

Momentum for democratic and economic reform has been building across Africa for the past 15 years, even as the continent faces the ongoing challenges of severe poverty, health crises, and persistent autocratic regimes. By increasing access to information and encouraging private sector and citizen participation in the democratic process, CIPE has worked with its partners in Africa to foster transparency, peace, and local solutions to regional challenges. The following pages celebrate CIPE's years of partnership with the Nigerian Association of Chambers of Commerce, Industry, Mines and Agriculture, look forward to the future of reform with the Kenya Association of Manufacturers, and provide regional highlights of the impact CIPE's work has had over the past year.



Participants discuss the importance of organizational accreditation and public policy advocacy at a workshop hosted by CIPE and the Nigerian Association of Chambers of Commerce, Industry, Mines and Agriculture.

*“With CIPE’s help, our association has been able to design more laudable programs for the benefit of the business community in particular, and the economy in general. We hope to continue this relationship as we build a sustainable future for Nigeria.”*

**I.I. Adaji**

Former President, Nigerian Association of Chambers of Commerce, Industry, Mines and Agriculture

# PARTNERS IN SUCCESS

## NIGERIAN ASSOCIATION OF CHAMBERS OF COMMERCE, INDUSTRY, MINES AND AGRICULTURE

Long before Nigeria's transition to democracy, the Nigerian Association of Chambers of Commerce, Industry, Mines and Agriculture (NACCIMA) was working with CIPE to advocate for democratic and market-oriented reform. During two decades of partnership with CIPE, NACCIMA built reform coalitions with other Nigerian private sector organizations and developed the capacity of these organizations to advocate for change.

NACCIMA has nearly doubled its 1987 chamber membership from 26 city chambers to the current 49, an increase accompanied by improvements in member participation and commitment. CIPE support to NACCIMA has helped business organizations in Nigeria to serve as the country's vanguard in promoting private enterprise and market-oriented reform. The results of this partnership are remarkable:

- Journalists acquired the skills they needed to bring democratic reform issues to the fore of public debate. The Press Foundation Program for Business Economic Journalists was Nigerian journalists' first opportunity to learn about a market economy versus a partially state-controlled economy operated by the military. These journalists went on to establish the Commerce and Industry Correspondents Association of Nigeria.
- Six state and city chambers of commerce, including the Enugu Chamber of Commerce, Mines, Industry, and Agriculture and the Nigerian-British Chamber of Commerce, were accredited through NACCIMA's accreditation program. Adapted from a U.S. Chamber of Commerce program, the process helps chambers implement standards of excellence in governance, public policy advocacy, and management. These chambers now share best practices with others undergoing the accreditation process.
- The number of agencies required to register imports was reduced from 23 to 6 at the Nigeria-Benin border, and tariffs were lowered from 15 percent to 5 percent on key imports for Nigerian suitcase manufacturers.

With CIPE support, NACCIMA has provided assistance to more than 30 local chambers through programmatic audits, program design consultation, and extensive technical cooperation. As a result of NACCIMA's efforts, chambers across Nigeria have grown in membership and in their ability to advocate for pro-market reforms.

## 2008 CIPE PROGRAMS AND PARTNERS IN AFRICA

### DEMOCRATIC GOVERNANCE AND INSTITUTIONS

- Ghana:** Building the Economic Platforms of Ghana's Political Parties (Partner: Institute of Economic Affairs)
- Liberia:** Fostering Good Governance through an Anti-corruption Toolkit (Partner: Center for Transparency and Accountability in Liberia)
- Liberia:** Strengthening Governance in Business Associations
- Nigeria:** Business Participation in the Legislative Process (Partner: Nigerian Association of Chambers of Commerce, Industry, Mines and Agriculture)
- Zambia:** Enhancing Governance in Zambian Cooperatives (Partner: Institute of Directors of Zambia)
- Zambia:** Strengthening Corporate Governance in Small Enterprises (Partner: Institute of Directors of Zambia)

### EMPOWERING PRIVATE SECTOR ORGANIZATIONS

- Ethiopia:** Strengthening the Capacity of Business Support Organizations (Partner: Initiative Africa)
- Kenya:** Building Grassroots Institutional Capacity (Partner: Kenya Association of Manufacturers)
- Liberia:** Building the Institutional Capacity of Business Associations in Liberia
- Mauritania:** Empowering Private Sector Organizations
- Nigeria:** Regional Business Agendas

