

Curriculum Vitae (CV)

Transformational leader, with consistent track record of high-impact success in domains including central banking, economic policy, development policy and finance, governance, transparency and accountability, international affairs, and law

Education

London School of Economics and Political Science – Doctor of Philosophy (Ph.D.) in International Relations (2005) London School of Economics and Political Science – Master of Philosophy (M.Phil) (2004) The Fletcher School of Law and Diplomacy, Tufts University – Master of Arts (M.A.) in International Relations (1992). Joan Gillespie Fellow, 1991-1992 The Nigerian Law School, Lagos – Barrister at Law (B.L.) (1987) University of Nigeria, Nsukka (UNN) – Bachelor of Laws (LL.B. Honours) (1986) Institute of Risk Management, UK – International Certificate in Risk Management (2008)

Executive Education

Wharton School of Business, University of Pennsylvania – Global Strategic Leadership (2014) International Monetary Fund Institute – Macroeconomic and Financial Sector Management (2014) Harvard Business School – Making Corporate Boards More Effective (2013) Harvard University: Kennedy School of Government – Leading Economic Growth (2012) Booth School of Business, University of Chicago – Strategy (2013) Center for American & International Law, Dallas – American and International Business Law (1991)

Leadership Career: International Commissions

- 2017 -2018 Member, United Nations Conference on Trade and Development (UNCTAD) High-Level Intergovernmental Expert Group on Financing for Development, Geneva: Made recommendations to the Governing Board of UNCTAD on how developing countries can improve domestic resource mobilization and on strategies to achieve the Sustainable Development Goals.
- 2006 Member, High-level Redesign Panel on the United Nations Internal Justice System, New York (February-July 2006.) Assignment at rank of Under-Secretary-General. Redesign Panel appointed by Secretary-General Kofi Annan on the basis of a resolution of the UN General Assembly. Overhauled the transparency, accountability and dispute resolution system governing the UN management and staff as a core part of UN management reform; recommendations, including the establishment of Mediation Mechanism, the Office of the UN Ombudsman, and a UN Dispute Resolution Tribunal adopted by UN General Assembly.

Other Members of the five-member Redesign Panel: Mary Gaudron (Chair), Justice of the Supreme Court of Australia; Louise Otis, Judge, Court of Appeals, Canada; Ahmed El-Kosheri, former Judge Ad Hoc, International Court of Justice, and Diego Garcia Sayan, former Minister of Foreign Affairs of Peru.

Leadership Career: Executive Roles

- 2021 **Oxford Martin Visiting Fellow,** Oxford Martin School, University of Oxford (Michaelmas Term, October-December 2021)
- 2020 -2021 High-Level Independent Expert on Africa's Post-Covid-19 Development Finance, United Nations Development Program, New York UNDP high-level international consultancy assignment to review current and future fiscal stress impact of the Covid-19 global crisis on African countries, examine options for increased development finance (domestic and international sources) to African governments and business enterprises, transformative leadership development in Africa, and the UNDP proposition for Africa, with policy recommendations for African countries (December 2020-June 2021).
- 2017- **Distinguished Non-Resident Fellow**, The Fletcher School of Law and Diplomacy, Tufts University: Senior Fellow, Council on Emerging Market Enterprises.
- 2017 **President**, Institute for Governance and Economic Transformation, Abuja, Nigeria and Washington, DC, USA Founder of public policy think tank focused on leadership, inclusive economic growth and development, and public policy
- 2015 Founder & Chief Executive Officer, Sogato Strategies LLC, Washington, DC: global strategy, political risk and investment advisory firm (Advised asset management and private equity investors including: BTG Pactual, Goldman Sachs, Alliance Bernstein, Actis, Fidelity, and TPG on strategic asset allocation of investment, overall investment strategy, risk management, and the effects of economic, regulatory policy and political environments on financial and markets).
- 2015 2017 **Professor of Practice in International Business and Public Policy**, The Fletcher School of Law and Diplomacy, Tufts University: Taught the course "Emerging Africa in the World Economy" in the Economics and International Business (EIB) program at top graduate school of international affairs.
- 2009-2014 **Deputy Governor (Financial Stability)**, Central Bank of Nigeria: banking sector prudential regulator including on governance, risk, compliance, led sweeping reforms in the 200 billion dollar Nigerian banking sector in the wake of the global financial crisis, with emphasis of financial stability, transparency and financial crime, risk management, corporate governance, environmental and social sustainability in bank lending, and development finance. Led special investigations, forensic audits and prosecution referrals for white collar crime by bank CEOs (first central banking jurisdiction to do worldwide after the global financial crisis).



