



# INSPIRED DIALOGUE

*Of Tolerance, Active Community Involvement, Foresight,  
Development Strategies & Democratic Values*



May 20, 2005

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**EASY WAYS TO TRANSFORM CITIES in  
NIGERIA**

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## Cities of Transformation

Suppose in Nigeria 10 states meet to create a network "Cities of Transformation" (CT), an organisation in conjunction with the World Bank, other international partner and other local partners.

The organization, with the help of the World Bank or the international partner and local partners will create a network of partner cities within the states and will jointly manage its activities and support them in the process of planning their modernization and at the same time, these cities in the context of the network, will be able to take advantage of their own innovatory solutions through the exchange of experience and elaboration of new practical solutions for sustainable economic corporation.

In the program "Cities of Transformation" the process of change will not be based on ideas drawn directly from Europe or America only. The cities will wish to share a variety of good solutions that have already proven themselves in given situations. The CT will help each other in the preparation of plans that aim to accelerate the economic development of its cities as well as the joint testing of new solutions. Cities taking part in the network will divide themselves into three working groups with equal participation: **Economic Development**, **Better Environment** and **Standard Adaptation**.

### 1. Economic development

This first group will formulate Project 1: Economic Development Administration to work in collaboration with the Center for Communities Development and local economic development/chamber of commerce organization to create a common demonstration project to design, develop and implement the idea of using the Internet and entrepreneurial networking as a context for innovative methods of local economic development for the 21st Century.

#### **Background and Context for the Project 1**

The Internet and future concepts of electronic infrastructure will be the focus of economic development in the 21st Century. Interactive multimedia and the so-called information highway are enabling the formation of a new economy based on the networking of human intelligence. In this

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digital economy, individuals and enterprises will create wealth by applying knowledge creatively to manufacturing, agriculture, and services. The rules, dynamics, and requirements for vitality and even survival in the digital frontier of this economy are all changing. The scope and size of economic issues in the 21st Century will demand the internetworking of human intelligence. Today we are witnessing the early, turbulent days of a revolution as significant as any other in human history. *Only those communities which understand the new context of an increasingly fast-paced, interconnected and complex society will be able to manage economic challenges effectively.*

In the past and still today, local economic developers focus on the need to build physical infrastructure in order to provide or recruit jobs. This technique of economic development as a methodology of economic development is fast declining and will lessen in the future as the economy becomes information based and electronic infrastructure allows people to live anywhere they want and provide the value of work assignments.

The very nature of economic development will be transformed to respond to structural changes in the organization of the society. As the average age increases, retirement communities will become a value added economic asset. As global competition increases the ability to collaborate and work together will become essential for economic success. As the fast pace of this competition increases, smaller businesses and business units will be needed to "anticipate" the marketplace. As information workers offer their capabilities from throughout the world, the ability to think creatively and use knowledge to develop innovative ideas for economic opportunities will demand the use of internet worked human intelligence.

As a result of these and many other presently undefined factors, local communities will need to establish a new approach to economic development. The need to "anticipate" economic opportunities based on trends (often short lived) will require a new mental model for how local business and industry prepare for 21st Century. This same need will require new skills for local economic developers.

Not only will economic developers need to understand the changes in the economy, they will need to understand the overall restructuring of the society in order to help facilitate local firms as "partners in collaboration." The ability to think creatively will become as important as the ability to market industrial parks. The ability to anticipate trends in the society and guide local entrepreneurs in dialogue creating new product and service ideas will be as important as offering financial incentives. The skill of knowing how to network sometime competitors in processes of collaboration will become as important as knowing how to present economic information.

The Internet will allow "partners" to collaborate in the creation of new ideas for economic opportunity, quickly developing and implementing strategies which respond to increasingly short product and service life cycles. Fundamentally new principles, concepts, methods and techniques will be needed by local economic developers to insure the long term health of any local economy.

The fact that there is no framework of precedents or an accepted model by which to operate in a 'digital economy' demands pilot programs to test out new approaches to 21st Century economic development using the Internet and innovative techniques for the use of knowledge to create appropriate economic opportunities within a "anticipatory future" context.

A national demonstration project 1 which networks, in collaboration, diverse local economic development organizations in the cities within the states into a "21st century economic development laboratory" would allow experiments in how to create new fundamental processes. Each community involved would emphasize common principles and, at the same time, work on specific projects tailored to the interest and need of each local area.

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### **Specific Framework for the National Demonstration Project 1**

One community from each of the 10 states will be recruited to participate in a "network group", a concept of internet worked collaboration to be created by CT. Each of this community will participate in a 3 year project to develop and educate people on the new approaches for local economic development in a 21st Century digital economy. Each community will have identified a key idea which utilizes different applications of the principles of electronic infrastructure and entrepreneurial networking.

