well as in the development of infrastructure and amenities and technological retooling. Like typical experiences of institution building, our organisational learning curve has not been smooth and straightforward. It has been a very challenging but highly fulfilling experience.

When by fate, the pioneer Executive Director, Prof. Chukwuma Soludo, was called to national service as the Chief Economic Adviser to the President/Chief Executive Officer of the National Planning Commission in June 2003, the Institute was barely two years since it began operations in 2001. It was akin to the case of a baby who was still undergoing breast-feeding but whose mother was inevitably physically taken away. On assuming the position of
Executive Director, within this context, I was confronted with several challenges to build upon the strong foundation already laid by Prof. Chukwuma Soludo, during the first two pioneering years. The robust and ambitious research enterprise set out at the beginning of the Institute had to be sustained and strengthened. The human resources base (research and administrative personnel) needed to be enhanced in tandem with the organisational structure, which was at its very formative stage. It was also obvious that adequate attention had to be paid to resource mobilisation and funding sustainability in order to ensure effective research programming and networking. These were humongous challenges that stared me in the face.

I confronted the challenges with utmost determination, vigour and passion (given that what was entrusted to me was what I love doing, what I regard as my divine calling). It appeared I had already been prepared, though unknowingly, for this huge critical assignment. This is against the backdrop of the relevant and useful antecedents at the University of Nigeria where I founded and coordinated the science-based networks – the Development Research and Action Team (DRAT) and the Natural Resources and Environmental Economics Group (NAREEG). In addition, I had also been actively researching and got rich professional exposures through competitive research fellowships with many
international research networks. They include the African Academy of Sciences (AAS) and the African Technology Policy Studies (ATPS) Network, both based at Nairobi, Kenya, International Foundation for Science (IFS) based at Stockholm, Sweden and American Council of Learned Societies/Social Science Research Council of America (SSRC) based at New York and the African Development Foundation (ADF), based at Washington DC. Besides, I had also developed good measure of people skills through my founding and promotional role in the community development initiative for social and economic upliftment of my native community. The community development initiative was the Owa-Alero Forum for Youth Education and Career Advancement (FOYECA). Based on increased demand for its community development functions and services, the FOYECA, in a progressive manner, was transformed into the Conference of Owa-Alero Professionals (CoWaP), which in turn metamorphosed into Owa-Alero Development Union, an umbrella organisation of all groups and associations in the community. These background elements of leadership and management skills somewhat prepared me for the challenges of my responsibility as Executive Director of the Institute.

The march therefore began. There was no space for complaints or excuses. Efforts and resources were directed at producing results. Failure could not be tolerated. Though positive expectations were high, there remained dots of uncertainty as to what would become the future of the nascent Institute. The orientation and resolve to producing results, and tangible results for that matter, was to become the guiding tenet of my approach throughout the last 9 nine years. But, this resolve alone was not sufficient to produce results. Team work was imperative, more so team
leadership. Also, building on ‘inherited’ networks and creating new ones was highly essential. Being first and foremost a research institution and think tank, it is incumbent upon AIAE Executive Director to provide research leadership in terms of initiating and developing research programmes and mobilising resources – human, material and financial – to implementing and realising them. Underlying my responsibilities as Executive Director is to function as the “first line of attack” as well as the “last line of defence” for the Institute on research and programming matters. The Executive Director has to first mobilise his talents and then use same to drive those of others. This meant that I had to bring my intellectual resources to bear on the entire research enterprise of the Institute. Again, my previous experiences through active research at the University were highly beneficial and instructive. But, the manner of research I was faced with differed somewhat from the traditional research pattern and mode, which hold sway at the University. Research at the Institute has to be policy-relevant and problem-solving, not merely abstract or theoretical in nature. This is understandable. Only through policy-relevant and problem-solving research could the Institute fulfil its mission which is – to promote evidence-based policymaking.

In tackling the challenges, it was important to do self-evaluation and stock-taking of my research strengths and weaknesses and their implications for the Institute. I devoted energies to utilising my strengths for the Institute’s research programme while identifying and courting those individuals that had the capacity and skills to compensate for my weaknesses. I was not interested in taking credit for research successes. I was primarily motivated to drive the Institute to produce good quality highly rated research. This principle has been applied throughout the research team.
building exercise at the Institute over these years. Research teams are constituted based on the need to tap the different research strengths of individuals, ensure mutual complementation within research teams, promote peer learning, integrate mentoring and maximise collective excellence.

In order to increase the policy relevance and usefulness of our research, it was necessary to create innovative mechanisms and processes for eliciting and integrating end users’ (policymakers and stakeholders) inputs in problem definition, data collection and feedback on results and findings. This was done without losing sight of the need to maintain scientific quality and intellectual independence of our research. The innovations worked very well as evidenced by the national acclaims that greeted our research programmes notably the Better Business Initiative (2003-2005) and the Business Environment and Competitiveness across Nigerian States (BECANS) – 2005 to present. Today, BECANS is nationally accepted as a research-based mechanism for benchmarking, peer review, advocacy on business environment across the 36 States and FCT. AIAE BECANS is recorded as the first ever subnational (State-level) science-based benchmarking of the business environment in Nigeria. The prospects for BECANS as an independent evidence-based monitor and accountability platform for business environment are ever increasing as the country’s democratic space widens. In addition, AIAE Research Policy and Guidelines, which integrate stakeholder (including policymakers’) consultation/feedback with scientific quality and research communication have boosted policy influence and helped in tackling gaps between research and research end-users.
To enlarge AIAE’s influence on national policy agenda and public debate, I constituted and inaugurated the Policy Think Group (PTG) on 29 January 2010. The PTG serves as potent vehicle for articulating and transmitting research inputs into policymaking in a rapid manner. As a think-pot, the PTG brainstorms on topical and on-the-spot policy questions and processes informed standpoints for use by stakeholders, including government officials, NGOs, mass media and the private sector.

Today, one vivid footprint of AIAE’s policy influence in the past 9 years is the South-East Nigeria Economic Commission (SENEC). SENEC is perhaps the most outstanding legacy of AIAE in the economic policy landscape of South-East Nigeria, where the Institute is located. It is evidence of research insights taken up by end-users and turned into practical use. This is the model of research-policy interface in line with the Institute’s mission of “promoting evidence-based decisions in both public and private sectors...”. The concept of SENEC emanated from a Stakeholders’ Forum on “The State of Industrial Clusters in South-Eastern Nigeria”, organized by the Institute, on 26th September 2006 in Enugu. Based on the communiqué of the Forum, AIAE set up the Interim Steering Committee to facilitate the establishment of south-east economic commission. The Committee draws members from the cross section of stakeholders including government officials, private sector persons, academia, professionals and leaders of civic organizations. The Steering Committee then established four subcommittees as follows: study subcommittee, sensitization and publicity subcommittee, consultation subcommittee and legal and institutional framework subcommittee. Following critical study of alternative models, international experiences and inputs from a variety of
sources, the study base document “Establishment of South East Commission (SENEC)” from 2007 to 2008. As indication of the ownership and legitimacy of the SENEC, the Memorandum of Understanding for the Establishment of SENEC has so far been signed by four out of the five Governments of the South-East States. Till date, the Steering Committee is undertaking intensive mobilisation, consultations and strategic engagements to develop operational frameworks for the flag-off of SENEC.

As at 2003, the organisational set-up was in its infancy and the organs for administrative, finance, research and corporate affairs were still very lean. The institutional framework needed to be beefed up to stand the challenges of the future. Today, there is a full-fledged Finance and Administration Unit (FAU) as well as Communication and Stakeholder Relations Unit (CSRU). In addition to financial reporting, accounts keeping and operating financial transactions, the FAU is delegated with functions relating to procurement, supplies, security, facilities maintenance,
sanitation and hospitality. In the same vein, the Communications and Stakeholder Relations Unit handles communication and public affairs. It is also charged with the responsibility of publicising and disseminating the Institute’s research and the mobilisation and engagement of research stakeholders (government policymakers, private sector organisations, civil society organisations and the media) for the uptake of the Institute’s research findings. It is intended to be the anchor of research communication and policy influence strategy of the Institute. Meanwhile, the Institute’s research structure is today emboldened by a Research Coordinator position with the responsibility to manage, coordinate and synchronise the research initiatives and activities across the five thematic research areas, which themselves, are anchored by respective thematic conveners.

In implementing the expanding research programmes of the Institute, it became imperative to give special attention to nurturing the Associate Fellows Network, which was at its formative stage, on my assumption of office. The Institute’s Associate Fellows provided a critical and dependable pool of intellectual resources for responding to the need to grow the research outputs of the Institute.
In order to tap the resources and strengths offered by the AIAE Associate Fellows’ Network, I initiated a regular and systematic programme of thematic Peer Learning Seminars, training workshops and expository sessions. The principle was to achieve mutual relevance and symbiotic relations (win-win) between the Institute and its Associate Fellows. The idea worked well. Since the number of in-house research staff was relatively inadequate for the research outputs that needed to be produced, the Associate Fellows network became an imperative intellectual resource to draw upon.

