

## **CAPACITY BUILDING RETREAT REPORT**

### **Theme: Deepening Interpretative Understanding of New Partnership for Africa's Development for Business Opportunities**

**Inner Crockpot Hall, Sheraton Hotel and Towers, Abuja, Nigeria**

**Tuesday 3<sup>rd</sup> May 2011**

#### **Introduction**

1. The New Partnership for Africa's Development (NEPAD) is a major regional initiative aimed at the political and economic renewal of Africa. The key objectives of NEPAD are the promotion of sustainable growth and development, eradication of poverty, and an end to the marginalization of Africa in this era of globalization.
2. As an engine of growth and development in a market-driven-economy, the private sector is very strategic and pivotal to the achievement of these lofty objectives of NEPAD. The NEPAD Business Group was formed in response to the need to mobilize the private sector to support and actively participate in the implementation of the programmes of NEPAD initiatives at both National, regional and continental levels.
3. The proposed retreat is an effort aimed at deepening the interpretative understanding of NGBN members and highlighting the relevance of NEPAD to businesses to ensure that private sector operators take full advantage of the opportunities provided by the global partnership built around NEPAD.

## Registration of Participants and Opening Session

4. The NEPAD Business Group Nigeria (NBGN) Members' 2011 Capacity Building retreat was held at the Inner Crockpot, Sheraton Hotel Ikeja, Lagos, Nigeria on Tuesday 3<sup>rd</sup> May 2011. The Forum was organized by NEPAD Business Group Nigeria and was supported by Ikeja Hotels Plc, Emzor Pharmaceuticals Industries and The Guardian News Papers
  
5. The Forum had in attendance Alhaji (Dr.) Bamanga Tukur, President, African Business Roundtable (ABR) and Chairman NEPAD Business Group Africa; Mr. Goodie Ibru *OON*, Chairman NEPAD Business Group Nigeria (NBGN); Dr. Erieka Beneth, President, African Communication Agency, Accra, Ghana, Mr. Ejeviome Eloho Otobo, Director and Deputy Head, Peace Building Support Office, United Nations, New York, Dr. Ini Urua, Senior Vice President/head Heavy industries, African Finance Corporations (AFC), Chief Victor Oyolu, a Director, NBGN, Chief (Mrs.) Nike Akande *OON*, a Director, NBGN; Chief Chris Eze *MFR*, a Director, NBGN and Chairman Fidelity Bank Plc, Chief (Mrs.) Eniola Fadayomi, a Director NBGN, Mr. Bode Emmanuel, a Director, NBGN. The MDS' of Zenith Bank Plc, UBA Plc, Intercontinental Bank Plc, Nestle Nigeria Plc, Bank of Industry (BOI) and the Nigerian Stock Exchange (NSE) were duly represented. Others participants included, Mr. Akpofure Ibru, Mr. Chukwura, Mr. Inomah, and Mr. O. Adefope all of Ikeja Hotel Plc, Mr. Wissy Ogini, Executive Secretary, Nigeria-Russia Business Council, Mr. Bolaji Dalmeda, Corporate Affairs Manager, Guardian newspapers Ltd., Mr. Dotun Ajayi and Mrs. Funmi Sanusi of ABR, Mr. Emmanuel Nwokorie, Group Head, Opwerations, Practoil Limited, Mr. Kehinde Ayo-Kasumu, Principal Counsel, Ayo-Kasumu & Co. and Mr. kayode Awoyele, Managing Consultant, Intetran Associates. The resource person were Professor Daniel A. Omoweh of the Department of Political Science, Covenant University, Ota, Ogun State and Mr. Paul O. A. Igbinoba, the Managing Consultant, Proserve Options Consulting. There were also several resource persons and experts from various public and private sector organizations. Development partners also played an active role in the Forum.

