UNIVERSITY OF MAIDUGURI,
FACULTY OF MANAGEMENT SCIENCES,

2nd International Conference PROCEEDINGS

Date: 11th to 13th February, 2025
Venue: Muhammad Indimi International Conference Centre,
University of Maiduguri

Theme:

"HARNESSING SUSTAINABLE DEVELOPMENT GOALS(SDGS) TOWARDS EXPANDING ECONOMIC FRONTIERS: OPPORTUNITIES, CHALLENGES, AND EMERGING SOLUTIONS"

A Publication of
**Faculty of Management Sciences
University of Maiduguri**

UNIVERSITY OF MAIDUGURI, FACULTY OF MANAGEMENT SCIENCES, 2ND INTERNATIONAL CONFERENCE
(11TH TO 13TH FEBRUARY, 2025 AT THE INTERNATIONAL CONFERENCE CENTRE, MUHAMMADU INDIMI INTERNATIONAL LEARNING CENTRE, UNIVERSITY OF MAIDUGURI, MAIDUGURI, BORNO STATE, NIGERIA.)

URL: https://unimaidfms.org

Publication type: E-book
Date of publication: 2025
Edited by Conference Editorial Sub-Committee
ISBN: ISBN 978-978-690-647-8 (Print: Hard Copy)
(E-Book)

Graphics Design: Dea Ventures 08072856699

Published and printed in Nigeria by:

THEME: HARNESSING SUSTAINABLE DEVELOPMENT GOALS TOWARDS EXPANDING ECONOMIC FRONTIERS: OPPORTUNITIES, CHALLENGES, AND EMERGING SOLUTIONS

CONFERENCE TRACKS:

Tracks	Sub-themes
Accounting	▪ Disclosure practices and sustainable development goals ▪ Government budget figures and aspects of SDGs
	▪ Board gender diversity ▪ Integrating SDGs into accounting curriculum ▪ Climate change accounting and reporting ▪ Value-chain accounting and Sustainable development goals ▪ Climate change accounting ▪ Accounting for green energy ▪ Aspects of taxation ▪ Auditing ▪ Sustainability oil and gas accounting ▪ Corporate governance ▪ SDGs and human resource accounting ▪ sustainability accounting
Banking and Finance	▪ Investment strategies ▪ Financial planning ▪ Risk management ▪ wealth preservation ▪ Wealth building
Business Administration	▪ Entrepreneurship and innovation ▪ Strategic management and leadership ▪ Sustainable supply chain & business models ▪ Risk management & resilience ▪ Human resource development ▪ International trade & export development.
Marketing	▪ Marketing strategies for affordable goods and services ▪ Marketing for job creation and skills development ▪ Marketing to empower women and promote gender equality ▪ Promoting sustainable infrastructure development ▪ Promoting inclusive and diverse marketing practices ▪ Marketing for partnerships and collaborations
Public Administration	▪ Digital inclusiveness and e- participation ▪ Grassroots Advocacy ▪ Managing Technological Changes ▪ Environmental Protection and Resource Management ▪ Public health policy change
Entrepreneurship	▪ Entrepreneurial solutions for social inclusivity ▪ Social entrepreneurship for economic development ▪ Entrepreneurial innovation for sustainable infrastructure ▪ Entrepreneurship and consumption ▪ Entrepreneurial education and skills development ▪ Collaborative entrepreneurship and innovation
Economics	• Economics and Sustainable Development Goals
Peace and Conflict	• Peace and conflict and Sustainable Development Goals
Humanitarian	• Aspects of Humanitarian development and Sustainable Development Goals
Social Sciences	• Dimensions of Social sciences and Sustainable Development Goals
Education	• Dimensions of Education and Sustainable Development Goals

Oil and Gas	▪ Sustainability accounting practices in the oil and gas industry ▪ Sustainable resource management practices ▪ Sustainable investments, and technologies for optimizing operations ▪ Sustainable safety, reliability, efficiency, environmental, and social awareness practices.
Environmental, Social and Governance (ESG)	▪ With a focus on coordinating environment, society, and economy for long-term balance. It emphasizes conserving natural resources and meeting present and future human needs sustainably. On the other hand, environmental aspects of ESG include Energy consumption and greenhouse gas emissions. Waste reduction and management. ▪ Authors are welcomed to make submissions on different aspects of the social dimensions of SDGs and ESGs. While social aspects of SDGs dwell on poverty reduction, social investment and the building of safe and caring communities, social aspects of ESG include human rights and equity – an organization's relationships with people, as well as its policies and actions that impact individuals, groups, and society. ▪ With a focus on good governance, the governance aspect of SDG is poised to assist societies to develop an effective government within a democratic system, and to implement sustainable development principles through global partnership. Similarly, governance under the ESG framework examines how a company polices itself, focusing on internal controls and practices to maintain compliance with regulations, industry best practices and corporate policies; for example, company leadership and management. Authors are encouraged to adopt a multidisciplinary approach in their submission.
Others	▪ Engineering and SDGs ▪ Agriculture ▪ Dimensions of Primary Healthcare and SDGs ▪ Health ▪ History ▪ Arts

PROGRAMME OF EVENTS

Day One (1) Opening Ceremony: Tuesday, 11th February, 2025

TIME	ACTIVITIES
8:00am - 9:00am	Arrival of Officials, Participants and Registration
9:00am - 9:30am	Arrival of Invited Dignitaries, Staff and Students of the Faculty of Management Sciences, University of Maiduguri
~~9:30am - 9:40am~~	Arrival of Provosts, Deans and Directors, University of Maiduguri
9:40am – 9:45am	Arrival of the Chairman of the Occasion, Professor Haruna Dantoro Dlakwa, **Former Acting Vice-Chancellor, Borno State University**
9:45am - 9:50am	Arrival of the Vice-Chancellor and Chief Host, **Professor Mohammed Laminu Mele** and Principal officers of University of Maiduguri
9:50am - 9:55am	Arrival of the Keynote Speaker, **Professor Isa Ali Ibrahim Pantami, Ph.D., CON, FCIIS, FBCS, FNCS**
9:55am - 10:00am	Arrival of the Royal Father of the Day, **His Royal Highness, Alhaji (Dr.) Abubakar Umar Ibn Garbai Al-Amin El-Kanemi, *CFR,*** the Shehu of Borno
10:00am - 10:05am	Arrival of the Special Guest of Honour, **His Excellency, Professor Babagana Umara Zulum, FNSE, mni, CON,** the Executive Governor of Borno State and his Entourage
10:05am - 10:00am	**National Anthem**
10:00am - 10:05am	**OPENING PRAYER**
10:05am - 10:10am	Introduction of Dignitaries by **Professor Garba Ibrahim and Dr. Musa Usman,** Masters of Ceremony
10:10am - 10:20am	Welcome Address by the Dean Faculty of Management Sciences, University of Maiduguri and Host, **Professor Shehu Mustapha Liberty, *Ph.D., FIMC, CMC, SFIPMA, ECRTD (UK)***
10:20am - 10:30am	Remarks by the Vice- Chancellor, University of Maiduguri and Chief Host, **Professor Mohammed Laminu Mele**
10:30am - 10:40am	Remarks by the Chairman of the Occasion, **Professor Haruna Dantoro Dlakwa,** Former Acting Vice Chancellor, Borno State University
10:40am – 11:00am	Brief Presentation by **Chinedu Igwe, NNPCL, Head of Sustainability** on Progressing NNPCL Sustainability Agenda
11:00am - 11:45am	Keynote Address by Keynote Speaker, **Professor Isa Ali Ibrahim Pantami, Ph.D., CON, FCIIS, FBCS, FNCS.** Citation on Professor Isa Ali Ibrahim Pantami to be read by **Professor Fatima Alfa Tahir,** the Sub-Dean, Faculty of Management Sciences, University of Maiduguri
11:45am – 12:00noon	Address by Special Guest of Honour, **His Excellency, Professor Babagana Umara Zulum, FNSE, mni, CON,** the Executive Governor of Borno State **and to Declare the International Conference Open**
12:00pm – 12:05pm	Vote of Thanks by the Chairperson, Conference Organising Committee, **Professor Opeyemi Kehinde Akinniyi**
12:05pm – 12:10pm	**GROUP PHOTOGRAPH WITH DIGNITARIES**
12:10pm – 12: 15pm	**Departure of Dignitaries**
12:15pm – 12:45pm	**Tea Break**

Day One (1) Technical Session: Tuesday, 11th February, 2025

TIME	ACTIVITIES
12:00noon - 12:20pm	Virtual Presentation of Paper on "Defining a Workable Pathway for Achieving Sustainable Raw Material Management Practices in Nigeria" by Professor Nnanyelugo Martin Ike-Muonso, the Director-General, Raw Materials Research and Development Council (RMRDC)
12:20pm - 12:25pm	**Questions, Comments and Observations**
12:25pm - 12:45pm	Virtual Presentation of Paper on "Achieving Sustainable Green Economy" by Professor Cecilia Olukemi Yekini, Aston, University, Birmingham, United Kingdom
12:45pm - 12:50pm	**Questions, Comments and Observations**
12:50pm – 1:10pm	Virtual Presentation of Paper on "Digital Procurement and Environmental, Social and Governance (ESG) as Catalyst for Economic Development in Nigeria by Dr. Salisu Uba, Founder, NATQUEST, United Kingdom
1:10pm - 1:15pm	**Questions, Comments and Observations**
1:15pm - 2:00pm	**Lunch & Prayer BREAK**

Day One (1) Technical Sessions:Tuesday, 11th February, 2025

VIRTUAL PARALLEL SESSIONS:

TIME	ACTIVITIES
2:30PM - 4:30pm	**VIRTUAL PARALLEL PRESENTATIONS TO HOLD AT INDIMI INTERNATIONAL LEARNING CENTRE AT ROOM A AND ROOM B**

END OF DAY ONE (1)

Day Two (2) Parallel Sessions: Wednesday, 12th February, 2025

TIME	ACTIVITIES
8:30am - 10:30am	**Parallel Session One (1)**
10:30am - 11:00am	**TEA BREAK**
11:00am - 1:00pm	**Parallel Session Two (2)**
1:00pm - 2:00pm	**Lunch & Prayer BREAK**
2:00pm - 4:00pm	**Parallel Session Three (3)**
	END OF DAY TWO (2)
	GALA NITE AT EL-KANEMI HALL, UNIVERSITY OF MAIDUGURI AT 7:00PM

Day Three (3) Ph.D. Colloquium and Closing Ceremony: Thursday, 13th February, 2025

TIME	ACTIVITIES
8:30am - 10:40am	**Ph.D. Colloquium**
	Closing Ceremony
11:00am - 11:10am	Arrival of Invited Guests and members of the Faculty
11:10am – 11:15	Arrival of Vice Chancellor and his entourage
11:15am – 11:20am	Brief Report on the Conference to be presented by the Chairperson, Conference Organising Committee, **Professor Opeyemi Kehinde Akinniyi**
11:20am – 11:30am	Vote of Thanks by the Sub Dean, Professor Fatima Alfa Tahir
11.30am – 11:40am	Closing of the 2nd International Conference by the Vice Chancellor, Professor Mohammed Laminu Mele
11:10am - 11:5am	**Closing Prayer**
11:00am - 1:00pm	**National Anthem**
1:00pm - 2:00pm	**Departure of Dignitaries**
	END OF CONFERENCE

WELCOME ADDRESS BY THE DEAN OF FACULTY OF MANAGEMENT SCIENCES Professor S. M. Liberty

1.0 PROTOCOL:

2.0 WELCOME ADDRESS:

First and foremost, I would like to thank Almighty Allah for sparing our lives to witness the opening ceremony of the 2nd International Conference of the Faculty of Management Sciences, University of Maiduguri, which is scheduled to hold from Tuesday, 11th to Thursday, 13th February, 2025. It is indeed my singular honour and privilege to warmly welcome you all to this important event.

It gives me great pleasure to specially welcome the Special Guest of Honour, the Executive Governor of Borno State, His Excellency, Professor Babagana Umara Zulum, FNSE, mni, CON, GCON (Niger) who unfortunately could not attend the event because it coincided with the historic coronation of the Shehu of Bama, His Royal Highness, Dr. Umar Kyari Umar El-Kanemi.

I would like to express my deepest gratitude to our esteemed Special Guest of Honour, Professor Zulum for graciously accepting our invitation and for sending a very high government official to represent him.

I am delighted to respectfully welcome the Royal Father of the Day, His Royal Highness, Alhaji (Dr.) Abubakar Umar Ibn Garbai Al-Amin El-Kanemi, *CFR*, the Shehu of Borno. We are grateful to our father for kindly accepting the role given to him.

I have the pleasure to specially welcome the Chairman of this occasion, our teacher, mentor, role model and one-time Dean of the Faculty as well as the former Acting Vice-Chancellor of Borno State University, Professor Haruna Dantoro Dlakwa. We are very appreciative for all your valuable support and guidance to us and for accepting to Chair this important event.

I also extend a very warm welcome to our amiable Keynote Speaker, Professor Isa Ali Ibrahim Pantami, whose expertise in cyber security and digital economy will undoubtedly enrich our discussions.

The presence of Professor Pantami here today, despite his understandably busy schedules, is a testament to his commitment to scholarship, academic excellence and deep interest in the advancement of knowledge. We are deeply honoured to host such an internationally acclaimed and versatile scholar in the University of Maiduguri.

We are also excited, lucky and blessed to have Professor Pantami here today in our midst this morning. I will like to thank him for kindly accepting to deliver the Keynote address at this important event.

By the way, my path, first crossed with that of Professor Pantami sometime in 2016 when our common friend, the former Vice-Chancellor of Modibbo Adama University of Technology (MAUTECH), Yola, Professor Kyari Mohammed organized a Conference, which focused on addressing the dreaded Boko Haram Insurgency in Nigeria. The Conference brought together experts from various fields, including Mallam.

Interestingly, it was at the time the Conference was holding in Yola that the appointment of Professor Isa Ali Ibrahim Pantami as the Director General of the National Information Technology Development Agency (NITDA) was announced by former President Muhammadu Buhari. As we are aware, during his tenure as the DG NITDA, Professor Pantami played an important role in driving Nigeria's digital transformation agenda.

I am extremely happy to welcome to this occasion the Lead presenters, Professor Nnanyelugo Martin Ike-Muonso, the Director-General, Raw Materials Research and Development Council (RMRDC) and Mr. Chinedu Igwe, Head of Sustainability at the Nigerian National Petroleum Company Limited (NNPCL), one of the sponsors of this Conference.

I also wish to welcome all the Paper Presenters, Panelists, and Discussants, we deeply appreciate your contributions to this Conference and look forward to the insightful deliberations.

To our Conference participants, comprising academics, researchers, industry practitioners, and students, I welcome you to this conference as you engage in intellectual discussions. Your presence here today demonstrates your passion for knowledge sharing and your commitment to advancing the frontiers of Management Sciences.

This Conference is a significant milestone in the journey of the Faculty towards academic excellence. Our theme, "Harnessing Sustainable Development Goals (SDGs) towards Expanding Economic Frontiers: Opportunities, Challenges, and Emerging Solutions," reflects our commitment to addressing the pressing issues of our time.

Over the next few days, we will be engaged in rigorous discussions, and knowledge sharing as well as explore the complexities of sustainable development, examine the challenges and opportunities of expanding economic frontiers, and identify emerging solutions to the complex problems that we face.

I would like to express my appreciation to the University Management, led by our Vice-Chancellor, Professor Mohammed Laminu Mele, for their unwavering support. I also acknowledge the tireless efforts of our Conference organizing Committee led by our indefatigable Professor Opeyemi Kehinde Akinniyi, whose dedication and hard work have made this event possible.

I will like to sincerely appreciate the Borno State Government, Nigerian National Petroleum Company Limited, University of Maiduguri and for sponsoring this Conference. May Almighty God replenish it in million folds for them and reward them bountifully.

Once again, I will like to welcome you all to the 2nd International Conference of the Faculty of Management Sciences. I also wish to express our profound gratitude and appreciation to each and every one for attending this important event. We are indeed pleased to host you all.

I thank you all for your kind attention and wish the participants successful deliberations and safe return to your respective destinations.