On the other hand, the Associate Fellows have benefitted distinguished exposures to academic and research networks, better access to training and capacity building opportunities, increased access to cutting-edge science literature and databases and better facilities for peer review, research publications and professional interaction and growth. Hence, the bulk of the research outputs of the Institute these past 9 years have been accounted for by Associate Fellows who are not full-time employees of the Institute. In tapping from the Associate Fellows Network, I had to apply a mix of approaches including suasion, peer pressure and productivity-based reward techniques.
Besides, both research, administrative and communications staff of the Institute benefitted immensely in terms of self-improvement and career development through academic upgrading. Almost all staff of the Institute obtained higher academic degrees and/or professional qualifications during the past nine years. This attests to the excellent working environment which I created for staff self-actualisation and professional growth.

One of the most important landmarks in strengthening the research infrastructure of the Institute is the establishment of the Research Databank in 2006. The purpose of the Databank is to develop and maintain an ongoing robust, credible and up-to-date statistical database, primarily for the Institute’s research programmes. The goal is to enhance research efficiency and effectiveness through easy, rapid and direct access to good quality in-house data and statistics. The Databank consolidates macroeconomic, microeconomic, social sector and human development indicator in a coherent and cumulative manner. Since inception, the Databank has grown significantly in terms of organisation, volume of data captured, methodological fineness and demand from various data users.
Today, the statistical database is a critical research resource. The Databank is managed by a coordinating team, charged with mobilising data and statistical information from various sources, conducting data verification and transformation as well as updating them as and when due. Currently, the Databank provides the Institute’s researchers with quick, convenient and inexpensive access to verifiable datasets on various economic, social and human development indicators. There is a growing demand for the Databank’s data and statistical information by government agencies, researchers, academia, civil society and private sector. Based on cumulative progress over the years, the Databank now has close to 9,500 data points, comprising time series and cross sectional data. On the whole, ‘traditional’ indicators constitute 30% of the entire dataset while ‘transformed’ data make up about 60%, and the remaining 10% are primary data.

Besides, the research infrastructure has been boosted with modern technology and enhanced library. Emphasis was paid to acquiring computer softwares for data processing, econometric analysis and report writing. Today, AIAE library has considerable volume of electronic literature including e-journals, e-books and e-data. It includes a total of up to 3,000 hard and electronic publication titles comprising books, journals, reports, working papers, technical papers and monographs. In addition, the Institute now subscribes to global online literature databases such as the Online Access to Research in the Environment (ORAE) and Journal Online (JsTOR) and those of development partners, particularly IDRC and World Bank. Currently, the library is undergoing full-scale automation using Libplus software.
– a library automation/digitalization manager.

In my bid to engender institutional self-reflection, influence longer-term outlook and promote strategic organisational development, the landmark AIAE 5-year Strategic Plan 2009-2013, codenamed “Project Leading-Edge” was developed and launched in 2009. As the first-ever AIAE Strategic Plan, Project Leading Edge embodies AIAE’s niche goals, policy thrusts and programmatic priorities from 2009-2013. It was aimed at enhancing the Institute’s competitive edge in the African economic research communities. It was produced through a pain-staking participatory planning process involving all the Institute’s stakeholders. The Plan articulates AIAE’s purposes, objects and targets in its five thematic research areas and proposes strategies and tools for enhancing its competitive edge, organisational development and operational effectiveness. It serves as an operational template for consolidating upon the achievements and progress of the Institute since its inception. The strategic planning process involved identification and diagnostic analysis of the strengths and weaknesses of the Institute amidst the array of opportunities and threats posed by the external environment particularly the demand-supply dynamics of research funding and the dynamic developments in the global and African economies. The Strategic Plan contains measures and techniques to harness the strengths and minimise the weaknesses of the Institute in tandem with measures to maximise advantage of the opportunities and minimise the impact of external threats. The strategic planning exercise was a very instructive and useful experience for me, the management, Associate Fellows and Board of Directors of the Institute.
Fortuitously, the conclusion of the strategic planning process synchronized with the IDRC TTI global call for proposals for long-term institutional grants. By Divine timing, therefore, the Strategic Plan became the major winning platform upon which AIAE articulated its competitive bid for the long-term institutional (core) grant. Our efforts paid off as AIAE was one of the few policy research institutions that were selected as the first cohort of grantees beginning from 01 July 2009. Today, AIAE is running the third year of the four-year (renewable) grant for research, organisational development and communication and policy linkages. The IDRC TTI grant has enhanced the Institute’s capacity fundamentals and redefined its future, as evidenced by the significant boosts in independent research, staff development, research communication and policy linkages.

Further to the strategic planning exercise and in order to deepen institutional development, we developed and launched the first-ever AIAE “Monitoring and Evaluation Policy and Guidelines” in June 2010. My key motivation for an institutional framework for M & E is the need to promote institutional self-accountability, organisational learning for enhanced impact and innovative change and adaptive management. The M & E Policy embeds an evaluative thinking paradigm for maximizing impacts in the areas of research quality, policy influence (communications, networking and outreach) and overall organizational performance. The basic philosophy of the M & E Policy are that: monitoring and evaluation (M & E) are indispensable element of organizational culture; monitoring and evaluation is basis for institutional learning and reflection which drives transformative change; evaluative learning is an ongoing influence in organizational behaviour; monitoring and evaluation is a mechanism to ensure quality assurance and value adding;
monitoring and evaluation as a means to promote accountability and sustainability. The M & E Policy articulates measures, tools and feedback mechanisms of multilevel and multidimensional nature. The multiple levels include human resources M & E, Unit level M & E, project or programme level M & E and institutional or corporate level M & E, while the multiple dimensions include research, policy influence, communications, networking and capacity building. Furthermore, the M & E Policy has since been translated into operational guidelines stipulating roles and responsibilities across Management Units, reporting requirements, deliverables and timelines as well as feedback and use mechanisms for channeling the results of M & E to facilitate the organizational learning curve.

The development of infrastructure was not left out. Starting from 2006, we began to find resources to acquire land and develop own building complex. We were lucky to find a wide expanse of land in a suitable area of Enugu. We mobilised resources and acquired the land on 3rd April 2007 and commenced the construction of the office building on 5th October 2009. After several stoppages and delays occasioned by shortage of funds, we completed the building and moved our offices to this new complex on 2nd May 2011. Throughout the building project, the Institute’s finances were severely stressed. We were caught between meeting our research obligations and conserving funds to execute the building project. The discretion, efforts and sacrifices paid off. Today, the office complex stands out as a living evidence of our determination to succeed, a resolve not to give up amidst daunting constraints.
Integral to our efforts to boost the operational capabilities and efficiency of the Institute, we set an agenda for the purchase of an official vehicle. In spite of the financial pressures that confronted us at the time, we were able to pay for an official vehicle on 14 September 2009. The official vehicle (minibus) has enhanced the operational logistics as well as improved the corporate image of the Institute. The vehicle is today a testament of our determination to ease the programming effectiveness of the Institute both in the current period and into the future.

Whatever achievements and milestones we have recorded in the last 9 years would not have been possible without the solid foundation laid by my predecessor, Prof. Chukwuma Soludo. In addition to his pioneering role as the founder of the Institute, he set the Institute on the right pedestal in the national and regional landscapes before his call to national service in the Obasanjo government. I am indeed very grateful to him and the Board of Directors for laying this strong foundation and creating the conducive environment for me to
function as Executive Director. The exemplary cooperation and support of staff of the Institute cannot be sufficiently appreciated. The staff of the Institute put in great sacrifices, sometimes working in prolonged manner and at very odd times in order to meet project timelines and get things done. It was great working with all of them as we together weathered the “thick and thin” of the journey. Also, I owe tremendous gratitude to all Associate Fellows, particularly, those who demonstrated outstanding commitments and constant availability to provide critical research services for the Institute. Our friends and partners in the private sector and civil society were highly supportive through participation in AIAE-coordinated research-based public policy networks, notably BBI, BECANS, Enugu Forum and SENEC. They brought in complementary perspectives and insights into the networks and thereby engendered greater national relevance and effectiveness.

