



REPORT OF ACTIVITIES

APRIL 2012—MARCH 2013





The purpose of this report is to present to the Board and our Stakeholders, an Up- date on The Integrity Organization / The Convention On Business Integrity especially as it relates to our projects, activities and programmes.

CBi has grown from being solely a business membership organization, into an incubator and hub for the development of entrepreneurial opportunities that are in synergy with our originating vision and ethos. Our in-house team of consultancy

experts, business developers, analysts and programme managers routinely partners with a select group of top-tier independent consultants and firms to successfully develop, bid and deliver world-class projects and programmes.

We jealously guard our reputation in keeping with our founding principles, and only work with experts who are proven in their areas of specialty. The delivery of these programmes adds value to our members through our ability to cascade learning and industry best practice.

CBi has delivered several small and medium sized projects in business CBi has delivered several small and medium sized projects in business capacity building, political economy analysis and advisory, advocacy support. These projects have been delivered across Nigeria.

ORGANISATIONAL PROFILE



Launch of Egunje.info platform, October, 2012 in Abuja

Background

The private sector facing arm of the Integrity organization, The Convention on Business Integrity (CBI) is registered as a company limited by Guarantee. CBI, a business membership organization, was incorporated on May 26th, 2003 (RC no: 481360) with the mission of promoting ethical business practices, transparency and fair competition in the private and public sectors.

Signatories of the Convention undertake to observe the values of the Code of Business Integrity, both within their own organizations and in their dealings with customers and partners. The code includes both sanctions and incentives for the organizations involved. To demonstrate their pledge to the Convention, signatories enter into a purely moral commitment with the intent of benefiting from and upholding the platform of credibility which the members of the Convention share. The Convention currently has twenty-two (22) corporate signatories and more organizations are set to sign on in the

course of 2013. Over the past three (3) years the Convention has continued to gain support and followers in Nigeria and to be recognized globally as innovative and as a positive contribution from Africa to global best practices relating to the promotion of good governance at the governmental level and vis-à-vis the private sector.

From our relatively recent beginnings, CBI has built a rich vein of expertise that has seen us successfully deliver programmes and projects with top quality outputs and outcomes. In addition, we have continued to satisfy our signatories with a strong value proposition in corporate governance advisory, capacity building and mentoring. We have managed the delivery of economic development programmes, entrepreneurial research and analysis, value chain analysis and development, and advocacy programmes. We offer great value in consultancy services and service delivery, including the management of projects and programmes solely or in conjunction with other participants. Our strengths also include a network of local and international consultants, an existing body of reputable organizations who share our passion for innovation, business excellence and integrity, experience in managing large donor-funded programmes and access to research-based business intelligence. Our core programmes, by their nature, also demand signifi-

cant inputs into monitoring and evaluation which we deliver as part of a broader knowledge management and exchange work stream.

Our Vision

“A society with zero tolerance for corruption”

Our Mission

“Through visionary leadership, creativity and effective implementation of our ideas, we empower people, their transactions, systems and institutions against corruption.”

Our Values

Integrity - We are above board in all we do

Visionary Leadership – We are able to articulate the future we would like to inherit.

Servant Leadership - We use our strengths to support others working towards our common purpose.

Creativity – We are able to generate creative ideas on how to live today like that future has already come.

Effective implementation – We are able to translate our creative ideas into practical results.

Our Signatories

Corporate Organizations:

Access Bank Plc.
Oando Plc
Standard Chartered Bank Limited
GT Bank Plc.
Guinness Nigeria Plc.



The Signing Ceremony of Guinness Nigeria Plc. on to The Convention on Business Integrity



Participants at workshop on “Development of a National Anti—Corruption Strategy: Business sector Perspectives

Express Discount Limited.
MTN Nigeria Limited
Prima Garnet Ogilvy Group
Cash Link Leasing Plc.
Business Day Media Limited
Cadbury Nigeria
Diamond Bank Plc.
SAP Nigeria
Chapel Hill Denham Management
Dunlop Nigeria Plc.
Prominent Securities Limited
Omelayole Associates Ltd.
Sokoa Chair Centre
The Chair Centre
Furniture Manufacturers Mart
Lagos Business School
Risk Watch Insurance Brokers Ltd.