SPEECH BY VICE-CHANCELLOR: PROFESSOR MOHAMMED LAMINU MELE

PROTOCOL

Distinguished ladies and gentlemen, members of the press community, invited guests and conference participants, I am delighted to receive you as your chief host. I wish to use this medium to express my profound appreciation to his excellency Professor **Babagana Umara Zulum** $_{\text{CON mni}}$, The Executive Governor of Borno State, the 1st Group Chief executive officer (GCEO) of Nigerian National Petroleum Corporation Limited (NNPCL), Mr. Mele Kyari, and the management of the University of Maiduguri for their magnanimous support towards the hosting of this 2nd international conference of the Faculty of Management Sciences, University of Maiduguri. I also appreciate other sponsors, who have contributed towards this conference.

An international conference cannot be meaningful without knowledge sharing, on this note I recognise and appreciate the time our seasoned academia and experts have set aside to share in their wealth of knowledge. In particular, I wish to express my deep and unreserved appreciation to the keynote speaker, **Professor Isa Ali Ibrahim Pantami, Ph.D., CON, FCIIS, FBCS, FNCS, Mr. Chinedu Igwe, NNPCL, Head of Sustainability, Professor Nnanyelugo Martin Ike-Muonso**, the Director-General, Raw Materials Research and Development Council, **Professor Cecilia Olukemi Yekini,** Aston, University, Birmingham, **Andrey Bogdanov,** CEO, Risk Insights, South Africa, and **Dr. Salisu Uba**, Founder, NATQUEST, United Kingdom. Thank you for being a part of the success story of this conference.
With nostalgia, I can vividly recall the median edition of this conference in the year 2022. The team of staff in the faculty of management sciences have proven to be resourceful and determined to keep the banner of the University of Maiduguri flying high in the global space, despite the numerous challenges faced by the University Community. The theme of this conference: **HARNESSING SUSTAINABLE DEVELOPMENT GOALS (SDGs) TOWARDS EXPANDING ECONOMIC FRONTIERS: OPPORTUNITIES, CHALLENGES AND EMERGING SOLUTIONS,** is re-emphasising, the need to pursue sustainability, so that the world can be a better place for every one of us. From a multidisciplinary perspective, it is expected that a workable communique will be generated at the end of this conference.

Once again, you are highly welcome to University of Maiduguri, I wish you all a pleasant stay. Permit me to leave you with our slogan: if you want to be made, come to **UNIMAID**.

Thank you.

CHAIRMAN'S REMARKS BY PROFESSOR HARUNA DANTARO DLAKWA AT THE OPENING CEREMONY OF THE 2ND INTERNATIONAL CONFERENCE BY THE FACULTY OF MANAGEMENT SCIENCES, UNIVERSITY OF MAIDUGURI, HELD ON FEBRUARY 11-13, 2025 AT THE MUHAMMAD INDIMI INTERNATIONAL CONFERENCE CENTRE, UNIVERSITY OF MAIDUGURI

PROTOCOL.

It gives me great pleasure to stand before these eminent personalities and distinguished guests and participants at the 2nd International Conference organized by the Faculty of Management Sciences, University of Maiduguri. I will like to thank the Dean, Faculty of Management Sciences, University of Maiduguri, Professor Shehu Mustapha Liberty and his team for finding me worthy of serving as the chairman of the Opening Ceremony of this conference. May I also congratulate the Dean, members of the Local organizing committee of the conference, staff of the Faculty of Management Sciences and, indeed, the Vice-Chancellor and his management team on a successful organization of this conference in the University of Maiduguri.

The year 2025 marks the tenth-year anniversary of the adoption of the Agenda 2030 by the United Nations Organization at its General Assembly of 25-27th September 2015. This agenda for global development, is a far-reaching commitment by the UN to a new international economic order. Reflecting on the performances of the Millennium Development Goals (2000-2015), and the stark reality at that time that the planet earth was still threatened by both natural and man-made disasters, the UN General Assembly resolved to pursue 17 inter-related and all-encompassing global development goals, with 169 targets and 232 key performance indicators. Agenda 2030 provides a template for the global community to shift from the pursuit of the eight (08) Millennium Development Goals (2000-2015) to a more elaborate 17 Sustainable Development Goals (SDGs). The SDGs are premised on the resolve by the global community to pursue a transformative and developmental agenda with a human face.

These goals aim, among other things, to eradicate poverty and hunger, ensure good health and wellness of all citizens, provide equitable and quality education to all, guarantee gender equality, ensure conducive work environment and economic growth, protect and preserve the environment, and ensure peace and security while strengthening partnership among nations. Having gone almost two-third of the gestation period for the Agenda 2030 (Sustainable Development Goals), it is quite apt for the Faculty of Management Sciences, to have selected the theme for its 2nd International Conference as "Harnessing Sustainable Development Goals (SDGs) Toward Expanding Economic Frontiers: Opportunities, Challenges and Emerging Solution.

I have no doubt that the Keynote Speaker, Professor Isa Ali Ibrahim Fantami, CON, and the Lead Paper Presenter, Professor N. M. Ike-Muoso would lead us through fruitful discussions on the theme. It is not my intention to preempt the discussion by the two eminent scholars, nor to discuss the specific elements of the theme, which will be the main focus of the business sessions for the next three days of our deliberations. Nonetheless, I will like to make my personal observations on the SDGs and the prospects and challenges confronting the realization of these goals. First, I believe that the goals are desirable but the assumptions guiding their realization within the stipulated timeframe of 15 years are unrealistic. Secondly, there is disconnect between the optimism of the UNGA and the practical responses member countries of the UN exhibit in pursuing these goals. It appears that these countries see the SDGs as mere slogans and pay only lip services to them. Recent development in the United States sends a negative signal for further deterioration in the level of cooperation among nations towards the realization of the SDGs. Thirdly, global economic meltdown and heightened insecurity all over the world make it difficult for the realization of the SDGs. Fourthly, mother nature seems to unleash multiple natural disasters, which further exacerbate the manmade ones that pose a serious threat to the realization of these lofty goals.

All these observations are mere speculation, as they might be proven wrong by the well-researched papers to be presented to us by the experts and professionals from different disciplines, in due course. I therefore enjoin all participants in this conference, both physical and virtual, to note the key points raised during the opening session, for further discussions during the technical sessions beginning from 2.00 pm this afternoon.

I thank you all for listening.

PROGRESSING NNPCL SUSTAINABILITY AGENDA BY CHINEDU IGWE, NNPCL, HEAD OF SUSTAINABILITY

Energy for Today...Energy for Tomorrow
Energy for Today…Energy for Tomorrow

Good [morning/afternoon/evening] distinguished guests, esteemed members of the academia, students, and industry stakeholders. Please permit me to stand on already established protocols.

My name is Chinedu Igwe. I am honoured to be here today at the 2nd International Conference of the Faculty of Management Science at the University of Maiduguri to discuss NNPC Ltd's sustainability ambitions.

As the Head of Sustainability at NNPC Ltd, I am pleased to share how we are driving sustainable operations in the energy sector, our pathway to achieving Net Zero, and the impact of our "Action Not Words" sustainability framework.

Introduction – NNPC Ltd's Commitment to Sustainability]
Sustainability is no longer an option—it is a necessity. As Africa's largest energy company, NNPC Ltd has a responsibility to balance energy security with environmental responsibility. Nigeria's vast oil and gas resources must be leveraged sustainably to power economic growth while mitigating climate change.

We recognise that the world is transitioning towards cleaner energy, and we are committed to leading that transition in a Just and Responsible manner. Our sustainability agenda is deeply embedded in our strategy, ensuring that we contribute meaningfully to global climate action while driving socio-economic growth.

The Action Not Words Framework
NNPC Ltd has moved beyond sustainability commitments—we are taking action. Our new narrative, Action Not Words, is about measurable impact. It is built around six strategic pillars that guide our transformation into a sustainable energy company:

1. Innovation & Technology Leadership – Investing in clean energy solutions.
2. Low-Carbon Energy Transition – Reducing carbon intensity and emissions.
3. Sustainable Economic Development – Creating jobs and strengthening supply chains.
4. Climate Resilience & Adaptation – Ensuring infrastructure sustainability.
5. Global Leadership & Policy Alignment – Aligning with international climate goals.
6. Environmental Stewardship & Biodiversity Protection – Preserving ecosystems.

Each of these pillars has clear objectives, performance indicators, and real-world projects backing them up. To ensure the ambitions are achieved we are implementing robust monitoring, reporting, and verification (MRV) systems to measure progress against Key Performance Indicators (KPIs), in accordance with international reporting standards such as IFRS (international financial reporting standards) and GRI (Global Reporting Initiative).

Achievements to Date

We are not just talking about sustainability—we are implementing real change – we are advocating, on international platforms, the need for developing countries to achieve global climate goals without jeopardising economic growth; ensuring that our communities are provided with adequate international financing to become more resilient to withstand the pressures of climate change.

We are scaling up gas production as the transition fuel for the future. As part of the Decade of Gas initiative, the federal government has introduced several programmes aimed at driving the consumption of gas-based products in the market such as increasing access the domestic gas; CNG vehicle conversion through the Presidential Compressed Natural Gas Initiative (PCNGI).

More recently, NNPC announced its partnership with private organisations to construct five new mini-liquefied natural gas (LNG) plants as part of the government's broader initiative to boost domestic gas supply.

Some of our other achievements include:

Gas Flaring Reduction: Through the Nigeria Gas Flare Commercialisation Programme (NGFCP), we are capturing and repurposing flared gas.

Decarbonisation Initiatives: Adoption of Carbon Capture, Utilisation, and Storage (CCUS) to cut emissions.

Pipeline Infrastructure Investment: Projects like the AKK Gas Pipeline to expand gas supply and reduce reliance on crude.

Renewable Energy Projects: Collaborations with partners on solar, biofuels, and hydrogen research.

Community Engagement: Restoration of mangroves, afforestation programs, and development agreements with host communities.

These are just some of the actions we are undertaking to deliver on our sustainability action

OUR SUSTAINABLE ENERGY PILLARS

Pillar No 1 - Innovation & Technology Leadership – to pursue Investing in clean energy solutions **Pillar No 2 -** Low-Carbon Energy Transition – committed to Reducing carbon intensity and emissions

Pillar No 3 - Sustainable Economic Development – to Create green jobs and strengthening supply chains

Pillar No 4 - Climate Resilience & Adaptation – Ensuring infrastructure sustainability in our infrastructure and communities.

Pillar No 5 - Global Leadership & Policy Alignment – aimed at aligning with international climate goals.

Pillar No 6 - Environmental Stewardship & Biodiversity Protection – which seeks to drive the preservation of ecosystems across the country.

Pathway to Net Zero

So our sustainability journey is a long-term commitment to a Nigeria that is in turn committed to a Just Energy Transition which follows a structured roadmap, focused on driving GAS as the transition fuel that aligns with Nigeria's Net Zero target by 2060. Our approach includes:

Short-Term Goals (2025-2030): Phasing out routine gas flaring, expanding domestic gas use.

Medium-Term Goals (2030-2040): Scaling up renewable energy, deploying advanced emissions-tracking technology.

Long-Term Goals (2040-2060): Achieving full decarbonisation and becoming a leading green energy provider.

Nigeria has also joined other world leaders in expressing its commitment to the Sustainability Development Goals (SDG); Global Methane Pledge and the Confederation of Parties (COP) Goals to name a few. Nigeria has also signed up to the Nationally Determined Contributions (NDCs), which are commitments that countries make to reduce their greenhouse gas emissions as part of climate change mitigation. We are also members of the Oil & Gas Decarbonisation Charter (OGDC) committed to reporting on our performance and progress in reducing emissions.

That is why, we at NNPC, are serious about the actions we are taking to deliver on our sustainability ambitions; to ensure that we are able to do our part to support the nation to meet its commitments to the world.

All of these activities on the global stage form part of the ambition of our sustainability action.

Building Climate-Resilient Infrastructure

NNPC Ltd is actively investing in climate-resilient infrastructure to safeguard Nigeria's energy future for example:

Decarbonising Operations: Through the Decade of Gas initiative, we are transitioning towards gas as a cleaner energy source.

Technology-Driven Monitoring: Using satellite data, AI, and blockchain to track emissions and improve environmental compliance.

Protecting Ecosystems: Large-scale reforestation programs and biodiversity conservation projects to mitigate deforestation and land degradation. This forms part of a series of actions we are taking with our sustainability action

Call to Action – Driving Collective Action for a Sustainable Future

The transition to a sustainable energy future is not the responsibility of NNPC Ltd alone it is here to stay—it requires collaboration across industries, academia, and industry stakeholder.

To the students here today: We need your research, innovation, and fresh perspectives to develop cleaner energy solutions.

This is an important point as students in management sciences. Let me help you to put sustainability as university programme into perspective - Sustainability is becoming an increasingly vital discipline, both in academia and the corporate world.

Boardrooms worldwide are integrating sustainability into corporate strategy, with Environmental, Social, and Governance (ESG) metrics now influencing investment decisions, regulatory policies, and business performance. This shift has created a surge in career opportunities across industries

Sustainability is moving from a niche interest to a core business strategy, the demand for skilled professionals will continue to grow, making it one of the most dynamic career fields of the future.

To academia: Partner with us to drive cutting-edge research on renewables, carbon reduction, sustainable supply chains as well as help develop and teach a dynamic curriculum that will prepare bright young minds for a successful career in sustainability management.

To industry stakeholders: Let us build alliances that advance Nigeria's sustainability goals while fostering economic growth and creating green job opportunities for young graduates.

NNPC is taking Action Not Words, across our 6 action pillars and we invite you to join us in securing a cleaner, greener, and more sustainable energy future for our People and the Planet.

[Call out & Audience response]
Energy for Today...Energy for Tomorrow
Energy for Today…Energy for Tomorrow
Thank you. I look forward to your questions.

KEYNOTE ADDRESS BY KEYNOTE SPEAKER,
PROFESSOR ISA ALI IBRAHIM PANTAMI, PH.D., CON, FCIIS, FBCS, FNCS.

2nd Intl' Conference of University of Maiduguri|

Visit: https://www.youtube.com/watch?v=sYfGLaXy-CM

DEFINING A WORKABLE PATHWAY FOR ACHIEVING SUSTAINABLE RAW MATERIALS MANAGEMENT PRACTICES IN NIGERIA

By

PROF. NNANYELUGO M. IKE-MUONSO

DIRECTOR-GENERAL/CEO, RAW MATERIALS RESEARCH AND DEVELOPMENT COUNCIL (RMRDC)

At the

2 ND INTERNATIONAL CONFERENCE OF THE FACULTY OF MANAGEMENT SCIENCES, UNIVERSITY OF MAIDUGURI

THEME:

HARNESSING SUSTAINABLE DEVELOPMENT GOALS (SDGs) TOWARDS EXPANDING ECONOMIC FRONTIERS: OPPORTUNITIES,CHALLENGES AND EMERGING SOLUTIONS

VENUE: MUHAMMADU INDIMI INTERNATIONAL CONFERENCE CENTRE, UNIVERSITY OF MAIDUGURI,

FEBRUARY 11, 2025


OUTLINES
INTRODUCTION
CURRENT STATE OF RAW MATERIALS MANAGEMENT IN NIGERIA
GLOBAL BEST PRACTICES: LESSONS FOR NIGERIA
CHALLENGES AND PROPOSED SOLUTIONS
INVESTMENT & ECONOMIC IMPACT PROJECTIONS
STRATEGIC ROLE OF RMRDC IN SUSTAINABLE RAW MATERIALS M
ROADMAP FOR SUSTAINABLE RAW MATERIALS MANAGEMENT
CONCLUSION
CALL TO ACTION
ANNEX: KEY STATISTICAL DATA AND PROJECTIONS


Introduction
Defining Sustainable Raw Materials Management:
The responsible and efficient use of raw materials throughout their entire lifecycle, from extraction to end-of-life disposal or recycling (U.S. EPA, 2024)
Management that minimizes environmental, social, and economic impacts while ensuring resource security for future generations (UNEP, 2011)
Focuses on ensuring a sustainable supply of raw materials, reducing environmental impact, and promoting efficient resource use (European Commission, 2008)
A holistic management approach that is economically viable, socially responsible, and environmentally sound, recognizing all stakeholders' interests (ICMM, 2013)
Why Sustainable Raw Materials Management is Critical for Nigeria
Nigeria is endowed with an abundance of natural resources spread across:
(i) Agricultural Raw Materials:
Cassava (largest producer in the world – 63 million MT/year, but only 15% processed into derivatives like ethanol, starch, and glucose syrup).
Cocoa (largest producer in Africa – 328,263 MT/year, yet less than 10% processed into chocolates, butter, or powder).
Oil palm (produces 1.4 million MT/year, but imports over 600,000 MT of refined palm oil annually).
Cotton (50,000 MT/year, yet local textile mills operate below 20% capacity).
Ginger & Sesame seeds (Nigeria ranks top 3 globally, but export is mostly raw).
(ii) Solid Minerals:
Limestone (2.3 billion MT reserves, yet Nigeria imports clinker for cement production).
Lithium (critical for EV batteries, but currently exported raw with no local refining capacity).
Gold, Tin, Columbite, and Lead-Zinc deposits (underutilized due to lack of refining infrastructure).
(iii) Petrochemicals & Energy Resources:
Crude oil (Nigeria exports 90% in raw form, yet imports over 70% of refined petroleum products).

