



AFE
BABALOLA
UNIVERSITY
ADO-EKITI (ABUAD)

KM. 8.5, AFE BABALOLA WAY,
ADO-EKITI, EKITI STATE, NIGERIA.
P.M.B 5454 ADO-EKITI.



STRATEGIC FRAMEWORK 2013 - 2015

Institute for Oil, Gas, Energy, Environment and
Sustainable Development Law (OGEEES)

Nigeria's pioneer and foremost international sustainable
development research and training Institute

Contact:	Room 10, College of Law, Afe Babalola University 8.5 Afe Babalola Way, Ado Ekiti, Ekiti State, Nigeria
Email:	info@ogeesinstitute.edu.ng
Tel:	+234(0)8100000127 +234(0)8155555275
Website:	www.ogeesinstitute.edu.ng
University website:	http://www.abuad.edu.ng/



Table of Content

Executive Summary	4
Background: About the OGEES Institute	5
Vision, Mission and Strategic Objective	6
The PESTEL Analysis	8
The Mandate	10
Achieving the Mandate	12
Conclusion	15



Executive Summary

This document provides a synoptic overview of the aims, objectives, mandate, thematic focus and strategic framework of Nigeria's pioneer international institute for sustainable development research and training - The Institute for Oil, Gas, Energy, Environment and Sustainable Development Law (OGEES Institute). The OGEES Institute was established in 2012 to serve as the modern day equivalent of the Agora of classical Athens - a market place where burning issues of importance are unearthed, discussed, analysed and resolved. In Nigeria and Africa of today, which other issues are more pressing other than the perennial issues of natural resource curse, energy insecurity, unsustainable agricultural practices, endemic poverty, oil spillage, gas flaring, oil driven conflicts and terrorism. All these issues have contributed towards making Nigeria a classic example of a resource rich nation with abundant oil and natural gas resources, but with little or nothing to show in terms of development, economic prosperity, social stability and environmental protection. Even though these issues have for many years remain intractable, they do not call for intellectual surrender. The OGEES Institute seeks to be at the vanguard of providing high quality research, training, capacity development, consultancy and publication that would help examine, analyse and ultimately resolve these perennial problems of unsustainable resource management that tend to stagnate Nigeria and Africa's potentials for growth and development.

The aim of this document is to offer a summary of how we hope to achieve our goals and mandate. It describes the potentials, strengths and capacity of the OGEES Institute to become the topmost sustainable development research and training institute in Africa. It also highlights arrears for research collaboration, funding and assistance in order for the Institute to maintain its independent, self-sustaining and reputable standing over the next decade.



Background: About the OGEES Institute

The Institute for Oil, Gas, Energy, Environment and Sustainable Development Law (OGEES Institute) is a not-for-profit international research Institute centered at Afe Babalola University, Nigeria a not-for-profit University founded by Nigeria's eminent legal icon, Aare Afe Babalola CON, SAN, LL.D.

Despite Nigeria's oil wealth and position as a leading oil and gas supplier in the world, research on how her oil wealth can translate to better standard of living, more prosperity and wealth, cleaner environment and safer and healthier Nigerian communities have not been developed to expected international standards. The gap in research, information and training opportunities in oil, gas, energy, environment and sustainable development law have forced many inquisitive Nigerian law graduates and graduates in other social science fields to seek training opportunities at leading oil and gas training institutes and universities abroad particularly the reputable ones in Houston, Calgary, Dundee and Aberdeen. Furthermore, with the enactment of the Nigerian Local Content Law, there is a renewed pressure on the international oil producing companies in Nigeria to develop the capacity of Nigerians to increase the participation of Nigerians in the management of our oil resources.

It was in order to bridge identified gap and to bring affordable research and training opportunities to Nigerian students, administrators, judges and government officials that the Institute for Oil, Gas, Energy, Environment and Sustainable Development Law (OGEES Institute) was established in 2012 as Nigeria's first and pioneering university centered sustainable development law research and training Institute. The Institute was established through a professorial endowment by Aare Afe Babalola.

The Institute hopes to leverage on the experience, training and exposure of its pioneering directors and members of the research and management team to provide high level capacity development and training for policy maker, judges and administrators in the areas of natural resources governance, energy and environmental law. The Institute hopes to provide strategic research and policy advice and publications that would help resolve some of the nagging sustainability concerns that have faced Nigeria for many years.

However, one of the problems of research and capacity development in many developing countries including Nigeria is the ability to generate and sustain funding for research and capacity development. Due to the lack of research funding the dream of establishing and sustaining research institutes that could stand neck to neck with international institutes in Nigeria have gone unrealized for many years. OGEES Institute would therefore count on the support of all stakeholders in the oil and gas industry in the form of research grants, endowments, scholarly chairs, and project funding to sustain itself and to remain at the vanguard of sustainable development research in Nigeria.