Public Sector:

Federal Capital Territory Authority
(FCTA)

Individual Members:

Dr. Christopher Kolade, CON

Prof. Pat.Utomi

Mr. Akintola Williams, CFR CBE

The Governing Board of Integrity

Dr. Christopher Kolade CON (Chairman of the Board)

His Excellency Dr. Christopher Kolade, CON is Nigeria's former High Commissioner to the United Kingdom. A veteran broadcaster and colonial era Education Officer, he has been, at different points of his career, Director General of the Nigerian Broadcasting Corporation, Chief

Executive and Chairman of Cadbury Nigeria Plc, and Lecturer in Corporate Governance and Human Resources Management at the Lagos Business School.

Dr. Kolade has served in many national and inter- national bodies, having been President of the Nigerian Institute of Management (1985-88), the Institute of Personnel Management of Nigeria (1988- 93), the International Institute for Communications (1973 - 75) and the World Association for Christian Communication (1975-82). He received the medal of the Order of St. Augustine from the Archbishop of Canterbury (1981), and is also a Lay Canon of the Cathedral of the Holy Spirit in the Diocese of Guildford. Born in Erin - Oke, Osun State in 1932, he completed his secondary school educa-



The Signing Ceremony of Guinness Nigeria Plc to The Convention on Business Integrity

tion at Government College, Ibadan after which he studied at Fourah Bay College, Freetown, Sierra Leone.

Prof. Yemi Osinbajo SAN – (Vice Chairman)

Prof. Yemi Osinbajo, SAN became the Attorney General and Commissioner for Justice in Lagos State in 1999. Prior to that, he was a partner at the Law Firm of Osinbajo, Kukoyi & Adopaye, and Professor of Law and Head of Department of Public Law (1997 - 1999) at the University of Lagos. Prof. Osinbajo has served as the Special Advisor to the Attorney-General of the Federation and Minister of Justice (1988 - 1991) He has provided expertise and consulted with a wide range of development organisations such as the United Nations, United Nations Centre on Transnational Corporations/ United Nations Development Programme, United Nations African Institute for Crime Prevention and ECOWAS.

Prof. Yemi Osinbajo is married and is also a pastor

at the Redeemed Christian Church of God. He and Mr. Olusoji Apampa founded INTEGRITY, the umbrella organisation of The Convention on Business Integrity.

Mr. Soji Apampa (Executive Director)

Soji Apampa co-founded The Convention on Business Integrity in 1997. He is an Executive Director for the Convention on Business Integrity and also serves as a Consultant on CBI projects. Mr. Apampa has served as a Senior Advisor to the UN Global Compact on the 10th Principle (anti-



corruption) and consultant to the Inter-Agency Task Team of the Federal Republic of Nigeria tasked with the responsibility of developing a National Strategy to Combat Corruption. In his role as a consultant, Mr. Apampa has carried out numerous assignments for international organizations including the World Bank, DFID, UNDP, UN Global Compact, Heinrich Boell Foundation and many others.

Mr. Apampa has also worked in various roles in engineering, business and computing between 1987 and 2007. He was Managing Director of SAP

Nigeria Ltd, and Regional Manager (West Africa), for SAP where he worked for 8 years since early 1999 championing ICT-supported governance reforms. Mr. Apampa graduated with a B.Eng (Hons) in Civil & Structural Engineering from the University of Sheffield in 1987 and holds an MSc. in Governance & Finance from Liverpool John Moores University (2008) where he was member of faculty on the Corporate Governance Masters Programme at the European Center for Corporate Governance for one year. His research interests are in the area of Corporate Compliance and Political Economy Analyses in

which he has led numerous, successful research projects.

Mrs. Ibukuoluwa Awosika

Mrs. Ibukun Awosika is a graduate of Chemistry from the University of Ife (now Obafemi Awolowo University, Ile-Ife). She is also an alumina of the Chief Executive Programme of Lagos Business School as well as the Global Executive MBA Programme of the prestigious IESE Business School, Barcelona, Spain. She is the founder of The Chair Centre Ltd, a market leader in the office furniture and banking security systems industries. In 2005, she was appointed the MD/CEO of Sokoa Chair Centre Ltd, a joint-venture company she promoted with Sokoa S.A of France, Guaranty Trust Bank Plc, The Chair Centre Ltd, and some local investors after the ban on importation of furniture by the federal government of Nigeria in 2004. In addition, she independently established another ultra-modern furniture facility, Furniture Manufacturers' Mart, in Ikeja, Lagos in the latter part of 2006. She is the host of the popular TV programme, Business - His Way, where she teaches the business community ethical business principles based on the Word of God. She is an ordained pastor at The Fountain of Life Church. She is also the Founder of Christian Missionary Fund, a non-governmental body dedicated to raising support for Christian missionaries across the country.