Introduction Cont.

- **Natural gas (206 trillion cubic feet reserves,** yet flaring rate remains one of the highest in Africa).
- **Coal (2 billion MT reserves**, but underutilized for industrial energy needs).

(iv) Forestry & Non-Timber Resources:

- **Timber** (Nigeria loses over **400,000 hectares of forests annually** due to deforestation).
- **Rubber** (Used in over **50 industrial applications, yet only 10% utilized locally**).

The Core Problems:

- ✓ Over-reliance on **raw material exports without value addition** - Over **$10 billion spent annually** on **importing** industrial inputs.
- ✓ Importation of refined products, leading to **trade imbalances**.
- ✓ **Environmental degradation** from unsustainable extraction practices.

Strategic Focus Areas for Sustainable Raw Materials Development:

- ✓ **Reduce imports & increase local processing.**
- ✓ **Industrialize agro-commodity and solid mineral value chains.**
- ✓ **Implement sustainability standards for extraction & utilization.**
- ✓ **Leverage technology for efficient resource management.**

Efficient and sustainable Management Will:

- ✓ Increase industrial productivity, currently accounting for **13.6%** of GDP by 20% in 5 years.
- ✓ Reduce current imports bill of $54 billion for industrial inputs thereby boosting **local industries.**
- ✓ Generate additional **5 million jobs by 2030** in the agricultural and manufacturing sectors (World Bank, 2022).

📌 **Sustainable raw materials management is crucial for industrialization, economic growth, and job creation. Nigeria must transition from being a raw material exporter to a leading industrial powerhouse.**

📌 **Key Question:** How can Nigeria transform its raw materials into industrial and economic strength?

Current State of Raw Materials Management in Nigeria

Sectoral Contribution of Raw Materials to Nigeria's GDP (2023)

Sector	Contribution (%)	Key Issues
Agriculture	24%	Low processing, post-harvest losses, High Import of finished goods
Mining & Quarrying	9%	Raw exports, Minimal value addition /lack of value addition, High imports of refined metals
Forestry	3%	Deforestation, weak conservation policies
Petrochemicals	6%	Mostly exported as crude, Reliance on imported refined products
Manufacturing	15%	Heavy dependence on foreign raw materials, limited local sourcing

Nigeria imports $10 billion worth of industrial raw materials annually despite having local alternatives.

Nigeria's local raw material utilization: 35% (compared to : Malaysia - 78%, Brazil - 82%, China - 91%).

Why is Nigeria Lagging?

- Weak industrial policies
- Infrastructure gaps (power, logistics, and transportation)
- Lack of R&D to support local processing

📌 **Strategic Direction:** Increase raw material processing capacity by **at least 50% within the next 5 years** through; Industrialization, value addition, local content enforcement.

Global Best Practices: Lessons for Nigeria

Global vs. sustainability adoption metrics

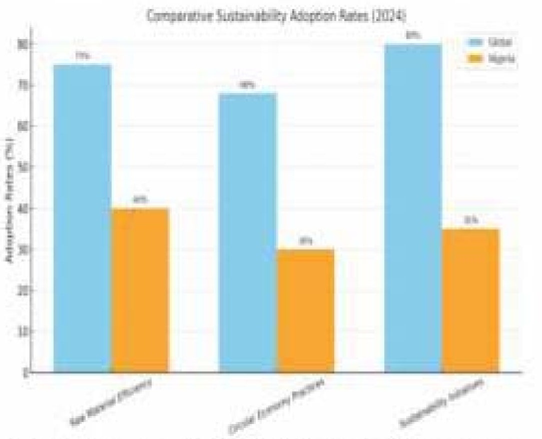


Fig. 1: Global and Nigerian Sustainability Metrics (2024): Comparative Adoption Rates (%):

Key Observations:

- **Global Trends:** High emphasis on integrating circularity into raw material processes.
- **Nigerian Landscape:** Despite some progress, significant gaps remain in efficiency and adoption of circular economy practices.
- **Call to Action:** Nigeria must prioritize innovation, capacity building, and policies to align with global best practices.

Challenges and Proposed Solutions

Despite advancements, Nigeria's raw material management faces several hurdles:

- **Over-Reliance on Crude Oil:**

  Crude oil accounted for **78% of export earnings** in 2023, while agriculture and solid minerals contributed only **7% and 2%, respectively**. (Source: NBS, 2023)

- **Inadequate Infrastructure:**

  Poor road networks increase post-harvest losses for raw materials like tomatoes and yams to over **30% annually.**

- **Underinvestment in Research & Development:**
  - ✓ Nigeria invests less than **1% of GDP in R&D**, compared to the global average of **2.3%**.
  - ✓ This limits innovations in value-added product development.

Challenges and Proposed Solutions

(i) Policy & Regulatory Gaps

🔴 **Challenges:**

Weak enforcement of local content laws
Over-reliance on imports.

✅ **Solution:** Strengthen Executive Orders mandating **local raw material sourcing & Utilization** (e.g. Executive Order 5)

(ii) Infrastructure Deficit

🔴 **Challenges:** Power shortages, Poor transport networks, and Weak logistics.

✅ **Solution:** Develop **industrial clusters with dedicated power & transport networks**

(iii) Lack of R&D and Innovation

🔴 **Challenges:** Universities and industries operate **in silos** - Minimal collaboration between **universities, industries, and policymakers**, limiting research commercialization.

✅ **Solution – Strengthen R&D partnerships, establish technology incubation hubs** and **applied research grants**

📌 **Strategic Action:** Link research institutions with industries to fast-track **value addition technologies through R&D and policy incentives.**

Investment & Economic Impact Projections

Projected Benefits of Strengthening Raw Materials Management

Sector	GDP Impact (%)	Job Creation Potential
Agro-Processing	+7.5%	2M Jobs
Solid Minerals Processing	+5.2%	1.5M Jobs
Petrochemical Expansion	+6.8%	1.2M Jobs

Potential GDP Growth: +20% over 5 years (2030) with structured industrialization.

Job Creation: Over **4.7 million jobs** across key sectors.

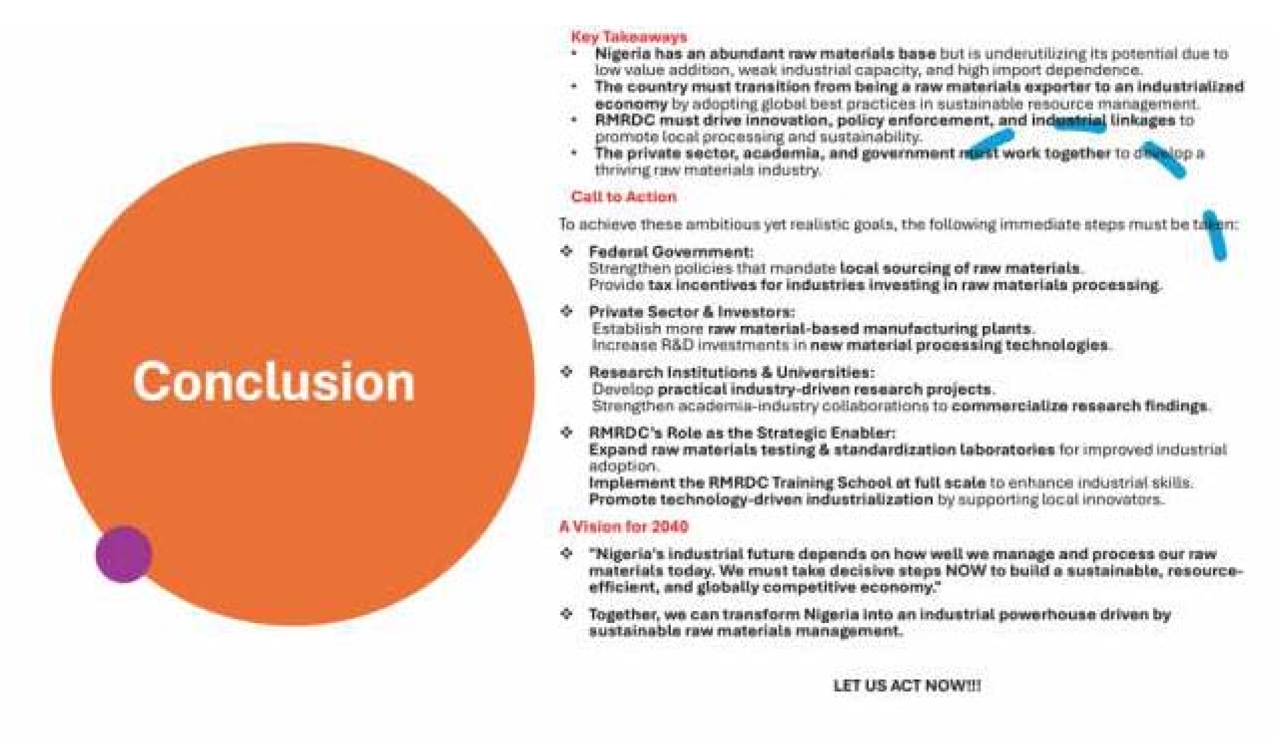
Export Earnings: Reduced **$10B Annual Raw Material Import Bill** through local production

✅ **Strategic Move:** Create **Raw Materials Industrial Parks with sustainability standards** in key economic zones.


The Strategic Role of RMRDC
The Raw Materials Research and Development Council (RMRDC) plays a central role in:
(i) Research & Innovation in Raw Materials Utilization
Mapping and profiling Nigeria's raw materials deposits.
Conducting R&D for industrial processing, Commercialization and and sustainability solutions.
(ii) Industrial Policy Formulation & Implementation
Supporting the local content framework for industries (e.g. proposed Bill on mandatory 30% local Processing)
Developing policies on import substitution & export promotion.
(iii) Capacity Building & Training
Establishing the RMRDC Training School for industrial skills development.
Training MSMEs on raw materials processing technologies.
Raw Materials Testing and Standardization (over 16 proposed laboratories including an existing ISO Certified Raw Materials Certification Laboratory
(iv) Infrastructure Development & Investment Facilitation
Driving the establishment of raw materials processing hubs (e.g. the Raw Materials Research & Plant Demonstration Complex)
Partnering with investors to scale up local production.
Development of a comprehensive and Robust Raw Materials Information Management System (RMIS)
Strategic Next Step: Strengthen RMRDC's collaboration with Raw materials Producers, Processors, and marketers, Academia, research Institutes, industries, financial institutions, policymakers, donor & Funding agencies & Diplomatic commissions


Roadmap for sustainable Raw Materials Management
To achieve a truly sustainable raw materials management system in Nigeria, a structured and results-driven roadmap must be implemented. This roadmap should focus on short-term, medium-term, and long-term strategic actions that ensure industrialization, value addition, environmental sustainability, and economic competitiveness.
Short-Term (2024 – 2026): Laying the Foundation
Strengthening Policy Frameworks & Institutional Regulations:
Enhancing Research, Development & Innovation (R&D&I):
Infrastructure & Industrialization Readiness:


Roadmap for sustainable Raw Materials Management
Medium-Term (2027 – 2030): Scaling & Industrialization
Boosting Local Manufacturing & Value Addition:
•Increase local processing of agricultural and mineral resources by 50% through targeted incentives.
•Development of Raw Materials Clusters & Special Economic Zones (SEZs) to house processing industries.
•Introduction of zero-duty importation policy for industrial machinery needed for value addition.
Sustainability & Environmental Conservation:
•Establishment of a Raw Materials Environmental Sustainability Fund for reforestation, land restoration, and clean production technologies.
•Promotion of circular economy models for material recycling and waste management.
•Implementation of green extraction and processing techniques to reduce environmental degradation.
Capacity Building & Workforce Development:
•Expansion of the RMRDC Training School to equip industry players with technical and managerial skills.
•National Raw Materials Industrial Internship Program to train young professionals in raw materials processing.
Long-Term (2031 – 2040): Sustainability & Global Competitiveness
Global Market Positioning & Export Diversification:
•Target at least 30% increase in raw material-based export earnings through processed goods.
•Achieve 100% self-sufficiency in raw materials sourcing for key industries such as cement, textiles, and petrochemicals.
•Develop a National Raw Materials Export Strategy to promote Nigeria's value-added products in international markets.
Innovation-Driven Raw Materials Management:
•Integration of artificial intelligence (AI) and blockchain for raw materials tracking and supply chain management.
•Establishment of an African Center of Excellence for Raw Materials Research & Innovation in Nigeria.
•Full digitization of Nigeria's Raw Materials Mapping & Resource Monitoring System.
By following this roadmap, Nigeria's local raw material utilization could exceed 70% by 2030, and Nigeria can become a global leader in sustainable raw materials industrialization, positioning itself as Africa's manufacturing hub.


Conclusion
Key Takeaways
• Nigeria has an abundant raw materials base but is underutilizing its potential due to low value addition, weak industrial capacity, and high import dependence.
• The country must transition from being a raw materials exporter to an industrialized economy by adopting global best practices in sustainable resource management.
• RMRDC must drive innovation, policy enforcement, and industrial linkages to promote local processing and sustainability.
• The private sector, academia, and government must work together to develop a thriving raw materials industry.
Call to Action
To achieve these ambitious yet realistic goals, the following immediate steps must be taken:
Federal Government:
Strengthen policies that mandate local sourcing of raw materials.
Provide tax incentives for industries investing in raw materials processing.
Private Sector & Investors:
Establish more raw material-based manufacturing plants.
Increase R&D investments in new material processing technologies.
Research Institutions & Universities:
Develop practical industry-driven research projects.
Strengthen academia-industry collaborations to commercialize research findings.
RMRDC's Role as the Strategic Enabler:
Expand raw materials testing & standardization laboratories for improved industrial adoption.
Implement the RMRDC Training School at full scale to enhance industrial skills.
Promote technology-driven industrialization by supporting local innovators.
A Vision for 2040
"Nigeria's industrial future depends on how well we manage and process our raw materials today. We must take decisive steps NOW to build a sustainable, resource-efficient, and globally competitive economy."
Together, we can transform Nigeria into an industrial powerhouse driven by sustainable raw materials management.
LET US ACT NOW!!!