Vision, Mission and Strategic Objective

The OGEES Institute pursues a four-fold mandate of research, training, consultancy and publication in the areas of natural resources, energy, and environment. A cross cutting aim is to advance and promote sustainable development in the exploration of natural resources particularly oil and gas. We hope to utilize national and international law and institutions to promote the sustainable exploration of natural resources, protect the environment and human health, promote energy security and foster a progressive shift towards renewable energy resources in Nigeria, across Africa and all over the world.

Our **Vision** is to achieve sustainable energy development.

Our **Mission** is to use legal and policy framework to achieve more inclusive and equitable management of our energy resources within safer, healthier and wealthier communities.

The **Strategic Objective** of our Institute is to utilize policy, national and international law and institutions to promote the sustainable exploration of natural resources, protect the environment and human health, promote energy security and foster a progressive shift towards renewable energy resources in Nigeria, across Africa and all over the world.

Our **Strategic Objective**, dictated by our four-fold mandate of research, education, consultancy and publication can be realised through proper identification of the political, economic, social, technological, environmental and legal factors that shape our intervention. These are clearly articulated in the section that follows this introduction.

To realise these aims, the Institute initiates research projects and responds to requests from the indigenous communities, local public, private sectors, jurists, non-governmental organizations in the oil, gas, energy and environmental sectors. We also hope to carry out consultancy based research for federal, state and local governments, Ministries, agencies, law firms, private organizations and development organizations within Nigeria and for international organizations outside Nigeria. Our consultancy-based research reflects the Institute's ability to apply its expertise in law, regulatory process, public policy and institutional design towards resolving practical issues in natural resources and environmental management.



For the purpose of amplification, the strategic objective would be achieved as we:

- **Provide** legal counsel, advocacy, policy research and capacity building in the areas of Oil, Gas, Energy, Environment and Sustainable Development Law
- **Advance** oil gas, environment and sustainable development law scholarship through research and analysis
- **Build** capacity, education and experience in these fields through seminars, trainings, workshops, dialogue sessions, tea talks, legal panel events, and conferences
- **Develop** training and capacity development partnerships with industries, public and private sectors in the areas of oil, gas, environment and sustainable development
- **Attract and retain** world class research fellows that would support and contribute to the research agenda and publication portfolios of the Institute
- **Advance** strategy to attract research funding in the short term and long term that would help strengthen OGEES as an institution
- **Promote** knowledge dissemination through research publications such as books, peer-reviewed journal articles, working papers, opinion papers and legal briefs
- **Contribute** to the teaching and research programs at the Afe Babalola University in these and other areas of law
- **Provide** neutral forum and credible intellectual space for discussions of contemporary issues on oil, gas, energy, environment and sustainability, mineral extraction equity and management issues in Nigeria and in Africa.

In all, the Institute will facilitate research, capacity building and public dialogue on sustainable development in Nigeria and in Africa. The Institute strives to help mobilize and disseminate new knowledge in the areas of sustainable development law and policy and also raise the visibility of Nigerian research and researchers in this field.



PESTEL ANALYSIS OF THE MACRO-ENVIRONMENT

FACTOR	<i>Could Include:</i>
Political	<ul style="list-style-type: none"> • Political and policy instability in the country might impact with the work of the institute • Lack of political will on the part of the government is something to keep putting into consideration. • Government policies may affect the work of the institute in so many ways. • The national content policy and regulatory framework will provide opportunity for the institute and the university to take advantage of the policy to train Nigerians be able to provide services to Government and the Oil Corporations in Nigeria.
Economic	<ul style="list-style-type: none"> • The global economic slow-down may affect the institute. • There could be opportunity for the institute to be needed to provide solution to energy policies in the country. • The economic crisis might force many people who would have considered studying abroad to see the Institute and the university as a destination to acquire the same academic qualification.
Social	<ul style="list-style-type: none"> • The demographic challenge in Nigeria is increasing more pressure on institutions to accommodate people with passion for academic pursuit. • Social mobility in the country and the exposure to knowledge-based world is forcing more people to consider re-training and getting themselves ready to be part of the global marketplace.