Deputy Governor (Operations) As Deputy Governor (Operations) and Head of the Operations Directorate, led over 3000 CBN staff (50% of the Bank's staff strength); supervised the payments system and its reforms, including the development and introduction of the unique-identifier Bank Verification Number (BVN); supervised currency and branch field operations of the Bank; and managed Nigeria's foreign reserves.

Member, Monetary Policy Committee, Central Bank of Nigeria

Member, President of Nigeria's Economic Management Team

Chairman, Board of Directors, Nigerian Export-Import Bank (NEXIM Bank), and Financial Institutions Training Centre (FITC)

Member, Board of Directors, Central Bank of Nigeria, Securities and Exchange Commission (SEC), Asset Management Corporation of Nigeria (AMCON), Alliance for Financial Inclusion (AFI).

- 2009-2017 **Founder & Chief Executive Officer**, Sogato Strategies S.A., Geneva, Switzerland (firm dormant during assignment at Nigerian central bank from November 2009-November 2014)
- 1992-2008 **United Nations career**: Entry level officer to the highest career rank of Director.

Head of Global Partnerships and Resource Mobilization, The Global Fund to Fight AIDS, Tuberculosis and Malaria/World Health Organization (WHO), Geneva, Switzerland (2002-2008): Senior official of the WHO. Built effective global political and corporate sustainability partnerships and obtained financial support from governments for \$20 billion development finance and social investment fund. Member of Risk Management Committee and policy-making Senior Management Group of The Global Fund.

Legal Adviser & Spokesman, United Nations International Criminal Tribunal for Rwanda, Arusha, Tanzania/Kigali, Rwanda (1997-2002). Advised the International Tribunal established by the UN Security Council to prosecute the high-ranking architects of the 1994 Rwandan genocide on its legal relationships with UN Member States, and facilitated the cooperation of States with the Tribunal in asset tracking investigations, general investigations of suspects across various countries, establishing agreements for the service of sentences by convicted persons in special prisons in different countries. Led a Special Investigation Panel into abuses of the Tribunal's institutional integrity in the management and remuneration of defense counsel from various countries for accused persons. Represented the Tribunal at the highest levels with Governments, diplomatic missions to the United Nations in New York, civil society and human rights groups, global academia on international criminal law, and the global media.

Political Advisor, UN Transitional Administration for Eastern Slavonia (UNTAES),
Vukovar, Croatia: Assignment to stabilize the Serb-held areas of Croatia (Eastern Slavonia) after the wars of the Former Yugoslavia, organizing the return of Croat refugees and UN-supervised elections. Developed a comprehensive strategic road-map for the UN mission, preparing for and supervising elections in the Eastern Slavonia part of Croatia; as Political Advisor to the UN Electoral Commission, negotiated breakthrough in a stalemate between Serbs and Croats on the Electoral Commission, leading to peaceful and successful elections.



1993-1996	Political Affairs Officer, Department of Peace Operations, UN Headquarters - New-York:
	Provided political analysis of conflicts in the UN's remit and prepared the UN Secretary-
	General's reports to the UN Security Council; Desk Officer for Somalia, Angola and Rwanda
	at UN Headquarters.

- 1993 **Research Fellows Scholar in Residence,** Center for American and International Law, Dallas, Texas
- 1992-1993 Human Rights & Elections Officer, UN Transitional Authority in Cambodia (UNTAC), Phnom Penh, Cambodia: Investigated human rights abuses and recommended corrective action by the UN transitional administration of Southeast Asian nation in the aftermath of the Cambodian conflict, provided human rights education and training to the Cambodian military, police and judiciary; served as Electoral Officer during the UN-organized elections that elected a Cambodian national government

1992 Judge, Philip C. Jessup International Law Moot Court, Washington, DC

Heard oral arguments, reviewed written submissions, and adjudicated on an international environmental law dispute in American Society of International Law-sponsored annual moot trial.

