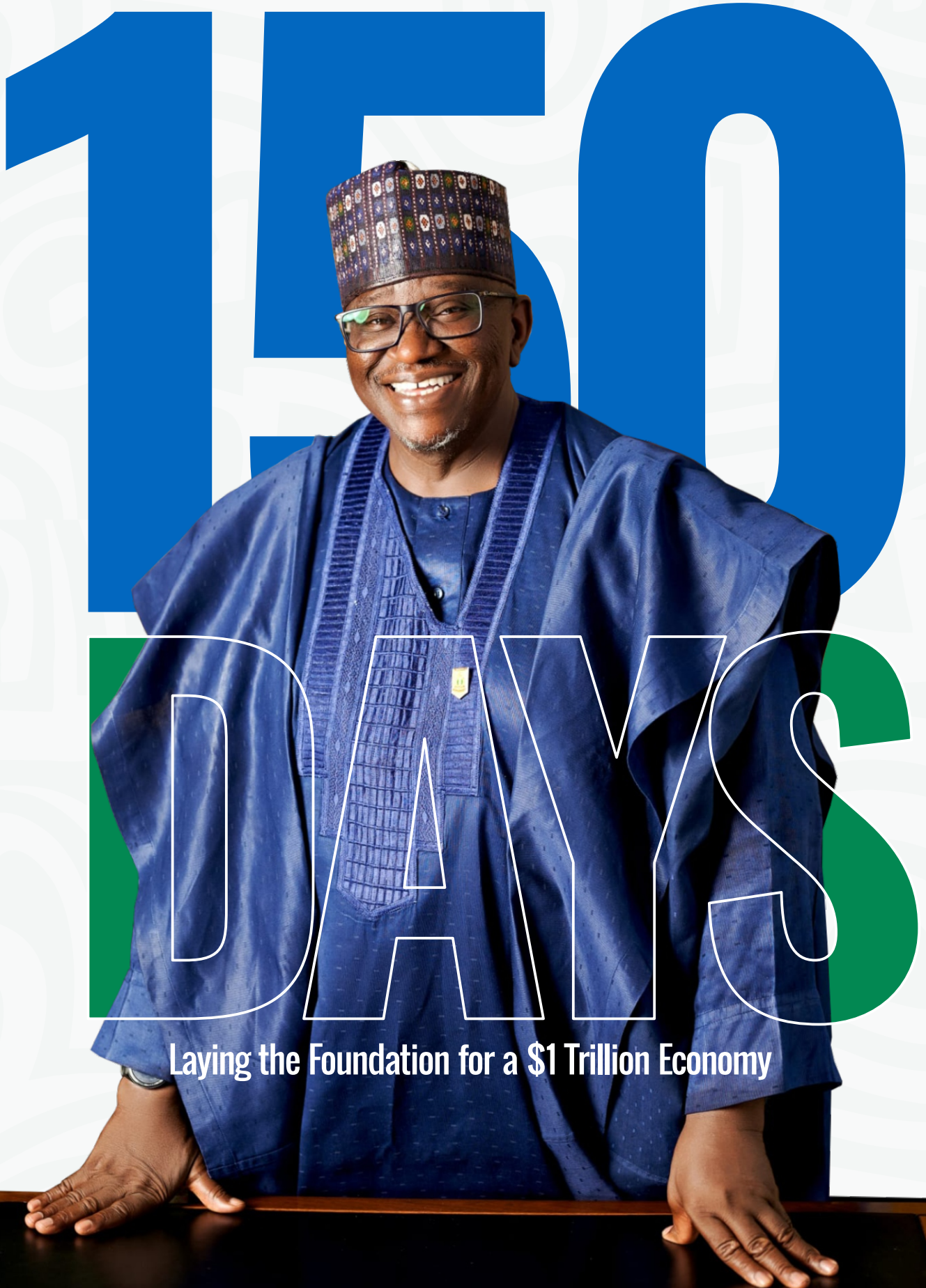




Nigerian Association Of Chambers
of Commerce, Industry, Mines and Agriculture
NACCIMA

23rd NATIONAL PRESIDENT



Laying the Foundation for a \$1 Trillion Economy

Presidential Foreword

Fellow Chamber Leaders, Esteemed Members, Partners and Stakeholders,

It is with a deep sense of responsibility and gratitude that I present this 150-Day Report of the current NACCIMA administration.

