

# African Centre for Leadership, Strategy & Development (Centre LSD)

2011 ANNUAL REPORT



Year of Consolidation and Expansion

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Organs of Centre LSD

## **Foreword**

The events around Africa in the last two years of the operation of the African Centre for Leadership, Strategy & Development have confirmed our diagnostics that the three fundamental challenges to Africa's development are poor leadership, absence of correct strategies and inappropriate development approaches.

The mission of the centre is to work with forces of positive change to transform society through appropriate leadership, strategy and development approaches.

In the first year of operation (2010), we laid the foundation for the take off of the centre. This involved securing office accommodation; putting in place governance structure, systems and policies, recruitment of staff, development of programmes and development of capacity of staff. It also included introduction of the organization to funding partners and potential partners.

In 2011, we focused on consolidation and expansion of our work. By the end of 2011 our leadership training programmes (Leadership School, Leadership Institute and Executive Leadership School) have graduated 186 students. We also expanded our programme work to include election observation, budget advocacy, policy dialogue, security and environmental advocacy.

There is no doubt in our minds that we have not only laid a solid foundation for the organization but have also consolidated our programmes. In the coming years, we will improve the quality of our work and reposition the organization.

Otive Igbuzor, PhD

Executive Director

Engr(Dr) Tony Dzegede

Chairman, Board of Trustees

## **Chapter One: Introduction**

The African Centre for Leadership, Strategy and Development (Centre LSD) is a non-profit, non-governmental organization established under Nigerian laws to build strategic leadership for sustainable development in Africa. The vision of Centre LSD is an African society where there is dynamic, strategic and visionary leadership committed to sustainable development. The Centre's mission is to work with forces of positive change to transform society through appropriate leadership, strategy and development approaches. The centre is guided by the values transparency and accountability; integrity; feminism; diversity; dignity of the human person and Pan-Africanism.

The Centre was registered with the Corporate Affairs Commission (CAC) on 17<sup>th</sup> January, 2010 with registration number CAC/IT/No 36563.

This annual report presents the work of the centre in its second year of operation tagged **year of consolidation and expansion**. The strategic focus for the year includes among other things consolidation and expansion of the programmes and refinement of the systems of the organization. During the year under review, the programme of the centre was consolidated. Our pool of interns, volunteers and consultants was increased. The systems were refined including gender policy, IT policy, youth policy and fundraising strategy.

## Chapter Two: Key Results of work

### 2.0 Introduction

In our second year of operation , the work of the centre continued around the three key areas of leadership, strategy and development.

### 2.1 Leadership

The African Centre for Leadership, Strategy & Development has continued with its flagship programme of leadership training. The leadership training programmes focus on both leader development (expanding the capacity of individuals for effective leadership roles and processes) and leadership development (expansion of organisations' capacity to enact basic leadership tasks including setting direction, creating alignment and maintaining commitment). The centre runs three leadership training programmes namely Leadership School, Leadership Institute and Executive Leadership Course.

The Leadership School is conceived for all those aspiring to improve their skills on leadership and management. The school holds every third Saturday of the month and there are eleven lecture modules. On 17<sup>th</sup> April, 2010, the first set of fifteen students graduated from the school at the at the first Centre LSD Annual Leadership Lecture. The second set of sixteen students graduated at the second annual leadership lecture on 14<sup>th</sup> May, 2011. The third set of students are currently in session and will graduate in April, 2012.



*Pix: Shows graduands of the 2nd set of the Centre LSD Leadership School in a group photograph with some members of the faculty (L). Pix 2, shows a typical lecture session at the leadership school.*

The Leadership Institute is for middle level managers who want to improve their leadership and management skills. The Executive Leadership course is for Chief Executive Officers. An interesting module for the Executive Leadership Course is how to deal with difficult managers and workers.

There are several testimonies of the monumental impact of the leadership training programmes.

**“ In the past one year of my participation in the programme, I have learnt so much on leadership, this aided me during the Atlas Corps application process, written test and various skype video interviews; for that I am and will be eternally grateful to the Centre, its donors and all its guest lecturers for the leadership training programme” – Mikang N. Longjan.**

**“Sometime in Decembe 2011, I was discussing with a friend on a personal issue regarding the Church, and the answer I received from him made me to probe further as to what inspired that answer and discovered that he has actually been attending a leadership school, hence my interest was kindled in the programme, an from then I have been following the activities of the school and was fortunate to learn about the incoming stream by May this year and I was spurred to apply for admission”. – Oleoseni Gbenga.**

At the end of 2011, the Centre has graduated 186 persons from the Leadership School, Leadership Institute and Executive Leadership Course.