Overall, the future of AIAE is very bright. The right direction and tone for the future has been set by the worthwhile organisational learning curve of the past 9 years. No doubt, the challenges in using research to inform and influence public policy are daunting, and great creativity and innovativeness are required to continually confront them. The
institutional environment for competitive research is increasingly dynamic and the developmental scope for ‘think tanks’ has intensified. Besides, there is a growing need for research to help address the lingering policy-relevant questions about economic growth, poverty reduction, inequality, globalisation and sustainable development in Nigeria and Sub-Saharan Africa. The good news is that today, AIAE is stronger, better, more vibrant and more visible to the national and international community. The signs are visible and tangible. They cut across the critical success benchmarks for policy research institutions which include research performance, human resource profile, policy engagement and public influence, networking, financial health, national/regional relevance, institutional development, technological and infrastructural enhancement. In the manner of Paul’s last testimony – 2 Timothy 4:6-7: “… and the time has come for my departure, I have fought the good fight, ……, I have kept the faith…”, I wish to say, in all modesty, that my Providential Calling to AIAE is MISSION ACCOMPLISHED.
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1.0  IDENTITY, MISSION AND OBJECTIVES

AIAE is a not-for-profit, independent international research organization. It is registered as Company Limited by Guarantee (Ltd Gte) in Nigeria in 2000, but started operations in 2001. The Institute is devoted to economic policy research in line with its mission to promote evidence-based decision making. Based on its research outputs, AIAE facilitates policy advocacy, conducts training and participates in knowledge-based networking. It also provides consultancy services to governments, national organisations, international development agencies and the Organized Private Sector (OPS).

The Institute has Board of Directors, comprising internationally accomplished and respected scholars and professionals. AIAE is based in Enugu, south-east Nigeria. It is headed by an Executive Director, working with a good number of research and administrative staff. Much of the research is carried out through a network of local and international experts who are affiliated to AIAE as Associate Fellows. Each expert has at least a Masters Degree in Economics, Social Sciences, Management or related disciplines.
1.1 What We Do

AIAE’s operational approaches consist of five mutually reinforcing modules:

1. Frontier economic research and policy analysis;
2. Expert consortium on topical economic questions;
3. Evidence-based stakeholder policy dialogue;
4. Networking with national/international research institutions; and
5. Capacity building services to clients. The five modules are otherwise known as the FEENC approach.

1.2 Thematic Programme Areas

These approaches are applied across the five thematic research areas. They are:

- Trade Regional Integration and Competitiveness (TRIC);
- Macroeconomic Analysis Modeling and Forecasting (MAMF);
- Public Sector Economics and Management (PSEM);
- Poverty Income Distribution and the Labour Market (PIDLAM); and
- Agriculture and Rural Development (AGRUD).

The thematic groups are the building blocks of the research programme. They constitute the research hubs for producing frontier knowledge based on teamwork, international research networking, scientific validation and quality assurance.
2.0 GOVERNANCE AND MANAGEMENT

2.1 Board of Directors

The Institute is governed by a Board of Directors, chaired by Prof. Chukwuma Soludo. Professor Eric Chiedum Eboh is the Executive Director.

2.2 Management and Human Resources

**Staff:** The Institute is headed by an Executive Director. Other staff positions include the Finance and Administrative Manager, Communications and Relations Manager, Research Coordinator, Deputy Research Coordinator, Programme Officers, Research Associates, Research Assistants, Senior Administrative Secretary, Internal Audit Officer, Information Technology Officer, Communications Officer, Administrative Assistants, Finance Assistant, the Librarian and others.

2.3 New Appointment in 2011

As part of the efforts towards strengthening the capacity of the AIAE to deliver robust services to its stakeholders, the Institute in November 2011 appointed Miss Ogechukwu Ugwuoke as the receptionist/administrative assistant. She holds Bachelor of Science (B.Sc.) degree in Economics from the University of Nigeria, Enugu Campus (UNEC) and

Miss Ugwuoke
she has vast experience in administrative duties.

**Associate Fellows:** Much of the substantive research work of the Institute is carried out through a network of experts within and outside Nigeria who are affiliated to the Institute as Associate Fellows. By the end of 2011, the Institute had two hundred and nineteen (239) Associate Fellows each with at least Masters Degree in Economics Social Sciences and related disciplines. Twenty (20) new members were admitted in the year.

### 4.0 RESEARCH CAPACITY BUILDING

#### 4.1 The Databank Initiative

**Origin and Purpose**

Established in 2006, the Databank is designed to develop and maintain an ongoing robust, credible and up-to-date statistical database. The databank consolidates macroeconomic, microeconomic, social sector and human development indicator in a coherent and cumulative manner. Since inception, the Databank has been undergoing constant updating and enhancement to make it more useful, accessible and comprehensive. The statistical database is a critical research resource. It is intended to make research more efficient and effective at the Institute. The Databank is managed by a coordinating team. The team is charged with the function of mobilizing statistical information from various sources, conducting data verification and transformation as well as updating them as and when due. Today, the Databank
provides the Institute’s researchers with quick, convenient and inexpensive access to verifiable datasets on various economic and development indicators. The Databank is also a ready statistical resource for government, academia and private sector.

**Methodology**

The Databank Unit employs inventive methods to source and organize data into meaningful and usable datasets for research and related uses. It assembles and harmonizes existing data from government statistical agencies, international agencies and other statistical organizations. It draws data also from existing primary surveys of the Institute and other research institutes. It carries out data transformations based on data history and theoretical framework. It uses literature based on the behavioural pattern and general acceptability of data (as proxy and indicator) and their relationship with social, political and economic variables to develop a specific indicator.

**Sources and Nature of Data and Statistics**

The sources of the data for the Databank include official Nigerian government sources such as the National Bureau of Statistics, Central Bank of Nigeria, National Planning Commission. Other sources include the international agencies such as the World Bank (WB), United Nations Development Programme (UNDP), International Monetary Fund (IMF), World Trade Organisation (WTO), Economic Community of West African States (ECOWAS) and others. Also, the Databank Unit undertakes data transformation based on data history, while adopting interpolated and extrapolated data techniques.
Progress in the Year 2011

The major development in the Data Bank unit in 2011 was the updating of the database to 2010 and testing and uploading the time series characteristics of some of the macro variables. The bank now has four-year time series data (2007-2010) on business development indicators across the Nigeria states and FCT. The number of indicators covered has increased form 7,092 indicators in 2009 to 7,157 indicators. The bank now contains 217 sub-data generic names, 25 Sources (including AIAE transformed data and surveys). There are 13 generic names as follows: macroeconomic indicators, agriculture, health, migration, labour, governance, corruption, elasticities, energy (including the 2008 monthly energy review), trade, human development indices, human poverty indices and population. The traditional indicators constitute 30 percent of the total data while the transformed data, based on data history formed 60 percent. The remaining 10 percent are primary data.

The bulk of the data in the database are now disaggregated into quarterly and monthly series (from 1960-2010). Recent developments about the Databank include the increase in the number of AIAE-transformed database, extension of the base data set and increasing of the number of data uploaded in the DevInfo software for easy access and retrieval. The data bank group increased and
updated the amount of data uploaded in the peculiar DevInfo template called the AIAE-DevInfo template containing all the indicators in the AIAE data base.

4.2 Peer Learning Seminar Series

The Peer Learning Seminar in 2011 took another dimension as the Institute opened its door to the Policy Analysis and Research Group (PARG) of the Department of Economics, University of Nigeria, Nsukka on the 10th June, 2011. The initiative is aimed at demonstrating a commitment to expanding the frontier of knowledge to the students of higher Institutions in Nigeria.

Highlights of the training were motivational talk by the Communications and Relations Manager, Mr. Olusola Oluwadare and two different presentations by a Research Fellow, Mr. Amaechi Chukwu and Mr. Onyukwu E. Onyukwu. Mr. Chukwu who spoke on ‘Nigeria’s Political Economy and Development: The Role of the Youth’,

In his presentation, Mr. Onyukwu, the Training Coordinator who spoke on, ‘Prospering through Economics Profession: Learning The Basics’, said many opportunities awaited the students after their graduation if they would take their studies serious. He stressed that while some of them might be employed to run the economy of any organisation tomorrow some would do well in self employing jobs, noting that their major strength is in understanding the quantitative aspect of the subject to enhance their skills. The students severally expressed their appreciation for the
training and promised to make use of the knowledge they gained from the visit to advance their studies.

4.3 Staff Capacity Building and Development

The Executive Director Prof. Eric Eboh took a giant leap as a University don at the Princess Alexandria Unity Hall of the University of Nigeria, Nsukka (UNN) as he delivered his legendary Inaugural Lecture. As a tradition in the Ivory towers, Inaugural Lecture is delivered once in the life time of a University Professor. The lecture which was the 56th edition in the UNN was titled "Agricultural Economy of Nigeria: Paradoxes and Crossroads of Multimodal Nature". In the lecture, Prof. Eboh, a professor of Agriculture Economics, disclosed that current government development of agricultural economy pursued within the overarching context of Nigeria’s Vision 2020 economic transformation blueprint and the associated medium-term implementation plan 2010-2013, must be taken beyond mere document if the nation wants to recover from economic woes.

The students with the facilitators
He called on all stakeholders to develop value chain model which ensure agriculture linkages with industry and services should be developed based on the model. The value chain model entails holistic and synergistic engagement of the entire range of agribusiness and economic activities and services in the production, processing, storage, transportation, distribution and marketing of agricultural outputs. The lecture was attended by his family members, Primate and Metropolitan of Church of Nigeria (Anglican Communion) Archbishop Nicholas Okoh and other clerics, academics from in and outside the University and other well wishers.