On 19 June 2025, you entrusted us with the leadership of this great Association at a time when Nigeria's private sector is called upon to play an even more decisive role in shaping our nation's economic future. From the outset, we made a clear commitment: that NACCIMA must stand not only as the historic apex body of chambers of commerce in Nigeria, but as a disciplined, united, and forward-looking institution, one that speaks with a coherent voice, acts with urgency, and delivers measurable value to its members and to the Nigerian economy.

The past 150 days have therefore been approached not as a period for celebration, but as a phase of deliberate foundation-building.

Immediately after our assumption of office, we convened the NACCIMA Exco Retreat to align our leadership around a shared vision, an execution-focused culture, and a Strategic Action Plan. That process clarified who we are, what we must prioritise, and how we must operate. It reaffirmed that NACCIMA's strength lies in its unity: city, state, bilateral, and sectoral Chambers; women and youth structures; trade groups and corporate members, all speaking and



working together as the credible voice of the organized private sector.

This report documents how, in 150 days, we have begun to translate that mandate into concrete steps.

We have started to strengthen NACCIMA's role as the voice of Nigerian business by engaging systematically with the Presidency, key Ministries, Departments and Agencies, the diplomatic community, development partners, and strategic international institutions. Our objective in every engagement has been consistent: to ensure that the concerns, capacities, and aspirations of Nigerian businesses are at the centre of economic decision-making, from trade policy and taxation to industrialization, logistics, energy, and regulatory reform.

We have laid institutional foundations to serve our members better. Standing Committees and Trade Groups have been activated or revitalised to drive sector-focused advocacy and services. Our women and youth platforms have been repositioned as integral pillars of inclusive growth. We have initiated reforms aimed at

improving internal governance, strengthening the Secretariat, embedding data-driven advocacy, and accelerating the digital transformation of NACCIMA's operations and member services. These are not ends in themselves; they are the systems that will enable us to deliver consistently over the life of this administration and beyond.

We have also used this period to deepen partnerships locally, regionally, and globally. Through economic diplomacy platforms, strategic dialogues, and technical collaborations, we are positioning NACCIMA as a trusted convener and solution partner: a bridge between government and businesses., between Nigerian enterprises and regional markets, between investors and real opportunities on the ground. These engagements are the scaffolding for future outcomes in trade facilitation, export growth, foreign direct investment, and SME competitiveness.

This 150-Day Report is, therefore, not a catalogue of activities; it is an accountability statement. It shows how the actions taken so far align with the Strategic Action Plan and the commitments we made to you during the investiture of this administration. It demonstrates that we are moving; from rhetoric to execution, from fragmented efforts to coordinated impact, from isolated events to a coherent programme of work.

The foundations are now being laid: for stronger advocacy, for more responsive and professional services to our members, and for more strategic partnerships that unlock real value for Nigerian businesses across all regions and sectors.

I acknowledge that much remains to be done. But I am encouraged by the unity of purpose within our chamber family, the support of our partners, and the resilience of the enterprises we represent. With continued collaboration, discipline, and focus, NACCIMA will live up to its calling as the effective voice of Nigerian business and as a key driver of our country's journey towards a more competitive, inclusive, and prosperous economy.

Thank you for your trust and partnership.



Engr. (Dr.) Jani Ibrahim, FNSE, FAEng., mni, OON
23rd National President, NACCIMA

Executive Summary

In its first 150 days, this administration has moved NACCIMA from intention to organised execution. Following the Ilorin AGM, the ExCo Retreat, and the adoption of the 2025—2030 Strategic Action Plan, three decisive shifts have taken place: a sharper strategic focus, a committee- and portfolio-led execution model, and a visible reassertion of NACCIMA as the united, credible voice of Nigerian business.

