

# **REPORT OF THE ROUNDTABLE ON POLICY ORIENTATION AND PROGRAMME FOR THE NEPAD BUSINESS GROUP NIGERIA HELD ON August 27 – 28, 2006 AT FEDERAL PALACE HOTEL, LAGOS**

## **Introduction**

A two-day Roundtable on policy orientation and programme for the NEPAD Business Group Nigeria (NBGN), was held on August 27 to 28, 2006 at Federal Palace Hotel, Victoria Island, Lagos. Mr. Felix Ohiwerei, Chairman, Unilever Nigeria Plc, chaired the Roundtable with participants drawn from the organized private sector, government parastatals, international organisations, donor agencies, professional bodies, Non Governmental Organisations, (NGOs) and Civil Society Organizations (CSOs).

## **Opening Remarks**

Mr. Goodie Ibru (OON), Chairman of NBGN, in his opening remarks, stated that the forum was a landmark event in the evolution and articulation of a strategic direction for his organisation. The New Partnership for Africa's Development (NEPAD) is Africa Union's bold step in achieving partnership between countries in Africa on issues of economic, social and political development; partnership between Africa and the international community, and partnership between African governments and their private sectors, among others.

## **Goodwill Message**

In his good will message, Mr. Femi Ekundayo, the President, Institute of Director IOD expressed appreciation to NBGN for deeming it fit to invite the Institute to the occasion. He said that, as the Africa Peer Review Mechanism (APRM) is taking off in Nigeria, the Institute looks forward

to a mutual cooperation with NBSN in corporate governance. For IOD, the Nigeria has been blazing the trail in corporate governance in Nigeria. He suggested that the wealth of experience of all participants should be brought to bear on the ensuing discussions.

Ambassador A. Esan, in his introductory address spoke about the need for the private sector to focus on practicalities, in terms of projects and programmes leading to investment. Workshops are useful in so far they transcend talk shops.

Alhaji Bamanga Tukur's goodwill message was delivered by Mr. Dotun Ajayi. He focused on the antecedents to the formation of NEPAD in conferences held both in Monterrey in 2002 and in Durban, South Africa. NEPAD has been emphatic on partnerships. There are plans, to establish NEPAD Business Group in at least five other countries in West Africa. The Cote D'Ivoire chapter, is billed to be established early in September 2006.

Mr. Ohiwerei, in his brief remarks as Chairman of the Roundtable, was particularly happy that those who would make the NEPAD Business Group Nigeria work were for the first time gathered in a forum. He was glad that the event recorded a full house and that the forum was to be addressed by clearly selected speakers. The forum was a good opportunity to understand NEPAD, its opportunities and what the various companies can do within the context of the new regional agenda to improve our bottom line. He concluded by saying that NEPAD is real.

## **Plenary Session I**

The business session began with three resource persons slated to present papers. The first paper, titled, “International Perspectives on NEPAD and Value of NBGN Membership,” was presented by Ejeviome Eloho Otobo, Chief, Policy Analyses and Monitoring Unit, Office of the Special Adviser on Africa, United Nations, New York. He said that NEPAD was predicated on a triad of partnerships: partnership between African governments and their people; partnerships between African governments and the private sector; and partnership between African governments and the international community – Africa’s development partners. And that there are four major landmarks in terms of international support for NEPAD: The G8 Summit in Kananaski, which focused on the Africa Action Plan in 2002; the UN General Assembly Declaration and Resolution Supporting NEPAD in 2002; the Commission for Africa Report, *Our Common Interest*, released in March, 2005; and the G8 Summit in Gleneagles, Scotland in July 2005, which was inspired by the Commission for Africa Report.

He highlighted the key areas of international support to include aid and debt. At the Gleneagles meetings the G8 pledged to double overseas development assistance (ODA) from \$25 (in 2005) to \$50 billion in 2010. On debt, 15 highly indebted poor countries (HIPC) – have benefited from multilateral debt cancellation from the World Bank, International Monetary Fund (IMF) and the African Development Bank (AFDB). Many countries have also benefited from bilateral debt relief. He intimated that trade and market access is the weakest link in the chain of international support for Africa, which has been exacerbated by the collapse of the Doha Development Round in July.

He listed a number of facilities hosted by international institutions that are meant to provide financial support to NEPAD programmes. These include:

1. The Investment Climate Facility (ICF),
2. The Infrastructure Consortium for Africa (FCA) and
3. The NEPAD Infrastructure Project Preparation Facility (IPPF).