Prof. Eric Eboh and Mr Olusola Oluwadare attended the symposium and sensitization of stakeholders on Building Trans Disciplinary Climate Change Adaptation Capacity at Princess Alexandra Auditorium, University of Nigeria, Nsukka on the 16th March, 2011. The initiative was of the African Technology Policy Studies Network (ATPS), Nairobi and the Open Society Foundation (OSF) of the United States of America. Prof Eboh gave a goodwill message at the symposium.
Prof Eric Eboh led the AIAE team to the 10th Anniversary of Agro Science Journal of the Faculty of Agriculture, University of Nigeria, Nsukka on the 7th July, 2011. The Team comprised of Mr Olusola Oluwadare, Mr Celestine Nzeh, Mrs. Beatrice Ndibe, Miss Gloria Eboh Miss Queeneth Anyanwu, Mrs Olivia Aka and Mr. Umuuna Oha. Prof. Eboh gave a key note address at the event tagged, “Agro Science and Policy Imperatives for Climate Change Mitigation and Adaptation.

Mr. Amaechi Chukwu, attended a Two-Day Workshop on Budget Tracking Organized by Association of Small Scale Agro Producers in Nigeria (ASSAPIN) Held at NUGGETS Hotel Utako Abuja from 22-25, March 2011. The training focused on Budget Monitoring and Tracking with the objectives of building the capacity of ASSAPIN members on budget monitoring and advocacy. He presented a paper on “Basic concepts of Governance, Budget and Agriculture, How is Budget Decided, How to Analyze the Budget and finally Tracking and Monitoring Expenditure”.

Mr Olusola Oluwadare, the Communications and Relations Manager, who was admitted to the Nigerian Institute of Public Relations (NIPR) on 10th June, 2010 was formally inducted as an Associate Member of the Institute on the 18th May, 2011. At the same time, he also participated in the Institute’s Mandatory Continuing
Professional Development (MCPD) Programme with the theme “Effective Public Relations as a Panacea for Quality Public Service and Sustainable True Democracy” at Lagos Airport Hotel, Ikeja.

**Mr. Celestine Nzeh and Mr. Olusola Oluwadare** attended training programme on “Producing a Compelling Research Proposal” at Golden Tulip Hotel, Lagos on 21st June, 2011. The training was organised by DFID-ENABLE create a network among research Institutes in Nigeria and enhance peer learning review of the requirements of a good proposal by the donor agencies.

### 5.0 NETWORKING, OUTREACH AND AFFILIATIONS

#### 5.1 Associate Fellows Network: Functioning and Impact

The research network of the Institute connects Associate Fellows within the five thematic groups. These thematic groups are the research hubs of the Institute. They serve as research workshops for generating critical frontier and applied knowledge in line with the mission of the Institute.

The Institute’s Associate Fellows is a networking model that has proved to be a very credible and beneficial platform. The networking arrangement provides rich opportunities for intellectual self-enhancement, academic interaction and mutual learning. The thematic groups constitute the research hubs of the Institute.
There is a mutual relationship between the Institute and its Associate Fellows. The Associate Fellows constitute the critical mass of intellectual resources from which the Institute draws for research and consultancy activities. The Institute benefits from the diversity of skills and expertise of Associate Fellows. On the other hand, the Institute provides Associate Fellows with institutional platform for networking, research programming and capacity building and career advancement. By the Institute’s research network, Associate Fellows have a credible platform for international networking with scientific institutions, research organizations and academic and professional societies.

The Associate Fellows Network has contributed to strengthening scientific capacity of members. Through its research networking, AIAE has impacted positively in connecting researchers to national and international knowledge centres. Our programmes have provided opportunities for academics, scientists and researchers to conduct problem-solving research. In addition, AIAE’s library facilities have continued to offer up-to-date literature on economics and development. Post-graduate students and users from different parts of the country have benefitted from the library resources.

5.2 The South East Nigeria Economic Commission (SENEC) Initiative

During the year, the call for the formal establishment of the SENEC was the focus of the Institute. The Executive Director, Professor Eric Eboh at the South East Economic Summit held on between 1st of and 2nd September, 2011
at Nike Lake Resort, Enugu charged the governments of the South East zone to take the bull by the horns by putting machinery in motion towards establishing the Commission. During the Technical Sessions of the Summit, there were presentations which included; Institutional Framework of SENEC by Professor Eboh, Overview of SENEC Initiative by Engineer Chris Okoye, Chairman Steering Committee, Legal Framework by Olisa Agbakoba (SAN), Chairman, Legal Sub-Committee, South East Nigeria Development Fund (SENDEF) by Professor Herbert Orji, Co-Chairman, SENDEF Sub Committee. Also, the representatives of the SENEC Interim Steering Committee led by Sir Engineer Chris Okoye on 26th September, 2011 paid a courtesy visit on the Ebonyi State governor, Chief Martin Elechi on the need for the state to endorse the SENEC Memorandum of Understanding (MOU). The governments of Anambra, Imo, Enugu and Abia States had in 2010 signed the MOU.

5.3 Partnership, Networks and Affiliations

**International Development Research Centre (IDRC):** The relationship of AIAE in the network of 24 African Think Tanks under the Canada's International Development Research Centre (IDRC) Think Tank Initiative continued to wax stronger in 2011. The Institute played host to Dr. Marie-Claude Martins, Programme Leader, Think Tank Initiative (TTI) and Dr. Diakalia Sanogo, IDRC Senior Programme Monitoring Officer during a two-day monitoring visit on the 18th to 19th March, 2011. Dr. Marie-Claude Martins described AIAE’s performance by the IDRC’s rating mechanism as very impressive. She said for the past one and half years, AIAE has been given ‘green light’ among the 24 Think Tanks in African countries. Some others have ‘yellow light’ while some have ‘red light’ so far.
**African Economic Research Consortium (AERC):** AIAE Associate Fellows are active participants in the research programme of the AERC, Nairobi, Kenya. The Institute also receives institutional support in the form of book grants from AERC. During the year, AIAE intensified institutional partnership with AERC in capacity building, institutional development and research networking.

**Centre for Study of African Economies (CSAE), Oxford University, UK:** The Institute collaborates with the CSAE in a number of areas including training, economic research, publications and capacity building.

**African Society for Ecological Economics (ASEE):** The Institute is exploring arrangements to conduct collaborative research with member organizations of the African Society for Ecological Economics. Joint research projects are being prepared in response to international calls for proposals.

**African Technology Policy Studies (ATPS) Network:** AIAE’s institutional partnership with ATPS for the purpose of deepening technology policy research in Africa was strengthened in 2011.

**Initiative for Policy Dialogue (IPD):** The Institute’s relationship established with the Initiative for Policy Dialogue, under the auspices of Prof. Joseph Stiglitz, Nobel Laureate and member of AIAE Board of Directors was maintained during the year under review.
Centre for Economic and International Studies (CEIS): The relationship of the Institute through the Memorandum of Understanding (MOU) with CEIS, an internationally recognized research centre in the Faculty of Economics, University of Rome is waxing stronger.

Department for International Development-Enhancing Nigerian Advocacy for a Better Business Environment (DFID-ENABLE): The Institute maintained good relationship with ENABLE using based on its initiatives targeted towards improving the business environment in Nigeria and plays important roles in reforming government policy, regulations, laws and licenses.

Agricultural Policy Research Network (ARPNet): APRNet seeks to become an authoritative, independent forum for promoting research for evidence-based agricultural and rural development policies in Nigeria. The mission is to facilitate the conduct of research as well as the communication and utilization of research results in the agricultural and rural development policy process in Nigeria. The Institute collaborated with the Network to organise the National Symposium on Agriculture. The theme of the symposium also jointly held by the International Food Policy Research Institute (IFPRI-Nigeria) on 24th May, 2011 at the Valencia Hotel, Abuja was “Making Agricultural Research Work for Users”.

Private Sector Organisations: In 2011, AIAE intensified working relationships and collaboration with the Nigeria’s
leading private sector organizations. Apart from working relationship in terms of attendance in their programmes, the management of the Institute took time to pay courtesy visit to some of them in order to underscore the yearnings for stronger collaborations. They include; Nigerian Economic Summit Group Ltd/Gte (NESG), Nigerian Association of Chambers of Commerce, Industry, Mines and Agriculture (NACCIMA), Nigerian Association of Small Scale Industrialists (NASSI), Nigerian Association of Small and Medium Enterprises (NASME), the City Chambers of Commerce, Manufacturers Association of Nigeria (MAN) and Nigerian Association of Women Entrepreneurs (NAWE).