She is the current Chairperson of the Board of Trustees of Women in Management and Business (WIMBIZ). She is also the Chairperson of Inter-

mac, the organisers of SmartCard Conferences in Nigeria. She is the Chairman of Afterschool Graduate Development Centre (AGDC), a national career centre in Lagos, Nigeria, which was set up in September 2007 to address the high rates of unemployment in the country by making Nigerian graduates employable and good assets to the Nigerian economy. Ibukun Awosika is a nominee and recipient of a number of awards, some of which include:

Nominee, Entrepreneur of The Year (2005), THISDAY Newspaper's Annual Merit Award

Nominee, The Best Female Entrepreneur of the Year (2006) courtesy: Financial Standard and Pan-African Organisation for Women Recognition (POWR)

Female Entrepreneur of the Year 2005, Success Digests Magazine's Annual Enterprise Award. FATE Model Entrepreneur Award for the year 2006, courtesy: FATE Foundation.

Mr. Felix Ohiwerei

Mr. Felix Ohiwerei was born on 18th January, 1937 in Oke Old Site, Owan West LGA of Edo State. He obtained his BA in Geography from the University of Ibadan, formerly University College, Ibadan in 1961.

He has attended numerous international courses, which include, Unilever Senior Finance Awareness Course, UK, 1987, Senior Executive Programme, University of Southern California, USA, 1980 and others. He was awarded an Honorary Doctor of Laws Degree (LL.D) by the University of Ibadan in November 1997. He has

also received the ZIK Prize in Leadership.

Mr. Ohiwerei is a Fellow of some Professional Institutes and business associates such as Nigerian Marketing Association, Geography Society of Nigeria and the Institute of Directors. He is a member of Council of the Lagos Chamber of Commerce and Nigerian Economic Summit Board of Directors. He was a member of the Vision 2010 Committee and served as Rapporteur, Sub Committee on Anti-Corruption as well as the Sub Committee on the Vision Statement. He is the current chairman of Nigeria Investment Promotion Commission, and former chairman of a number of companies, which include Nigerian Breweries and Unilever Nigeria Plc. He is married with four children. His interests include aerobics, swimming and Christian Fellowship.

Newly Appointed Members

Mrs. Oshuwa Gbadebo – Smith

Mrs. Oshuwa Gbadebo-Smith holds a Masters in Public Administration in International Development from Harvard University, and is a highly qualified consultant with specialist expertise in the areas of corporate and public sector governance reform. She offers expert consultancy services in the areas of policy and strategy formulation, public sector reform, expenditure management, governance and economic development, anti-corruption measures and change management.

Mrs. Gbadebo - Smith's work experience

as a policy adviser and in strategy management includes supporting and advising states and local governments on development policies which are linked to outcomes, and output targets that are specific, measurable, achievable, reliable, time-bound ensuring social inclusion (**SMARTSI**); the output targets are linked to strategies and costed plans. Mrs. Gbadebo - Smith previously developed and reviewed indicators for policy benchmarking and service delivery processes for the DFID funded State and Local Government Programme (SLGP) and now State Partnership for Accountability, Responsiveness and Capability Programme (SPARC). She recently concluded a series of Policy and Strategy baseline studies for SPARC in four states in Nigeria; facilitated Policy and Strategy (P&S) self assessment using the SEAT (Public Expenditure Financial Assessment) tool in three states and also developed P&S change matrix, change programme, change plans and designed performance indicators for two states in Nigeria for the DFID funded SPARC programme. She supported Lagos State in the development of Lagos State Vision 20: 2020. Oshuwa is currently leading the Policy and Strategy teams providing support to Lagos State for the development of their respective State Development Plan in the medium term and its Medium Term Sectoral Strategies while she is the national consultant supporting the establishment of the Economic Intelligence Unit, Ministry of Economic Planning of Lagos State.

Dr. Bala Magaji

Dr. Magaji holds degrees in economics, banking and management (BSc - Econ, MSc - Banking and Finance, and PhD - Management).