The last two are located at the AFDB. An Investment Climate Facility (ICF) has been established to help improve business climate in Africa. The Commission for Africa recommended an annual funding of \$500 million for the ICF. The Infrastructure Consortium for Africa (ICA) will fund both national and regional infrastructure projects. The NEPAD Infrastructure Preparation Facilities (IPPF) is designed to support preparation of infrastructural projects.

He deposed that while Africa's development partners have supported NEPAD, they were quite keen on progress on certain aspects, notable among which is the African Peer Review Mechanism (APRM). The APRM is a NEPAD initiative, which is a broad-based and technically orchestrated process of auditing of political, economic and social governance structures, institutions and processes of African countries. It is a voluntarily accession by African countries to be reviewed.

Currently, 25 African countries have acceded to the APRM and three countries (Ghana, Kenya and Rwanda) have completed the peer review process. Many development partners see the APRM as the "litmus test" of NEPAD's success.

Dr. Otobo explained the reasons development ..... partners attached so much importance to APRM. They include:

- Improved governance is key to sound economic management;

- Political stability is essential to economic development;
- Prevalence and persistence of conflicts which are the consequence of poor governance;
- Corruption has hampered affective and efficient use of aid money; and
- The phenomenon of ‘natural resource curse’ in Africa has been particularly disturbing.

Further, he contented that progress in NEPAD cannot be measured by governance criteria alone, which APRM represented: rather other aspects encompass agriculture, infrastructure, health, education water and sanitation. This is where NEPAD Business Group Nigeria (NBGN) is very crucial.

Otobo concluded by focusing on the value of NBGN membership to Nigerian companies and the corporate bodies. He listed some of them as follows:

- Nigerian Association of Chambers of Commerce, Industry, Mines and Agriculture (NACCIMA),
- Manufacturers Association of Nigeria (MAN),
- Association of Nigerian Exporters (ANE),
- Nigerian Employers Consultative Association (NECA), and
- Institute of Directors (IoD) – Nigeria.

These associations constitute the Nigerian organized private sector. To be attractive to potential and present members, NBGN must show that “membership has privileges”.

He listed the benefits of NBGN to members to include the following:

- Palpable evidence of financial gains from new project proposals for investment;
- NBGN will make contribution to a key initiative of Africa;

- Members of NBSN will be important partners to Africa's development; and
- The element of corporate social responsibility in supporting NEPAD.

They would do well by doing good," Dr. Otoro concluded.

Professor Ademola Ariyo, Head of Department of Economics, University of Ibadan, spoke on the topic, "NEPAD Initiative and National Development". He explained that NEPAD is a socio-economic programme of the African Union, focusing more on the economic emancipation of Africa.

He said that before October 2001, 37 development initiatives were conceived in Africa but none ever succeeded. What is new about NEPAD is that, for the first time, it is conceived by Africans themselves; and for the first time the private sector is involved in the development process from the onset.

Professor Ariyo identified two primary roles of NEPAD as:

1. Identification and clarification of what went wrong and
2. Proffering solutions to the problems of poverty in Africa.

He also clarified on two important issues in Africa's development:

- (1) What is poverty? In doing so, he focussed on the effect of poverty, the poverty or lack of freedom and rights, the poverty of ideas and the poverty of leadership, and the consequences on development.
- (2) Concept of development. The original concept of poverty was based on growth and the basic needs approach to development. The real challenge of development is its effect on the people.

Professor Ariyo endorsed the concept of partnership as already discussed by Dr. Otoro. He added that before now, the

relationship was debtor-creditor. Now, the key emphasis is on partnership. He analysed the NEPAD strategic framework to comprise of the following:

1. Conflict management: conflict resolution and more important, conflict prevention.
2. The issue of governance, comprising of democracy and good governance, economic governance, corporate governance and socioeconomic governance.

He identified the roles to be played by partners at various levels: sub-regional level – regional integration and conflict management; regional level – conflict management and promotion of peace; and international level – mutual accountability.

On resource mobilization, Professor Ariyo noted that low levels of savings has been a problem, but wondered where the huge amount of funds mobilized during the banking consolidation exercise came from. He advised there should be more focus on trade and local production of the stock in trade, as opposed to aid, including South-South trade and investment links. He posited that the burden of implementing NEPAD fell on the private sector. To buttress this position, he stated that Nigeria's national revenue was over N17 trillion, while aid flows was only N6 trillion. He also advised on the need to shift focus away from loans to private investment flows.