- 1991-1992 **Research Assistant,** International Human Rights Law Program, The Fletcher School of Law and Diplomacy, Tufts University
- 1991-1992 **Research Assistant,** International Political Economy Program, The Fletcher School of Law and Diplomacy, Tufts University
- 1991-1992 **Senior Editor,** *The Fletcher Forum of World Affairs* (academic and policy journal of international affairs)
- 1988-1991 General Counsel, Newswatch Communications Ltd, Lagos

Special Correspondent: Africa News Service (now AllAfrica Global Media), USA, South (London, UK), Africa Verlag (Germany), Christian Science Monitor (USA).

1987-1988 **Legal Officer,** Shell Petroleum Development Company (Nigeria) Ltd., Lagos (National Youth Service Corps assignment).

Other Boards

Member, Global Advisory Board, The Business Plan for Peace, Oxford, UK, 2022-

Member, Board of Directors, Academic Council on the United Nations System (ACUNS), 2021-2025

Member, Advisory Council, Official Monetary and Financial Institutions Forum, London (2014-)

Member, Board of Directors, Opportunities Industrialization Centers International, Inc, Philadelphia (2006-2010)

Member of the Editorial Board, Central Banking (2015-2019)

Books

Author: Build, Innovate, Grow (BIG) (Ibadan: Bookcraft Ltd., 2018)

Emerging Africa: How the Global Economy's 'Last Frontier' Can Prosper and Matter (London: Penguin Books, 2014)

Global Justice: The Politics of War Crimes Trials (Palo Alto: Stanford University Press, 2008)

Rwanda's Genocide: The Politics of Global Justice (New York: Palgrave Macmillan, 2005)

Book Chapters: "*Fiscal Policy during Boom and Bust*" (co-author, with Nonso Obikili) in Carl Levan and Patrick Ukata, eds, *The Oxford Handbook of Nigerian Politics* (Oxford University Press, 2018).

"Bretton Woods, the West and the Rest" in Marc Uzan, ed, *Bretton Woods: The Next 70 Years* (New York: Reinventing Bretton Woods Committee, 2016).

"The Emerging, the Rising: Towards a Win-Win Indo-African Partnership" in Pramit Pal Chaudhuri, ed, *India & Africa: Towards a New Dawn* (Delhi: Ananta Aspen Center, 2016)

"Buiding African Capitalism", in Jean-Claude Bastos de Morais, ed, *The Convergence of Nations: Why Africa's Time is Now* (London; OMFIF Press, 2016)

"Tests of the Markets", in The Convergence of Nations

"Tests Ahead: Developing Africa's Financial Markets", in The Convergence of Nations

Over 300 articles, essays and opinion commentaries in scholarly, policy and popular journals including *Financial Times*, USA *Today*, *Washington Post*, *Yale Global*, *Project Syndicate*, *South China Morning Post*, *International Herald Tribune*, *New Perspectives Quarterly*, *Dallas Morning News*, and New York Law Journal.

Selected Articles (Scholarly/Policy Journals):

"Africa's Leadership Conundrum", *The Fletcher Forum of World Affairs*, Vol.41:2, Summer 2017, pp 171-191

"Central Bank Independence: Important, Not Absolute", Official Monetary and Financial Institutions Forum (OMFIF) Bulletin, January 2016, Vol 7:1

"Dealing with An Age of Turbulence", Central Banking, Vol. XXV:2, November 2014, pp. 27-32

"Beyond Africa Rising", Investec Journal, 2013

"Nigerian Banking Gets Back on Its Feet", Central Banking, Vol. XXII:1, August 2011

Selected Opinion-Editorial Commentary

"A Brutal Crackdown in Nigeria Exposes Weaknesses at the Top", *Financial Times*, October 21, 2020