ANNEX: KEY STATISTICAL DATA & PROJECTIONS

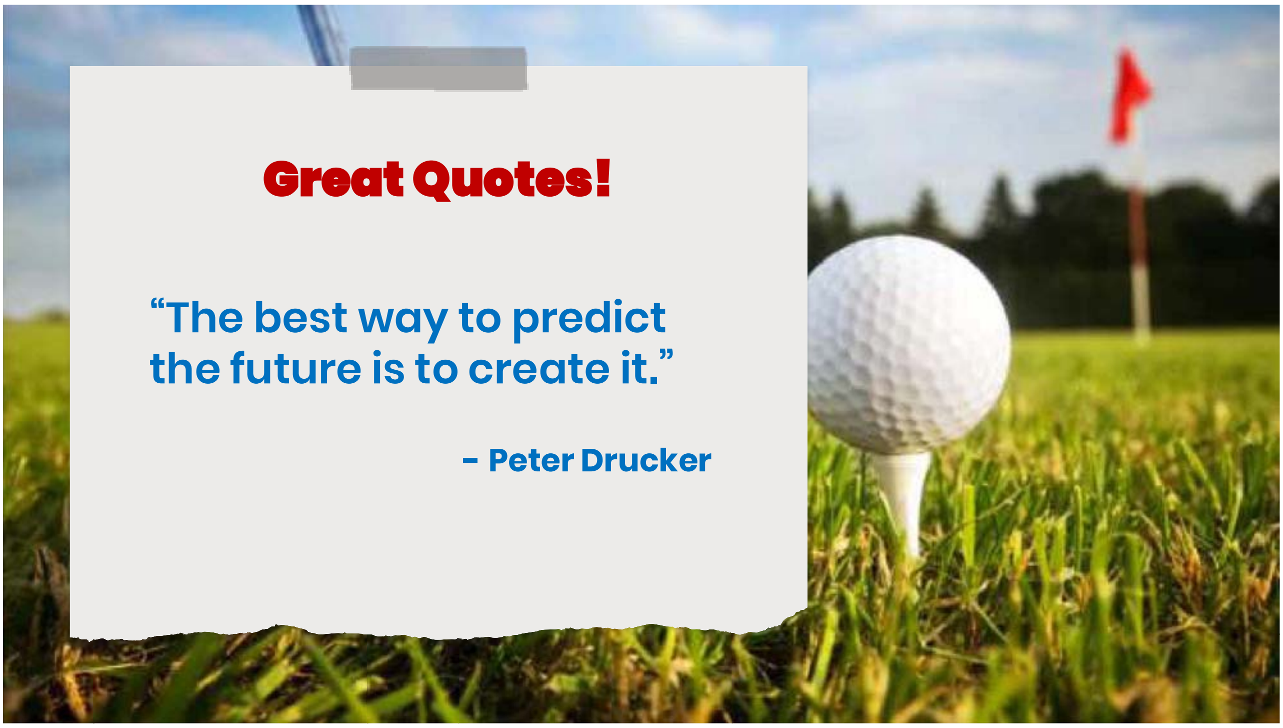
GDP Impact Projections from Sustainable Raw Materials Management

Year	Projected Contribution to GDP (%)	Estimated Job Creation	Projected Reduction in Import Dependency (%)
2025	12% (Baseline)	2.5 million	15% Reduction
2030	18%	4.7 million	35% Reduction
2040	30%+	10 million+	70%+ Self-Sufficiency Achieved

- **Investment Needs for Full Industrialization (2024 – 2040)**
  ?? **$20 billion** in public-private investments required to develop processing hubs, industrial parks, and green technology adoption.

- **Expected Foreign Exchange Savings & Revenue Boost**
  ?? **$10 billion annual savings** from reduced import dependency.
  ?? **$15 billion+ projected earnings** from value-added exports.


Strategies for Achieving a Sustainable Green Economy in Nigeria
Unlocking New Markets and Employment Opportunities
Kemi Yekini
Professor of Accounting
Aston University Birmingham UK

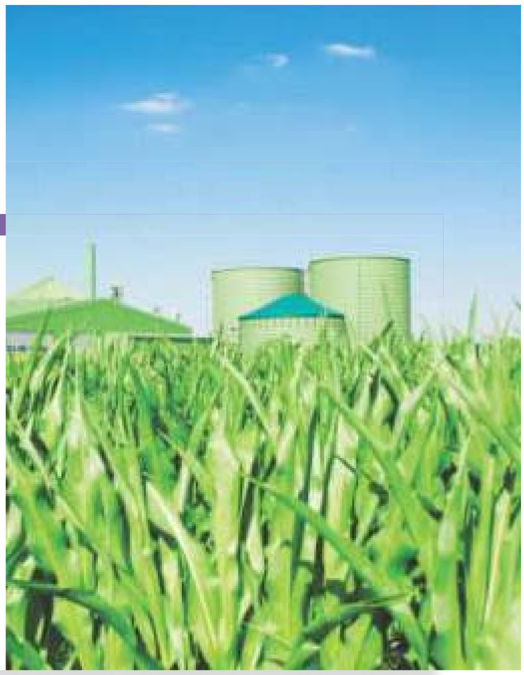

Great Quotes!
“The best way to predict the future is to create it.”
- Peter Drucker

Agenda

- What is Green Economy?
  - Why is our economy not green?
  - Why a Green Economy for Nigeria?
- Green Economy Markets in Nigeria
- Green Jobs for Nigerians
- Enablers and barriers to Green Economy
- Leveraging on the enablers and Overcoming the barriers

What is Green Economy?

A sustainable economic model focused on reducing emissions and conserving biodiversity.



Why is our economy not green?

- Nigeria’s oil and gas sector plays a crucial role in economic and social development,
  - with oil alone contributing 70% of budget revenues, and
  - 95% of foreign exchange earnings (UN, 2018).
- A Double-Edged Sword:
  - While oil and gas are vital, they come with a cost—these fossil fuels are the primary culprits behind carbon emissions, environmental degradation, and harmful externalities.

Why our economy is not green

2024 EPI rank, score, and regional rank (REG) for 180 countries.

Country	Global Ranking	Regional ranking	EPI Score	Ecosystem Vitality Rank	Environmental Health Rank	Climate Change Performance Rank
Estonia	1	1	75.7	7	31	1
Luxembourg	2	1	75.1	1	14	10
Germany	3	2	74.5	2	14	7
Finland	4	3	73.8	20	3	2
United Kingdom	5	4	72.6	11	8	4
Sweden	6	5	70.3	27	4	9
Norway	7	6	69.9	13	2	34
Austria	8	7	68.9	6	22	24
Switzerland	9	8	67.8	16	13	15
Denmark	10	9	67.7	37	11	5
.						
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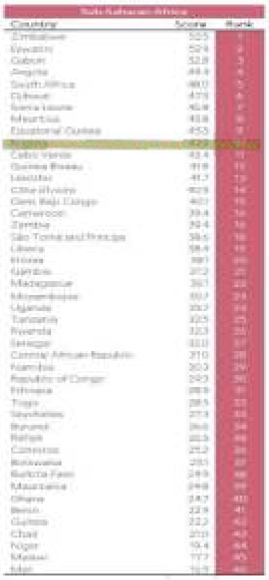
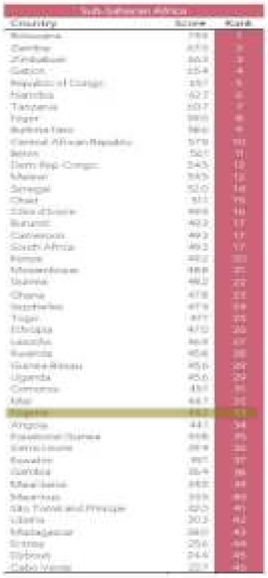
Nigeria	140	26	37.9	131	164	78

Regional scores and ranking

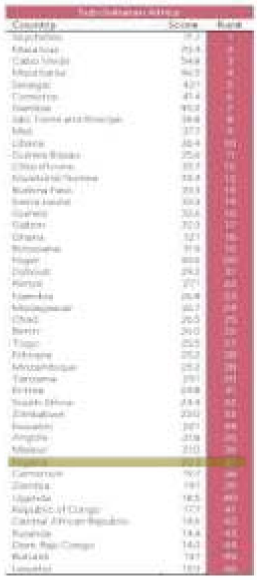
Climate Change Performance



Ecosystem Vitality Rank



Environmental Health



Why a Green Economy for Nigeria?

- Global trends highlight the importance of sustainability for resilience.
- Nigeria faces environmental degradation, unemployment, and economic dependence on oil.
- Development in a context of environmental sustainability means transitioning towards a green economy
- A green economy offers diversification, sustainability, and job creation.

Green Economy: Unlocking New Markets in Nigeria

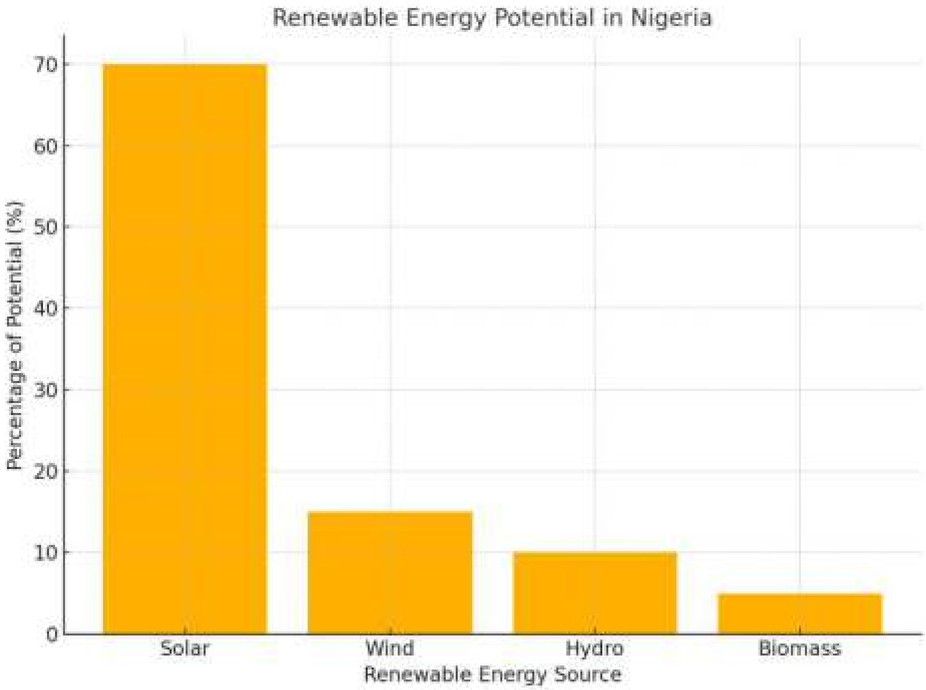
- Renewable Energy: Solar panel manufacturing, off-grid solutions.
- Sustainable Agriculture: Organic food exports, agro-processing.
- Eco-Tourism: Wildlife conservation parks, cultural tourism.
- Green Construction: Energy-efficient buildings, eco-friendly materials.
- Circular Economy: Recycling plastics, metals, and organic waste.

Discover Sustainability (2020) 1:7 | https://doi.org/10.1007/s43621-020-00008-5 Research

Table 5 Renewable energy sources linked to the region of potential (Sources: [33, 69, 70])

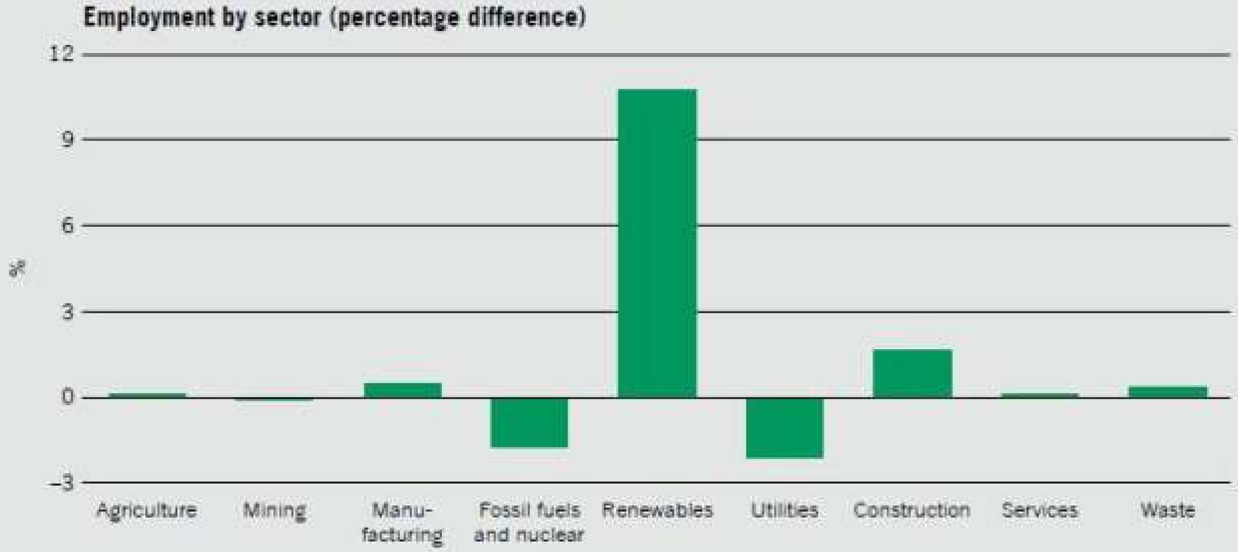
Renewable sources	Region
Biomass Energy derived from the residue from wood and plants	Northern, Southern and Western
Wind Energy derived from wind turbines	Northern and Western
Hydropower Energy derived from falling or running water	Northern, Southern and Western
Solar Energy Energy derived from the sun	Northern

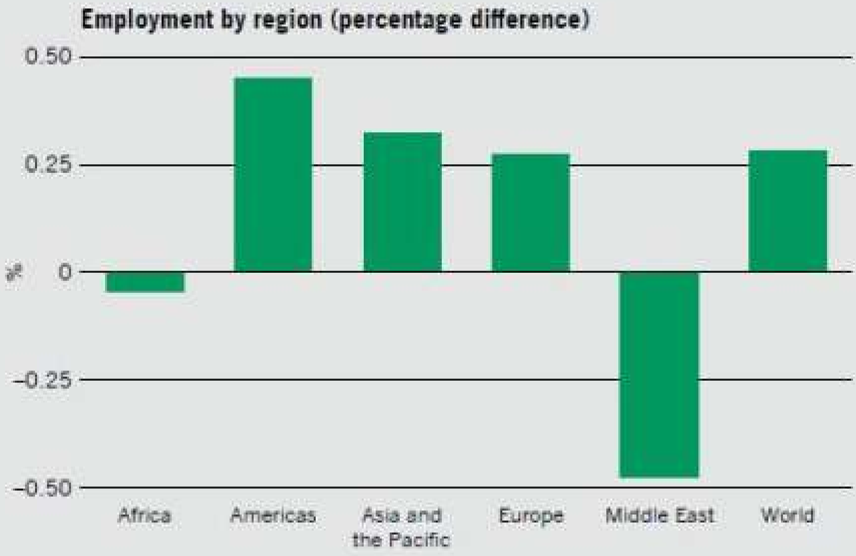
Adeyanju et al., (2020) "Exploring the potentials, barriers and option for support in the Nigeria renewable energy industry" *Discover Sustainability* (2020) 1:7 | https://doi.org/10.1007/s43621-020-00008-5


Renewable Energy Potential in Nigeria
Percentage of Potential (%)
0
10
20
30
40
50
60
70
Solar
Wind
Hydro
Biomass
Renewable Energy Source


Green Jobs for Nigeria
Advancing towards a green economy entails a reallocation of employment across industries (ILO, 2018).
For example, reallocation from the mining and manufacturing sectors to waste management (recycling) and services.
Compared to the business-as-usual scenario, changes in energy production and use to achieve the 2°C goal can create around 18 million jobs globally.
The net increase in jobs results from creating some 24 million new jobs and the loss of around 6 million jobs by 2030.

Energy sustainability and employment in 2030





Notes: Percentage difference in employment between the sustainable energy scenario and the IEA 6°C (business-as-usual) scenario by 2030. Appendix 2.1 provides further methodological details on the data and methods used. Vertical scales differ by panel.

Source: ILO calculations based on Exiobase v3.

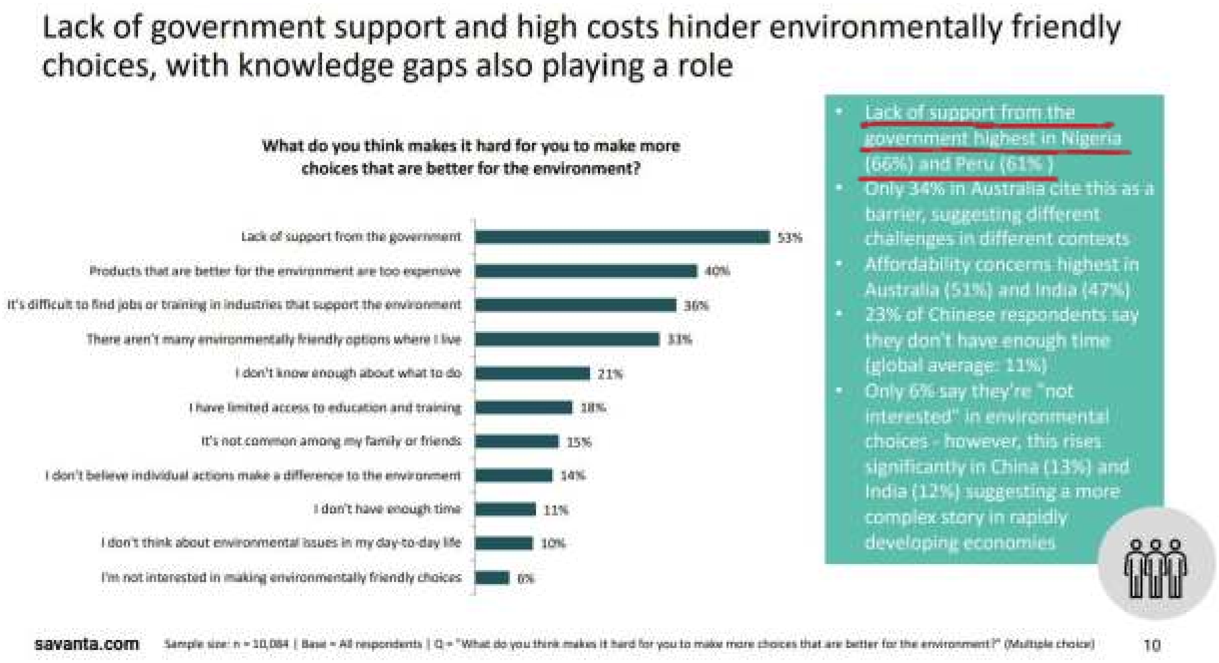
Green Jobs for Nigerians

Examples of Green Jobs:

- Energy Sector: Solar technicians, wind turbine engineers.
- Agriculture: Sustainable farming experts, agroforestry workers.
- Waste Management: Recycling plant operators, waste collection professionals.
- Eco-Tourism: Park rangers, eco-lodge staff, tour guides.
- Technology: Green tech developers and data analysts.