Dr. Daniel A. Omoweh, of Nigerian Institute of International Affairs, Lagos, presented the third paper titled, "NEPAD Action Plans and the Private sector." Part 1 of his paper comprised a brief introduction of the NEPAD initiative. Part 2 dealt with NEPAD's seven core programmes, which range from agriculture, market access, education and health to

integration, environment and resource flows. Part 3 of his paper dealt with the private sector, opportunities and facilities in NEPAD Action Plans. Part 4 focused on the private sector-government relationship and Part 5 proffered ways forward.

He identified impediments on the way of NEPAD to include reluctance on the part of the private sector actors, not being well informed about NEPAD programmes. He noted that there is gross ignorance in government about NEPAD initiatives, especially among the officials who are to educate the larger public about the regional initiative. Other obstacles include private sector concerns that the government should lead the way in the development of infrastructures. Government, on the other hand, expects so much from the private sector in terms of industrial development.

Further, Omoweh shed light on the NEPAD Action Plan, beginning with agriculture. As contained in the NEPAD Plan, the primary objective of agriculture is to ensure food security in Africa. There is also the need to increase areas of cultivation. An estimated value of \$37 billion was needed to increase areas under cultivation from 15 million hectares to 20 million hectares in Africa. He pinpointed problems that countries will encounter in accessing funds. On food production, a key question, for example, is how do you fund large-scale production of rice, realizing that about \$2 billion was required yearly?

On the issue of infrastructure, a key component is road construction linking farms to the market roads. Should this be the job of the private sector or government? Concerning market access, the question remains how to create access for Africa's manufactured goods in the markets of industrialized countries? However, a necessary first step, in the opinion of Dr. Omoweh, will be the generation of information about what is

produced in Africa in the term of a directory. To effectively address the issue of rules of origin, the documentation of goods produced in Africa is necessary. Harmonization of the rules of origin at the continental level should be targeted, with the purpose of producing “made in Africa products.”

On health, he emphasized the funding of infrastructure. On regional integration, Dr. Omoweh stressed the identification of huge infrastructural gaps in the areas of energy, water, transport and Information and Communication Technology (ICT). In particular, he raised the question of whether the concept of Independent Power Projects (IPPs) is even being implemented in Nigeria in line with NEPAD initiatives. Public private partnerships provide a framework for sourcing funds for the implementation of NEPAD projects, but the construction of the partnership remains problematic.

On the environment, Dr. Omoweh emphasized issues of land degradation and suggested that measures should be taken to ameliorate the problem. In determining a way forward, he suggested that private sector actors be enlightened on key aspects of NEPAD program and action plans.

### **Comments, Questions and Answers**

**Senator Mike Ajegbo**, Chairman of Minaj Holdings speaking on access to capital drew attention of the participants to the problem of mismatch between short-term funds and the need for long-term capital, which is a key factor responsible for high lending rates, due to paucity of long-term funds.

**Mr. Remi Adesheun**, Chairman Rodot Consulting, stressed the need for effective communication or appropriate use of language for any set objective. He cautioned against the need to avoid general terms and

lingos, as apposed to specific and more action-oriented phrases. He also suggested the need for more private sector bodies beyond NACCIMA and MAN and the need for more inclusive approach in getting other private sector actors and other inputs.

**Mr. Femi Ekundayo**, has in a similar vein, made a case for seeking out identifiable bodies. He also suggested the need for a vehicle to mobilize funds from the private sector for NEPAD programmes. He also stressed the need to bridge the gap between Africa and the international community.

**Mrs. Bisi Bright**, Vice Chairman, West African Post Graduate College of Pharmacists, stated that of the eight Millennium Development Goals (MDGs), six were directly or indirectly health-related. She wanted to know what the government is doing to encourage the private sector to help achieve the MDGs in the health sector. She also made a case for clinical governance and concordance.

**Dr. Lawrence Anukam** of NEPAD Nigeria office, Abuja raised the question of how the African private sector was going to access infrastructure funds at the ADB? How can the private sector benefit from the infrastructure funds? He revealed that the Global Environment Fund (GEF) had provided funds to implement environment programmes under NEPAD. He stated that there were seven clusters in NEPAD programmes, each of which had a clearly articulated action plan. How can the private sector benefit from these action plans? How can the private sector access the funds. He revealed that a Japanese facility for the private sector, which was a dedicated project preparation facility, has been endorsed.

**Mrs. Elizabeth Agu**, Central Bank of Nigeria referred to what she aptly described as the ‘CNN syndrome’ – that painted a poor image of Africa, thereby discouraging investment flows into Africa.