"Africa's WTO Moment", Project Syndicate, October 21, 2020



"Populism's Rise Reshapes Global Political Risk", Yale Global, April 20, 2017

"Nigeria Must Put Its Foreign Exchange Folly Behind It", *Financial Times*, December 8, 2016

"The Path to Inclusive Growth", THISDAY, June 21, 2016

"Africa Must Go Through Its Own Industrial Revolution", Financial Times, May 17, 2016

"Central Banks Must Better Manage Tensions Over Their Autonomy, Central Banking, August 8, 2016

"Brexit: To Stay or to Leave Is a Sovereign Choice – Britain, the EU and the Limits of Globalization", OMFIF Bulletin, May 26, 2016

"Africa's Economic Reality Check", Project Syndicate, February 19, 2016

"Replace Nigeria's Patrimony of Oil with The Politics of Hope", *Financial Times*, September 21, 2015

"Hope for Democracy in Africa", USA Today, July 19, 2015

Public Engagement

Frequent guest appearances on global media – CNN TV, BBC World TV, Bloomberg TV. Guest lecturer and international keynote speaker: University of Oxford (Thomas Hodgkin Memorial Lecture 2014), Wharton, Paul Nitze School of Advanced International Studies, Johns Hopkins University, London School of Economics, 200+ keynote speeches including at the Federal Reserve Bank of Philadelphia, South African Reserve Bank, World Intellectual Property Organization (WIPO) Ministerial Conference 2015, World Affairs Councils of Washington, DC, Philadelphia and Hilton Head, Africa CEO Forum

Selected Keynote/Panel Presentations

- Panelist, "Energy Transitions: Revenue Challenges for the Federation", 2nd Plenary Session of the 2022 Annual Conference of the Nigerian Bar Association, August 22, 2022
- Convocation Lecturer, "Knowledge, Vision, Passion, and Innovation in the Context of Nigeria's Development ", 2022 Convocation Ceremony of Babcock University, Nigeria, July 27, 2022.
- Oxford Martin Visiting Fellowship Lecturer on "The Political Economy of Nigeria: Challenges and Opportunities for Reform", Oxford Martin School, University of Oxford, November 24, 2021.
- Guest Speaker, "Nigeria @60: Nationhood, Development, and Democracy", Association of Retired Career Ambassadors of Nigeria (ARCAN) 60th Independence Anniversary Virtual Symposium, September 22, 2020
- Panelist, High-Level Panel on "Understanding the Drivers of Inequality in Africa and Implications for Human Development" (Brookings Institution & United Nations Development Program), Brookings Institution, Washington, DC, February 2020.
- Panelist, "The Asian Aspiration" Roundtable, Brenthurst Foundation/Friedrich-Ebert Foundation, Lake Como, Italy, September 2019.