## Opening Ceremony

### Welcome Address by Mr. Goodie Ibru, OON, Chairman NEPAD Business Group Nigeria

6. In his Welcome Address, Mr. Goodie Ibru, Chairman NEPAD Business Group Nigeria (NBGN), welcomed members present as well as other participants at the retreat. He made it clear that, the Retreat is a build up to other programmes to be organized by the Group in 2011 and beyond. NEPAD Business Group Nigeria was established in July 2004 to mobilize the participation of the private sector for the achievement of the objectives of the New Partnership for Africa's Development, (NEPAD) as it concerns wealth creation which is a sure way of reducing poverty towards the achievement of the Millennium Development Goals (MDGs).
7. Mr. Goodie Ibru stressed the need to make NEPAD known and to sensitize the public about NBGN. NEPAD Business Group Nigeria activities over the years have shown that there is a knowledge gap to be bridged if the private sector must participate effectively in the implementation of NEPAD Programme and make the desired impacts. Studies have however shown that, this inadequacy is not peculiar to Nigeria; the same trend persists in other African countries.
8. Mr. Goodie Ibru harped on the need for effective and working partnerships that will attract vibrant institutions to finance viable projects of NEPAD initiative. We also need to sensitize ourselves and develop a mechanism to coordinate the financing for the implementation of emerging NEPAD-related opportunities that may be available locally and internationally.

9. Mr. Goodie Ibru equally reminded the group about the group up coming events later in the year and beyond. These events include the Peers Mentoring Programme (PMP) scheduled for June 2011 which aimed at empowering the informal sector to uplift the low income earners out of poverty through provision of capital and mass employment to mentors and mentees. He went further that, in October 2011, NBGN shall be organizing the 1<sup>st</sup> AU-NEPAD Week and the Nobel Laureates and NEPAD Founding Fathers Annual Summit that aimed at ensuring the continuous involvement of the NEPAD Founding Fathers in the initiative implementation as well as promotion of its tenets to the general public.
10. Mr. Goodie Ibru concluded his address by admonishing the participants to make frank and meaningful contributions which should be in line with individual and corporate business aspirations that will enable us evolving new goals or redefinition of our existing goals that will fulfill our collective objectives to leverage on the NEPAD platform and add value to our business interests, while also fulfilling our corporate social responsibilities.

**Remarks by Mr. Ejeviome Eloho Otobo - Director and Deputy Head of the Peace building Support Office (PBSO) at the united Nations Headquarters in New York**

11. Mr Ejeviome Eloho Otobo in his remarks expressed gratitude to the Chairman NEPAD Business Group, Africa, Alhaji Bamanga Tukur for his unwaning support for NEPAD and Private sector growth and development in the country and the continent as a whole. He then went down the memory lane with respect to the efforts of Alhaji Tukur in the formative stage of NEPAD. Mr. Ejeviome Otobo expressed concerns about the group's contribution and impacts, he reiterated that, the

purpose of the group is to mobilize the business community towards Africa's development, however, for five years, and there have been no measurable impact. He then charged the group to brace up for the challenges ahead and take advantages of opportunities being provided by the NEPAD initiative..

12. He also harped on the need for the group to create and add values to members businesses and investments. According to him, this is the only way to maintain members' loyalty and dedication as well as in the recruitment of new members.
13. He later Proposed some investment opportunities that beckon NGBN which he then summed up in the acronyms: IPEACE = Investor in Power, Environment, Agriculture, (Venture) Capital and Explorer of Business opportunities. He concluded by restating the need to create of a niche to reposition the group even in the years ahead.

### **Keynote Address by President African Business Roundtable & Chairman NEPAD Business Group – Dr Bamaga Tukur**

14. Dr Bamanga Tukur in his keynote address lectured the participants about the importance of the quality of attendees rather than the quantity of attendees.
15. Dr. Bamanga Tukur said the founders of the group are not happy with the not too impressive progress of NGBN. He compared the NGBN to that of South Africa, according to his evaluation, we are far behind. NGBN was supposed to ginger the private sector to act in a way and manner that would improve the economy. He also pointed out that, most of the private investments of the developed nations today were initially nurtured and developed with government funds before being handed over to private investors under privatisation programme. However, the reverse is the case in Nigeria as most of the government companies being offered for privatisation are in state of comatose.