**Ms Uche Bianlonwu**, of Development Action Services and Consulting, suggested that the public-private partnership mechanism with respect to NEPAD needed to be re-examined. What mechanism existed for the government and the private sector to dialogue properly about NEPAD? She also stressed the need for a communication component for the NEPAD process. She wondered what the real development problems of Africa were after 37 of failed development programmes.

**Dr. Otobo** identified three types of projects: these were regional (e.g. Inga Dam), sub-regional (West African Gas Project) and national projects. He stressed need for public awareness about NEPAD through education about the NEPAD process and programmes and the opportunities that existed. On the debate about the ADB facility, he volunteered that the facility is available to the private sector with government recommendation or endorsement. Significant funds, he assured were available, which could be accessed.

**Ambassador Esan**, in his contribution noted that NEPAD Business Group Nigeria had a great deal to do in disseminating information about NEPAD in the private sector. Substantial work had already been done to promote awareness about NEPAD. NEPAD is expected to be domesticated into national plans like the National Economic Empowerment and Development Strategy (NEEDS). He pointed out the need for NBGN to liaise with the NEPAD headquarters in Johannesburg

and the ADB to identify projects and opportunities for private sector involvement.

**Mr. Goodie Ibru** in a brief intervention identified the major problem of the private sector as lack of access to medium to long-term funds.

### **Concluding Remark**

Mr. Felix Ohiwerei, Chairman of the Roundtable, who was the last to contribute to the deliberations, stated that a great deal has been done to bring about an understanding of NEPAD, especially in the public sector. Substantial effort still needed to be expended to create sufficient critical awareness about NEPAD in the private sector. This will require funding. Tremendous support will need to come from the public sector for this purpose.

He deposed that the question of which companies should benefit can pragmatically be answered by including all companies with Nigerian shareholders, not necessarily wholly owned by Nigerians. He was convinced there were magnitudes of investment opportunities to be profitably exploited by Nigerian entrepreneurs and business firms. He however noted that there were many issues that could not be effectively treated in a forum such as this. There was therefore need for sectoral meetings to identify opportunities.

### **Plenary Session Two**

Plenary Session Two was held on day two. First, there was a brief presentation from the Economic Community of West African States (ECOWAS), which only prepared the ground for a more elaborate presentation by ECOWAS later in the day. The participants were

informed that ECOWAS was charged as a regional economic community (REC) with the responsibility of implementing NEPAD in the West African sub-region. Thus, the ECOWAS Secretariat did not differentiate between ECOWAS and NEPAD.

A key priority of ECOWAS is resource mobilization, including overseas development assistance (ODA) and foreign direct investment (FDI).

He listed key challenges facing ECOWAS member states as

- Need for industrialization and value addition to local produce – since only 4 percent of local primary produce comes back to the producers; and
- Optimal use of the ECOWAS regional market of 250 million people.

He claimed that ECOWAS plans to help develop the Secretariat of the NBSN. As part of the ensuing discussions, it was suggested that NBSN needed to establish a robust database on the Nigerian economy, including available investment opportunities and related, financial, social and demographic statistics.

- When the database was created, it should be linked to Central Bank of Nigeria (CBN) and Nigerian Investment Promotion Commission (NIPC) Websites, where the investment database already existed.
- NBSN should link up with other business groups in West Africa, so as to become the first port of call on all investment enquires in West Africa.
- NIPC as a depository of investment opportunities should link up with NBSN, while NBSN should also link up with NACCIMA so as to create an easy access to information on business opportunities.

- Besides the database, emphasis should be on the role of the Business Manager to be employed in NBGN Secretariat, in providing information to businessmen and facilitating the preparation of project feasibility studies for members to facilitate their investment aspirations.
- It was also emphasized that there was a need for a definition of who was a NEPAD Business Group Nigeria member so as to facilitate participation and realization of the group's objectives.

## **REPORT OF THE BREAKOUT SESSIONS**

The reports of the breakout sessions, which held the previous day were presented.

### **Summary of Group A's Deliberations**

1.0 It resolved that to ensure that the NEPAD Business Group Nigeria (NBGN) helped Nigerian businessmen access information about business opportunities derivable from NEPAD programmes, the following steps needed to be taken:

- empower the secretariat with the required additional professional manpower and facilities; specifically, 1] a business manager and 2] a research manager;
- access the right information that will benefit members of NBGN;
- assist members to prepare business proposals, project feasibilities/investment appraisal reports and business plans in line with NEPAD requirements;

- establish a strong link with the government in order to create an enabling investment climate and public private partnerships especially for the cost-effective delivery of major infrastructural projects and related investment projects;
- establish strong links with various business groups and international business associations and organizations;
- develop and manage a robust database in the secretariat linked to related websites and data nodes [i.e., a business and investment opportunity resource center].

