



Lawrence Adekunle

Long before President Olesgun Obasanjo was inaugurated in May 1999, the Nigerian Association of Chambers of Commerce, Industry, Mines and Agriculture (NACCIMA) had been advocating for a return to civilian government by building coalitions with other national business organizations. NACCIMA's unapologetic work for the achievement of democracy and a truly competitive, transparent market economy reflects the talent of its leadership team to articulate and represent its membership's needs.

NACCIMA's past presidents have known that as volunteer leaders they need a "big picture" vision to set policy while delegating responsibility for day-to-day operations to competent professionals like Lawrence O. Adekunle who, as NACCIMA's Director General, oversees a staff of 45 employees. The skills Adekunle brings to the organization were developed through years of involvement in business and associations. Adekunle's job is to provide daily guidance to the association, a national federation of 55 local and state chambers throughout the country.

NACCIMA is unique in that it limits the term of each national president to one year, a practice seldom used in many developing economies. This system demonstrates the same democratic behaviors demanded of those in political office. Current NACCIMA President Alhaji Umaru Shehu Ndanusa and Adekunle work closely together to make sure that NACCIMA keeps its initiatives moving forward. By focusing clearly on its mission and sustaining continuity of its initiatives through the term of each of NACCIMA's presidents, the organization has been instrumental in creating a consensus among leading Nigerian private sector organizations.

NACCIMA also derives credibility from its thoughtful analysis of topics important to Nigeria's economic reform process. Three years ago—and every year since—it brought the Manufacturers Association of Nigeria (MAN), the Nigeria Employers' Consultative Association (NECA) and NACCIMA together to publish a pre-budget memorandum to the federal government and then a post-budget analysis.

CIPE's most recent support for NACCIMA enables the or-

ganization to educate its membership on necessary reforms and advocate for change. The quarterly magazine *Economic Policy Watch*, distributed to 5,000 policy leaders at chambers of commerce, business associations, government bodies and the media, is one component of this project. NACCIMA has used this publication in its watchdog role during the government's transition to democracy, identifying which reform policies were being implemented and which were not.

Another component of the program was a national "Workshop on Public Policy and Program Implementation and Monitoring in Nigeria" held in October 1999. This conference was attended by 91 representatives from throughout the country including business, private sector associations and chambers of commerce, think tanks, local and national government, donor organizations, and the media. The conference led participants through an examination of both private and public sector perspectives on key issues such as the private sector's role in economic development and corruption. 🌐🌐