Barriers to Green Economy

- The study by Adeyanju et al., (2020) identified significant barriers to renewable energy development in Nigeria, including
  - infrastructural deficits,
  - funding challenges, and
  - policy inconsistencies,
  - Inadequate government support.



Leveraging on the enablers and Overcoming the barriers

- The transition to a green economy must be complemented with adequate labour market policies to ensure a smooth and just transition (ILO, 2015).
- For example,
  – Enforce environmental laws and create green policies.
  – Expand solar, wind, and hydro projects.
  – Promote organic farming and reduce post-harvest losses
  – Develop recycling industries and waste-to-energy projects.
  – Build the required capacity. Train workers and reform education for green skills.

Enablers to Green Economy

- Tax incentives for green businesses.
- Green bonds and climate funds for project financing.
- International collaboration for technology transfer.
- Community engagement and public awareness campaigns.
- Invest in infrastructure and R&D, raise awareness, and build skills.
- Reallocation of employment across industries will require policies to ensure a smooth transition.

Job Creation through Climate Policies:

A study supported by the International Labour Organization (ILO) indicates that well-designed climate policies could create up to 12 million job opportunities in Nigeria by 2035.

These jobs would span various sectors, including renewable energy, sustainable agriculture, and waste management.

A Call to Action

- A green economy offers Nigeria a path to sustainability and economic resilience.
- By implementing strategies, Nigeria can unlock new markets and create jobs.
- Collaboration is key to achieving a brighter, greener future.
- The Cost of Inaction. The price of ignoring this transition is higher than the investment required to make it happen.

Great quotes!

"The activist is not the man who says the river is dirty. The activist is the man who cleans up the river."

- Ross Perot


Empowering Africa and Enhancing Global ESG Standards
By Andrey Bogdanov
1
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The Rise of ESG
• Last 200 years, the Global West has had a major amount of innovation & progress
Labour Capitalism
Government Capitalism
Investor Capitalism
Managerial Capitalism
Stakeholder Capitalism
=
The Rise of ESG
2
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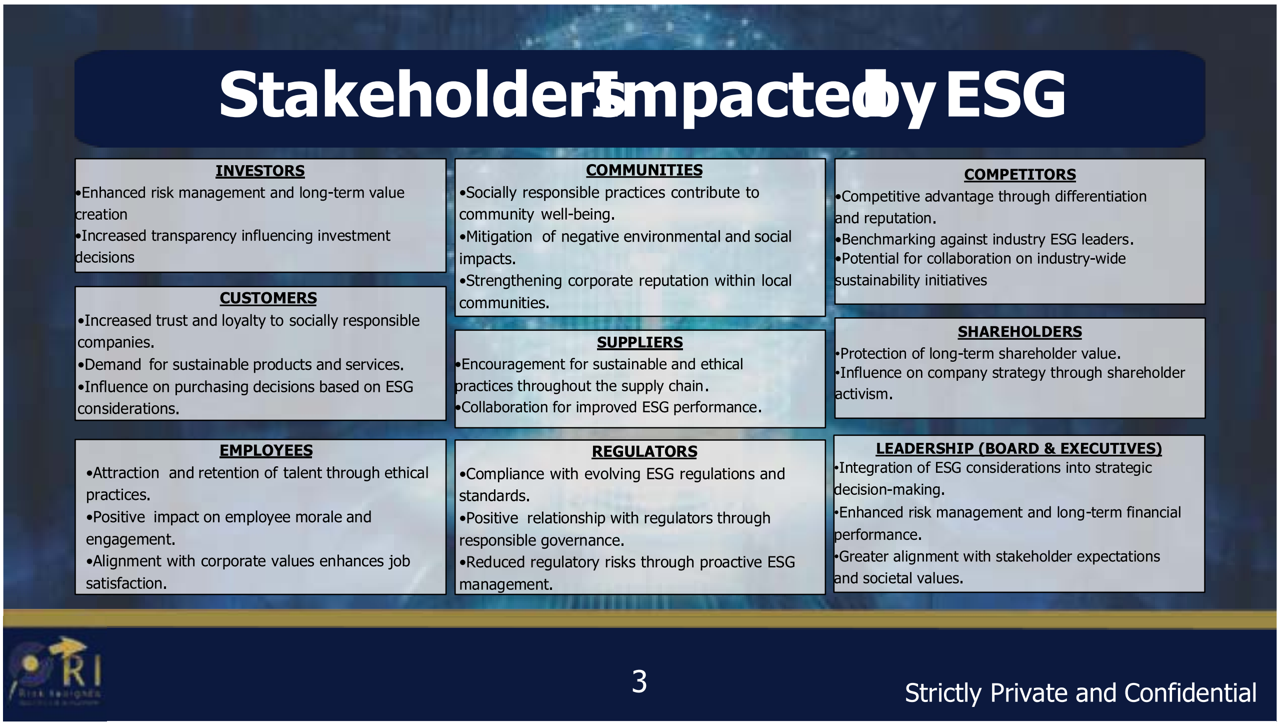
Stakeholders Impacted by ESG
INVESTORS
•Enhanced risk management and long-term value creation
•Increased transparency influencing investment decisions
CUSTOMERS
•Increased trust and loyalty to socially responsible companies.
•Demand for sustainable products and services.
•Influence on purchasing decisions based on ESG considerations.
EMPLOYEES
•Attraction and retention of talent through ethical practices.
•Positive impact on employee morale and engagement.
•Alignment with corporate values enhances job satisfaction.
COMMUNITIES
•Socially responsible practices contribute to community well-being.
•Mitigation of negative environmental and social impacts.
•Strengthening corporate reputation within local communities.
SUPPLIERS
•Encouragement for sustainable and ethical practices throughout the supply chain.
•Collaboration for improved ESG performance.
REGULATORS
•Compliance with evolving ESG regulations and standards.
•Positive relationship with regulators through responsible governance.
•Reduced regulatory risks through proactive ESG management.
COMPETITORS
•Competitive advantage through differentiation and reputation.
•Benchmarking against industry ESG leaders.
•Potential for collaboration on industry-wide sustainability initiatives
SHAREHOLDERS
•Protection of long-term shareholder value.
•Influence on company strategy through shareholder activism.
LEADERSHIP (BOARD & EXECUTIVES)
•Integration of ESG considerations into strategic decision-making.
•Enhanced risk management and long-term financial performance.
•Greater alignment with stakeholder expectations and societal values.
3
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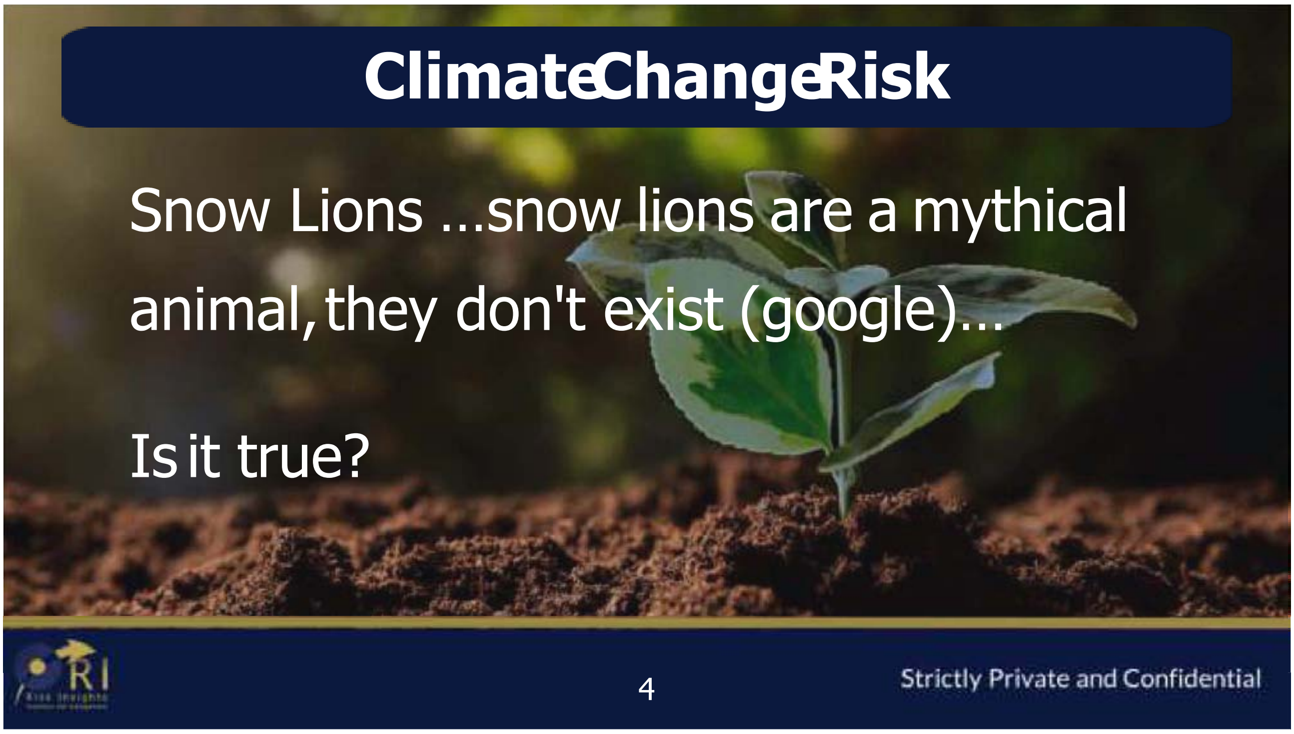
Climate Change Risk
Snow Lions ...snow lions are a mythical animal, they don't exist (google)...
Is it true?
4
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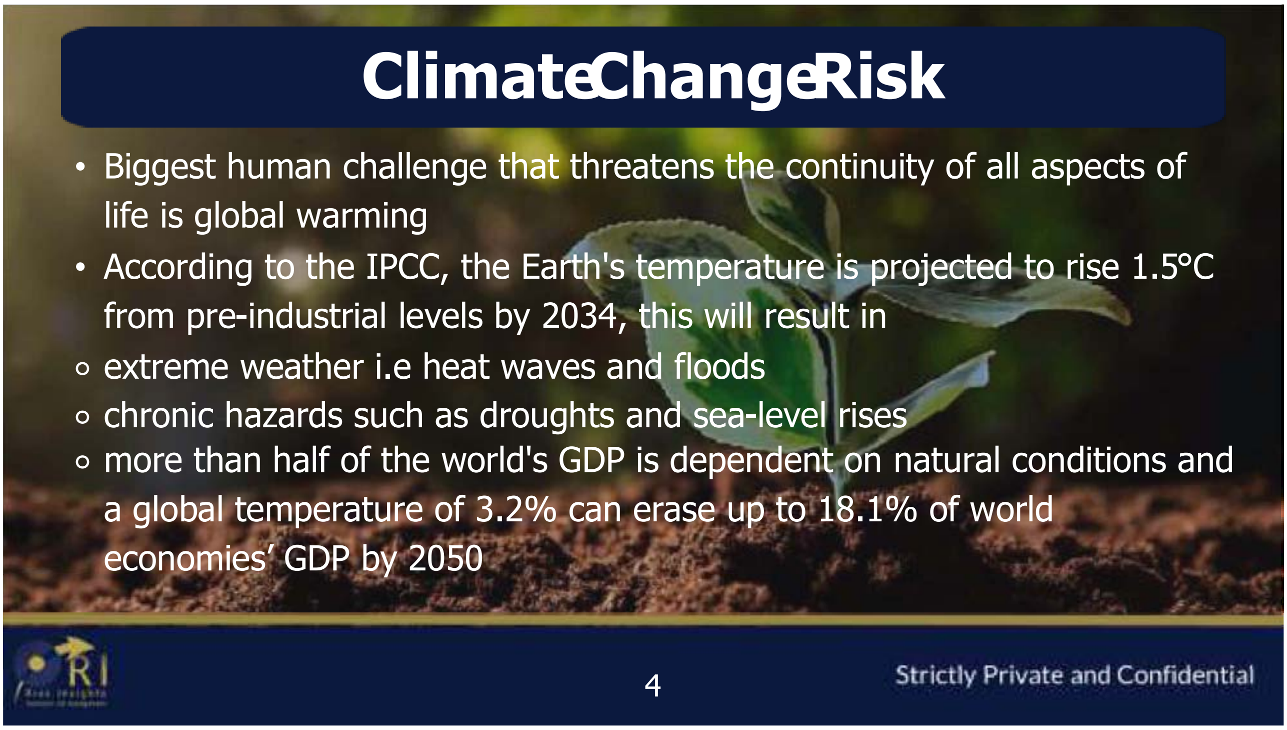
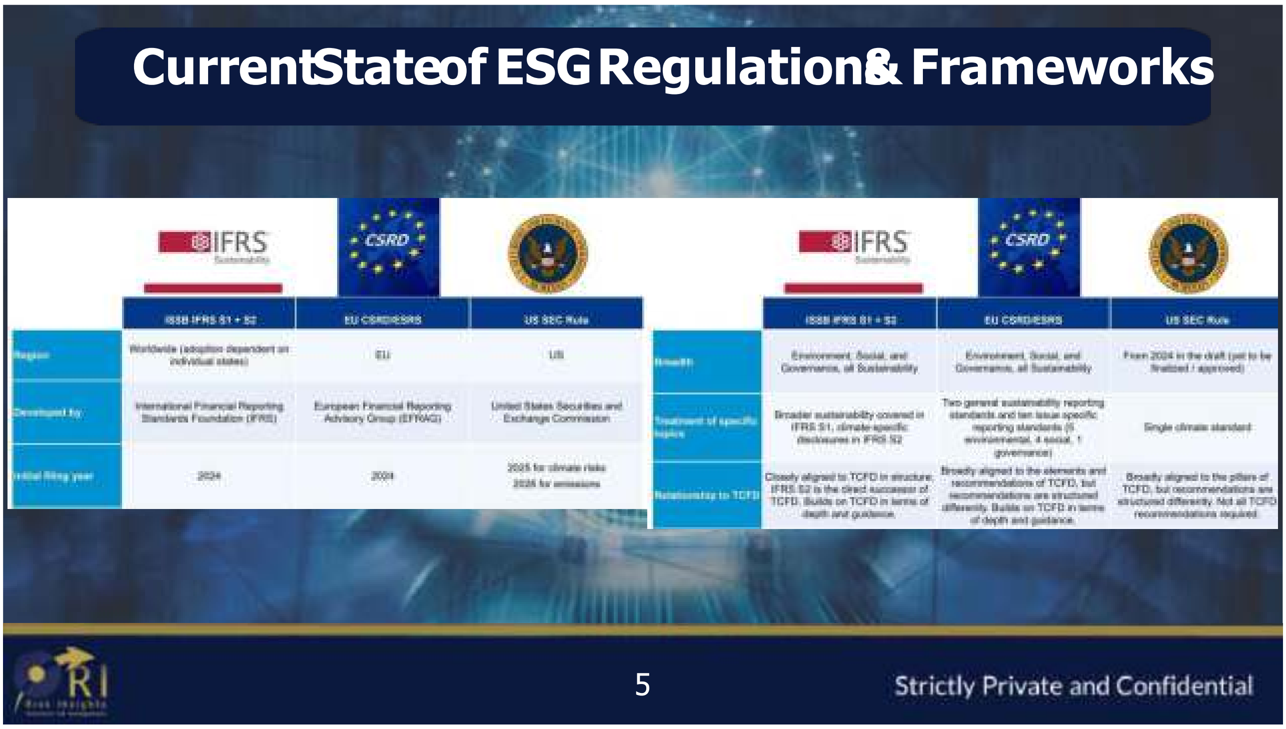
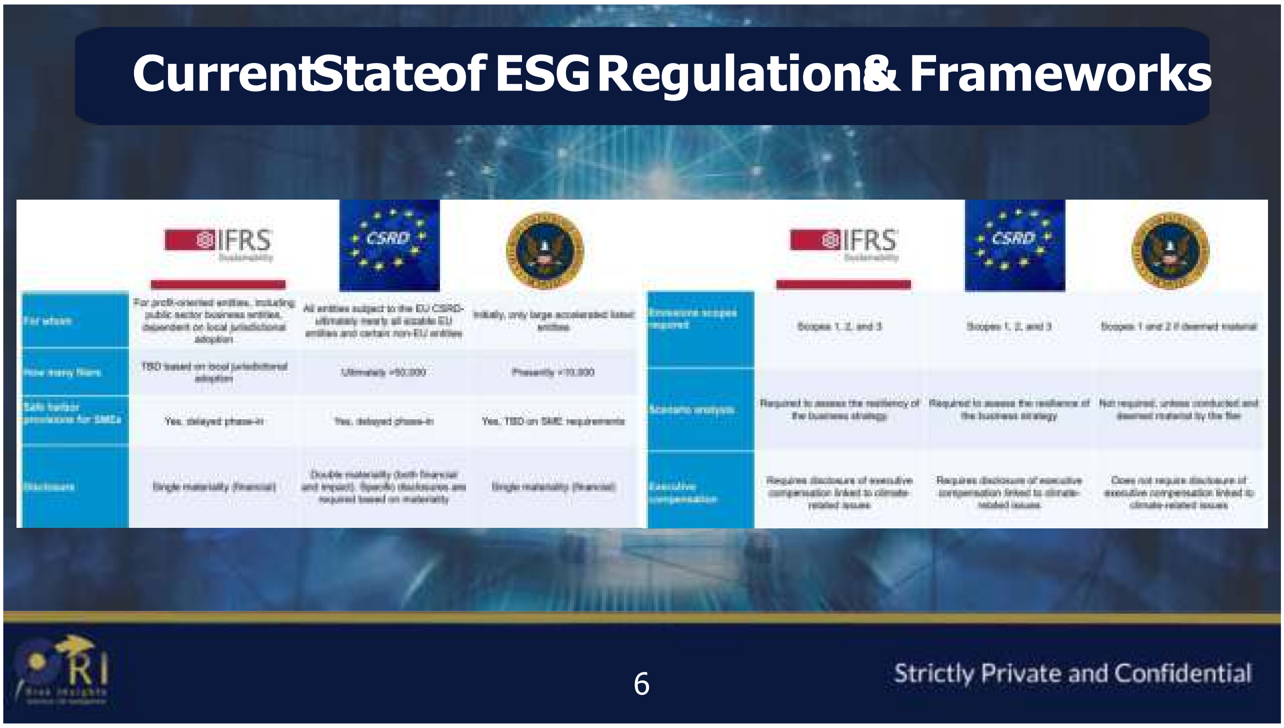