FACTOR	Could Include:
Technological	<ul style="list-style-type: none"> • Technological exposure is breaking the divide between the North and the South and this is having tremendous impact on the way things will be done in any part of the world. • Knowledge of what is available in one part of the world is disseminated to the other parts of the world in a very dynamic manner, hence, people are becoming more aware of how things are done in other parts of the world in order to change things in their own environment. • Technology can now assist organisations to have interaction with other parts of the world for learning and inspirational purposes.
Environmental	<ul style="list-style-type: none"> • Global warming and climate change is a worldwide problem that concerns everybody in every part of the world. This calls for better management of the global resources in sustainable manner. The developing countries bear the brunt of the devastation we are inflicting on the earth. • The need to have a cleaner and better environment has become a global challenge which calls for interventions in every part of the world hence, Nigeria cannot afford to stay aloof to the challenges.
Legal	<ul style="list-style-type: none"> • Several legal commitments such as the Kyoto Protocol and other instruments have made it imperative for scholars to begin to see the field of sustainable development as a veritable area for research and legal contribution. • Locally in Nigeria, we have several initiatives that make it mandatory to have legal scholars who can specialize in this field. We have the Petroleum Industry Bill (PIB), the Local Content Regulation etc. • Legal activism in the field of environmental responsibility is changing the way that oil sector operatives carry on with their business.

OUR MANDATE:

Research Mandate

The OGEEES Institute is engaged in seven primary areas of international sustainable development and policy research, each of which is supervised by a Senior Research Fellow. These are:

- Oil and Gas Law and Policy
- Mining, Energy and Natural Resources
- Trade, Investment and Sustainable Development
- International Environmental Law and Policy
- Climate Change
- Agriculture and Renewable Energy
- Water Resources Management.

In the future, the Institute would seek to work closely with the relevant colleges at Afe Babalola University to develop specialized research based Masters and Doctoral programs in these seven thematic areas of research of the institute. If achieved, this would be the very first of its kind in Nigeria. It would provide home-based opportunities for Nigerians to pursue these programmes in locally without the necessity of having to travel outside the country to seek learning and training opportunities. We have commenced discussions with some research institutes abroad for joint collaboration in this area.

Training Mandate

The Institute hopes to organize and sponsor special capacity development and training programs for judges, advocates, policy makers, government officials and lawyers interested in oil, gas, energy, environment and sustainable development law, policy and governance.

This would include a **Summer Institute on Oil, Gas, Energy and Environmental Diplomacy** that would feature courses on negotiation skills, environmental diplomacy, petroleum regulation and licensing, environmental dispute resolution and management, managing contracts and agreements, arbitration and environmental planning. The Institute`s interdisciplinary approach would ensure that seminars, courses and events are relevant to companies, financial institutions, law firms, governments and international institutions, banks and investment institutions. As a starting point we have developed a Summer Course in Petroleum Sector Management commencing during the summer of 2013.



Consultancy Mandate

We anticipate that when the need arises, we shall operate as the destination of choice for organisations in the public, private and international arena who would like to have professional input in the area of law, governance and policy in order to solve contemporary problems. For such consultancy work, we will charge competitive fees and utilize the proceeds to run our institute and pay our researchers befitting honorarium.

Publication Mandate

The Institute is in the process of releasing the first volume of its *Journal of Sustainable Development Law and Policy*. This Journal would provide an invaluable compendium of facts, data, analysis and thematic discussions on sustainable development policies in Africa and the world. For the inaugural edition, we have received outstanding submissions from experts and researchers at The University of Oxford, Cambridge, Glasgow, British Columbia, Dundee and from scholars at Afe Babalola University. This path-breaking collection of legal materials would therefore be of interest to government officials, policy makers, legislators, judges, teachers, students, practicing lawyers and every one interested in oil, gas, energy, environment and sustainable development.

The Institute is also working on releasing periodic publications in its areas of research. The Institute would publish quarterly newsletters *the Sustainable Development Law Quarterly*, which is intended to be an online publication. *The Sustainable Development Law Quarterly* would provide commentaries on matters of concern in Oil, Gas, Energy, Environment and Sustainable Development Law including recent developments in case law and statutes. It would also contain updates on the Institute's activities including new publications, courses, seminars and conferences.

Similarly, the Institute would be hosting the **Distinguished Speaker Series** a forum for world`s foremost oil, gas, energy, environment and sustainable development experts, scholars and advocates to present new perspectives on their activities and research so as to stimulate critical research and thinking by students and the University community.



Achieving the Mandate

Where we are

Upon take off, the Institute received a received a modest endowment from Afe Babalola CON, SAN, and LL.D. that allowed for the appointment of two internationally recognised Directors, namely: Dr. Damilola Olawuyi and Mr. Patrick Tolani. The Institute was also presented an office space at Room 10, College of Law, Afe Babalola University.