## 2.0 Challenges

Two key challenges were identified: funding and communication.

### 2.1 Funding

The critical issues identified in funding were:

- transparency and accountability
- establishment of a fund
- institution of seed money for pre-project financing, comprising of:
  - fund-raising
  - voluntary contributions
  - fee-paying workshops

### 2.2 Communication

Relevant issues under communication included:

- advocacy

- need for a website
- updating members weekly through email on business opportunities.
- encouraging business firms to establish NEPAD focal points or NEPAD desk offices in their organizations.
- Creating awareness among members about key NEPAD projects and business opportunities.
- Link Nigerian businesses to the official website of NEPAD Business Group (continental)website:  
[www.nepadbusinessgroup.net](http://www.nepadbusinessgroup.net)

### **Summary of Group B's Deliberations**

Topic:- "Programme of Action for the NEPAD Business Group – Nigeria

#### **1. Communication and Advocacy**

- NBGN & NEPAD should consult.
- Stake holders (NEPAD, NBGN, NGO's should be involved in the conceptualization of NEPAD within the country.
- Identify target groups (sectoral levels)
- The platform for engaging them (road shows, media etc)
- Champions or ambassadors that will champion the NEPAD initiative.
- Tools for communication (website).

#### **2. Capacity Building Skill Gap Analysis)**

The challenges and problems were identified in order for the private sector to key into the NEPAD Action plans.

- Managerial Competence (Gap)
- Technical Competence e.g. weakness in proposal development.
- Lack of experience in project management.
- Monetary and Evaluation.
- Standards / Quality (to ensure consumer confidence).
- Market intelligence and packaging.

### **Programmes - Sectoral Priorities of NEPAD**

(a) Building the infrastructural gap through the provision of Energy, Transport, Water and Sanitation.

- **Energy** – Alternative energy (such as solar energy, Ethanol (Sugarcane and cassava e.g. Brazil), Bio-energy, Wind energy.
- **Transport** – Development of inter-modal transport system (rail, water and air transport), Intra-city, Inter-state and regional transport should also be developed as well.
- **Water** – Primary water (for domestic use), should be provided by the public sector.  
Secondary water for industrial use (this is where the private sector can come in).
- **Sanitation** – Solid waste management.

(b) Human Resource Development

- **Education** – Quality of education should be improved through the input of professional bodies in developing curriculum for schools.
- **Health** – Clinical and Health governance should be adopted as a policy as it is done in some developed countries.
- **Poverty Reduction** – Exploring better ways of poverty reduction outside giving out of loans.

(c). Agriculture – Some specific programmes that could be tapped into by the private sector.

- Integrated Dairy Projects e.g. production of milk
- Agro-Allied Programmes e.g. cassava initiative, palm oil production, poultry, mineral, cashew nut production.

(d). **Solid Minerals**

- Provide an enabling environment for the exploitation and development of mineral resources (about 37 mineral resources).

(e). Genderize Entrepreneurship – There should be gender balance in entrepreneurship.

4. **Resources Mobilization**

Targeting the un-banked population, whereby the over 65 percent of the fund outside the banking sector could be moved to the banking industry in order for the private sector to access them.

- Developing regional cross-listing of shares of regional stock exchanges.
- Creating development-banking institutions.

5. **Policy Exchange With Government**

- Harmonization of policies by government and private sector.

6 **Projects** – Programmes can be developed into projects.

7. **Regional Dimension** – To promote regional trade and integration.

### **GROUP C: Framework For Intervention (Business Engagement)**

1. Definition of Intervention (Engagement of the Business Groups)  
Any ideas, projects, programs that can bring the vision of NEPAD to fruition.
2. There is need for legal framework for NEPAD.
3. There is need for Continental & National Business / Financial models for NEPAD & NBGN.
4. NEPAD & NBGN should be BRANDED.
5. Communication tools are needed for each sector that will benefit from NEPAD & NBGN activities & opportunities.
6. The Intervention Building Block for NEPAD & NBGN to succeed are
  - a) Power
  - b) Telecommunication
  - c) Transportation
  - d) Agriculture
  - e) Education / literacy
  - f) Health
  - g) Housing
  - h) Water
  - i) Governance
  - j) Communication.