	ISSB IFRS S1 + S2	EU CSRD/ESRS	US SEC Rule
Region	Worldwide (adoption dependent on individual states)	EU	US
Developed by	International Financial Reporting Standards Foundation (IFRS)	European Financial Reporting Advisory Group (EFRAG)	United States Securities and Exchange Commission
Initial filing year	2024	2024	2025 for climate risks 2026 for emissions

	ISSB IFRS S1 + S2	EU CSRD/ESRS	US SEC Rule
Breadth	Environment, Social, and Governance, all Sustainability	Environment, Social, and Governance, all Sustainability	From 2024 in the draft (yet to be finalized / approved)
Treatment of specific topics	Broader sustainability covered in IFRS S1, climate-specific disclosures in IFRS S2	Two general sustainability reporting standards and ten issue specific reporting standards (5 environmental, 4 social, 1 governance)	Single climate standard
Relationship to TCFD	Closely aligned to TCFD in structure. IFRS S2 is the direct successor of TCFD. Builds on TCFD in terms of depth and guidance.	Broadly aligned to the elements and recommendations of TCFD, but recommendations are structured differently. Builds on TCFD in terms of depth and guidance.	Broadly aligned to the pillars of TCFD, but recommendations are structured differently. Not all TCFD recommendations required.


Current State of ESG Regulation & Frameworks
IFRS
CSRD
For whom
For profit-oriented entities, including public sector business entities, dependent on local jurisdictional adoption
All entities subject to the EU CSRD- ultimately nearly all sizable EU entities and certain non-EU entities
Initially, only large accelerated listed entities
How many filers
TBD based on local jurisdictional adoption
Ultimately >50,000
Presently >10,000
Safe harbor provisions for SMEs
Yes, delayed phase-in
Yes, delayed phase-in
Yes, TBD on SME requirements
Disclosure
Single materiality (financial)
Double materiality (both financial and impact). Specific disclosures are required based on materiality
Single materiality (financial)
Emissions scopes required
Scopes 1, 2, and 3
Scopes 1, 2, and 3
Scopes 1 and 2 if deemed material
Scenario analysis
Required to assess the resiliency of the business strategy
Required to assess the resilience of the business strategy
Not required, unless conducted and deemed material by the filer
Executive compensation
Requires disclosure of executive compensation linked to climate-related issues
Requires disclosure of executive compensation linked to climate-related issues
Does not require disclosure of executive compensation linked to climate-related issues
6
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Our Footprint
Exchanges Rated by Risk Insights:
JSE NGX NSE
SEM GSE BSE
New Exchange Launches by May 2024:
BRVM
DSE RSE
USE
11
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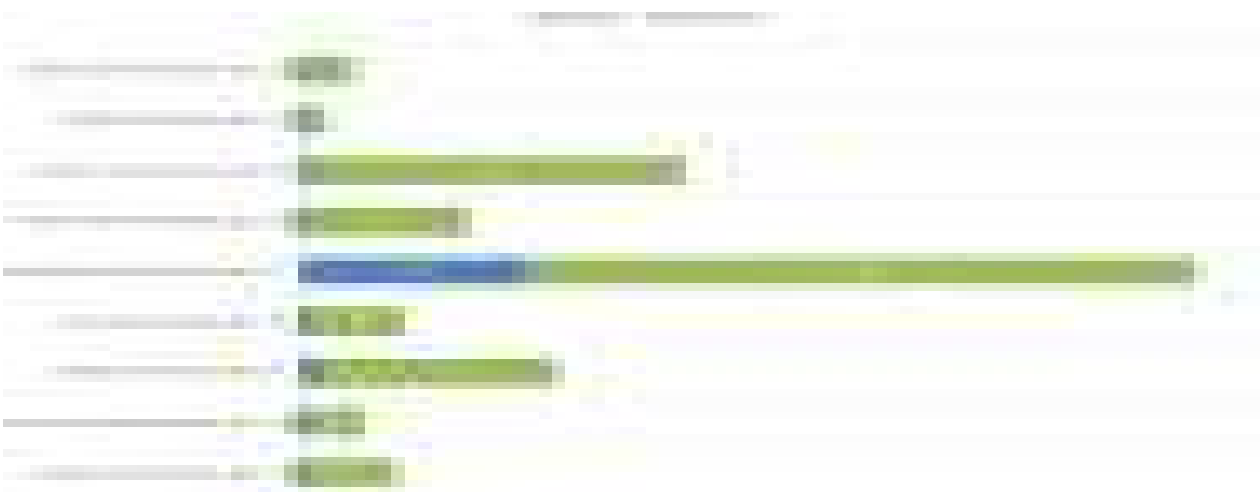
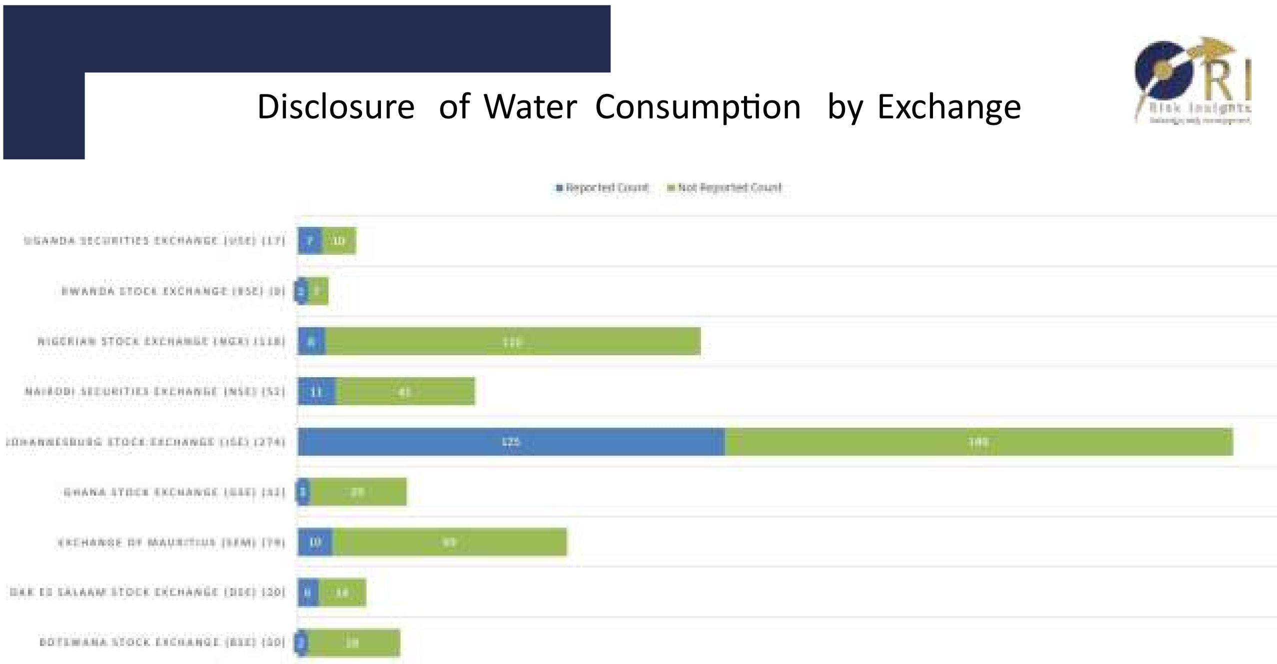
Energy Consumption Disclosure by Exchange

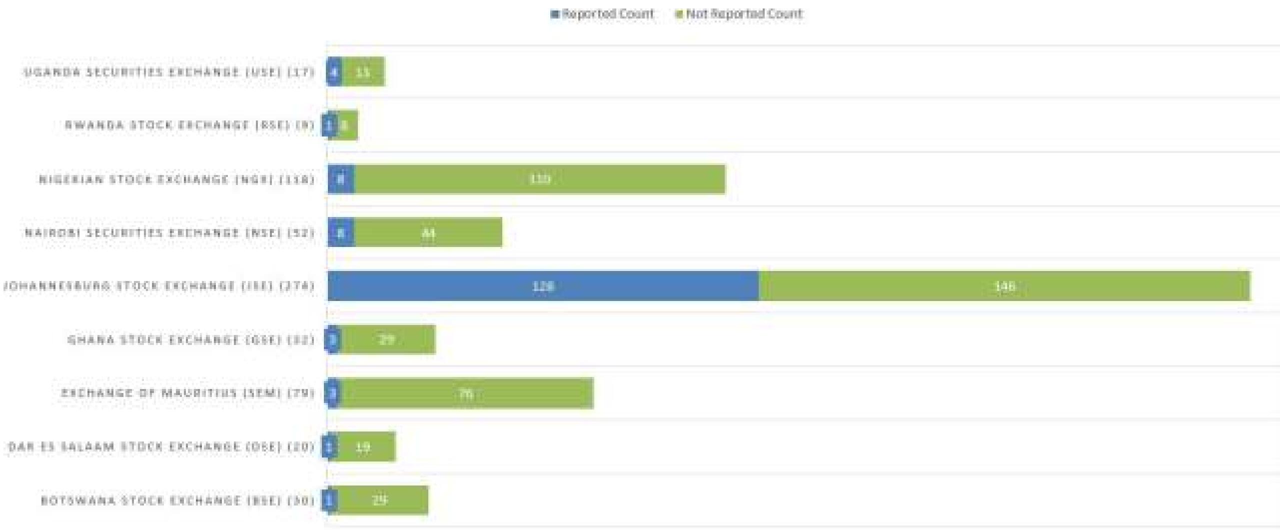
Disclosure of Renewable Energy by Exchange




Disclosure of Total Waste by Exchange
Reported Count
Not Reported Count
UGANDA SECURITIES EXCHANGE (USE) (17)
15
RWANDA STOCK EXCHANGE (RSE) (9)
0
9
NIGERIAN STOCK EXCHANGE (NGX) (118)
9
109
NAIROBI SECURITIES EXCHANGE (NSE) (52)
7
45
JOHANNESBURG STOCK EXCHANGE (JSE) (274)
92
182
GHANA STOCK EXCHANGE (GSE) (32)
29
EXCHANGE OF MAURITIUS (SEM) (79)
5
74
DAR ES SALAAM STOCK EXCHANGE (DSE) (20)
18
BOTSWANA STOCK EXCHANGE (BSE) (30)
27


Disclosure of Water Consumption by Exchange
Reported Count
Not Reported Count
7
10
11
125
10

CO2 Scope 2 Emission Disclosure by Exchange



CO2 Scope 3 Emission Disclosure by Exchange


State of ESG Regulation in South Africa
• In July 2024, SA signed into law the Climate Change Bill which sets out a national response, mitigation and adaptation actions, which constitutes South Africa's fair contribution to the global response to climate change
• Currently no established regulation on ESG reporting in South Africa for companies
• Authorities working on introducing ESG criteria into the Code of Governance
• Global economies already have accepted and begun ESG disclosure and practice
• Many South African companies are championing change and reporting ESG data, and this has created an early-mover advantage for some companies
• The RI tools allow future-readiness as regulations begin to formalise
• Allows companies to benchmark according to current international guidelines
• It allows companies to set their risk strategies and financial optimization going forward
19
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Digital procurement and environmental, social, and governance as a catalyst for economic development in Nigeria

FACULTY OF MANAGEMENT SCIENCES UNIVERSITY OF MAIDUGURI

Presentation at the 2nd International Conference of the Faculty of Management Sciences, University of Maiduguri, Nigeria

Feb. 2025

By: Dr Salisu Uba, FCIPS Founder and CEO - NatQuest

About Me

NatQuest

Dr Salisu Uba, FCIPS
CEO NatQuest

Over 15 years of experience in supply chain management, specialising in blockchain, artificial intelligence (AI), IoT, and emerging technologies.

Focused on driving innovation and efficiency across industries, transforming procurement processes for sustainable growth.

Developed an on-demand platform connecting businesses with global procurement and supply chain experts.

Developed IoT- and AI-driven models to optimise procurement strategies, automate workflows, and provide actionable insights.

Led initiatives to integrate emerging technologies in procurement and supply chain management.

Delivered presentations and workshops on the impact of blockchain, AI, and other technologies on procurement and supply chain efficiency.

PhD in Design, Manufacturing and Engineering Management with focus on Blockchain and supply chain.

Fellow of the Chartered Institute of Procurement and Supply (FCIPS).

Declaration

Declaration

This presentation is a technical paper that focuses on digital procurement and ESG (Environmental, Social, and Governance) as catalysts for economic development in Nigeria. It is not a research-based paper and does not aim to present original research findings or empirical data.

This presentation can serve as a guide for policy-making and research interests.

Highlight of my presentation

- Understanding procurement
- Why procurement matters in Nigeria
- The concept of digital transformation in procurement
- How ESG is integrated into procurement
- Digital procurement can transform Nigeria's economy
- Recommendation
- Special thanks

Understanding procurement

The strategic process of acquiring goods, services, or works from external sources, often through competitive bidding, especially in public procurement.