Management Structure:

Taking into account that the institute is sitting within the university, the Management Structure is to have a Board with persons of repute who are or have been practitioners in the oil and gas industry. The members of the Board of Directors are:

Mr. Odein Ajumogobia, SAN,	-	Chair
Dr. Emmanuel Ibe Kachikwu	-	Member
Dr. Chinyere Ozumba	-	Member
Sir. Remi Omotoso	-	Member
Dr. Olu Oluleye	-	Member
Mr. Joseph Oluwatomisin	-	Member
Ms. Elizabeth Preye Joseph-Obene	-	Member
Mr. Tony Agbojo	-	Member
Dr. Jhalil Balewa	-	Member
Mr. Patrick Tolani	-	Executive Director

The Board shall meet twice in a year to consider the budget and the report of the institute and shall also provide oversight functions. Nothing shall preclude the Board from meeting in extra-ordinary circumstances when it is expedient to do so.



Personnel:

Our institute believes in laying solid foundation and working to achieve our objectives in a sustainable manner. Hence, we have decided to staff the institute with:

I. Interdisciplinary Research Team:

Dr. Damilola S. Olawuyi – *Director for Research, Training and International Development*

Dr. Rhuks Ako - *Senior Fellow, Natural Resources, Energy and Environment*

Dr. Chilenye Nwapi - *Senior Fellow, Oil and Gas Law and Policy*

Dr. Bayo Oluduro - *Senior Fellow, Human Rights, Peace and Conflict Studies*

Dr. Femi Tolani - *Senior Fellow, Trade, Investment and Sustainable Development*

Orieji Onuma - *Associate Research Fellow, Climate Change*

Nnamdi Ikpeze - *Associate Research Fellow, Agriculture and Renewable Energy*

Ikechukwu Okafor - *Associate Research Fellow, Human Rights, Peace and Conflict Studies.*

Ms. Omolola Olarinde - *Associate Research Fellow, Oil and Gas Economics and Development Studies.*

ii. Administrative Staff:

We have two staff who are assisting us with:

- a. Day to day administration – the Confidential Secretary domiciled in the institute
- b. Accounting Support Staff - A senior staff within the Bursary Department is the designated accountant and he manages our account.

Finance:

So far, the Institute has relied heavily on the following funding sources:

- i. Donation from the President/Founder of Afe Babalola University – this is in the form of payment to the Directors of the Institute
- ii. Grant provided by Cordiad, Netherlands towards writing and finalizing the strategic framework for the institute and for carrying out the validation and dissemination of the document.



Future Funding Streams:

Our funding strategy will be developed following the successful completion and finalization of our strategic framework. However, we shall be depending on the following sources:

- i. Continued support from the President/Founder, Afe Babalola University
- ii. Grants from International NGOs, Foundations, Corporate Organisations
- iii. Endowment of Scholarship Chair by Corporate organisations and High Networth Individuals
- iv. Fees accruable from Courses and Academic Programmes
- v. Fees accruable from Consultancy Contracts

OGEEES Building:

The President and Founder of Afe Babalola University, Aare Afe Babalola has agreed to provide us with the land within the campus for the building of our ultra-modern OGEEES Institute Building. The plan for the building has been submitted to him and he has agreed to assist us with the land. The Foundation Laying event will hold within the 2nd Quarter of 2013.



Conclusion

In all, we hope to pursue our four-fold mandate of Research, Training, Consultancy and Publication. Our goal is to facilitate, support, and encourage the enhanced understanding and critical evaluation of the need for a sustainable exploration and management of natural resources in resource based countries such as Nigeria. Sustainability, for our purposes, is defined broadly to include the interplay of the full range of legal, institutional and administrative themes that are central to understanding the nature and scope of the responsibilities of governments, policy leaders, judges, stakeholders and business leaders globally and locally in ensuring that resources are explored and utilized in a way that would not jeopardize the abilities of future generations to make full use of those resources. Our Institute would be at the vanguard of providing continuous examination and restatement of the legal and institutional standards that should guide stakeholders and leaders as these issues are examined and debated.

Our goal is to create an intellectual marketplace where scholars, civil servants, business leaders, NGOs and the public at large can gather to discuss, debate, explore, apply and research the themes in sustainable development that are cross-cutting to their areas of activities and influence. Through conferences, seminars and Summer Institutes we hope to deliver capacity development programs that would help stakeholders and leaders to perform their expected roles as sustainability watchdogs. Our Institute will be modelled on the agora of classical Athens, a marketplace where people met to exchange things of value and to discuss and debate the issues of the day. The Institute will welcome and encourage the participation of scholars from across the humanities and social sciences without neglecting the input of the sciences, professional and management schools and faculties. It will welcome the active engagement of the voluntary sector, government departments, business and indigenous communities. It will seek to raise the profile of sustainability research in Nigeria and Africa and also increase the visibility of home-based researchers locally and globally by engaging and working in collaboration with environmental advocates, research networks, individuals, and organizations with interests in similar goals and objectives.