## **2.2 Strategy**

Strategy is very crucial to the development and performance of any organization and nation. Strategies help to create a sense of politics, purpose and priorities. In 2011, Centre LSD continued to work in the area of strategy. It engaged the issues of the Dr. Goodluck Jonathan Transformation Strategy; management of Public Enterprises and Alternative Development Strategy for Nigeria through policy dialogue series, policy briefs and media advocacy.





*Pix: shows Dr. Otive Igbuzor, Mr. Diran Onifade (NTA) and Mr. Emma Anoliefo in a photo during the policy dialogue on alternative development strategy (L) Pix 2 Shows the DG Nigeria Governors Forum Mr. Okaoru during the policy dialogue on Management of Public Enterprises in Nigeria.*

### **2.3 Development**

Our work on appropriate development approaches revolves around three key issues: Governance, environment and sustainable development. The Centre's development programmes are conceptualized to operate from community level and state to national and international levels with the strategy of maintaining local-national-international linkage.

### **Governance**

The Centre's governance programmes are conceptualized to improve transparency and accountability and increasing citizens' participation in governance especially in budget formulation and implementation.

### **Policy Dialogue Series**

Centre LSD has continued its programme of Policy Dialogue Series in partnership with Friederich Ebert Stiftung to examine the content of public policies and institutions that formulate and implement them with a view to examining the implementation and impact of the policies. More importantly, the policy dialogue is not only diagnostic of the policy problems but also suggest alternative approaches to dealing with the problems. Issues that were dealt with include in 2011 include Management of Public Enterprises, Alternative Development Strategy for Nigeria and Resource Governance.



*Pix:: Shows participants in one of the policy dialogues workshop (L) and Pix 2 shows Centre LSD trained observers for the 2011 elections in a group photograph in Owerri, Imo State.*



## Electoral Process

The Centre engages the electoral process with a view to promoting credible, free and credible elections. The Centre monitors the electoral process and observes elections. In 2010, the Centre observed elections conducted in Anambra State, Delta State and the FCT. In 2011, we observed the elections in Imo and Delta States, as well as the Federal Capital Territory (FCT).



***Pix: Shows Centre LSD observer at the one of the polling station in Ughelli, Delta State during the 2011 elections (L). Pic 2 shows one of Centre LSD facilitator during the training in Owerri, Imo State.***

## Environment and Sustainable Development

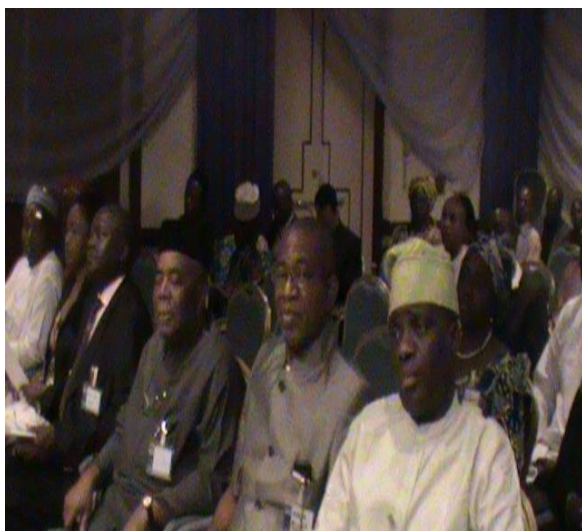
The Centre's environment programme is focused on environmental health and climate change. The strategy is to promote community participation in environmental health through Community Led Total Sanitation (CTLS) and increase community's capacity for adaptation to the vagaries of climate change. In 2011, we worked in Durumi 3, Runwan Fulani Communities and commenced another at Kuyizhi Community in Kuje Area Council, all in the FCT.



***Pix: Shows the water source of Runwan Fulani Community in the FCT (L). Pix 2, shows evacuation of solid waste at Durumi 3 Community by the Centre LSD team***

### **Climate Change**

In 2011, the Centre continued to advocate for appropriate responses to the challenges of climate change as it develops its environment and resource governance programme. It partnered with Konrad Adeneur Foundation (KAF) to organize a workshop on Climate Change. The purpose of the intervention was to bring together the stakeholders and concerned agencies in Nigeria together to reassess the readiness of the nation for the challenges climate will surely bring, and chart a new course of action.



***Pix: Shows participants at the Climate Change workshop held in Abuja in conjunction with KAS (L). Pix 2, shows presentation on climate change during the workshop.***



*Pix 1 & 2: Shows Dr. Otiye Igbuzor (Centre LSD), Dr. Klaus Peahler (KAS) and a Resource person during the Climate change workshop.*

### **Chapter Three: Organisational Issues**

#### **3.0 Introduction**

The Centre has continued to consolidate the management and organizational issues to consolidate the operations of the centre. The systems and mechanisms put in place in the first one year were operationalised.