16. Dr. Bamanga Tukur stressed that multinationals are not partners to their home governments but when they come to Nigeria they prefer to partner with Nigerian governments. What we need to do in NEPAD Business Group Nigeria is to make partnership work. We in Africa are not partners as it seems, we are in competitions at this point. There is strength in working partnership especially with regard to taking advantages of investment opportunities.
17. Dr Bamanga Tukur emphasized the need to go back after the retreat to have a rethink of what we want to achieve and then work vigorously towards implementing it. He concluded by stressing the importance of implementation phase, without implementing whatever we discussed, it will remain a mere talk or ordinary paper.

## **Introduction of Retreat Moderator and Paper Presenters**

### **PAPER 1**

#### **Overview of NEPAD Business Group Nigeria and NEPAD Business Group West Africa – Presentation by Dr. Aniebo Roberts**

18. Dr Aniebo Roberts stated that to strengthen the weak and informal sector of the economy and improve the access of the informal economic operators to capital and other essential development resource, the United Nations has declared 2012 as the International Year of Cooperatives. This is to focus the attention of the International Community on this very weak and economically vulnerable but viable sector of African economy.
19. Dr Roberts also reminded the audience of other programmes of the group coming up later in the year: the 1<sup>st</sup> AU-NEPAD week and the 1<sup>st</sup> Nobel Laureates and NEPAD Founding Fathers Annual Summit which is planned for Abuja from the 26-30<sup>th</sup> September, 2011. He also stated that, NBGN IS organizing in Abuja the first NEPAD Philanthropy Roundtable and Informal Sector Mentoring Summit on the 28<sup>th</sup> and 29<sup>th</sup> of June 2011.

20. Dr Roberts concluded by requesting NBGN members to state which areas of the themes they would like to be involved in: International Volunteers, Special Envoys or Goodwill Ambassadors, as regard mentoring youths in Nigeria, ECOWAS, Africa and Africa Diaspora. These are the themes of the International Youth Policy as developed by the Ministry of Youth Development and United Nations Population Fund (UNFPA).

## **PAPER 2**

### **Interpretative Understanding of the NEPAD Initiative: Programmes, Projects and Financing – Presentation by Prof. Daniel Omoweh**

21. Professor Daniel Omoweh started his presentation by stating that the primary focus of his paper is to enhance the Interpretative Understanding of the NEPAD initiative, its Programmes, Projects, Strategy and Financing Mechanisms. The paper explained the principles and nature of partnership, nature of the business opportunities inherent in NEPAD Programmes and projects, and how new Programmes and Projects can be created from them, and the Strategies for mobilising Financial resources to execute them by the National Government, Regional Economic Communities (REC) and the Private Sector.
22. Professor Omoweh also stated that, the political processes leading to the formation of the NEPAD framework were not really conducted within the structures of the OAU and that the NEPAD initiative was later integrated into the structures and processes of the AU.
23. Professor Omoweh stated that in practical terms, one of the crisis in Africa's political leadership is not that development has failed but that development has never been really been in its agenda hence the formation of the NEPAD initiative which is the globally recognized and supported strategy for development of the African continent.

24. Professor Omoweh further stressed the need to arrest the marginalisation of the African Continent and the need to evaluate the kind of political leadership we have. What do we stand for and why have we not made so much progress in the Continent?
25. Professor Omoweh explained that the NEPAD initiative is anchored on four key interrelated principles of ownership, partnership, integration and accountability which must be applied simultaneously in the formulation and implementation of development programmes and projects under the new regional development framework.
26. Professor Omoweh also elaborated on the four principles emphasizing that the ownership principle requires that Africa has to formulate its own development policies, programmes and projects based on Africa's resources and leadership instead of externally deriving Africa's development policies, programmes and projects.
27. Professor Omoweh also emphasized that the partnership principle presupposes a process that involves the state, capital and the people which should decide the kind of development that they desire and participate in the formulation, implementation and renewal of the development policy, programmes and projects of the continent.
28. Professor Omoweh described the integration principle as nation building and unity amongst various ethnic divides in the hope that collectively it can shape the content and direction of political, social and economic integration of Africa.
29. Professor Omoweh described the accountability principle as the responsiveness of public policy to the needs of the people and the openness and transparency demonstrated by the institutions and other actors involved in the process making, implementing and renewing such a policy, its programmes and projects in Africa. He stated that concessionary funds would be granted if organizations approach funds like those with the African Development Bank if they go through opportunities created by the NEPAD initiative.