**Government Policymaking Agencies:** In line with the key research programming principle of building and harnessing links with government’s policy authorities for the purpose of promoting evidence-based policymaking, AIAE continues to have good working relationship and collaboration with Federal and States Governments’ Ministries, Department and Agencies (MDAs). Notable among them are the National Planning Commission (NPC), Central Bank of Nigeria (CBN), Presidential Office on MDGs, National Bureau of Statistics (NBS), Federal Ministry of Finance/Budget Office of the Federation, State government’ Ministries of Economic Planning/Planning Commissions, Debt Management Office (DMO), Federal Ministry of Commerce and Industry, Nigerian Investment Promotion Commission (NIPC), Fiscal Responsibility Commission (FRC) and the Nigerian Communications Commission (NCC).
6.0 AIAE AND THE MEDIA

The relationship between the Institute and the media remained very robust in 2011. All AIAE programmes, seminars and workshops and other in house developments enjoined wide coverage and reportage by print, electronics and online media in the year under review. The Executive Director was severally interviewed by the press on different issues as they affect the Nigeria economy and Africa in general. The Institute also received a letter of collaboration from the Commerce and Industry Correspondents Association of Nigeria (CICAN) in Lagos. It is hoped that this platform would be greatly used for the purpose of policy advocacy in the coming years.

6.1 The Media and BECANS II

6.2 Relationship with Media Houses

The Institute’s cordial and symbiotic relationship with the media houses was maintained throughout 2011. Several of the media organisations made request to broadcast and publish the views and position of the Institute on some important national economic issues. The Institute severally received the crew of business desk of the Federal Radio Corporation of Nigeria (FRCN), Enugu network centre during the year.
6.3 Some Newspaper Clips in 2011
7.0 PUBLIC POLICY DIALOGUE AND CONFERENCES ORGANISED/CO-ORGANISED BY THE INSTITUTE

7.1 Roundtable on Economic Transformation Process

The Institute successfully demonstrated its commitment to reascent Africa and Nigeria by organising an unprecedented Roundtable on the 27th of October, 2011 at Transcorp Hilton, Abuja, the Institute brought stakeholders to chart the course for the process of realising the Economic Transformation Agenda of the Nigerian Federal Government.

It was a time of bringing together the leading lights in the Nigerian private sector and some egg heads in the public service cum Federal Executive Council to rub minds on key economic fundamentals such as fiscal consolidation, business environment and institutional reforms for quality service delivery. The programme was organised by the Institute in collaboration with the Office of Special Adviser to the President on Performance Monitoring and Evaluation.

The Executive Director of the Institute Professor Eric Eboh, while giving the overview of the programme, noted that the three economic fundamentals could be considered as critical signposts of the Nigeria’s transformation. Professor Eboh averred that fiscal consolidation would entail prudent management of public spending by the three tiers of government. He added that improving the business environment, particularly power and transportation, is indispensable for economic diversification, accelerated growth, creation of wealth and employment.

According to him, “unlocking the business environment for non-oil growth will not happen without significant reforms of infrastructure and regulatory systems. Achieving better service delivery is fundamentally linked to public service and institutional reforms that are designed to deliver improved public service performance, effectiveness and efficiency”.

The Special Adviser to the President on Performance Monitoring and Evaluation, Professor Sylvester Monye disclosed that performance is the
bottom-line of the people’s expectation of government. He added that his office is developing simple and straightforward measures to assess whether the outcomes expected of the government agencies are being realised.

Eminent personalities who spoke at the occasion included; Chief Economic Adviser to the President, Dr. Okedigbe Nwanze, Director General of Budget Office of the Federation, Dr. Bright Okogu, Director General of the Bureau of Private Enterprises (BPE), Ms Bolanle Onangoruwa, Director General of the West Africa Institute for Financial and Economic Management (WAIFEM), Professor Akpan Ekpo, representatives of the Head of Service of the Federation and the Minister of Trade and Investment, Dr. Chinedum Nwoko—a fiscal policy analyst and Mr Peter Oyeneye—public policy analyst.

Following the seven (7) presentations and the brainstorming, discussions and ideas canvassed during the Roundtable, the following key recommendations were arrive at:

- Dutifully implement the Public Procurement Act, 2007, including setting up all of its organs; modernize the accounting system by migrating to a more planning- and reporting-friendly IPSAS;

- Clearly delineate government functions in line with the UN-supported COFOG; and champion a national robust accounts classification system that enables tracking of expenditures and revenues across governments;

- Formally adopt the Honorary International Investors Council (HIIC) as the National Competitiveness Council—constitute Technical Working Group to Implement Councils decisions and bring up issues for Council’s consideration;

- Passage of the pending reforms bills in the National Assembly—Tax Reform Bill, Land Reform Bill, Competitiveness Bill, Petroleum Industry Bill, ratifications of country to country bilateral agreements;
• Implement the single window Nigeria – e-portal system for investment and trade facilitation;

• Stimulus package for ailing industries and amnesty for off-shore secrete accounts to raise capital to be invested in the real sector of the Nigerian economy;

• Emphasize public-private partnership (PPP) as a strategy for attracting FDI – introduction of incentive to attract private sector participation; redesign the Nigeria PPP model using best global practice (Australian Allowancing Model has been proven to be most effective);

• Infrastructure (particularly power and transport) and regulatory reform aspects of the transformation agenda are key to unlocking the business environment. While the 48-hour port clearance reforms (streamlining of the number of agencies at the ports) are commendable and the new investment policy is a step in the right direction, the land registration bottleneck remains a major drag on economic potentials and financial (credit) markets.

• Employing performance contract – a performance contract is a freely negotiated performance agreement between the government, acting as the owner of a government agency, and the management of the agency. It clearly specifies the intentions, obligations and responsibilities of the two contracting parties. It ensures defined responsibilities and expectations between parties to achieve mutually agreed results. It also ensures accountability for results by public officials because it measures the extent to which they achieve targeted results.

• Applying service delivery improvement – each government organization should draw up a list of services it provides; each department must know the key steps to take in order to deliver better services; treat government business as our father’s business and produce a list of damaged facilities and begin to fix them one after the other thereby improving your services to the public; and observe an annual service delivery and improvement week.
• Provide opportunities for customers and taxpayers to lodge complaints and to evaluate services of government organizations so that we can fix problem areas. These can be achieved through suggestion/complaints boxes, toll-free lines, customer fora/meetings (like those of the Nigerian Communications Commission, NCC, designed to improve service in the telecommunications sector).

• The roundtable expressed confidence in the Transformation Agenda of the present government, but noted that the processes just have to be right and pursued with vigour. It is optimistic that Nigeria’s Vision 20:2020 will be realized if the recommendations suggested above are vigorously implemented in a transparent and timely fashion.

7.2 Research Seminar On Linking University Research and Industry in Nigeria

The Research Consultation Seminar to herald the project of Linking University Research and Industry in Nigeria (LURIN) was held on the 30th of August 2011 at the Princess Alexandria Unity Hall and Theatre, University of Nigeria, Nsukka and Council Chamber of the Federal University of Technology Owerri (FUTO) on the 20th of October, 2011. The collaborating Institutions include, University of Nigeria, Nsukka, (UNN), African Technology Policy Studies Network, Nairobi, (ATPS), Abubakar Tafawa Balewa University Bauchi, (ATBU) and Federal University of Technology Owerri (FUTO). LURIN, a novel initiative of AIAE, is a project geared towards development and implementation of a programme for fostering and establishment of sustainable institutional arrangements for linking university research and private enterprise (agriculture, industry, business and others).

Professor Eric Eboh in his remarks at the seminars said the objectives of the programme include; exploring of global best practices in linking university research, innovations and industry and the implications and lessons for Nigeria, increase understanding and appreciation of the weaknesses, gaps and challenges in the existing systems of linking university research, innovations and industry in Nigeria and define actionable steps, timed schedule and shared responsibilities for the implementation of the institutional arrangement among others.

At UNN, the Vice Chancellor of the university, represented by Professor K.P Baiyeri, Dean, Faculty of Agriculture expressed the commitment
of the University to the project while ATBU Vice Chancellor represented by Professor Mohammed Abubakar, FUTO Vice Chancellor, represented by Dr. Chris C. Eze, and representative of ATPS, Dr. Nicholas Ozor and Professor Obioma Njoku, the principal contact for the project in UNN, all promised to give it necessary support.

While at FUTO, the AIAE delegation paid a courtesy visit on the Vice Chancellor of the University, Professor Chigozie C. Asiabaka, who was represented by the Deputy Vice Chancellor, (Academics), Professor Bernia N. Onwuagba. Other principal officers who welcome the delegation included; Deputy Vice Chancellor (Administration), Professor (Mrs) Rose N. Nwabueze, the registrar Mr. Oje Ishe-nor, the University Bursar, Mr. R.U. Akujobi, the Librarian, Mr. J.E. Nwogu, the LURIN Contact Officer in FUTO, Dr. Chris Eze and the Senior Assistant Registrar T.C. Don-Oguzie.