- Panelist, "Exchange Rate Regimes in Sub-Saharan Africa: Experience and Lessons", International Monetary Fund (IMF) Africa Regional Economic Outlook Report Launch Conference, Elliot School of International Affairs, George Washington University, Washington, DC., January 2017.
- Keynote Speaker, 2017 edition of the annual Le Rendez-Vous du Commerce International (Credit Suisse, Switzerland Global Enterprise, and Swiss Export Risk Assurance), Keynote Address: "Outlook Africa 2017: How to Cope with Weak Commodity Prices", Switzerland, January 2017.
- Keynote Speaker, "Stock Markets for Real Economies: A Strategic Approach to Capital Markets Development in Africa", African Securities Exchanges Association (ASEA) 20th Anniversary Conference, Kigali, Rwanda, November 2016.
- Keynote Speaker, "How Nigeria Can Become a Leading Global Economy in 2030", World Affairs Council of Hilton Head, South Carolina, November 2015
- Panelist, "Financial Stability and Long-Term Finance for Development: Implications and Tensions", Africa Regional Consultative Group of the Financial Stability Board Meeting, Bank of Ghana, Accra, Ghana, May 2014.
- Keynote Speaker, "Emerging Africa: Myth or Reality?", Institute for Business in the Global Context, The Fletcher School of Law and Diplomacy, Tufts University, Boston, April 2014.
- Keynote Speaker, "Competitiveness and Economic Transformation: Africa's Imperative", 2nd Africa CEO Forum, Geneva, Switzerland, March 2014.
- Keynote Address, "The Age of Turbulence: Market Volatility, Reserves Management, and the Implications of *G*-3 Monetary Policy for Emerging Markets", 2014 National Asset-Liability Management Europe Conference, London, March 2014.
- Panelist, "Risks in Emerging Securities Markets", International Organization of Securities Commissions (IOSCO) Board High Level Roundtable, Kuala Lumpur, February 2014.
- Guest Lecturer, "Africa, the World Economy, and the African Century of our Imagination", the 2014 Thomas Hodgkin Lecture at the University of Oxford, January 2014
- Panelist, "A Global View on Financial Inclusion", Operation Hope Financial Dignity Summit, Atlanta, USA, November 2013
- Keynote Speaker, "Africa as Last Frontier: Why It Matters in the Global Economy", Woodrow Wilson International Center for Scholars, Washington DC, USA, August 2013.
- Panelist, "Deepening Financial Markets in Africa", Institute of International Finance (IIF) Africa Financial Summit, Cape Town, South Africa, November 2012
- Guest Lecturer, "The Role of the Central Bank of Nigeria in Nigeria's Economic Development", 5th Annual Banking and Finance Lecture, Nnamdi Azikiwe University, Awka, Nigeria, November 2012



- Panelist, "Africa's Turn? The Promise and Reality of the Global Economy's 'Final Frontier', The Fletcher School of Law and Diplomacy, Tufts University, Boston, USA, October 2012
- Guest Lecturer, "Prospects for Small and Medium Enterprises in Africa", The Wharton School of Business, University of Pennsylvania, USA, June 2012
- Keynote Speaker, "Banking System Stability Reform in a Frontier Economy", Federal Reserve Bank of Philadelphia/Global Interdependence Center, USA, June 2012
- Speaker, "The Financial Inclusion Challenge: Perspectives from Nigeria", at the 3rd Global Policy Forum of the Alliance for Financial Inclusion, Cancun, Mexico, September 2011.
- Guest Lecturer, "Central Banking in Emerging Economies: Challenges, Successes and Prospects", 90th Anniversary Seminar, South African Reserve Bank, Pretoria, July 2011.
- Guest Lecturer, "Systemic Risk and Financial Stability: An Emerging Economy Reform Agenda", Meeting of the Capital Markets Committee, Securities and Exchange Commission, Lagos, Nigeria: June 2011
- Keynote Address, "Taking Infrastructure Finance to the Next Level", Infrastructure Concession Regulatory Commission (ICRC) Public Private Partnership Stakeholders Forum, Lagos, June 2011.
- Panelist, "Capital Flows, Commodity Price Movements & Foreign Exchange Intervention: Policy Challenges in Africa", Central Bank Governors Conference, Bank for International Settlements (BIS), Basel, Switzerland, May 2011.
- Panel Remarks "Currency Wars: Responding to Currency Volatility", at World Economic Forum (WEF), Risk Response Network, New York, USA, April 2011
- Keynote Address, "Risk Governance and Strategy", Global Association of Risk Professionals (GARP) Conference on Risk Governance for Boards of Directors in Nigeria, Lagos, February 2011
- Keynote Address, "Risk Management and Governance Best Practice Perspectives from Nigeria's Banking Reform" at the West African Bankers Association (WABA) Seminar on Risk Management and Governance, Lagos Nigeria, February 2011.
- Keynote Address, "Financial System Fall-out in West Africa", 3rd Annual Eurofinance Cash and Treasury Management Conference, Lagos, February 2010.
- Keynote Address, "Why Conflicts of Interest Matter And What to Do About Them", Institute of Directors (IoD) Centre for Corporate Governance Workshop on "Disclosure, Conflict of Interest: The Very Thin Line", Lagos Nigeria, November 2010.
- Panelist, "Emerging Markets, Developing Countries, and Global Economic Recovery", 2nd Official Monetary and Financial Institutions Forum (OMFIF) Meeting in Abu Dhabi: Perspectives 2011-2012 for the World Economy, Abu Dhabi, United Arab Emirates, October 2010.