Every community will use funding for two purposes:

- providing computer servers and computer work-stations for the community electronic network
- few staff members for facilitating and coordinating each project
- Training, training and training (skills development)

The following are specific "digital economy" project 1 ideas for each of the other participating communities:

1. One focus is to build an "entrepreneurial network" of five small and diverse businesses that will work in collaboration with an economic development staff facilitator to: a) search the Internet for new societal trends and ideas related to the economic sectors served by one or more of the participating companies b) conceive new products and services which will use "value added" from each participating organization c) identify "value added" not available in the community to support the new product or service idea d) use the Internet to find other firms in the world which can provide "value added" needed e) work with collaborative software to develop a comprehensive business strategy which will provide the product/service.
2. Two is to build a comprehensive "electronic community network" which would be targeted at providing life long labour force skills building for the citizenry of the local area. This project would be intended to develop networks of diverse people trained in multiple skills necessary for an employee base which would increase the capacity for either manufacturing employment or self employment skills development. A project facilitator would work to recruit and establish ten networks of 25 diverse people in collaboration with the local community colleges. Each of these networks would be given skills for utilizing Internet for self-learning. Target participants would be those who had just completed a GCE or higher equivalent. Each group would receive multimedia "generative coaching" to understand the times in which we live in order to provide a framework of motivation. Specific job skills would be linked to the needs of specific local businesses.
3. Three focuses would be to develop a "community network" which emphasizes information flow among all citizens and communities within the system. The intent of this network would be to develop a combination of web pages, educational opportunities and chat rooms to optimize the historical tourist opportunity of the region. In addition, the framework of such an electronic network would be designed to insure that local citizens are involved in understanding the trends of the future in the society. Is so doing, such communities would be able to adapt the mental model of its citizens and insure an increased capacity to anticipate the impacts of change. This capacity for constant adaptation will give the area a competitive economic advantage compared to those communities that resist change. The dominant spoken language of the areas will be incorporated in the web pages.

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### ***Expected Economic Impact***

The expected economic impact for each of the participants will be:

- An ability to provide instant economic information for all local businesses who utilize the local community electronic infrastructure.
- The development and refining of "entrepreneurial networking" innovations, emphasizing the ability to develop new product and service ideas as a result of collaboration within a framework of future trends.
- An ability to leverage the knowledge gained in each project by sharing the information with all participating communities.
- An ability to increase the capacity of each local community to improve its products, services and work force capacity for 21st century skills and to improve the adaptability of those citizens and businesses involved in each project.

### ***Projected Budget***

The budgetary components reflect the need to:

- Provide strategic facilitation for the overall "network group" through the CT
- Training for local project facilitators
- Funds for planning and implementing local "process projects"
- Funds for basic computer servers and workstations
- Funds for "capacity specific" consulting (i.e., building community networks)

## **2. Better Environment**

The CT will propose the creation of a unified system of quality of life indicators in those cities using an innovatory method of measurement. The whole process **MUST** be measurable and on target.

The standardised elements of life in this case that will be monitored are: safety, public and private means of transport, impact of education, hygiene and cleanliness of the city, natural environment as well as city dwellers' living conditions. This will allow for the creation of an objective assessment mechanism of real changes in the standard of living. The aim of introducing such a unified system will be to gain a finite number of synthesised, clear and standard indicators that will eventually help in the assessment of community services. It is also important that in the creation of a true picture of a city that its inhabitants also take part, thus gaining a chance to influence decisions that affect them. This picture of the city, based on chosen quality of life indicators, will therefore be a compilation of the present situation (facts) and public opinion (perceptions).

## **3. Standard Adaptation**

The CT, in this sphere will play decisive role in stimulating economic development through developing modern production systems – "standardization".

For Nigeria to become competitive and dynamic knowledge-based economy in Africa and the world, capable of sustainable economic growth, more and better jobs and greater social cohesion, small enterprises must be considered as a main driver for innovation, employment as well as social, local and state integration. On this sense, the CT will help the Government on macroeconomic policy for **Quality Management**, create or facilitate **Centers of Excellence** and **Small Enterprises Initiatives**.

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### **3a. Quality management**

Nigeria is constantly looking for ways to enable economic growth and stabilization: i.e. increase of productive capacity of goods and services, which will meet local needs and also make success on international markets. In order to realize that goal, high productivity and assurance of competitiveness of goods and services is indispensable. In other words it is important to produce better and more - meaning more per capita and better in comparison to world prices and quality standards.