What changed

- NACCIMA has shifted from largely event-driven engagement to a programmed, pillar-based agenda anchored on advocacy, trade facilitation, chamber strengthening, digital transformation, inclusion, and economic diplomacy.
- A 90% execution culture and decentralised leadership model; agreed at the Retreat, has been embedded through active Standing Committees, Trade Groups, and defined portfolios for National Officers.
- The Association now enters national and regional policy spaces as an evidence-seeking counterpart, not a ceremonial observer; positioning itself for research-backed, data-driven advocacy.

What started

- **Governance & structures:** Standing Committees and Trade Groups were inaugurated and tasked with delivering concrete outputs under each strategic pillar; the Women Chamber (WCCIMA) Board was reconstituted as a formal inclusion engine.
- **Policy & diplomacy:** High-level engagements with the Vice President, key MDAs, Customs, Afreximbank, UNIDO, and others; launch of the Economic Diplomacy Dialogue with the diplomatic corps as a recurring platform for trade and investment outcomes.
- **Trade & market access:** Participation and representation in targeted trade, export, and investment forums (Afreximbank AGM, IATF Roadshow, Domestic Investors Summit, sector policy seminars), with NACCIMA acting as organiser, co-convener, or structured partner.
- **Digital & research groundwork:** Scoping of an integrated NACCIMA digital platform, commitment to a central research and policy intelligence unit, and agreement on dashboards and quarterly reporting as core tools—not add-ons.

What was strengthened

- Unified voice of business: A denser web of engagements and formal interfaces now ensures NACCIMA is consistently present where decisions affecting businesses are shaped, strengthening its mandate as apex OPS body.
- Chamber system: Clearer expectations, support mechanisms, and performance orientation for state, city, bilateral, and sectoral chambers; foundations laid for supervision, peer learning, and standards.
- Inclusion architecture: Women, youth, and MSMEs now sit inside NACCIMA's institutional design—through WCCIMA, youth and MSME-focused platforms and engagements—rather than on the margins.
- International positioning: Early partnerships and diplomatic channels (Africa, Middle East, Asia, multilaterals) have been activated to serve as conduits for exports, FDI, and technical cooperation.

Across all pillars, the first 150 days have been about putting the machinery in place: aligning leadership around a clear roadmap, opening the right doors, institutionalising the right structures, and starting the systems (committees, dialogues, partnerships, digital projects) that will deliver measurable value; advocacy wins, trade deals, stronger chambers, and real opportunities for Nigerian businesses, in the months ahead.

Strategic Agenda & Philosophy

Our strategic agenda for this administration is anchored on a simple, non-negotiable conviction: NACCIMA must be a central driver of Nigeria's journey towards a more competitive, export-oriented, job-creating, \$1 trillion economy.

This vision is not abstract. It means building an environment where Nigerian enterprises; micro, small, medium, and large, can innovate, scale, trade confidently within Africa and globally, attract investment, and create decent jobs. It means that NACCIMA, as the voice of the Organized Private Sector, must move beyond periodic engagement to a disciplined, data-driven, and proactive leadership role in shaping economic policy, trade outcomes, and private-sector competitiveness.

To translate this vision into action, our work over these 150 days, and for the life of this administration, is organized around the following core pillars:

1.



Policy Advocacy & Regulatory Reform

We will speak with one voice on behalf of Nigerian businesses., making sure our advocacy is rooted in evidence, coordinating chamber inputs, and ensuring sustained engagement with all arms and tiers of government. Our goal is clear: a more predictable, transparent, and growth-enabling business environment.



2.



Trade & Investment Promotion

We are repositioning NACCIMA as a gateway for trade and investment; supporting exporters, facilitating access to regional and global markets, promoting value-added production, and working with partners to unlock capital for productive sectors across the federation.



3.



Chamber System Strengthening

A strong NACCIMA rests on strong member chambers. We are deepening institutional standards, strengthening governance, enhancing service delivery capacity, and promoting greater alignment between national, city, state, and bilateral chambers.