He worked in several banking institutions for about a decade and rose to be a senior manager before setting up shop as a financial and management consultant to many public as well as private organizations especially multilateral and multinational institutions. He also joined Ahmadu Bello University in 2003 as a full time lecturer specializing in finance and management turn around/ restructuring.

Bala has undertaken several key assignments with CBI and excels at building and developing effective networks. He has a deep understanding of the economics of deprivation. He has leveraged his background in banking on our projects by brokering effective partnerships.

Dr Magaji is a keen entrepreneur himself and runs a successful commodities trading outfit, giving him a clear insight into value creation (and losses) across the agricultural value chain; knowledge that he regularly brings to bear in the delivery of CBI assignments.

Mr Opeyemi Agbaje

He is an independent consultant as well as Senior Consultant/CEO of Resources and Trust Company Ltd (RTC), a leading strategy and business advisory company. The firm is composed of two main business units-RTC Strategy and Advisory, the private sector advisory practice and RTC POLICY, the policy, government and economic consultancy arm.

Mr Agbaje holds a first degree from University of Ife (1985) and was called to the Nigerian Bar in 1986. He holds Masters Degrees in both Law (1989) and Business (1997) from the University of Lagos and IESE Business School, Spain respectively. He has a multi-disciplinary background and professional experience including legal practice at the firm of Kola Awodein (SAN) and Co. for two years, over sixteen years in banking and finance, rising to Executive Director and has since 2004 managed RTC. He has also taught Business Strategy and Environment of Business at the Lagos Business School serving briefly as Head of Department of Strategy, Entrepreneurship and Business Environment.

Mr Agbaje serves as non-Executive Director and member of the Audit Committee of Chemical and Allied Products Plc, and member, Board of Trustees, Lagos State Security Trust Fund. He writes a weekly column "Economy, Polity, Society" in Businessday Nigeria and is a regular speaker at conferences, seminars and discussions on economy, business and national development. Mr. Opeyemi Agbaje has undertaken several BIF projects for CBI.

Mr. Ike Ilegbune

Mr. Ike Ilegbune has wide ranging expertise in strategy development, business development, programme & project management, operational excellence, logistics & business process design from roles in the private and public sector. Prior to coming on board with CBI, he worked with Serco Group Plc, a UK conglomerate, serving in a number of senior

roles including as Head of Operations for the London Cycle Hire Scheme. He has worked more recently as an independent consultant on DFID programmes: ENABLE (a business advocacy programme) and Growth & Employment in States (GEMS). He has also developed self-assessment tools for corporate governance standards.

Mr. Ilegbune was called to the Nigerian Bar in 1992 following a degree in Law from the University of Nigeria. He also holds Masters degree in Business Administration (MBA Public Sector) from the University of Warwick Business School, and in International Business Law (LLM) from the London School of Economics.

Mr. Ilegbune serves as Chief Operating Officer of the organisation, overseeing the effective delivery of CBI operations, projects and special events.

CURRENT PROJECTS

Siemens Integrity Initiative (Sii)

In July 2009, the World Bank Group announced a comprehensive settlement with the international firm, Siemens Group following a corruption investigation that investigated the firm's activities spanning a period of up to a decade. As part of that settlement, Siemens agreed to fund and participate in initiatives targeted at changing undesirable industry practices, especially in procurement. It also engaged in collective action with the World Bank Group to fight fraud and corruption. This commitment has seen Siemens set up a US\$ 100 million Siemens Integrity Initiative, launched on December 9, 2009 with global call for expressions of interest to attract a wide range of proposals. The World Bank Group maintains audit rights over the use of these funds and veto rights over the selection of anti-corruption groups or programs receiving funds. The Convention on Business Integrity (CBI), in partnership with Commonwealth Business Council, was successful in securing funding through this process, with activities on the project having commenced since March 2011.

The programme commenced in its first phase with Business Action Against Corruption (BAAC). BAAC is a public-private initiative to tackle corruption and support growth and improved services for 200m citizens, benefiting the most vulnerable.



L-R Mr. Soji Apampa presenting the Annual Report to the National Secretary of Public Complaints Commission in Abuja.