It is generally known that in order to meet this task, one should act in two directions. At **first** one should establish such economic conditions, such as being carried-out by the present administration in which investments in modern production means are promoted and system of economic incentives for companies is created to export produced goods. This type of action is a domain of macroeconomic policy. Typical actions, which are being currently undertaken, and are in the right direction, are among others:

- Control and monitoring of inflation rate,
- Trade liberalization,
- Reduction of state subsidies and development of bank system.

Those actions support development of suitable conditions and stimulate economic growth. **Second** indispensable condition is to promote and encourage the use of modern technology, establishing qualified staff and advancement of production and marketing systems. Developing of different types of infrastructure - material, technical, scientific, institutional – should be emphasized here. In this sphere normalization play decisive role in stimulating economic development. For it is not possible to develop modern production systems in any area without standardization.

### **Reasons for standards' adaptation**

Engineers and designers use standards on each stage of process of production. Standards are established in contracts, in processes of control conducted for own needs by producers as well as for evaluation for third side. They help in making decision whether to accept or reject delivery, they enable evaluation of accordance with generally accepted standards concerning health protection, security or environment protection and on quality of products and services offered. Standards make great facilitation in international trade.

Standardization generally serves objectives resulting from definition of standardization itself, meaning acquiring optimal in given circumstances level of arrangement in given area. However detailed objectives, which give direction for national standardization, may also be indicated:

- Rationalization of production and services through adaptation of accepted technical rules or organizational practices.
- Elimination of technical barriers in trade and prevention from their formation.
- Assurance of life, health, environment and consumers' interest protection and work safety.
- Improvement of functionality, compatibility and converting of goods, processes and services and regulation of their variety.
- Assurance of quality and reliability of goods processes and services.
- Actions in favour of allowance of national interests in international standardization.
- Facilitation of communication thanks to defining terms, definitions, marks and symbols for public use.
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### **Definition of standard should be more or less as follows:**

Document accepted in accordance with consensus principle and approved by authorized organizational unit establishing - for common and frequent use - terms, guidelines or characteristics referring to different kinds of activity or their results and aiming to acquire optimal level of arrangement in given area. It is recommended to base standards on achievements of both - science, technique and practice and aim them to achieve optimal social benefits.

**National standard in Nigeria should be marked with a symbol on the principle for exclusiveness and approved by national standardization unit and generally available.** The Standards MUST be protected in the same way as literary works and copyrights vest to national standardization unit that is Nigerian Committee for Standardization.

### **3b Centers of Excellence**

Commonly known examples of those centers are: Stanford University and Silicon Valley, Massachusetts Institute of Technology and Route 128" with spin-off companies, Princeton University or European Organization for Nuclear Research - CERN. There are such new innovative Centres in India, China and many Asian countries. Nigeria has such Centres in theory, but the can be made to harness their full potential in practice.

Researches and development of technologies are achieved on high, world level in the centers mentioned above and many other countries. Those centers are defined as Center of Excellence and Competence Centers, because they hire and attract excellent scientists and engineers, they are known as source of progress in science and technology and disseminate innovations.

The idea of the Center is differently interpreted in each country, where those are established, however general and most simple definition defines them as units or organizational structures conducting researches and development of technology on the world level in the sense of measurable scientific effects (including training activities) and/or technological innovations.

Centers of Excellence and Competence Centers are individual centers - faculties on colleges and institutes or units with special research equipment, and also network structures established from complementary research units, including virtual institutions.

### **Features of Centers of Excellence and Competence Centers**

- staff composed of highly qualified scientists and/or engineers
- well defined organizational structure with own research program
- ability to integrate cognate domain and merge supplementary skills
- ability to maintain high level of replacement employees with high qualifications
- active role in surrounding innovative system
- international reputability and academic and/or industrial contacts
- rational financial stability and actions fundamental for investing in people and infrastructure
- independent sources of founding beside public funds.
- full access to information and programs like that of the CT

Depending on the field of activity of the Centers, they deal with researches in particular area (faculties on colleges, institutes), wide interdisciplinary with special research infrastructure,

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academic-industrial cooperation, industrial realization and research and development (R+D).

Measure of research and development quality of the Centers are scientific publications, licenses, offered opportunities to hire scientists, number of their scientific staff and visiting scientists, number and value of commercial contracts and number of spin-off companies, and also participation in the International system of education.

### **3c Small Enterprises Initiatives - Nigerian enterprises based on knowledge:**

Small enterprises (SME) are the backbone of almost every developed economy. They are a key source of jobs and a breeding ground for business ideas. Nigeria's efforts to usher in the new economy will succeed only if small business is brought to the top of the agenda. SMEs are the most sensitive of all changes in the business environment. They are the first to suffer if weighed down with excessive bureaucracy. And they are the first to flourish from initiatives to cut red tape and reward success.