30. Professor Omoweh stated that the interpretation of NEPAD initiative and its programmes, projects, strategy and financing mechanisms entails explanation of the policy and project contexts in which the new regional agenda is implemented. He elaborated on the nature of the NEPAD programmes and the in-built business opportunities as well as the projects and strategies for implementation
31. In conclusion, professor Omoweh made the following remarks:
- i. NBSN should establish specialist NEPAD working group for sector-specific programmes and projects.
  - ii. The group should create a joint facilitation project development and implementation forum in the economy and hire consultants to operate it.
  - iii. There is need for the NBSN to revisit the field-base recommendations contained in the report of a study: *“Working Together NEPAD as Platform of Business in Nigeria.*

## **PAPER 3**

### **Business Planning Approach to achieving the Objectives of NEPAD Business Group Nigeria – Presentation by Mr. Paul Igbinoba**

32. Mr. Paul Igbinoba’s presentation was focused on business planning an imperative for both commercial enterprises (for-profit organizations) and for non-profit organizations (i.e., NGOs, CBOs, charities, foundations, etc). He advised that every organisation must be guided by a formalised business plan document.
33. Mr Igbinoba said that he believes at the end of this presentation, participants are expected to be able to:
- I. Define the business planning
  - II. Justify the need for business planning at NBSN
  - III. Participate in the business planning process at NBSN
  - IV. Employ business planning as a tool for business success at NBSN and other business ventures

He went further to enumerate the elements of a Business Plan which: a marketing plan, financial plan; a strategic plan and an operational/management plan.

34. Mr Igbinoba concluded that running successful a non-profit organisation requires the adoption of a strategic vision and direction with a sound business model actuated through a robust and sensible business plan.

## **Comments and Remarks from Members and Participants.**

### **Mr. Goodie Ibru's Comments**

35. Mr Ibru appealed that government institutions should support NBGN to achieve implementation of projects and programmes. He also emphasized that NBGN had already decided to look at bankable projects and its initiate the development of these opportunities.
36. Mr Ibru also requested the Board Members of NEPAD Business Group Nigeria to look into the issue of the Secretariat Staff strength and capacity for efficient services.

### **Amb. Dr. Erieka Benneth's comment – African Communication Agency**

37. Dr. Erieka Benneth observed that, the Continent has not performed well with respect to communicating NEPAD initiative to the general public. Dr. Benneth said she is disappointed that Nigeria is not the leader as they ought to be in Africa. South Africa in comparison is very serious with the initiative, hence their leading position. Communication is all about perceptions and Images. We need to be very honest with the image of Nigeria. We need to showcase ourselves and this responsibility is not to be left to government alone. We need to plan, lead effectively and create effectively as Ghana does.

38. Dr. Benneth proposed the formation of a powerful delegation to showcase Nigeria. She said, her experience as an Ambassador of the diasporas, has exposed her to huge opportunities that exist in terms of collaboration and partnership with Nigerians abroad who want to come back home to help develop the Nigerian Economy.
39. Dr. Benneth recommended that the NBN should form group and clusters to take advantage of business opportunities and investments just like the South Africans. Shoprite, Game in the Palms mall facility are some of the examples of such ventures by South Africans. The truth is that, we have to prepare our minds and come together as a group to showcase Nigeria's potentials. She also recommend that whenever Nigerian President embarks on foreign trips, members of NBN should be part of the entourage as business people anywhere in the World will always prefer to talk to fellow business men and women on such tour. Nigeria is on the move, you are not African if an African is not born in you she affirmed.
40. Dr. Benneth also recommended that there should be a media committee to look into television enlightenment for the group for the purpose of adequate publicity. She then suggested that, there should be honesty and openness of information with trust so that the group can move forward.