Each national programme sets up consultative working structures to implement nationally defined strategies especially improving public services, business climate, and standards of leadership behavior. BAAC aims to develop continental governance norms and implementation mechanisms, and strengthen capacity. CBI is the delivery partner for BAAC in Nigeria.

The aim of that project is to use collective action to improve corporate governance and reduce corruption in the Nigerian business environment. The programme also supports practical initiatives, which promote good governance and improve the investment climate. We achieve this through working with industry at strengthening self-regulation of business, its compliance with government regulation, stakeholder activism and a public vigilance over the arrangement. We also build on existing relationships with the two princi-

pal regulators, the Central Bank of Nigerian (CBN) and the Nigerian Securities Exchange Commission (SEC) to build a partnership to strengthen corporate leadership practices by raising standards of board leadership across the economy. We have successfully reached out to directors of listed companies in Nigeria to review their fiduciary responsibilities, and define stakeholder expectations. The aim is to define a set of business principles, reporting guidelines and system of compliance incentives jointly with directors of listed companies in Nigeria.

The BAAC Nigeria Project seeks to use collective action to improve corporate governance and reduce corruption in the Nigerian business environment. It will do this by strengthening self-regulation of business, business compliance with government regulations, stakeholder activism and a public vigilance over the arrangements. It will also build relationships with the two principal regulators, the Nigerian Stock exchange (NSE), Securities Exchange Commission (SEC) and the NESG, IoD and build partnerships to strengthen corporate governance practices by raising standards of board leadership across the economy. BAAC is in effect creating partnerships between business and government to fight corruption and fraud through facilitating collective action, research, education training as well as the development and dissemination of best practice tools and guidelines.

CBi has, in delivering this project, collaborated with the Public Complaints Commission (PCC) to develop a baseline for its 2009 activities, pub-

lish its Annual Report, developed and tested an independent public feedback mechanism (ITELL4U) within the Commission. A second phase of the programme has recently commenced, resulting in the signing of a memorandum of understanding (MoU) between CBi and the Nigerian Stock Exchange (NSE) that will see the roll out of a pilot NSE corporate governance index for top tier listed Nigerian businesses.

Business Action Against Corruption(BAAC)

Business Action Against Corruption (BAAC) is a programme of joint action by government and the private sector to tackle corruption. The Commonwealth Heads of Government (CHOG) directed the programme to be developed to improve the conditions for doing business and thereby promote investment and sustainable development in Africa. The first project followed an invitation from the President of Botswana, and BAAC now operates in ten African countries. BAAC was executed in partnership with Commonwealth Business Council, (CBC) United Kingdom. The BAAC Nigeria Project seeks to use collective action to improve corporate governance and reduce corruption in the Nigerian business environment by strengthening self-regulation of business, business compliance with government regulations, stakeholder activism and a public vigilance over the arrangements.

It also builds relationships with the two principal regulatory bodies, the Central Bank of Nigerian (CBN) and Securities Exchange Commission (SEC) and the NESG, IoD and IoD

Centre for Corporate Governance and build partnerships to strengthen corporate governance practices by raising standards of board leadership across the economy.

The Convention on Business

Business Innovation Facility (BIF)

The Business Innovation Facility (BIF) is a 3year, 5-country project funded by the UK Department for International Development (DFID). It is aimed at piloting a new approach to support the role of CBI has delivered (or is delivering) up to 10 major projects and several other smaller ones across areas of business as wide-ranging as banking and credit facilities, agribusiness, food business in development by facilitating the process of developing inclusive business models that would improve the livelihoods and wellbeing of poor people whilst improving the bottom line (and/or top line) of participants. The Business Innovation Facility currently supports businesses in that are developing inclusive business projects in Bangladesh, India, Malawi, Zambia

and Nigeria.

The Convention on Business Integrity (CBI) is the implementing partner for the BIF Project in Nigeria, working in collaboration with the Price Waterhouse Coopers, London (PWC - UK). During its three-year pilot period, running from July 2010 to December 2013, the Facility's operations are focused on provision of technical assistance in support of partner companies as they develop or scale up innovative 'inclusive business' models – i.e. profitability doing business in a way that engages the poor as employees, suppliers or distributors across the value chain, or as customers through the development of affordable products and services that meet the needs of the poor. A DFID-supported initiative, the Business Innovation Facility is at the heart of the UK Government's commitment to build stronger partnerships with business, with Facility management drawing upon skills and experience from both the private and development sectors.

and beverage production, domestic gas consumer products and solar



power. For further information on our projects and partners, kindly join us on the Hub,

www.businessinnovationfacility.org.