Government's policy toward SME's, which will be realized until 2006, should comprise actions experiences from previous programs, enriched with necessary instruments and future plan and strategies. The policy should be based on following assumptions:

- Actions defined in the program will have horizontal character and will be addressed to all small and medium entrepreneurs, irrespective of the place of business activity, legal form or type of business activity,
- Undertaken actions will aim to equalize chances and to popularize entrepreneurship especially among youth, women, disabled (Almajirai) people and unemployed,
- Support will also be provided for institutions surroundings business and meeting defined standards,
- Actions will be financed from state budget, aid funds, structural funds available from private means of businessmen and international bank credits,
- Actions will be achieved regarding directions defined in Nigerian Charter for Small Enterprises if one exist.
- Beside of above actions also zonal undertakings should be realized.

One of the most important priorities of the Initiative should be to support development of small and medium enterprises. New strategic goal for next decade: creation based on knowledge, most competitive and dynamic economy in the world. Establishing of favourable conditions, which will enable creation and development of innovative enterprises, especially among small and medium enterprises.

The effect of the above strategy will define areas, where actions should be undertaken:

- Education and training for entrepreneurship,
- Cheaper and faster start-up,
- Better legislation and regulation,
- Availability of skills,
- Getting more out of the Single Market,
- Financial matters,
- Strengthening the technological capacity of small enterprises,
- Developing stronger, more effective representation of small enterprises' interests at local and national level.

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## **Precise Actions:**

The best possible environment for small business and entrepreneurship needs therefore to be created by direct action due consideration of small business needs.

### **1. Education and training for entrepreneurship**

Nigeria must nurture entrepreneurial spirit and new skills from an earlier age. General knowledge about business and entrepreneurship needs to be taught at all school levels. Specific business-related modules should be made an essential ingredient of education schemes at secondary level and at colleges and universities, and encourage and promote youngsters' entrepreneurial endeavours, and develop appropriate training schemes for managers in small enterprises.

### **2. Cheaper and faster start-up**

The costs of companies' start-up should evolve towards the most competitive in the world. Longest delays and most burdensome procedures for approving new companies should be encouraged to catch up with the fastest. Online access for registration should be made available.

### **3. Better legislation and regulation**

National bankruptcy laws should be assessed in the light of good practice. New regulations at national and community level should be screened to assess their impact on small enterprises and entrepreneurs. Wherever possible, national rules should be simplified. Governments should adopt user-friendly administrative documents. Small enterprises could be exempted from certain regulatory obligations. In this context, the FG could simplify competition legislation to reduce the burden of compliance for small business.

### **4. Availability of skills**

Government should endeavour to ensure that training institutions, complemented by in-house training schemes like CT, deliver an adequate supply of skills adapted to the needs of small business, and provide lifetime training and consultancy.

### **5. Improving online access**

Public authorities should be urged to increase their electronic communication with the small business sector. Thus, companies will be able to receive advice, make applications, or obtain simple information online, therefore faster and more cheaply. The Government must lead by example in this area therefore providing online access to all Government Institutions.

### **6. More out of the Single Market**

The Government and States must therefore pursue the reforms aiming at the completion of a true internal market, user-friendly for small business, in critical areas for development of small businesses including electronic commerce (in the near future), telecommunications, utilities, public procurement and cross-border payment systems. At the same time, International and national competition rules should be vigorously applied to make sure that small businesses have every chance to enter new markets and compete on fair terms. Standard and quality of services and or products must reflect international standard.

### **7. Financial matters**

Entrepreneurs need finance to translate ambitions into reality. In order to improve the access of small enterprises to financial services, the Government should: Improve access to structural funding and facilitate initiatives by International Investment Banks to increase funding available to start-ups and high-technology enterprises, including equity instruments. There should be incentive for self-employment programs and on taxation. The Government can facilitate the formation of a Credit Bureau to easily qualify individuals for start-ups business loans.

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### **8. Strengthen the technological capacity of small enterprises**

Strengthen existing programmes aimed at promoting technology dissemination towards small enterprises as well as the capacity of small business to identify, select and adapt technologies. Foster technology co-operation and sharing among different company sizes and particularly between Nigerian small enterprises, develop more effective research programmes focussed on the commercial application of knowledge and technology, and develop and adapt quality and certification (based on standards as described earlier) systems to small enterprises. It is important to ensure that a local patent is available and easily accessible to small enterprises.