- Panelist, Alliance for Financial Inclusion (AFI) 2010 Global Policy Forum: Leaders Roundtable, "Approaches to Cross Sector Policy Leadership and Coordination for Financial Inclusion", Bali Indonesia, September 2010.
- Panelist, "Cost and Availability of Financing: New Innovations" African Green Revolution Forum (AGRF), organized by Alliance for Green Revolution in Africa (AGRA), Accra Ghana, September 2010.
- Keynote Address, "Risk Management Imperatives in a Stressed Economy", Chartered Institute of Bankers Nigeria (CIBN) 6th Business Managers Roundtable, Abuja Nigeria, August 2010.
- Keynote Address, "Risk and Reward Building a Transparent Banking Sector for Nigeria", 5th MIS Annual Audit, Risk and Governance Conference 2010, Durban South Africa, August 2010.
- Keynote Address, "The Global Redesign of Banking" Annual Lecture of The Banker (UK) and the Association of Corporate Affairs Managers of Banks (ACAMB) of Nigeria, Lagos Nigeria, July 2010.
- Panelist, "Global Leadership Seminar on 21st Century Banking", Standard Bank of South Africa, Johannesburg, South Africa, May 2010.
- Keynote Address, "Creating a Healthy Financial System through Regulation", The Perchstone and Graeys Annual Law Series, Abuja, Nigeria, April 2010.
- Panelist, Africa Finance and Investment Forum, Europe-Africa Business Summit, Lisbon, on "Innovations in Public-Private Partnerships", Lisbon, December 2007.
- Panelist, European Development Days (EDD) Conference panel on "Global Health and Climate Change", European Commission, Lisbon, November 2007.
- Panelist, Brookings Institution, Washington DC, on "Innovative Financing of Global Public Health", February 2007.
- Panelist, Kofi Annan Legacy for Africa Conference, Georgetown University, Washington D.C, October 2006.
- Panelist, African Presidential Roundtable, April 2005, Johannesburg and Boston, April 2005.
- Panelist, Dubai International Humanitarian Aid and Re-Development Conference sponsored by the Prime Minister of the United Arab Emirates and the Ruler of Dubai, Sheik Al Maktoum, Dubai, April 2004.
- Co-Keynote Speaker (with US Congresswoman Sheila Jackson Lee), City of Houston's World AIDS Day Observance, 2003, Houston, Texas, December 2003.
- Keynote address to the 27th Annual Legislative Conference of the National Black Caucus of State Legislators of the United States, Houston, Texas, 2003: "We Can Change the Course of History: HIV/AIDS in Africa and the United States"



- Keynote Address to the Opportunities Industrialization Centers International, Inc. /IMF/World Bank Africa Group Annual Symposium on "Who Will Save the Children of Africa?: HIV/AIDS, Women and Children", World Bank, Washington, D.C., 2003 (co-speakers: senior officials of the United States Government, members of Congress, and African Ambassadors).
- Panelist, 56th Annual United Nations/NGO Conference closing panel, "Conversation with Eminent Persons on Global Trends and Strategies", New York, 2005
- Keynote Address to the Canadian Civil Society Summit (Theme: Global Health is a Human Right), Ottawa, 2003
- Participant: Wilton Park Conference on Financing Global Public Goods, Wilston Park, Sussex, U.K., 2003
- Keynote speaker and panelist, 7th Conference of African Ministers of Health, Tripoli, Libya, 2003, on "Mobilizing Resources to Fight Global Health Pandemics"

Honors and Distinctions

- Officer of the Order of the Niger (OON) National honor conferred by the President of Nigeria
- Traditional Title: Ifekaego of Nnewi Kingdom
- Fellow of the Chartered Institute of Bankers (FCIB)
- Doctor of Laws (LL.D.) Honoris Causa, Anambra State University, Nigeria
- Rotary International Distinguished Service Award

Memberships

- American Bar Association
- American Economic Association
- Institute of Risk Management (UK)
- Academy of International Business
- Nigerian Bar Association