### INFORMATION AND VALUES

- Ethiopia:** Voice of the Addis Chamber (Partner: Addis Ababa Chamber of Commerce and Sectoral Associations)
- Ethiopia:** Voice of the Mekelle Chamber (Partner: Mekelle Chamber of Commerce and Sectoral Associations)
- Ghana:** Breaking the Election Deadlock (Partner: Institute for Economic Affairs)
- Kenya:** Building Free Market Understanding (Partner: Inter Region Economic Network)
- Senegal:** Promoting Business Dialogue for Democratic Decision Making (Partner: Conseil National du Patronat)
- Regional:** Strengthening Africa's Network for Reform

# PARTNERS IN SUCCESS

## KENYA ASSOCIATION OF MANUFACTURERS

CIPE's work with the Kenya Association of Manufacturers (KAM), a representative organization for Kenyan industrialists and manufacturers, led KAM to become an influential, national-level player at a key moment in Kenyan history. Because of CIPE's efforts to strengthen KAM's regional branches, KAM was well positioned to assist in easing the national post-election crisis after December 27, 2007. As one of the few associations with a clear organizational structure and local chapters, it was able to provide leadership, disseminate real-time information, communicate local issues to a national audience, and respond to local needs in the communities hardest hit by the post-election violence. KAM leadership became some of the best-known public faces of private sector engagement during the crisis.

KAM's efforts continued into post-conflict reconstruction as it participated in the national peace negotiations led by former United Nations Secretary General Kofi Annan. KAM was also able to gather information about the impact of the violence outside Nairobi and advocate for the rapid reconstruction of transport lines to facilitate the movement of people and goods. Its access to information about individual community needs informed its national advocacy campaign for power sharing and economic recovery. Specifically:

- KAM helped to mitigate the effect of the violence on business and jobs by changing the media portrayal of the Western province in order to curb investor flight (through the Nyanza/Western branch). KAM met with the provincial commissioner to ensure that property rights were upheld and organized a meeting between the provincial commissioner and KAM members to assess physical damage to local business.
- KAM ensured that those most in need of assistance received help by sharing its assessment of the effects of local violence through its efficient communications system via the Eldoret branch.

KAM has remained engaged with the government in implementing the national peace accord. The capability and willingness of the organization and its leadership to assist at a time of national crisis – on behalf of business as well as society – has secured KAM's place as a strong partner in building representative government in Kenya.



Former UN Secretary General Kofi Annan speaks about private sector recommendations during the Kenya peace negotiations. KAM Chairman Steve Smith, center, stresses the importance of involving the business community in reconstruction efforts.

*“KAM appreciate[s] the support provided by CIPE. Through it we have been able to establish our chapter offices to provide needed services and outreach on behalf of members to the districts and regional administrations. Through this support we have reduced the level of alienation or distance members in the chapters felt about the national organization. ”*

**Betty Maina**  
Executive Director, Kenya Association of Manufacturers

# ETHIOPIA

## VOICING THE BUSINESS PERSPECTIVE

In Ethiopia's restrictive media environment, access to independent sources of information is not always available. Radio is instead one of the most important means for providing quality information, and is crucial to maintaining a well-informed electorate. With support from CIPE, the Mekelle Chamber of Commerce and Sectoral Associations (MCCSA) produced the *Voice of the Mekelle Chamber* (VMC) radio program, giving listeners in northern Ethiopia greater access to information and the ability to effectively advocate for needed tax reforms.

Broadcast weekly on one of the only radio stations operating in Ethiopia's northernmost region, the VMC's potential listenership is estimated at more than 2.5 million people. The program has featured information on business laws and regulations, entrepreneurship, and the role of business in a democracy and market economy. The VMC program also aired discussions between government officials and private sector stakeholders on tax issues. Over 800 new members joined MCCSA in 2008 (bringing membership to 2,000), citing the radio program as an effective tool in giving voice to business concerns.



A reporter interviews a small business owner for the *Voice of the Mekelle Chamber* radio program. Capturing the voice of entrepreneurs helps to highlight the need for much-needed tax reforms.

### IMPACT ON REFORM

- As a result of MCCSA's advocacy efforts and its radio program, the Mekelle government set new, transparent tax rates.
- Businesspeople have a greater understanding of taxes, customs procedures, and investment, and are now better able to comply with the law, according to a survey of businesspeople who listen to the VMC program. These listeners report that, as a result of the knowledge gained through the program, their dialogue with the government has become more effective.
- The Mekelle government is working to improve the efficiency of the civil service and further improve the tax policy as a result of direct public-private interaction at the 23 monthly sectoral forums hosted by MCCSA.