BIF is a learning programme which emphasizes the importance of monitoring and evaluating impact through a raft of measures, many empirical and others observational. Similarly, knowledge management forms a core part of our role, utilizing conventional means such as events, workshops and the web, but also through the brokerage of partnerships and

development of effective industry-based and cross-cutting networks with shared interests. Our international scope has proven valuable with lessons derived, for example, from Indian and Bangladeshi micro-finance innovations.



INTEGRITY ORGANIZATION'S ACTIVITIES 2012 TO DATE

Business Action against Corruption, Nigeria (BAAC) Enrollment of Directors

Sensitization of Directors to Fiduciary Responsibilities

At the commencement of the Siemens integrity initiative project, CBI collaborated with the Institute of Directors (IoD), Nigeria Economic Summit Group (NESG). However, going forward on the project, little progress has been made since establishing relationships with the Institute of Directors (IoD) and Nigeria Economic Summit Group (NESG) in 2011.

The Convention on Business Integrity (CBI) have also established relationship with the Securities and Exchange Commission (SEC) and the Nigeria Stock Exchange (NSE) to whom proposals were submitted. SEC would like us to commence on the sensitization jointly. Although SEC ran into internal problems of its own, we were able to keep on track

by getting the Stock Exchange to take the lead.

The Nigeria Stock Exchange have confirmed acceptance of the proposal put forward by CBI to do director certification as part of a Corporate Governance Index Framework and the Chief Executive Officer of NSE has authorized officers concerned to proceed to the next stage of working out details in collaboration with the Securities and Exchange Commission. Letter of intent has been signed and an MOU formalized.

A committee is set up to further draw up programmes of activities.

Enrollment of Business Membership Organizations/Press Briefings and Training

In the course of the period spanning April 1, 2012 to September 30, 2012, The Convention on Business Integrity sequel to collaboration with the DFID programme, ENABLE to carry out training workshops in Lagos, Kaduna and Calabar between December 2011 and February 2012. CBI has signed Memorandum of Understanding (MoU) with Institute Of Directors (IoD) in order to jointly carry out training workshops in the geo-political zones of Nigeria.

So far 90 directors and management staff of BMOs have been trained in the Half year 2012.





National Frameworks Agreement on Standards and Compliance Arrangements.

Integrity Rating & Annual Integrity Awards

CBI Integrity Rating system has been peer reviewed by the Humboldt – Viadrina School of Governance, Berlin. The next stage of the process is the independent review /trial run of the 4 signatories of CBI namely GT Bank Plc; Access Bank Plc; MTN Nigeria and Oando Plc who participated in the self assessment process carried out August 2011. This stage will lead to certification of the signatories at an Award Ceremony initially intended to hold during the Nigeria Investment Forum being organized by Commonwealth Business Council (CBC). However, presently, Commonwealth Business Council ever since the changes in Management on the side of Commonwealth Business Council exempted CBI from this arrangement. CBI has decided to consider an alternative strategy which would be in partnership with

the Nigerian Stock Exchange (NSE).

Presentation of business principles, reporting guidelines and system of incentives to directors/press briefings/diagnostic tool.

Consultants from the Humboldt – Viadrina School of Governance (HVSG) have reviewed the CBI rating systems. Next step is to get this adopted and recognized by the Corporate Affairs Commission to form part of the company registration requirements and NSE to form part of requirements for listing on Corporate Governance Index. Although not every activity has been implemented, the end result to be achieved by those activities has been achieved through agreement with the Nigeria Stock Exchange.

CBI and NSE seek to establish Corporate Governance Ranking System for listed companies in Nigeria and CBI will provide a steady flow of robust data that will be used to rank the quality and efficacy of the corporate governance of listed companies



CBI Collaboration with the Humboldt Viadrina School of Governance Berlin—Signing of Memorandum of Understanding

in Nigeria in a Corporate Governance Index created and published solely by NSE or by the NSE in conjunction with others. It is estimated that this pilot will take a minimum of six-months but no longer than nine months to establish processes leading to the production of the first set of Rankings. Thus, first set of Rankings will be published in 2013 and will be based on an initial pilot of no more than 10 companies to prove the processes after which, Rankings for remainder of listed companies are to be published within 3 months and then updated biannually thereafter. The CBI activities with regards to the establishments of a Corporate Governance Ranking System are primarily funded under the World Bank Supervised – Siemens Integrity Initiative (SII).