4.



Digital Transformation & Data-Driven Operations

We are committing to a modern, technology-enabled NACCIMA; digitised member services, trade documentation, data analytics, communication, and internal processes, so that our advocacy and support are timely, credible, and efficiently delivered.

5.



Inclusion: Women, Youth & MSMEs at the Centre

We will ensure that women-led enterprises, young entrepreneurs, and MSMEs are not peripheral beneficiaries but core participants in NACCIMA's programmes, opportunities, and representation, reflecting the true structure and future of Nigerian business.



6.



Regional & Global Partnerships (Economic Diplomacy)

We will intensify strategic partnerships across ECOWAS, the African continent, and global markets; positioning NACCIMA as a trusted convener and interlocutor, and leveraging these relationships to secure tangible opportunities for Nigerian businesses.



Achievements in the first 150 Days

This section presents a concise, pillar-by-pillar account of what has been delivered in the first 150 days of this administration. It links our commitments to concrete actions and early results, showing where foundations have been laid and where measurable progress is already emerging.

1. Policy & Advocacy

What we set out to do

Establish NACCIMA as an evidence-based, ever-present voice in national policy forums; move from episodic reactions to structured, continuous engagement aligned with the Strategic Action Plan and Retreat outcomes.

What has been done in 150 days

- Convened an Economic Diplomacy Dialogue with the diplomatic community and development partners (29 July), positioning NACCIMA as organizer, not just participant.
- Undertook targeted courtesy visits and policy interfaces with the Vice President, Ministry of Finance, NEPZA, Nigeria Customs Service, UNIDO, Afreximbank, and others to table private-sector priorities on taxation, trade facilitation, export zones, FX, and industrial policy.
- Participated in structured government and stakeholder platforms: tariff review committees, fiscal policy and tax reform engagements, skills council, industrial and energy-efficiency forums, trade information portal workshop, etc., ensuring NACCIMA input is present where rules are designed.
- Activated Standing Committees and Trade Groups (22 July) with mandates tied directly to advocacy outputs and quarterly reporting.

Early outcomes / signals

- NACCIMA increasingly treated as a default OPS counterpart in fiscal, trade, and industrial policy conversations (invitations to specialist forums, committees, side events).
- Clear line of sight from engagements into forthcoming advocacy instruments (council communiqués, policy memos, position papers).

2. Trade Facilitation & Investment Promotion

What we set out to do

Reposition NACCIMA as a practical gateway for exporters and investors: reduce friction, open markets, and link Nigerian firms to regional and global opportunities.

What has been done in 150 days

- Trade & export platforms engaged: Afreximbank AGM and side events, IATF 2025 Nigeria Roadshow, Nigeria Trade Information Portal workshop, multiple export and industrial summits.
- Customs & trade facilitation track opened via courtesy visit to CG, Nigeria Customs Service (21 Aug), building a channel to tackle procedural bottlenecks affecting members.
- Market-access diplomacy advanced through Nigeria—Egypt Business Forum, engagements with Ethiopian and Indonesian counterparts, and outreach to the Chinese Embassy.

Early outcomes / signals

- Direct working contacts established with Afreximbank, Customs, and key MDAs, giving NACCIMA leverage for:
 - pipeline initiatives on trade finance support,
 - better information flows on tariffs and regulatory changes,
 - coordinated promotion of Nigerian businesses at continental platforms.

3. Chamber System Strengthening & Services

What we set out to do

Move to a portfolio- and committee-based system that strengthens chambers, standardizes services, and embeds a 90% execution culture across the network.

What has been done in 150 days

- Standing Committees and Trade Groups inaugurated with clear mandates to drive sector work, advisory outputs, capacity building, and monitoring of implementation.
- Began operationalizing portfolio-based leadership, aligning Vice Presidents and committee leads to strategic themes (advocacy, trade, SMEs, digital, sustainability).
- Structured representation of NACCIMA at multiple technical workshops and sector forums, using them as service touchpoints for chambers and members (information, access, visibility).