•Sourcing: Identifying and evaluating suppliers.

•Purchasing: Acquiring goods/services and placing orders.

•Negotiation: Reaching agreements on terms and pricing.

•Contract Management: Overseeing contract execution and compliance.

Source: CIPS

Meaning of ESG

ESG stands for Environmental, Social, and Governance. It consists of criteria used to evaluate a company's impact and practices:

•Environmental looks at a company's environmental stewardship (e.g., carbon emissions, resource management).

•Social assesses relationships with employees, suppliers, and communities (e.g., labor practices, diversity).

•Governance examines leadership and ethical practices (e.g., board structure, transparency).

ESG helps people choose companies that match their values and evaluate how well those companies perform over time and the risks they face.

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ESG and Procurement

ESG (Environmental, Social, and Governance) factors are shaping procurement practices:

1.Environmental: Focus on sustainable sourcing and minimizing product life cycle impact.

2.Social: Prioritize fair labor practices and seek diverse suppliers.

3.Governance: Partner with ethically sound suppliers and assess governance risks, and being ethical procurer.

4.Strategy Integration: Use ESG criteria for supplier selection and include them in contracts.

Incorporating ESG into procurement promotes sustainability and supply chain resilience (UNDP)

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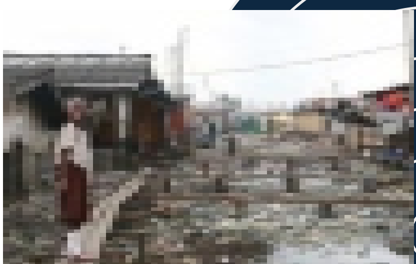
The state Procurement in Nigeria



Procurement has an impact in every aspect of our society. But we are not yet there due to:

Lack of Best Practices: Adherence to established best practices in procurement across various MDAs and states is significantly lacking, leading to inefficiencies (Source: World Bank).

Corruption and Fraud: High levels of corruption and fraudulent activities undermine the integrity of procurement processes (Source: Transparency International).

Insufficient Training: Many procurement officers lack adequate training and capacity-building opportunities, which affects their effectiveness (Source: African Development Bank).

Regulatory Framework Issues: The existing procurement laws and regulations are often poorly enforced, creating loopholes and inconsistencies (Source: Nigerian Bureau of Public Procurement).

Lack of Transparency: Due to manual processes, there is a lack of transparency and accountability in procurement decisions, which leads to mistrust and inefficiencies (Source: Civil Society Legislative Advocacy Centre).

Inadequate Planning and Budgeting: Poor planning and budgeting practices contribute to project delays and increased costs, impacting overall project delivery (Source: Nigeria Economic Summit Group).

Nigeria's anti-corruption agencies estimate that, from the country's total annual spend on **public procurement**, $18 billion is **lost** to corruption - Chatham House, 2024

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Evolution of procurement

1.Strategic Shift: Procurement has transformed from a transactional focus to a strategic function aligned with business objectives.

2.Technology Integration: Digital tools and software have automated processes, enhancing efficiency and analytical capabilities.

3.Sustainability Focus: Modern procurement emphasizes ethical sourcing and sustainable practices in the supply chain.

4.Collaboration: Increased collaboration between procurement and other departments fosters a more integrated approach to meet business goals.

Source: CIPS

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Digital procurement: a context

Digital procurement refers to the use of **technology and data-driven processes** to enhance, automate, and optimise procurement activities. It improves efficiency, transparency, and decision-making across supply chains.

Key aspects of digital procurement:

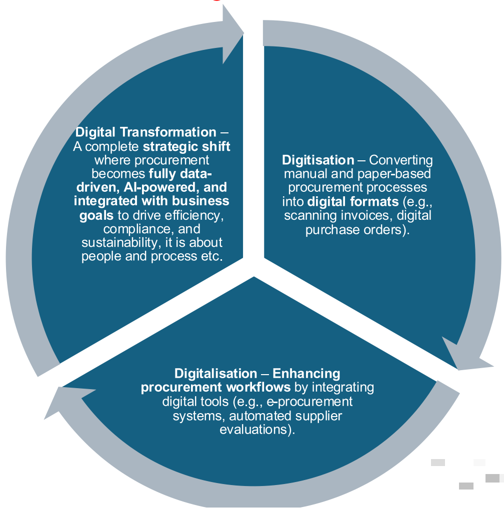
•**Automation** – Reducing manual tasks through digital tools.

•**Data Analytics** – Using real-time data for informed decisions.

•**Cloud-Based Solutions** – Enabling remote, seamless procurement operations.

•**AI, Blockchain & Smart Contracts** – Ensuring transparency and reducing fraud and smart decisions.

Fundamentals of Digital Transformation in Procurement



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Context for ESG in Procurement in Nigeria

- **ESG is essential for Nigeria's development** - It ensures procurement contributes to **economic growth, social development, and environmental protection**.
- **Preventing harm** - Nigeria faces challenges like **poverty and lack of thriving jobs**; ESG in procurement helps mitigate these risks.
- **Moral and economic responsibility** - Government agencies, businesses, and society **must integrate ESG principles** to build **resilient and inclusive supply chains**.
- **Regulatory alignment** - Nigeria's procurement policies **must evolve to enforce ESG compliance**, ensuring ethical sourcing and sustainable resource management.
- **Driving local content and social impact** - ESG-focused procurement can **boost Nigerian industries**, create jobs, and improve living standards by prioritising **local suppliers, fair wages, and community development**.
- **Beyond compliance** - ESG should not just be a regulatory requirement but a **strategic advantage** to attract **investment, reduce corruption, and enhance business credibility** on the global stage.

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Digital Transformation, ESG, and Procurement in Nigeria

- **Digital transformation is reshaping procurement** – Moving from **manual, paper-based processes to automated, data-driven systems** enhances efficiency, transparency, and accountability.
- **ESG principles ensure ethical and sustainable procurement** – Nigerian procurement must prioritise **environmental sustainability, social responsibility, and good governance** in supply chains.
- **Regulatory evolution is key** – Procurement laws in Nigeria **must adapt** to accommodate digital procurement and ESG compliance, ensuring **fairness, efficiency, and reduced corruption.**
- **Technology enables ESG in procurement** – Digital tools such as **AI, blockchain, and data analytics** can **monitor supplier compliance, track carbon footprints, and enforce ethical standards**.
- **Local content and economic impact** – Digitalisation and ESG-driven procurement can **boost Nigerian businesses, create jobs, and promote industrial growth** while ensuring sustainable practices.
- **Strategic advantage for Nigeria** – Embracing **digital procurement with ESG integration** enhances Nigeria's **global trade credibility, attracts investment, and fosters long-term economic resilience**.

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ESG, Digital Procurement & National Development – Case Studies

Saudi Arabia - Vision 2030 & Green Procurement

✅ **Green Public Procurement** – Prioritises **renewable energy, local sourcing, and ESG compliance.**

✅ **Etimad Digital Procurement Platform** – Ensures **transparent and efficient procurement** for government contracts.

✅ **Impact** – **Accelerated infrastructure development, economic diversification, and sustainability integration.**

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ESG, Digital Procurement & National Development – Case Studies

UAE - ADNOC's ESG & Digital Procurement Leadership

✅ **ADNOC's In-Country Value (ICV) Programme** – Drives **local supplier development and ESG compliance.**

✅ **AI-Powered E-Procurement** – Enhances **supply chain efficiency and sustainability monitoring.**

✅ **Impact** – **Boosted local industries, reduced emissions, and positioned UAE as a global ESG leader.**

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ESG, Digital Procurement & National Development – Case Studies

United Kingdom - ESG Regulations & Digitalised Public Procurement

✅ UK Procurement Act 2023 - Mandates sustainability, fair competition, and social value in procurement.

✅ Crown Commercial Service (CCS) Digital Procurement - Uses AI, data analytics, and automation to ensure ESG compliance.

✅ Impact - Improved supply chain resilience, enhanced transparency, and stronger green economy growth.

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Recommendation for a better Procurement in Nigeria – Key Actions

- Awareness & Education
  - Introduce procurement training in universities and professional courses.
  - Organise workshops and public awareness campaigns on procurement best practices.
- Digital Solutions
  - Implement e-procurement platforms for transparency and efficiency.
  - Leverage AI and data analytics for supplier evaluation and fraud detection.
- National Priority on Procurement Reform
  - Strengthen laws and policies to ensure ethical and sustainable procurement.
  - Enforce compliance and accountability in public sector procurement.
- Collaboration with Industry Bodies
  - Partner with CIPS and international procurement organisations.
  - Align procurement frameworks with global best practices.
- Expert-Led Support & Capacity Building
  - Develop an on-demand network of procurement experts for advisory support.
  - Support SMEs and local suppliers in meeting procurement standards.

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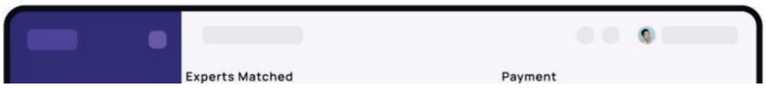
About NatQuest

SCM Genius Network

Get access to unlimited procurement and supply chain experts for your project, contingent work or even daily support.

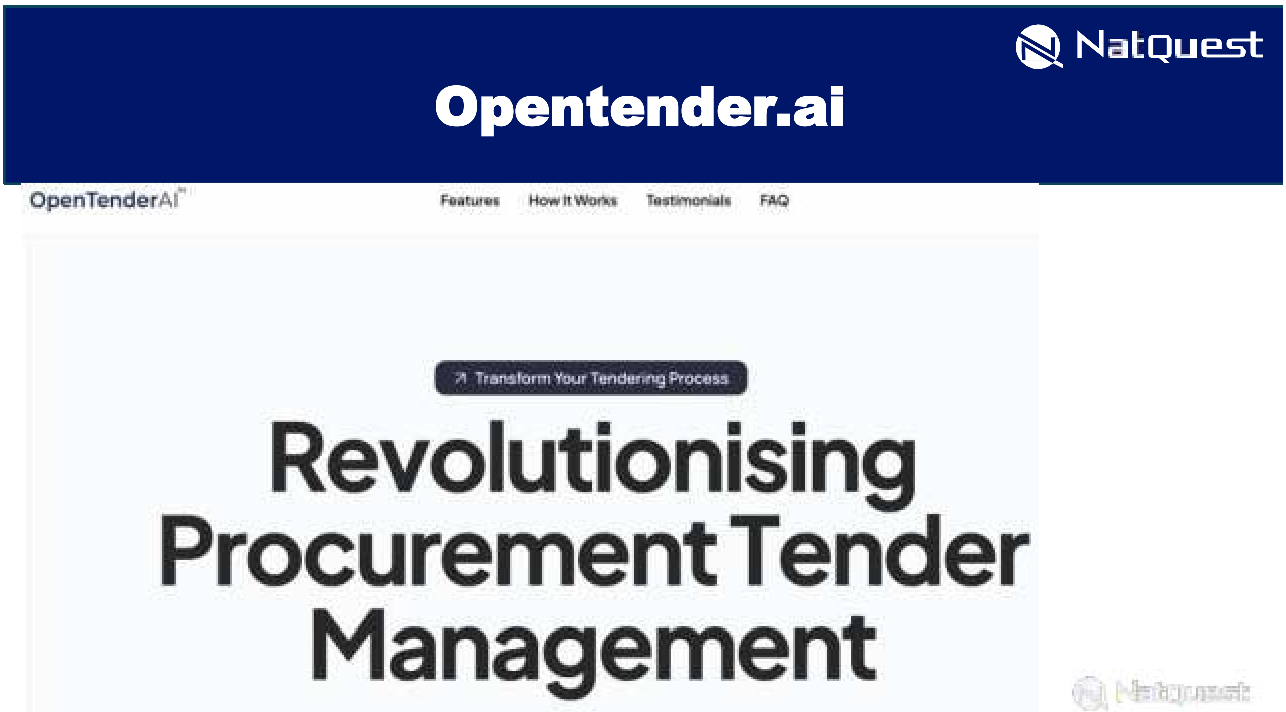


For Experts

- Unlimited access to projects
- Unlimited access to verified clients
- Quick & easy payment via Stripe Connect
- Seamless chat with client
- Matching algorithm notifications
- Project dashboard
- SCM Genius community
- Professional development
- Training/Webinars

For Client - (Business & Enterprises)

- Unlimited posting of project/work
- Unlimited engagement
- Automated project builder
- Matching algorithm with 5 experts
- Project dashboard
- Seamless payments integration
- Dedicated Customer Support
- Custom compliance
- Multiple user accounts
- Dispute resolution



NatQuest Initiatives

NatQuest

- SCM Genius Knowledge Hub (articles, Industry Insights and reports, Podcast and procure and supply experts series)
- Monthly Webinars
- Meetups for experts
- Experts Career Advise
- SCM Genius Network training and certification

To be part of the above initiatives please email us at hello@nat-quest.com

Our core approach

NatQuest

Affiliation, Partners and Customers

COMMUNIQUÉ OF THE 2ND INTERNATIONAL CONFERENCE OF THE FACULTY OF MANAGEMENT SCIENCES, UNIVERSITY OF MAIDUGURI HELD FROM FEBRUARY 11 – 13, 2025, AT THE MUHAMMADU INDIMI INTERNATIONAL LEARNING CENTER OF THE UNIVERSITY OF MAIDUGURI, NIGERIA

Preamble

The Faculty of Management Sciences, University of Maiduguri, successfully hosted its ***2nd International Conference*** on the theme: ***"Harnessing Sustainable Development Goals Towards Expanding Economic Frontiers: Opportunities, Challenges, and Emerging Solutions"***

The three-day event brought together renowned scholars, policymakers, industry experts, researchers, and students to deliberate on the role of Sustainable Development Goals (SDGs) in economic expansion and sustainable prosperity.

The conference was hybrid, allowing for robust engagement and knowledge exchange through both physical and virtual participation. Technical sessions were conducted concurrently across multiple disciplines, enabling the presentation of diverse research papers from both onsite and remote participants. This inclusive approach facilitated the cross-fertilization of ideas among global experts and scholars, enriching the discourse on SDG implementation.

The conference was graced by distinguished personalities, including:

1. Guest of Honor: *His Excellency, Professor Babagana Umara Zulum*, The Executive Governor of Borno State, ably represented by Dr Muhammad Buluze, the Acting Secretary to the State Government, Borno State.
2. Royal Father of the Day: *His Royal Highness, Alhaji (Dr.) Abubakar Umar Ibn Garbai Al-Amin Elkanemi*, The Shehu of Borno, ably represented by Professor Shettima Umara Bulakarima of the University of Maiduguri.
3. Chairman of the Occasion: *Professor Haruna Dantaro Dlakwa*, Former Acting Vice-Chancellor, Borno State University.
4. Keynote Speaker: *Professor Isa Ali Ibrahim (Pantami)*, Former Minister of Communications and Digital Economy

Apart from the numerous insightful paper presentations delivered by researchers and academics from various parts of Nigeria, the conference was further enriched by the participation of esteemed experts and thought leaders from within and outside the country. These distinguished individuals shared their profound understanding of critical issues related to sustainable development, offering valuable perspectives from diverse fields.

Among the notable speakers were:

1. Andrey Bogdanov, CEO of *Risk Insights, South Africa*, delivered an engaging presentation on "Sustainability in Africa and Beyond," highlighting global best practices and strategies for advancing sustainability efforts globally.
2. Professor Nnanyelugo Martin Ike-Muonso, *Director General of the Raw Materials Research and Development Council (RMRDC), Nigeria*, presented the lead paper titled "Defining a Workable Pathway for Achieving Sustainable Raw Materials Management Practices in Nigeria." His insights underscored the need for innovative policies and strategies to optimize Nigeria's resource management for long-term sustainability.
3. Professor Cecilia Olukemi Yekini, *Aston University, Birmingham, United Kingdom*, whose presentation on "Achieving a Sustainable Green Economy" provided a thought-provoking discourse on integrating green economic principles into national development frameworks for environmental sustainability and economic resilience.
4. Dr Salisu Uba, *Founder NATQUEST, United Kingdom,* whose presentation on “Digital Procurement and Environmental, Social, and Governance (ESG) as a catalyst for Economic Development in Nigeria” provided a thought-provoking discourse on how digital procurement frameworks can be effectively integrated with sustainability pillars to achieve transparency, efficiency and sustainable development in Nigeria.