Stakeholder Enrollment & Public Feedback Mechanism

Stakeholder acceptance of compliance monitoring, whistle blowing & complaints handling.

This is on track, however, due to continued financial constraints, Integrity Organization sourced for alternate funding from the Open Society Initiative For West Africa (OSIWA) in order to carry on. The system set up has been completed. The platform was launched in Abuja on November 20, 2012. Its wide spread adoption and use is now being promoted.

Launch & Road show for Independent Public Feedback Mechanism and Base-line data for PCC/ Press Briefings.

Following the launch of the Independent Public Feedback Mechanism (IPFM) built by The Convention on Business integrity (CBI) in October 2011 and the media launch of the IPFM on March 27, 2012. The site which at that time was about 70% completed needed funds to facilitate its completion, The Integrity organization sourced for funding from the Open Society Initiative for West Africa (OSIWA) in order to carry on with the Bribe payers reporting Plat-



form. EGUNJE.info. seeking to create a platform to collate, amplify and apply the voice of ordinary citizens to reduce levels of impunity in the Nigerian society and also, to extend and deepen the reach of the system through SMS access initially and language versions over the course of time.

The upgraded version of the website is up and running. A Resident Webmaster and A Content Development Consultant have been recruited. The platform was launched in Abuja on November 22, 2012. The Premium Times have also given access link to the egunje.info website from their www.premiuntimes.com website.

Training of young graduates to become Public Integrity Advocates.

As a follow up to momentum gathered on PINS training in the previous years, A Media publicist has been recruited; Facebook page created; Twitter followership was targeted to increase to 4000 by end of 2012. Free trainings have been conducted with certification and other freebies.

Also within the reporting period, the PINS marketing strategy and content has been reviewed with a view to fast track the process of meeting the target set for the period with a functional Facebook page for Integrity and a webmaster recruited. We have so far had 3 sessions of twitter seminars on #essenceofoil. As at July 18, 2012, Followers have reached 3,863. The followership continues.

As a result paucity of funds to further organize training for youths as earlier intended; the modus operandi was reviewed to reaching out to youth via twitter. A twitter handle has been created for PINS - @pins2015. Followership on pins2015 has increased to 2750 followers.

The drive is intended to continue to the end of the project. Through twitter, PINS messages have continued to attract followers amongst young people. It is anticipated that when seeming funds constraints are overcome, we will explore social media more and not the traditional classroom. Between the period spanning October 2012 to date, The Integrity



Organization, have not undertaken any core PINS activities which include training and mentoring of members recruited. This is largely due to lack of funds as well as not having a clear idea of how to add value to those we want to recruit and at the same time meeting our objectives. However, by October last year, Integrity was invited by the coordinator of the Integrity Club of the Loyola Jesuit College, Abuja to speak with members of the Integrity Club in the school. Loyola Jesuit College have since been adopted as our pilot while we consider collaboration with other secondary schools.

There were two visits last year where we had interactions with the students, thereby, setting the tune for the subsequent meetings. On one of our visits, Integrity had two young adults (Azeenarh Mohammed and Japheth Omojuwa), who participated in the Occupy Nigeria Movement added to the integrity team. Our belief was to have the two young adults serve as role models for the students to always choose the paths

of integrity and honesty.

The first meeting in 2013, to Loyola Jesuit College was on the 19th of January 2013 and the students were given a mini training on “**Principles of Private and Public Ethics/Integrity**”. The students were challenged to a debate on the topic “When a student is truly honest” based on a scenario that is familiar to students. The students chose to argue for or against the topic with facts from the story given. The brain storming session was based on the 7 way test for integrity:

Are you who you say you are?

Those who observe you, would they find that you are who you say you are?

Do you do the right things when no one is looking?

Do you do what you say you will do, how you say you will do it, when you say you will do it?

Do you act in ways that protect and preserve your credibility?



Do you answer to authorities and your colleagues in ways that are appropriate?

Do you strive for distinction in the quality and efficiency of what you do?