Early outcomes / signals

- Execution responsibilities are now distributed and trackable.
- Chambers see clearer interfaces for policy feedback, technical support, and sector escalation.

4. Women, Youth & MSME Focus

What we set out to do

Make women, youth, and MSMEs core to NACCIMA's structures and opportunities, not side programmes.

What has been done in 150 days

- Women Chamber (WCCIMA) Board of Trustees inaugurated (8 July) with a defined three-year mandate to institutionalize gender-responsive programmes and advocacy.
- Engaged in national MSME clinics (Akure, Calabar, others) and SME-focused events, visibly positioning NACCIMA as an MSME ally in federal initiatives.
- Participated in the WEIDI Fund launch (Women Exporters in Digital Economy), signalling alignment around digital and export opportunities for women-led enterprises.

Early outcomes / signals

- Clear, formalised institutional home for women's economic inclusion within NACCIMA.
- Stronger linkage between NACCIMA and MSME policy/programme pipelines, creating future channels for targeted support.

5. Digitalization & Data-Driven NACCIMA

What we set out to do

Treat digital transformation and research as non-negotiable enablers: digitised Secretariat, central research/policy unit, dashboards, and integrated platforms.

What has been done in 150 days

- Embedded digital transformation and data-driven advocacy as core pillars in the Strategic Action Plan and ExCo workplans, with clear timelines for:
 - Secretariat digitisation,
 - central research and policy intelligence unit,
 - performance dashboards for chambers.
- Initiated scoping and preparatory work for an integrated digital platform to modernise membership records, communication, trade documentation, and analytics (as referenced in planning documents and Retreat recommendations).

Early outcomes / signals

- Digital and research deliverables are now hard-coded into the governance and M&E framework; moving them from ideas to implementation commitments.
- Foundation set for Q4 2025—Q1 2026 launches (platforms, dashboards, policy notes).

6. Regional & International Cooperation

What we set out to do

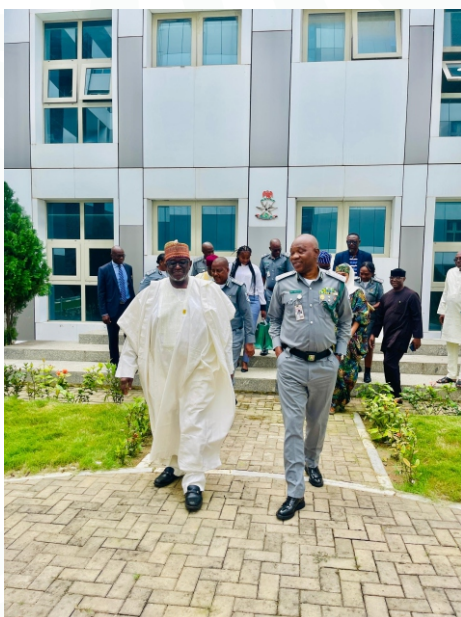
Leverage NACCIMA's position to deepen Nigeria's integration into AfCFTA, ECOWAS, and global markets via strategic partnerships and economic diplomacy.

What has been done in 150 days

- Bilateral and multilateral outreach:
- Engagements with Ethiopian Chamber, Indonesian Embassy, Chinese Embassy.
- Participation in Nigeria—Egypt Business Forum, Commonwealth and WTO platforms, climate and investment dialogues.
- Economic Diplomacy Dialogue convened with the diplomatic corps and international agencies to open structured channels for trade, FDI, and technical partnerships.
- Engagements with Afreximbank and other regional actors on trade finance, export support, and investment collaboration.

Early outcomes / signals

- NACCIMA is recognized and engaged as a serious counterpart in regional trade and investment conversations.
- Concrete platforms now exist to anchor future trade houses, investment missions, and AfCFTA-related initiatives.



Our Clear Commitments for the next 6 months

Over the next six months, this administration will move decisively from setup to delivery. Our commitments are specific, time-bound, and tied directly to the ExCo Retreat outcomes and the 2025—2030 Strategic Action Plan.