Participants at the well attended seminars especially members of the academics community and the Organised Private Sector (OPS) showered encomiums on AIAE for the initiative. They said it would go a long way to enhance the local content initiative of the Federal Government of Nigeria. After several suggestions on how best to run the project, the stakeholders gave the project their backing and promised to give it the expected support.

Activities arranged towards the achievements of the objectives of the project include; Situation Assessment and Baseline Study (SABS), Stakeholder Consultative Colloquium (SCC), Developing and Validating the Institutional Arrangement and Pilot Implementation.

### 7.3 Workshop on The Future of Middle Class in Nigeria

The Institute on 4th June, 2011 and 24th August, 2011 at its seminar room in Enugu and at 3Js hotel, Abuja respectively brought experts from different fields together at a workshop to deliberate on the emergence and future of the middle class in Nigeria. The workshops were aimed at how critical are the middle class in drafting, implementation and monitoring of government policies. The participants also took time to look at the behaviour of the middle class in response to fiscal and monetary policies since the present democratic dispensation began.
Participants were drawn from the public sector, organised private sector, the financial sector, the CSOs, NGOs, the academic and others. The stakeholders gave the middle class a pat on the back on its role in the current dispensation and called on the government to reciprocate by upholding good governance as regards maintaining peace in the Niger Delta, implement the power blueprint, implement the local content policies in different sector, enhance establishment of schools to create environment for skill development and improve technology development among others.

7.4 Research Seminar on Macro Economic Forecasting in Nigeria and Africa

The Institute on the 23rd of August, 2011 at Transcorp Hilton, Abuja organised a research seminar on ‘Macro Economic Forecasting in Nigeria and Africa’. The Workshop was a mid-research backstopping exercise aimed at communicating the on going research on macroeconomic forecasting and eliciting expert and end-user feedback on the research and policy-related challenges of developing and using macroeconomic forecasts, particularly in Nigeria and Africa in general. In his welcome speech at the Seminar, the Executive Director, Professor Eric Eboh disclosed that the research project which the Institute has conducted is anchored on the need to fill gaps in model building and usage and provide intellectual leadership in weaving the rigours of theory to the realities of day-to-day business and policy needs using available data.

Professor Eboh noted that the research would also target forecasts of major macroeconomic indicators for decision-making in public and private sectors of the economy. He said the project would provide assessment and forecasts of major macroeconomic indicators in Nigeria as a first stage towards improving modelling in Africa. The leader of the research team, Dr. Chukwuma Agu made a presentation on “AIAE Modelling Project in Context”, while Dr. Moses Oduh and Emma Nwosu made presentations on” Model Typologies” and “Assessment of Existing Models in Africa” respectively. The Seminar featured a plenary session on integrating models into policy-challenges and options, enhancing capacity for model building in Nigerian Institutions and funding and networks for model use in Africa.
7.5 National Symposium on Agriculture

The Institute in collaboration with the Nigerian Agricultural Policy Research Network (NAPRNet) and the International Food Policy Research Institute (IFPRI-Nigeria) on 24th May, 2011 at the Valencia Hotel, Abuja jointly organised a National Symposium on Agriculture with the theme: “Making Agricultural Research Work for Users”. The objective of the Symposium was for stakeholders to produce concrete ideas and recommendations agricultural research a real catalyst for agricultural development.

AIAE Databank Manager, Dr. Moses Oduh presented a research report on ‘Drivers of Agricultural Growth in Nigeria’ while an Associate Fellow, Mr Manson Nwafor presented a report on ‘Cost Effective Pro-Poor Agricultural Spending in Nigeria’. There was also presentation from International Food Policy Research Institute (IFPRI-Nigeria)

The event was attended by representatives of Federal Ministry of Agriculture and Rural Development, Agricultural Research Council of Nigeria, Directors of National Agricultural Research Institutes, Permanent Secretaries or Directors in State Ministries of Agriculture and Programme Managers/Managing Directors of State Agricultural Development Programmes as well as agricultural practitioners, other stakeholders and the media.

MAIN OBSERVATIONS

- The Symposium is a timely and welcome idea. It should be sustained as an annual agricultural research stock-taking and interactive forum for researchers, research institutions, policymakers, agricultural entrepreneurs, development agencies and farmers’ organizations.

- Agricultural research and extension services are indispensable for improving the productivity, competitiveness and sustainability of farm production and post-harvest sectors in Nigeria. Yet, both (that is, research and extension) are grossly under-funded and poorly aligned.
• The links between research and policy and between research and practice are weak and not well coordinated. There are no systematic and sustained platforms and mechanisms for linking agricultural research and agricultural enterprise. The policy influence of research is highly circumscribed, hence the necessity to create functional links between research and policymaking.

• A lot of research-generated innovations and technologies are not utilized by farmers and agricultural practitioners. One reason is lack of awareness of such technologies. Another factor is that the technologies do not match well with the social preferences and management and economic capacities of the farmers. Besides, low financial capacity and unavailability of agricultural credit prevent the use of purchased inputs by farmers.

• Research institutions are grossly under-funded and there is general under-investment in agricultural research in Nigeria. The current heavy emphasis of public spending for fertilizer subsidies is diverting attention from the more fundamental challenge of creating an enabling environment for value chain development. As a result, important agro-services markets such as tractor provision, improved seeds and agricultural extension are under-emphasized.

• Agricultural policy and strategy at federal and state levels have not given adequate attention to the communication and utilization of research in agricultural enterprise.

• The utilization of research-generated technologies and innovations by farmers and agricultural enterprises is hampered by lack of access to necessary complementary capital inputs such as fertilizers, agrochemicals and seeds. The vicious cycle of low-input low-yield agriculture needs to be broken.

**KEY RECOMMENDATIONS**

• The quantity and quality of public funding for agricultural research should be enhanced. Public spending should be based on research evidence about cost-effective agriculture growth options for poverty reduction.

• Incentives and policies need to be enacted to mobilize greater private sector funding for agricultural research and research utilization. In turn, better funding to agricultural research institutions should be matched with greater accountability of research institutions and the overall national agricultural research system.
Stakeholders need to consider setting up an agricultural research vendor system (AGREVS), possibly based on public-private partnership, for sustainable brokerage and promotion of the commercialization and utilization of research-generated technologies and innovations.

Besides increased funding for agricultural research, the national agricultural research system needs to be reinvigorated by means of technical and institutional capacity building for more effective research models that produce and disseminate relevant, need-solving and useable technologies and innovations.

The agribusiness environment should be enhanced for greater private investments in agricultural production, processing and marketing. This entails more consistent, more credible and well-implemented agricultural policies, more transparent and efficient administration of agricultural sector incentives and synergy of agricultural, trade and industrial policies. Greater collaboration with expertise, organizations and resources outside of the agricultural sector including financial, commerce and industry subsectors is critical for holistic approach to ensuring the right environment for development of agricultural value chains.

Public policy should be more strategic rather than interventionist in the development of markets for agro-inputs including fertilizer, improved seeds, agrochemicals and farm services such as mechanization. For example, the already adopted national fertilizer policy should be faithfully implemented in order to foster private sector development of fertilizer market in the country.

The capacity of farmers and agribusiness practitioners to understand and utilize research-generated technologies and innovations should be targeted on a continuing basis. This requires closer engagement with the farmers and better understanding of their constraints and opportunities.

Stakeholders in the agricultural sector including government and private actors should partner and collaborate with the Nigerian Agricultural Policy Research Network (NAPRNet) in establishing and promoting mechanisms for ongoing monitoring and tracking of developments in the two-way interface of agricultural research and agricultural enterprise as well as agricultural research and agricultural policymaking. Such mechanisms could be extended to review and report the state of the agricultural sector on an ongoing sustained basis.
7.3. **South East Nigeria Business Roundtable**

AIAE was part of the Business Roundtable, Public Private Dialogue on addressing issues that have to do with South East Business Environment that was held on 14th July, 2011 at Nike Lake, Enugu. Indicators emanated from BECANS 11 and World Bank Reports were the points of discussion. The event was organised by Enugu Chamber of Commerce, Industry, Mines and Agriculture (ECCIMA) in collaboration with Enugu Coalition of Business and Professional Association (ECOBPA) and the business community in the South East of Nigeria. AIAE crew was led to the event by Professor Eric Eboh, accompanied by Mr Sola Oluwadare, Mr. Oliver Ujah and Miss Gloria Eboh. Proh Eboh was a Lead Discussant of the paper presented by Prof. Ken Ife.

7.4. **South East Economic Summit**

The Institute in collaboration with South East Chambers of Commerce and Industry, South East Economic Summit Group organised the maiden edition of the South East Economic Summit between the 1st and 2nd of September, 2011 at Nike Lake Resort Enugu. The Summit brought all the governors, public office holders and other indigenes of the zone and friends of the zone together to chart the course of economic emancipation. The Executive Director, Prof. Eric Eboh who made a presentation on the state of South East Nigeria Economic Commission (SENEC) called on the governments of South East States of Nigeria to start putting machinery in motion towards the establishment of the Commission. Professor Eboh noted that the critical steps were to concretise the establishment of the body by constituting its statutory organs, providing the resources for the flag off of its operations. He averred that, “It is also important to deepen its legitimacy through the formal participation and engagement of civil societies throughout the five states and by the enactment of bills by the various State Houses of Assembly.”