The visit was reported on Premium-Times- an online news reporting platform. You can find the complete story here:

<http://premiumtimesng.com/news/121391-when-is-a-student-truly-upright.html>

The school visit is ongoing with follow up visits scheduled to hold on 27th of February and 7th of March, 2013 respectively.

Business /Government Joint Target Setting.

As part of strategic framework to tackle corruption, The Working Group and Core Group of The Convention on Business Integrity (CBI), Compliance Officers of Banks and Oil companies organized in collaboration with the Ministry of Justice and the DFID Program, Justice for All (J4A) on the role of business in the National Strategy to Combat Corruption. The workshop held in Lagos on May 3 2012 focused on “Development of a National Anti – Corruption Strategy: Business Sector Perspectives.

This is to ensure that the view of the business sector is reflected in the final national strategy on corruption.



POLITICAL ECONOMY ANALYSIS FOR NIGER AND ANAMBRA STATES

In the course of the reporting year, between September and October 2012, Integrity was contracted by the Department For International Development (DFID) on the platform of its program, SAVI (State Accountability and Voice Initiative).

SAVI has, from inception, advocated, developed and implemented strategies for 'political engagement' as a means to influence governance reforms at State Level through its respective Programmes.

Under this programme, Integrity carried out research work in both Niger and Anambra States. The research gives a better understanding of the importance of the political economy

of the State and the tools and framework to help in strengthening non-state actors.

Furthermore, the reports and associated analysis needs to reflect the political landscape in the first and second quarters of 2012: national strike (over fuel subsidy), Kano bombings, general deterioration in Security in a number of States and PDP leadership elections and the positioning of the power brokers in the State and the impact that this could have for a V&A Programme (SAVI). This project earned Integrity N1, 135,144.00





Benchmarking initiative on Anti – Corruption – 2nd Working Group Meeting. & BAAC Annual General Meeting.

Under the Business Action Against Corruption initiative, CBI represented by The Executive Director and the Projects Portfolio Manager participated at the 2nd Working Group Meeting on Benchmarking Initiative on Anti – Corruption held in London between 19th and 20th March 2012. The meeting was centred on the reviewing outcomes and objectives of the initiative, presentation of the draft BAAC Benchmarking Tool, methodology, its implications and a general review of Content of the tool. The working group meeting was followed by the Annual General Meeting of BAAC on March 21st, 2012. The main thrust of the meeting was the review of recommendations from the Mid Term Review of the project and KPMG's response to the MTR recommendations; Country Chapters update and review of the

strategic vision. The AGM had in attendance other implementing partners from Ghana, Malawi, Botswana, South Africa, Democratic Republic of Congo, Lesotho amongst others.

Clean Business Nigeria Today

The Convention on Business Integrity is collaborating with CLEAN BUSINESS NIGERIA TODAY (CBNT), a non-incorporated association of business and professional entities represented by Mr. Emmanuel Ijewere. CBNT was established at the request of the President of Nigeria's Honorary International Investor Council (HIIC) to promote clean business practices in Nigeria today- specifically ethics and transparency in business transactions in Nigeria.

CBI and CBNT seek to jointly ensure that all members and participants sign up to business principles (The Business Principles) to promote ethics and transparency in business



What Are You Prepared To Do To Ensure

LEADERS ACT IN THE PUBLIC INTEREST?

transactions in Nigeria and make a public declaration against corruption. A public register of all signatories to The Business Principles is available on-line at all times. The signed Business Principles be required as part of annual returns of all Companies registered in Nigeria and bid documents for all public procurements in Nigeria. Evidenced by training of senior management on the fundamental anti-corruption principles that are the basis for the Business Principles; Designation of a compliance manager with the necessary skills, time and resources to oversee the implementation of this pledge and Establishing a clear, visible, and accessible anti-corruption policy addressing the most relevant risks (e.g. bribery, extortion) within each participating organization. Barriers to business growth and compliance occasioned by corruption are identified and advocacy pressure mounted to remove them or reduce their impact. Collective action by businesses, SMEs, listed companies, their regulators,

NGOs, labour and other relevant stakeholders takes place to combat corruption in Nigeria. An assurance system is put in place to certify the level of compliance of members with the Business Principles. A regime of sanctions and incentives is put in place to motivate and maintain ethical and transparent dealings in business transactions in Nigeria.



The Convention on
Business Integrity

**Implementing Partner for
Business Action
Against Corruption
in Nigeria**