1. Institutional Reforms

a. Performance & Governance

- Introduce portfolio-based performance scorecards for National Officers and Standing Committees, linked to Strategic Plan pillars and reviewed quarterly by Council/M&E structures.
- Operationalize a Chamber Supervision & Support Mechanism to track state, city, bilateral and sectoral chamber performance (KPIs, reporting discipline, alignment with national agenda).
- Roll out Quarterly Council Performance Reviews, consolidating outputs, gaps, and remedial actions.

b. Secretariat Strengthening

- Reorganize the Secretariat around Research & Policy, Membership Services, Trade & Investment, and Digital/Comms as core units.
- Approve and begin implementing a staff capacity-building plan (advocacy, MEL, digital tools, donor/project management).
- Finalize and adopt standard operating procedures (SOPs) for key Secretariat and committee functions (policy papers, event selection, partner engagement).

2. Digital Platform Rollout

a. Integrated NACCIMA Digital Platform

Within six months, we will:

- Launch a rebranded NACCIMA website and member portal as the single entry point for:
 - chamber and member directory,
 - event and mission calendar,
 - policy updates and communiqués,
 - export/investment opportunities.
- Introduce online membership and chamber reporting tools to standardize data inflow from chambers.

b. Foundations for Data & Intelligence

- Launch the Policy Intelligence & Research Desk:
 - start producing short Policy & Market Intelligence Notes feeding into advocacy and diplomacy.
- Design and pilot Chamber Performance Dashboards (minimum: 10—15 chambers onboarded) to

track activities, membership, advocacy outputs, and services.

- Begin building digital archives for resolutions, MoUs, and communiqués for internal continuity and external transparency.

3. Flagship Advocacy Priorities

NACCIMA's advocacy will be structured around a small set of deliverables with clear outputs:

1. Trade Facilitation & Customs Workplan

- Co-develop and publicly communicate a NACCIMA—Customs Trade Facilitation Workplan, including SOPs, joint clinics, and an Exporter Helpdesk hosted at NACCIMA.

2. Power, Logistics & Cost of Doing Business

- Table a concise “Competitiveness Memo” on electricity tariffs, logistics bottlenecks, and port/clearance reforms, with measurable asks agreed with relevant MDAs.

3. Tax & Regulatory Coherence

- Engage fiscal authorities to institutionalize NACCIMA input into key fiscal and regulatory reforms.

4. AfCFTA & Regional Integration

- Establish an AfCFTA/ECOWAS Desk within NACCIMA and publish at least one AfCFTA Readiness Note for members, focusing on rules of origin, priority sectors, and border procedures.

5. Economic Diplomacy Series

- Convert the July Dialogue into a quarterly Economic Diplomacy Series with:
 - themed sessions,
 - clear follow-up actions,
 - pipeline of buyer/investor missions linked to Nigerian firms.

6. Services Members Should Expect

Over the next six months, members and chambers should see tangible, repeatable services, not just events:

1. Policy & Intelligence Services

- Quarterly Policy Briefs on key reforms (tax, customs, FX, industrial policy).
- Short Market Intelligence Notes tied to active trade missions and fairs.

2. Trade & Investment Support

- Functional Exporter Helpdesk (Customs, standards, documentation guidance).
- Curated trade mission and fair pipelines with clear eligibility, preparation checklists, and post-mission follow-up.

3. Chamber Support Services

- Templates & toolkits: SOPs, board governance tools, membership value packs, MEL templates.
- Targeted leadership clinics for chamber presidents/DSGs on advocacy, digital tools, and revenue models.

4. Women, Youth & MSME Programmes

- At least:
 - one WCCIMA-led policy/finance roundtable,
 - one youth/NYE entrepreneurship cohort or clinic linked to digital and green sectors,
 - MSME-focused clinics aligned with federal/DFI schemes.

5. Communication & Responsiveness

- Predictable monthly update to chambers on advocacy actions, opportunities, and decisions.
- Single, visible contact channels for escalation of member issues (Customs, regulators, market access).



23rd NATIONAL PRESIDENT

150 DAYS

Laying the
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