These high-level contributions, alongside the vast array of scholarly research presented at the technical sessions, fostered a rich intellectual exchange, equipping policymakers, academics, and industry professionals with actionable insights for sustainable economic growth.

The conference was made possible through the sponsorship of:

1. The University of Maiduguri,
2. The Borno State government, and
3. The Nigerian National Petroleum Corporation Limited (NNPCL).

Key Observations in the Conference

After extensive deliberations, the conference acknowledged the following key issues:

1. Significant Gaps in SDG Implementation: While Nigeria has made progress in adopting the SDGs, man-made disasters, weak institutional frameworks, inadequate financing, and policy inconsistencies remain major challenges.
2. Digital Economy as a Catalyst for Sustainable Growth: Fintech innovations, e-governance, digital entrepreneurship, and smart infrastructure are essential for achieving sustainable economic expansion.
3. SMEs and the Informal Sector: The informal economy remains a key driver of job creation in Nigeria, yet poor access to finance, weak tax compliance structures, and regulatory bottlenecks limit its full potential.
4. Governance and Public Financial Management: There is an urgent need to strengthen transparency, accountability, and ethical leadership in governance to drive sustainable development.
5. Climate Change and Environmental Sustainability: The impact of desertification, deforestation, and inadequate waste management continues to threaten sustainable livelihoods in Northern Nigeria.
6. Education and Capacity Building: Higher education institutions must align curricula with the realities of a digital and global economy to produce skilled graduates ready to tackle emerging economic challenges.
7. Public-Private Partnerships (PPPs): Strengthening collaborations between government, academia, and private sector players will accelerate sustainable development, innovation, and economic diversification.
8. Security and Economic Stability: Post-insurgency economic recovery strategies must integrate entrepreneurial support, social welfare programs, and security frameworks to restore economic confidence in affected regions.
9. The African continent and specifically Nigeria, still have major challenges to attaining the SGDs because of a myriad of socio-economic, political and governmental problems.
10. Attaining the SGDs is significantly connected to the entrenchment of a vibrant, productive and innovative population, especially the youth population.
11. Raw Materials are the bedrock of the success of all SMEs. Engendering a sustaining Raw materials base in Nigeria is key to attaining economic development and the SDGs.
12. Emphasis solely on certificate-based education rather than one that encourages entrepreneurship is a major factor that stifles Nigeria's economic development.
13. The policies of the government on international trade and investment need to be improved to encourage economic development.
14. Digital Literacy is key to the development of every society, especially in skills development.
15. Commended the significant contributions and achievements of NNPCL in reducing carbon emissions, eliminating routine gas flaring. Creating green jobs, enhancing supply chain resilience and strengthening infrastructure to withstand climate challenges. Others include committing to ecosystem restoration, pollution control and environmental stewardship.
16. Despite the sustainability efforts of the NNPCL in creating green jobs, enhancing supply chain resilience based on the SDGs, Nigeria and African leaders have not shown enough commitment to provide equitable and quality education to all, eradicate poverty and hunger, promote gender equality, ensure conducive work environment and protect lives and property.
17. Underscored the critical need for the rehabilitation and reintegration of Ex-Boko Haram and ISWAP combatants who have left these groups, calling on the Federal and State government specifically Borno, Adamawa and Yobe States and other partners to provide the necessary financial, human and material resources to address this challenge effectively.

Recommendations

In light of these observations, the conference resolves as follows:

1. Strengthening Institutional Capacities for SDG Implementation: Governments at all levels should develop clearer policy roadmaps for SDG implementation, focusing on measurable goals and localized solutions.
2. Promoting Digital Transformation and Financial Inclusion: National and state governments should expand broadband penetration, invest in digital infrastructure, and support fintech innovations to foster economic inclusion.
3. Enhancing SME Growth & Tax Compliance: Governments should create tailored financial products, simplified tax structures, and capacity-building programs to support SMEs and informal sector businesses.
4. Ensuring Good Governance and Ethical Leadership: Stronger anti-corruption measures, fiscal responsibility laws, and governance reforms should be implemented to promote accountability in public resource management.
5. Prioritizing Climate Action and Environmental Sustainability: Policymakers must enforce sustainable land-use policies, tree planting initiatives, and clean energy investments to mitigate climate change risks.
6. Advancing Research, Innovation, and Education for SDGs: Universities should develop SDG-driven research centers, innovation hubs, and entrepreneurship programs to equip students with skills for the future economy.
7. Encouraging Public-Private Partnerships (PPPs): Governments should facilitate investment-friendly policies to attract private sector participation in sustainable development initiatives.
8. Post-Insurgency Economic Recovery and Security: Borno State and other affected regions should adopt a multi-stakeholder approach to rebuild livelihoods, enhance security, and boost economic resilience.
9. The Government needs to address the plethora of developmental challenges in the country for the country to attain the SDGs.
10. Governmental and non-governmental organizations must invest in innovation and technology for Nigeria to witness sustainable development.
11. Increased investment in Raw Materials development is necessary so as to have a vibrant SMEs Market in Nigeria.
12. Emphasis must be placed on providing entrepreneurship education to youths in Nigeria. The present policies and programs must be improved upon.
13. The Federal Government should endeavor to introduce economically innovative ideas and programs that will improve the country's standing in International Trade and Investment.
14. Digital Literacy: To attain this level, there must be massive investment in programs that will encourage digital literacy. The Digital Literacy rate for now is significantly low due to infrastructure and opportunities deficit.
15. Encouraged the governments of Nigeria (both Federal and States) to promote Foreign Direct Investment through flexible tax regimes and promote the ease of doing business.

Conclusion

The 2nd International Conference of the Faculty of Management Sciences, University of Maiduguri, reaffirmed the crucial role of SDGs in driving economic expansion and sustainable national growth. The hybrid format of the conference fostered inclusive participation and diverse perspectives, strengthening the global exchange of ideas on sustainable development.

The conference calls on governments, private sector players, academia, and civil society to take bold actions in implementing the SDGs, leveraging digital transformation, ethical governance, financial inclusion, and climate-smart policies for a prosperous and resilient Nigeria.

The Faculty of Management Sciences, University of Maiduguri, appreciates the support of all stakeholders and participants for their valuable contributions and looks forward to future collaborations in shaping sustainable economic policies for Nigeria and beyond.

The 2nd International Conference further:

i. Expresses appreciation to H.E. the Executive Governor of Borno State Prof. Babagana Umara Zulum GCON for his support in making the conference a success.

ii. Further expresses appreciation to the Nigeria National Petroleum Limited for her leadership and commitment in building and promoting a climate resilient country through her sustainability strategies.

iii. Expresses appreciation to the Vice Chancellor of the University Maiduguri Professor Mohammed Laminu Mele creating an enabling environment for such an enriching academic gathering to strive.

iv. The LOC is also indebted to the Keynote Speaker Isa Ali Ibrahim Pantami and the Chairman of the occasion Prof Haruna D. Dlakwa for their academic leadership by providing the foundation for a very insightful and exhaustive debates during the syndicate sessions.

v. The Local Organising Committee further wish to acknowledge and express appreciation for the technical and financial support from the NNPCL for their immeasurable support for the Conference.

vi. The LOC further expresses its appreciation to all participants, including representatives of civil society, traditional and religious rulers, the academia, media and partner organizations for their participation and engagement during the syndicate sessions.

Issued on this day, February 13, 2025, at the University of Maiduguri.

Signed
Communiqué Drafting Committee Members
2nd International Conference, Faculty of Management Sciences University of Maiduguri, Nigeria

SN	Name	Position
1	Dr. Musa G. Gulani	Chairman
2	Dr. Raphael Adole	member
3	Dr. Yakaka Gamawa	member
4	Dr. Tawa Tijjani	member
5	Dr. Adamu Daura	member
6	Dr. Mohammed Isa Kida	member
7	Dr. Mustapha Ibrahim	member

Members of Conference Organising Committee Membership

S/No.	Name of Sub - Committee	Membership	Function
1.	Website Management	Professor Opeyemi Akinniyi – Chairperson Dr. Buba M. Pulka – Member Mr. Micah A. Maiva – Member	Webpage hosting, email address, twitter handles, Facebook, publicity
2.	Secretariat	Professor Opeyemi Akinniyi – Chairperson Dr. Abubakar A. Adamu – Member	Managing emails, Secretarial activities
3.	Feeding/ Menu Management	Dr. Hauwa A. Yamta – Chairperson Dr. Yakaka Gamama – Member Mrs. Falmata Galtimari – Member Ms Hauwa Musami – Member	✓ Determine what to be served at tea break and lunch ✓ Identify reliable and hygienic caterers ✓ Draw up a budget for cost of feeding during conference, Gala night and closing ceremony tea break
4.	Dignitary Management	Dr. Veronica Ndubisi – Chairperson Dr. Amina A. Idriss – Member Ushers	Identify content for key Dignitaries during opening ceremony, gala night and closing ceremony
5.	Accommodation/ Transportation	Dr. Ezekiel Balami – Chairman Dr Kanumbu Bukar - Member Mallam Umar Haruna – Member Dr. Solomon A. Balami – Member Ms. Hauwa Musami – Member	Identify good lodge facilities and their prices including contact information
6.	Venue Management	Dr. Adole Raphael – Chairman Dr Umma A. Mani - Member Dr. Tawa S. Tijani – Member Mr. Adamu Ahmed – Member Mr. Mica A. Maiva – Member	Adequacy of Conference venue facilities for ceremonies, syndicating, as well as, lightning, ventilation, ambiance, zooming facility, feeding and sitting arrangements
7.	Crowd Management	Dr. Mohammed I. Kida – Chairman Dr Umma A. Mani - Member Dr. Abba U. Waziri – Member Dr. Balami Ezekiel – Member	Bring cheer leaders
8.	Venue Decoration	Prof. Fatima Tahir – Chairperson Dr. Yagana Baba – Member Mrs. Fatima. U. Mohammed – Member	Responsible for decorating venue for opening ceremony, gala, and closing ceremony
9.	Stage Management	Mallam Musa Usman – MC /Chairman Dr. Abubakar A. Adamu – Member Dr. Dahiru Hussaini – Member	Managing movement around the stage
10.	Speaker hunting:	Prof. S. Liberty – Chairman Prof Paul Mbaya - Member	Keynote Speaker; Prof. Isa Ali Ibrahim Pantami

11.	Fund Raising Committee	Prof. Mohammed D. Madawaki – Chairman Prof. Yagana B. Imam – Member Prof. Shehu M. Liberty – Member Prof Aliyu Manpaa– Member Dr. Audu Mohammed – Member Dr. Adam K. Konto – Member Dr Kanumbu Bukar– Member	Identify and make contact for funding.
12.	Conference Items/ Printing	Prof Mohammed D Madawaki – Chairman Prof. Fatima A. Tahir – Member Prof Paul Mbaya - Member Dr. Silas Joel– Member Dr. Hauwa Yamta – Member Dr. Adam K. Kyari – Member Dr Bukar Z. Waziri—Member Dr Yakaka Gamama – Member	Select corporate gift items, designs and printers
13.	Ph.D. Colloquium	Dr Bukar Z. Waziri – Chairman Dr Musa G. Gulani – Member Dr Dahiru Hussaini – Member Dr. Adole Raphael – Member Dr. Abubakar A. Adamu – Member Dr. Buba M. Pulka – Member Dr. Tawa S. Tijani – Member Dr Silas Joel – Member Mal Umar Haruna – Member	• Review Ph.D. colloquium Submissions • Identify paper leads reviewers
14.	Help desk	Dr Raphael Adole– Chairman Dr Kanumbu Bukar – Member Dr. Dahiru Hussaini – Member Dr. Silas Joel – Member Dr. Mohammed I. Kida – Member	Provide assistance to guests and participants
15.	Publicity	Prof. Yagana B Imam – Chairperson Prof. Charas M. Tela – Member Prof Aliyu Manpaa - Member Dr. Adam K. Kyari – Member Dr Umma A. Mani Dr. Audu Mohammed – Member Dr. Buba M. Pulka – Member Hajja Falmata Galtimari – Member	Engaging the media, distribution of flyers and promotional materials. Newspaper advert
16.	Editorial	Prof. Opeyemi Akinniyi – Chairperson Prof. Bintu Mustapha – Member Dr. Musa G. Gulani – Member Dr. Mohammed I. Kida – Member Prof. Mampa'a A. Musa – Member Dr. Adole Raphael – Member Dr. Buba M. Pulka – Member Dr. Tawa S. Tijani – Member Dr. Mustapha Ibrahim – Member	Compilation and proof reading of Programme, Book of abstract, conference proceedings

17.	Zooming	Dr Musa G. Gulani – Chairman Dr Ahmed Jimeh – Member Dr Abdullahi Mohammed – Member Mal Adamu Ahmed - Member	Coordinating virtual session
18.	Budget Planning	Prof. Fatima Tahir – Chairperson Prof. James.J. Adefila – Member Prof. Mohammed D. Madawaki – Member Dr. Adam K. Kyari – Member Dr Bukar Z. Waziri – Member	Evaluate budget submissions of sub-committees
19.	Gala Night	Dr Yakaka Gamama – Chairperson Mrs. Falamata Galtimari – Member Dr. Hauwa Yamta – Member Haj Hauwa Musami – Member Dr. Tawa S.Tijani – Member Mr. Alex O. Solomon – Member Mal. Umar Haruna – Member Mallam Babuji I. Jatto – Member	Line up programmes for the gala night, identify dignitaries, e.g.…police band, performance troupe, as well as a good and trusted MC
20.	Registration Desk	Prof Usman D. Umoru – Chairman Dr. Dahiru Hussaini – Member Mallam Abdullahi Mohammed – Member Mallam Saleh Audu – Member Ms. Fatima Kalama – Member	Account opening, arranging of conference items, organising physical registration function
21.	Security Committee	Dr. Adam K. Kyari – Chairman Mallam Ahmed Mamoud – Member Dr. Ezekiel Balami – Member	Ensure sanity
22.	Protocol Committee	Prof. Charas M. Tela – Chairman Prof. Fatima I. Usman – Member Dr. Abubakar A. Adamu – Member Lawan Kashim Mohammed – Member Muktar A. Jada – Member Rep of DOP Government House – Member	Managing the crowd, know who is seating where, Mark seat, liase with ushers, distribute cards within and outside the University.
23.	Rapporteur		
24.	Panelists		
25.	Communique		

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Foreword

I am delighted to introduce to the academic and the global community in general, the proceedings of the 2nd International Conference of the Faculty of Management Sciences, University of Maiduguri with the theme: "Harnessing Sustainable Development Goals Towards Expanding Economic Frontiers: Opportunities, Challenges, and Emerging Solutions".

Having been active in Sustainable Development (SD) and related research, and having participated in global Sustainable Development gathering across the globe for close to two decades, it is with great confidence that I assert that this insightful masterpiece reflects the rapidly evolving challenges and opportunities faced by individuals, organisations and governments at all levels, in today's increasingly dynamic environmental landscape. The contributions collected here span a wide spectrum of topics, bothering on interactions of SD with the fields of Accounting, Banking and finance, Business administration, Marketing, Public Administration, Entrepreneurship, Economics, Peace and conflict resolution, Oil and Gas, Environmental, Social and Governance (ESG), Social Sciences and Education, therefore effectively covering the economic, social and the environmental aspects of sustainability. These therefore offers a rich and diverse perspective on how management sciences and allied fields are interrelating with SD, with potentials to benefit numerous sectors of our society.

Being a post conference compilation, each papers herein reflect the intellectual rigor, methodological sophistication, and practical relevance that characterize the evolving body of knowledge like in the field of Sustainable Development. They have been contributed by seasoned academics, industrial players and government lead actor from within Nigeria, South Africa and as far as the United Kingdom. The close to two thousand pages book thus promises to significantly enrich practice as well future research.

At this juncture, I am obliged to, on behalf of the global community, express gratitude to the authors who have contributed their work for their dedication and intellectual contributions, to the reviewers for their meticulous evaluations, and to the organizing committee for their tireless efforts in making this conference and compilation of the proceedings a success. I also wish to thank sponsors and partners whose support have been invaluable.

It is my hope that these proceedings will serve not only as a record of the ideas presented but also as a catalyst for future research collaborations and professional engagement. I invite readers to explore these proceedings with curiosity and critical reflection, confident that the knowledge shared here will inspire progress in the field of Management Science generally and Sustainable Development specifically.

Abubakar S. Kasum. Professor of Accounting, University of Ilorin and University of Kigali 05/07/2025