### **Dr. Ini Urua Comments –African Finance Corporation**

41. Dr. Ini Urua stated the NEPAD-IPPF fund was established while he was at the African Development Bank (ADB) and there are opportunities that are largely untapped. The fund has grown from 5 million dollars to over 100 million dollars. They also created the capacity building fund which is available to NEPAD for access.

42. Dr. Ini Urua emphasized that one of the recommendations they made to the Heads of States in Algiers is the need to have a locally fund investments and thus African Finance Corporation (AFC) was created basically to channel investments in the continent through the private sector. The AFC is open to ideas and infrastructure opportunities.
43. Dr Urua challenged the participants to look into the area of converting our local resources into useful products that is we should add value to our exports products which are almost in raw states. This we enhanced our foreign earnings as well as provide employment to our teeming youths. We need to put our heads together in Agriculture and Environment. Environment business is good business. We need to develop it further.

**Dr Ejeviome Eloho Otobo 's comment - Director and Deputy Head of the Peace building Support Office (PBSO), UN**

44. Dr Otobo stated that there are three categories in terms of diaspora: Skilled and Technical; Those with Funds and those that are not interested in their mother land. Lack of jobs is one of the major problems and private sector has the major responsibility of creating jobs and there is need to work with the first two categories of Diasporas to achieve massive job creation and economic development.

**Chief (Mrs.) Eniola Fadayomi's comment – Millennium Harvest Ltd.**

45. Mrs Fadayomi emphasized that NEPAD Business Group Nigeria need to continue to work as a group so as to initiate credible policies with respect to private sector Development to the governments and make our presence felt in Abuja by moving into the implementation phase.

46. Mrs Fadayomi also brought the attention of the audience to skilled Nigerians and African Americans in the Diaspora in terms of helping them to associate with the Nigerian Economy as some of them have the resources but they lack confidence in the system.
47. Mrs Fadayomi suggested that there should be a better relationship between the NEPAD country office and the NEPAD Business Group Nigeria Secretariat. This, she stated can be done through promotion of mutually beneficial programmes and policies as well as sensitization.
48. Mrs Fadayomi suggested that the NEPAD Business Group Nigeria need to move together as a solid group. We need to be specific like IT groups. She gave the statistical fact that India provides millions of virtual jobs through IT. This can be replicated here in Nigeria, she stressed further.
49. Mrs Fadayomi called for aggressive membership after which she took pains to explain different categories of membership and corresponding registration and subscription fees to the participants. She made the participants realise that, NBGN has space for everybody in terms of membership. Finally, she encouraged members to woo partner corporate entities to join NEPAD Business Group Nigeria.

#### **Mrs Taba Peterside comments –Head of Listing Nigerian Stock Exchange**

50. Mrs Taba Peterside stated that she was very excited to discover the huge potential and business opportunities associated with NEPAD initiative. She stated that, the NSE is very willing to partner with NBGN to grow the private sector. One way that NSE would like to partner with NBGN is in the area of enhancement of SME's accessibility to funds to develop and promote their trades.
51. Mrs Taba Peterside stated that the NSE would also like to work with NBGN in the aspect of wooing foreign investors and companies into the Nigerian economy.

## Vote of Thanks and Closing Remarks

52. The Vote of Thanks was delivered by Chief (Mrs) Nike Akande, OON who thanked the Chairman of NEPAD Business Group Africa Dr.Bamanga Tukur for establishing such an organisation. She also thanked the Chairman of NEPAD Business Group Nigeria Mr. Goodie Ibru for his commitment and for expertly conducting the affairs of the day. She appreciated the resource persons as well as the panel of discussants.
53. Chief (Mrs) Akande thanked all the resource persons for their presentations and the issues they highlighted towards informing the private sector actors on the merits of PPPs and the various opportunities that are available to be exploited.
54. Chief (Mrs) Akande thanked the various supporters of the Forum, Ikeja Hotels Plc, Emzor Pharmaceutical Industries and the Guardian Newspapers for their sponsorship of the retreat. Finally, he thanked NEPAD Business Group Nigeria CEO, his team and the Organizing Committee.