### **Discussion and Contributions**

- Emphasis should be on how NBGN can key into the existing action plans of the seven clusters of NEPAD – for the benefit of its members.

- Emphasis should also be on how members of NBGN should access projects already prepared or that were in the pipeline for profitable opportunities.
- Need for case studies; e.g. agricultural sector, ethanol production – available grants and facilities to encourage investment
  - e.g. windmill
  - feasibility studies and case studies.
- Need for proper focus – so that NBGN should limit itself to implementable business ideas and be selective to ensure it is not spread too thin.
- De-emphasize sweeping generalities about NEPAD seven clusters.
- Need for NBGN to focus on capacity building of Nigerian businessmen.
  - relating and networking with other NEPAD Business Groups in Africa for secondment for capacity building, as practised by well-known multinationals like Unilever.
  - Need to address franchising – beyond technology transfer.

#### **Under Resource Mobilization**

- Need for Nigeria Stock Exchange to cross-list in other stock exchanges in West Africa.
- ECOWAS is harmonizing listing requirements in West Africa to facilitate cross listing.

## Issues of Clinical Governance

- To ensure accountability in health care spending
- Core procedural techniques
- Need to do a base line study as Dr Omoweh has suggested.

NBGN should facilitate regional collaboration in various sectors of the economy.

- Private sector needed to start a strong lobby to influence government policy positively.
- Separation between government and pseudo-government from the private sector.
- Need to rephrase Group C's report as **“A framework for business engagement,”** to de-emphasize connotations about public sector bureaucratic approach.
- The need to translate the ten priority areas of Group C into projects for profitable investment.
- The need to publicize the volume of work that had already been done on NEPAD – to reduce areas of ignorance.
- Development assistance was dwindling; emphasize had shifted to FDIs.

## Some Relevant Studies - with base line data

- Study on the Nigerian Private Sector
- Investors Roadmap
- Micro Small and Medium sized Enterprises (MSME) Assessment
- Need for coordination between national development agencies like National Planning Commission (NPC), Small and Medium

Enterprises Development Agency of Nigeria (SMEDAN),  
Nigerian Export Promotion Council (NEPC), e.t.c.

- Access to funds to do baseline research
- Private sector should examine the various sectors and draw out the investment opportunities that exist.
- NEPAD Action Plans – they are malleable  
It is possible to influence an action plan by making a proposal, e.g. clinical governance in the health sector.
- Need for private sector to get involved in developing strategies for the Nigerian economy.
- NBGN should serve as the platform for galvanizing the involvement of the private sector in the development of the economy.
- A national business model and financial model that will drive the running of the NBGN should be developed and instituted.

### **Expectations of ECOWAS in the 5 years Strategic Plan of NBGN**

- NBGN is a key supporter of ECOWAS Business Council
- NBGN should take the lead in the ECOWAS subregion.
- ECOWAS look forward to strong collaboration with NBGN in the achievement of objectives of facilitation of private sector involvement in ECOWAS.
- Look at the issue of planning in terms of added value to the key challenges of economic development and empowering the private sector
  - Need for meetings at various level
  - Database

- Strategic networking – NBGN should see CBN, NIPC etc as strategic partners.
- Because NBGN saw them as partners it didn't have to do what they do so that it could concentrate and specialize.

For Communication:

- Apart from a website, NBGN needs a newspaper/newsletter to propagate its goals and objectives.
- Ability to adapt is key to success in building initiatives and promoting the growth of the private sector and the realization of NEPAD goals.
- Bring out key projects and the business opportunities for the sectoral groups.
- Strong need for the NEPAD regional office at ECOWAS to interact more with national NEPAD offices.
- NEPAD should be seen as a framework for partnerships in at least three levels
- A lot of facilities will come through the partnerships – which need to be accessed by NBGN through ECOWAS – in order to benefit the private sector in Nigeria.
- Need for a framework to implement PPP & PPI (public-private initiatives) in various sectors of the economy through ECOWAS and NBGN
- A framework for business engagement.
- Problems of insularity – need for Nigerians to learn French (e.g. French for Business) so as to encourage Nigerian businessmen to exploit ECOWAS regional opportunities.

- Disseminating ECOWAS through business associations and business clubs/social clubs.
- Disseminating deliberation of this forum by email.
- Providing a credit guarantee scheme for industrialists.
- A NEPAD forum for West Africa is in the offing.