He vowed that the Institute would not rest on its oars in continued engagement of the governments of the zone, the Organised Private Sector (OPS) and all stakeholders towards the establishment of the body. According to him, AIAE has relentlessly spearheaded the process leading to
the signing of the Memorandum of Understanding (MoU) on the Commission by the four State governors, and would therefore not give up in pursuing promoting and pursuing key policy options for economic renaissance, sustainable development and human prosperity. Eminent personalities who are indigenes of the South East zone who graced the occasion paid glowing tributes to AIAE for the onerous task so far done on SENEC, and therefore called on the South East Governors Forum to ensure the formal take off of the body.

During the Technical Sessions of the Summit, there were presentations which included; Institutional Framework of SENEC by Professor Eboh, Overview of SENEC Initiative by Engineer Chris Okoye, Chairman Steering Committee, Legal Framework by Olisa Agbakoba (SAN), Chairman, Legal Sub-Committee, South East Nigeria Development Fund (SENDEF) by Professor Herbert Orji, Co-Chairman, SENDEF Sub Committee.

7.5 **Enugu Forum (Development Policy Seminar)**

Enugu Forum is a civic platform, created and run by the Institute, for evidence-based policy advocacy. The purpose is to debate, propose and advocate policy options based on concrete evidence and sound analysis. It brings together diverse stakeholders including government officials, private sector operators, civil society groups, independent think-tanks, academics and NGOs to exchange views and examine critical social and economic issues affecting the country. It seeks to promote stakeholder interaction and shared understanding of policy alternatives. The primary objective is to create and sustain a platform for promoting the interactions among researchers, professionals and policy makers, thereby enhancing the links between research and policy making process. Its members include non-governmental organizations (NGOs), private sector organizations (PSOs), business associations, religious (faith-based)
organizations, professionals, academics and researchers, businesspeople and government technocrats.

The 2011 edition of the Forum was organised by the Institute in collaboration with the Faculty of Agriculture, University of Nigeria, Nsukka, Centre for Entrepreneurship and Development Research (CEDR) and the South East Nigeria Economic Commission (SENEC) with the theme. The Forum was held for the first time at the Institute Conference Hall on the 12th October, 2011 with theme. “Towards Accelerated Growth and Transformation of the Nigerian Economy: Missed Opportunities, Existing Prospects and the Way Forward” The guest speaker, Dr James Sackey, a development economist from Ghana. Dr James Sackey said governments of the zone should focus on building capacity at the private sector level for enhanced service provision (especially in infrastructure provision). He added that they should seek to strengthen role in program implementation, funding and sustainability of agricultural practice having discovered that Federal level dominance has not been effective in the zone. The chairmen of the occasion, Mr. Jude Akubuilo, Enugu State Commissioner of Commerce and Industry and Engineer Chris Okoye, the Interim Chairman SENECE Steering Committee, noted that this is the best time for the zone to move forward calling on all stakeholders to join hands to achieve this noble objective.

The Executive Director Professor Eric Eboh while welcoming participants to the forum noted that the Institute would continue to engage the government in quality policy debate in collaboration with other stakeholders. He reiterated that economic issues should not be left in the hands of government alone because everyone is a stakeholder in economic emancipation.

It was a consensus at the seminar that government the in south east states should spearhead the finance of infrastructural projects in the zone and later engage the Federal government to refund money spent on these projects. Other eminent personalities who graced the occasion include: Professor C.U. Okoye, Director Centre for Entrepreneurship and Development Research (CEDR), Mr Martin Ilo, former Secretary to Enugu State Government, Mr Agu Ojukwu, for Economic Adviser to the Governor of
Abia State, Dr Uju Agomoh, Executive Director, PRAWA, Chuka Uzoh, Manager (News) FRCN Enugu, Barr. Ikeazor Akaraiwe, Prof. Okwudiba Nnoli and others. Over one hundred and fifty (150) people attended the Forum.

MAIN OBSERVATIONS:

- Planning is fundamental to economic transformation and the crucial elements are the quality of our planning and capacity of the Government.

- That agriculture should be transformed from small holder farms to medium and large holder farms and manufacturing from primary to industrialization.

- Industrialization is key to transformation – transforming along the value chain.

- That democracy and development are intertwined.

- That states need to define their growth objectives in the context of their respective comparative advantage.

- That the South East states should exploit the services sector and agricultural potentials and adapt some of the crops grown elsewhere as well as farm inputs.

- The drawbacks towards transforming the agricultural sector are fertilizer procurement, irrigation, poor farm size and funds availability.

- That the failure of the rule of law in Nigeria and the dysfunctional federalism which is why, for example, the Federal Government controls the supply of fertilizer are bane to economic transformation.
• That the lopsidedness of power in favour the federal government is disadvantageous to the states in respect to issues like land use act, over-dependency on oil sector, wasteful spending, etc

• That the major constraint to Nigeria’s transformation process is corruption.

• That there is need for institution building to make for good governance.

• That the media’s role is facilitation of the transformation process as an agent of change, advocacy, monitoring and evaluation, and the driver of Government policies.

• That there is need to mobilize the followership of the youths, the women and the unreached in the rural communities and empower them.

• Inadequate infrastructural development has led to accelerated rural-urban migration which in turn has led to under-development of the rural communities.

• That the electoral process that brings in the leaders is faulty and needs to be transformed.

KEY RECOMMENDATIONS

• That there is need to utilize our population to move from small holder farms to medium scale farms and to large scale farms.

• That for our economy to move forward we need to begin to create new things by way of value chain addition. The only way to transform our economy therefore is by innovation.

• That the policies of the transformation agenda should be owned by the people.
• That the transformation agenda can be fast tracked through encouragement or support for the growth of private enterprise, that is, micro, small and medium enterprises.

• That the South East Government should source funds within to run capital projects like the dredging of River Niger, and the construction of the second Niger Bridge.

• That there is need for collaboration among the South East Government in transforming the economy of the South East.

• That there is need for an enabling law that will empower the South East states to generate and distribute electricity on their own.

8.0 INTERNATIONAL CONFERENCES, SEMINARS AND WORKSHOPS ATTENDED BY STAFF

Mr. Ujah Oliver Chinedu, the Deputy Research Coordinator, a workshop organised by African Regional Centre for Water and Sanitation (CREPA), Ouagadougou, Burkina Faso, with funding from Bill & Melinda Gates Foundation between June 22 to 24, 2011 at Erata Hotel, Accra, Ghana. The objective of the workshop is to promote best practices in sustainable sanitation service delivery through evaluating the effectiveness of sanitation pricing/tariff models in 6 countries (Burkina Faso, Cameroon, Mozambique, Ghana, Kenya and Senegal). This is in order to support sustainable and equitable service delivery by understanding how tariff are calculated, agreed and charged (at which level) in each country; how these tariffs incentives (or disincentives) sustainable business models for utilities and local governments as public service providers; how these models support service delivery and coverage at municipality/country level.

Mr. Celestine Nzeh, a Research Fellow and Associate Fellows Liaison Officer attended the regional training workshop of trainers on MDG based planning in Africa organized by the economic development and NEPAD division (EDND) MDGS/LDCS section 17-18 November 2011, Accra, Ghana. The workshop had the objective as to raise awareness and strengthen national capacities for MDGs-based
planning. The participants to the international training workshop were drawn from both Anglophone and Francophone countries in Africa.

9.0 PUBLICATIONS IN 2011

9.1 AIAE Research Paper Series

AIAE Research Paper Series presents technical research results from work done by the Institute and/or its Affiliate scientists and researchers. The purpose is to disseminate research reports and analyses that promote policy debate as well inform policy choices. It is directed to a professional audience and readership among economists, social scientists in government, business as well as in universities, research institutes and international development agencies. Before acceptance for publication, the papers are subjected to rigorous independent technical reviews to assure scientific quality. AIAE Research Paper Series seeks to engender high quality scientific and intellectual discourse on key development questions and hence, enhance strategic understanding of policy and programmatic options.