## 2008 CIPE PROGRAMS AND PARTNERS IN AFRICA

### ACCESS TO OPPORTUNITY

**Kenya:** Strengthening Kenya's Informal Sector Associations (Partner: National Informal Sector Coalition)

**Liberia:** Alternative Paths to Prosperity

**Senegal:** Strengthening the Voice of Small and Medium Enterprise (Partner: Union Nationale des Commerçants et Industriels du Senegal)

### GRASSROOTS PARTICIPATION

**Ethiopia:** Empowering Grassroots Associations

**Ethiopia:** Promoting Reform and Compliance through a National Business Agenda (Partner: Ethiopian Chamber of Commerce and Sectoral Associations, Addis Ababa Chamber of Commerce and Sectoral Associations)

**Ghana:** Empowering Farmer-Based Organizations (Partner: Private Enterprise Foundation)

**Kenya:** Strengthening the Voice of Kenya's Micro and Small-Scale Entrepreneurs (Partner: Kenya Gatsby Trust)

**Nigeria:** Budget Monitoring and Policy Engagement for Small Business (Partner: National Association of Small Scale Industrialists)

**Regional:** Fostering Effective Public-Private Dialogue

**Regional:** Fostering Public-Private Dialogue: Botswana as a Model

# GHANA

## BREAKING THE ELECTION DEADLOCK

Fifty-two years after setting a model for African independence, Ghana has shown Africa how to hold free, fair, and peaceful elections. CIPE partner the Institute for Economic Affairs (IEA) made significant contributions to this peaceful process by organizing a number of pre-election debates. For the first time in Ghanaian history, all major political parties represented in Parliament took part in two presidential, one vice-presidential, and eight parliamentary debates. The debates were representative and inclusive, taking place in the capital and in underrepresented regional areas, and were widely attended and followed in the media. Participating candidates clearly stated their platforms, which were then made public to encourage discussion and inform debate questions. The open and informative treatment of the campaign issues by candidates inspired citizens to organize their own local parliamentary debates as well. Consequently, the elections were issue-based, rather than personality-based. This example will serve as a model for other countries across Africa.



All four candidates in Ghana's final presidential debate hold hands in a pledge for peace during the electoral process, a promise that they kept.

### IMPACT ON REFORM

- Over 10 million people watched the presidential debates on live television and about 8 million listened over the radio. Close to 650 people total were in attendance at the presidential and parliamentary debates – the first time such a large number of citizens were able to participate in this type of representative dialogue.
- For the first time in Ghana, political parties strictly adhered to the country's campaign code of conduct. IEA widely publicized the code, allowing citizens and political candidates to participate in monitoring ethical compliance.
- The local parliamentary debates allowed voters to make more informed decisions, resulting in senior incumbent members of parliament from across the political spectrum losing their seats to candidates who performed better in the debates.
- In a landmark move, all four major presidential candidates made a pledge for peace after the second and final debate in Tamale. Their commitment to this promise was evidenced in peaceful elections and two subsequent run-offs.



IREN's weekly online magazine, *The African Executive*, pictured above, is an accessible, free resource that has helped change perceptions on market-oriented reform across East Africa.

## BUILDING FREE MARKET UNDERSTANDING

To improve access to information needed for a strong democratic process, the Inter Region Economic Network (IREN), based in Nairobi, Kenya, publishes a weekly online magazine, *The African Executive: Your Business Partner*. The quality business- and policy-oriented journalism of *The African Executive* provides crucial information for market-oriented advocacy and reform. CIPE support since the early stages of the publication has helped IREN to broaden exposure outside of Kenya to Tanzania and Uganda as well. The success of *The African Executive* has changed perceptions about free markets, economic reform, and the responsibility of the individual versus the government in offering policy solutions for East Africa.

IREN complements the publication with trainings for journalists in development and business issues. IREN's workshops prepare journalists to play a key role in building public understanding of issues that affect democratic and economic development in their countries. IREN is providing a growing forum for African voices to debate African issues.

## IMPACT ON REFORM

- *The African Executive* online magazine has significantly increased access to information on democratic and economic reform issues.
  - Online readership reached 1.3 million hits per month, up from about 97,000 hits per month less than three years ago.
  - Since the magazine's launch in 2005, subscriptions have risen from 3,000 to over 25,000.
  - Several newspapers in East Africa reprint *African Executive* articles on a regular basis, reaching a total circulation of more than 904,000 and an estimated total readership of over 4 million people.
  
- Readers have expressed a true shift in perceptions of democratic reform:
  - "The African Executive has taught me that I should not wait for the government to come with an agenda about my life, but that I should be ready to initiate something in the community that I live in to move it away from dependency." **Joseph Nthome, Small Holder Farmer, Kenya**
  - "In my years reading online publications, none has come close to championing issues on Africa in a practical context like The African Executive. I have made it my preferred source for African matters because of the level of intellectual and feasible content." **Ejike Okpa, Chair, International Trade Committee of the Dallas Black Chamber of Commerce, United States**