There is the need in this area to also foster the involvement of small enterprises in inter-firm co-operation, at local, national, and international levels as well as the co-operation between small enterprises and higher education and research institutions using information technologies enhanced, best practice in co-operative agreements spread, and small enterprises co-operation supported to improve their capabilities to enter international markets and to extend their activities in third country markets.

### **9. Successful e-business models and top-class small business support**

States should encourage small enterprises to apply best practice and adopt successful business models that enable them to truly flourish in the new economy through web sites etc.

### **10. Develop stronger, more effective representation of small enterprises' interests at local and national level**

Formulate how the interests of small businesses are represented at the international and national level, including through social dialogue (open method of coordination of policies). And use effective indicators to assess progress over time and in relation to the best in the world to reinforce learning, searching for better practice in all fields that affect small business to continuously improve their performance.

## **CONCLUSION**

We strongly believe that the supposed presentation above can actually be applied through the Nigerian Investment Promotion Commission (NIPC) in full or partially, with all states participation or few states as proposed or based on zones. Should our support be required in the area, we will gladly offer it.

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### **Other Project areas in brief:**

#### **1. Agricultural Project**

This program can be part of the CT concept. It will allow individual farmers and other rural farmers to increase productivity and quality of produced goods at cheap and affordable means. "Noman Rani" specifically in the North, around Funtua, Katsina, Sokoto, Jigawa, Malumfashi, Kaduna, Adamawa etc., can greatly improve and lead to Industrialization to package and process food products. The heart of most irrigation systems is a pump. To make an irrigation system as efficient as possible, the pump must be selected to match the requirements of the water source, the water piping system and the irrigation equipment.

1. There are very affordable submersible or floating pumps for our local farmers that are perfect for "Noman Rani". The pumps are solar powered, and can be operated with timers. These pumps are Canadian made 100% and are ideal for local farmers. Nigerian CT can negotiate the availability of such pumps to farmers at affordable rates. Canadian Government can provide assistance as long as the pumps are Canadian 100% made.
2. There are also foldable canoes that fisher-men can use, very cheap and easily transportable. They come with all fishing-facilities (designed for that purpose) and contain complete guide for fishing. They are diesel powered or Petrol and are also 100% Canadian, meaning Canadian assistance is available on them also.

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**SHORT BIO**

**Dr Baba Jibrin Adamu**  
**Ph.d Engr.**

**Dr. Engr. Baba J ADAMU:** was born in Kaduna (Unguan Liman), Kaduna State, Nigeria. Dr. Baba Jibrin Adamu is the youngest son of the late Malam Alhaji Adamu Jibrin Imam, the former Chief Imam of Kaduna State Central Mosque located in Kano Road Kaduna. Dr. Baba J Adamu represented Kaduna State based on academic qualification to go on a scholarship program to study Civil Engineering up to Masters Degree in Poland in 1986. Having completed successfully his M.Sc in 1993, again based on academic excellence received a Polish Government Scholarship to continue to do Doctorate degree in Industrial Research and silo/bunker Technology. Dr. Adamu specializes in Silos and Security Bunker technology and completed his Ph.D in 2000 with Excellence. He then moved to Toronto, Canada in 2000, where is acquired various Certificates in IT, Management and Business at Humber College Institute of Technology and Advanced Learning, Toronto Ontario, as well as at the Banf Academy for Business, Calgary, Alberta, CANADA. He now lives and works in Canada as an Engineering/Security Consultant and as the President and CEO of iNetworks Canada, a Managed Technology Solution company based in Toronto. As of this writing, dr Adamu is undergoing United Nations training on Global Terrorism, Law of Arm Conflict and UN working System through the United Nations Institute for Training and Research (UNITAR POCI), New York, USA.

Dr Adamu has tremendous experience in management of men and materials in private sector, good knowledge of international and Nigerian political, economic and social environment, high level of integrity, evidence of personal discipline as well as courage of conviction. He has a strong conviction for the respect for the rule of law, respect for human rights, beliefs in popular participation and consultation, knowledge and understanding of the working of the international system, voluntary service to the community, sense of history and lesson, competence in concepts and tools of development and respect for African value and cherished all Nigerian traditions. Dr Adamu is an expert both in Structural engineering and . In his own words:

**"Where despair and hopelessness exist, those who have the ability to take action have the moral responsibility to take action to help those who live on the bare edge of survival. And democracy is more than the creed of our country, it is the inborn hope of our humanity, an ideal we must carry, a trust we must bear and pass along. And even after all these years, we have a long way yet to travel, that is why **We must all be involved ...**" - Baba Jibrin Adamu, Ph.D Engr.**

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