During the year, AIAE published the sixth and seventh in the Research Paper Series. The Research Paper 6 is titled: “Cost-Effective Agriculture Growth Options for Poverty Reduction in Nigeria: Evidence and Policy Implications”

Abstract
This paper assesses the relative cost-effectiveness of different agriculture expenditures for reducing poverty in Nigeria. Using yield growth and program expenditure data from a national agriculture programme and a CGE model of the Nigerian economy, it assessed the relative costs of increasing household income by 1% by increasing the yield of different crops. The analysis used Oyo and Jigawa states in the Southwest and Northwest zones of the country as case studies. Maize and rice were found to be the most pro-poor products as a 1 tonne increase in their yield led to the largest increases in household income in the 2 states respectively. The study indicated that the most pro-poor agriculture product may not be the most cost effective. While maize is the most pro-poor in Oyo state, it appears to require relatively large funds to achieve poverty reduction. Yam, on the other hand, requires lesser funds to achieve a given level of poverty reduction and is therefore more cost-effective than Maize in Oyo state. In Jigawa state, the most pro-poor crop - rice - was also found to be the most cost-effective. The study also indicated that there appears to be a mismatch between expenditure priorities and cost-effective poverty reducing ability in the 2 states. The crops which have the highest ability to reduce poverty cost-effectively did not receive the largest amount of funds. Given budget constraints which public and private institutions are subject to, it would be useful to explore possibilities of skewing the allocation of funds to agriculture products which give the highest reductions in the poverty rate for every Naira spent.

The Research Paper 7 is titled: “Towards Accelerated Growth and Transformation of the Nigerian Economy: Missed Opportunities, Existing Prospects and the Way Forward”.

Abstract

This paper reviews the structural transformation process in Nigeria with particular focus on the role played by the agricultural and industrial sectors. It seeks to explore the issue of whether Nigeria’s economic transformation process capable of leading to the achievement of the developmental goals enunciated in the government’s vision statements. In
view of the broad dimensions of the concept of economic transformation and modernization, the study briefly reviews the various theoretical postulates underlying the concepts, analyzes the nature of transformation in Nigeria since the 1960s and concludes by highlighting critical characteristics of the evolving Nigeria economy that might need to be explored if the long term vision of the authorities is to be realized. The latter are the central messages of the review which include putting the economy on an accelerated growth path through enhanced reform of agriculture and industry, seeking to facilitate the sharing of the fruits of growth with all Nigerians, resolving the infrastructure limitations, and deepening the decentralization process to support democratization and good governance.

9.4 AIAE Policy Briefs

This Series publishes short, soft and general-interest papers. The objective is to provide rapid and easily comprehensible policy- and development-oriented discussions. Policy Briefs are targeted at a wide audience comprising policy makers, policy advisors, bureaucrats, non-governmental organizations, academic community, civil society groups and international development partners. Policy Briefs seek to identify practical development challenges and options for solving them.

BECANS Policy Briefs

The Institute published BECANS Policy Briefs 1&2 drawn from the larger and more comprehensive Report: Business
Environment in Nigerian States 2010-Tackling the Security Challenge. They are meant to highlight different aspects of research findings of the BECANS programme and serve as soft read supplements to the report.

9.5 Enugu Forum Policy Paper Series

Enugu Forum Policy Paper Series publishes the proceedings and outcomes of workshops, conferences, seminars or public lectures held by the Enugu Forum. The Series provides documentation of the topical presentations, debate, comments and perhaps consensus at the Forum. It is intended to disseminate the Forum’s intellectual discourse to a wider audience. The essence is to stimulate broader policy debate and promote multi-perspective dialogue on policy options. Enugu Forum Policy Papers constitute an advocacy instrument to canvass alternative development solutions and policy roadmaps, and hence, promote appropriate policy responses to development questions. The Series also draws attention of government, private sector and civil society to salient dimensions of contemporary development challenges in Nigeria.

9.6 AIAE Newsletter Series

The AIAE Newsletter is published in electronic and printed versions on a quarterly basis. The Newsletter complements the Institute’s website in bringing information to the doorsteps of Associate Fellows and stakeholders. The Newsletter is designed to inform and enlighten our stakeholders and the general public on the programmes, activities and
developments at the Institute. It is intended to respond to the information needs of researchers, government agencies, private sector and civil society. It also features guest articles, feedback from stakeholders on Institute’s activities and programmes and functions as a medium of interaction among Associate Fellows and with the Institute.

Three editions of the Newsletter were published during the year 2011. These are:
Vol. 6 No. 15: January, 2011
Vol. 6 No. 16: July, 2011
Vol. 6 No. 17: December 2011

9.7 AIAE Macroeconomic Forecast Series

AIAE Macroeconomic Forecast Working Papers constitute one line of outputs of the Institute’s macroeconomic forecast initiative—a flagship programme of the Institute. The Papers in the series contain reviews, analyses and discussions relating to the theory, practice and challenges of developing and sustaining macroeconomics forecasting models. The series is designed to rapidly transmit less technical and more generalist information for the purpose of informing, enlightening and stimulating the scientific and policy-relevant discourse about macroeconomic forecasting issues. The Series is intended for cross-disciplinary readership audience in academia, government, civil society and development community.
The economic forecasts constitute leading-edge knowledge products in line with the mission of the Institute - to promote evidence-based policies and decision-making through research and critical analysis. Some of the issues addressed by the paper include; Bases and Objectives of the Modeling Initiative, Review of Literature on Macroeconomic Modeling Initiative, Reviewing of Literature on Macroeconomic Modeling, Keynesian Modeling, Vector Autoregressive Model (VAR) and others. It also examines Methodology, Conceptual Framework, Model Building and Identification and Expected outputs and deliverables. The intended overall impact of these outputs is a change, not just in the modeling culture, but also in the awareness, appreciation and use of models (and by extension other aspects of quantitative data inputs) into private and public decision making. While the programme will generate forecast, the process of delivering and communicating the products is equally important in the design of this project.

9.8 AIAE Website Statistics

The AIAE website has been a focal point for the dissemination of AIAE’s vast research activity and public policy dialogue. In 2011, there was sustainable increase in the number of visits to the website. More innovations on the site resulted in these increases which were maintained throughout the year. This is depicted graphically below:
# aiaenigeria.org: 2011 Website Statistics

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10.0 LIBRARY

With additional materials (both hard copies of materials and electronic materials), the library served the staff, Associate Fellows and other users better with updated information, thus, contributing to the Institute’s qualitative and evidence-based research.

**Collection Development:** A total of 28 titles were received from individuals, CBN, UNRISD and others. A levy Institute CD Rom (e-book) was received containing 647 current Working papers. Through the Library e-books and millions of e-journals through the Internet, JSTOR, OARE, and other websites like [www.shared.com](http://www.shared.com), [www.idrc.ca](http://www.idrc.ca), [www.cenbank.org](http://www.cenbank.org), etc can now be accessed.

**Library Services and Administration:** The services of the library were available to its users throughout 2011. These include, documentation, shelving, ensuring security of the books and other library materials, registration and renewal services, and continuous update of the database of the library resources.

**E-library Services:** The e-library section was publicly launched during the one day seminar held at the Institute’s Seminar Room in July, 2011. We hope that the facilities would be in full place in 2012 so that users we have adequate access to the service.

**Registration and Renewal:** A total number of fifteen new users were registered in 2011, while ten users renewed their membership during the year. Till date the library has a total number of 166 users.

**Advocacy for Library:** The library unit organized a one day seminar on 15th July, 2011 titled “AIAE Library Resources- What Makes the Difference? This seminar was an exposé of the contents of the library and how the unique library resources can be accessed by its users and those intending to register with the library. The high point of the seminar was the exposition on the e-library section of the library. The seminar was attended by the staff of the universities; post graduates students, researchers, Fellows of the Institute and the entire Staff. Responses and questions that revolved around the upward review of the library fee, solo librarianship, access to e-library within and outside
the Institute were received.

**Networking:** There were constant interactions with our partners like the JSTOR team in the USA, Hinari, Nigerian Library Association, etc by the librarian. This was done through exchange of e-mails, accessing the e-library resources provided by these library partners and attending local meetings.

**Conclusion**

The Institute’s library remains one of the best, reliable and up-to-date libraries in the South-East part of the country in terms of resources and personnel. The e-library is an added advantage over other libraries. Other things being equal, the library is open to users every day of the week. Efforts are being made to ensure that the e-library section is functioning well. Hopefully, by the next year, the library will improve on its services.

**11.0 DEVELOPMENT OF INFRASTRUCTURE**

The construction of the magnificent new ultra modern office complex of the Institute located at 54 Nza Street, Independence Layout, Enugu was completed fully in 2011. Consequently, the Institute successfully began operations on 2nd of May 2011 marked with spiritual blessings led by Ven. Chukwuma Okafor. By the end of the year under review, the edifice has been stocked with modern office facilities which have helped in boosting the productivity of the staff.

**11.1 Information and Communication Technology**

The internet service in the Institute was relatively stable with secure connectivity, which is reliably functional in
servicing the activities of the Institute in 2011. Though movement of ICT facilities to the new office complex was challenging, the unit brazed up to the occasion by taking precautionary and residual measures to ensure the smooth running of the Institute’s activities and programs. A Wireless Local Area Network (WLAN) was installed to ease troubleshooting and mobile connectivity. The network, especially access to internet was very robust with the IT officer working round the clock to ensure connectivity. It is hoped that ICT in the Institute would take a leap in the coming year due to intensive training already underway by the IT officer.