#### **3.1 Governance**

The Board of Trustees met once in 2011. The board has continued to give strategic direction and support to the centre.





***Pix: Shows Dr(Mrs) Ejiro Otive-Igbuzor, Dr. Kole Shettima, Engr(Dr) Tony Dzegede ( Chairman of Centre LSD Board)(standing) and Dr. Otive Igbuzor during the 2011 end of year party. Pix 2, shows guests at the event.***

### **3.2 Systems and Structure**

The organs of the Centre namely international advisory council, board of trustees and secretariat continued to operate. Publications of the centre were sent to international advisory council members.

### **3.3 Strengthening Staff Capacity**

The Centre has continued to build the capacity of the staff through training, delegation, coaching and mentoring. Training programmes attended by programme staff included TOT on election observation, monitoring and evaluation, budget tracking, environmental advocacy etc.

The Centre also engaged two interns on IT and finance in 2011. The aim of the internship programme is to train young people on the theory and practice of development work.



***Pix 1 & 2 Shows some Centre LSD interns at an internal capacity building training at the Centre LSD Conference Room.***

### **3.4 Partnerships and Networking**

The Centre has continued to forged strategic partnerships with several organizations and networks to enable it achieve its mission. The Centre is a member of the following networks:

- Civil Society Action Coalition on Education for All (CSACEFA)
- Citizens Forum for Constitutional Reform (CFCR)
- Nigeria Social Forum (NSF)

### **3.5 Communications**

The communication strategy of Centre LSD is based on the necessity to provide useful information that will help to build strategic leadership that will bring about sustainable development in Africa. This is done through the dissemination of news on leadership, strategy and development through a weekly *Centre LSD News Alert*. In addition, key programme staff of the Centre comments of issues regularly in the press especially in the following media organizations:

- African Independent Television (AIT)
- Nigeria Television Authority (NTA)
- Vision FM
- Independent Television (ITV)
- Newspapers
- Etc

### **3.6 Documentations and Publications**

The Centre prioritizes the documentation of its research and outcome of its projects. In 2011, the Centre published the following:



1. Centre LSD Newsletter, 2nd Edition.
2. Book on Political Succession in Nigeria
3. Policy brief on Environmental Advocacy in the FCT
4. Policy brief on Budget Advocacy in Bayelsa State.
5. Lecture Note on Leadership
6. Leadership School Brochure
7. Centre LSD Newsletter on Bayelsa Budget Advocacy.
8. Book on Alternative Development Strategy for Nigeria
9. Centre LSD report on the April 2011 elections.



## **Chapter Four: Finances**

### **4.1 Introduction**

Finance is the backbone of any organization. The centre has developed a clear fund raising strategy which it is implementing. .

### **4.2 Fund Raising Strategy**

The fundraising strategy of the Centre for 2011 was hinged on utilizing the track record built by the organization to solicit for funds. Special efforts will be made to follow up with donor agencies that are already supporting the centre.

### **4.3 Statement of Account**

**AFRICAN CENTRE FOR LEADERSHIP, STRATEGY & DEVELOPMENT**

**FINANCIAL STATEMENTS FOR THE YEAR ENDED 31<sup>st</sup> DECEMBER 2011**

**Report of the Directors**

Accounts    The Trustees submit their report together with the accounts for the year ended 31 December 2011

Activities    The NGO was incorporated to promote ideas, policies and actions that will lead to transformative change in Africa.

Results      The results for the year are as stated on pages 4-5

Auditors    The Auditors Messrs F.A. Adamu & Co. (Chartered Accountants) who was appointed auditors of the company has indicated their willingness to continue in office.

By order of the Board

Secretaries

Abuja, Nigeria

**F.A. Adamu & Co (Chartered Accountants)**

**AFRICAN CENTRE FOR LEADERSHIP, STRATEGY & DEVELOPMENT  
FINANCIAL STATEMENTS FOR THE YEAR ENDED 31<sup>ST</sup> DECEMBER 2011**

**REPORT OF THE AUDITORS**

We have examined the financial statements on pages 4 to 5, which have been prepared on the basis of the accounting, policies set out on pages 6-9. We obtained all the information and explanations we considered necessary.

The Trustees are responsible for the preparation of the accounts. It is our responsibility to form an independent opinion, based on our audit, on those accounts and to report our opinion to you.

We conducted our audit in accordance with generally accepted auditing standards. An audit includes examination on a test basis, of evidence relevant to the amounts and disclosures in the account. It also includes an assessment of the significant accounting estimates and judgment made by the Trustees in the preparation of the accounts and of whether the accounting policies are appropriate to the organization circumstances, consistently applied and adequately disclosed.

We planned and performed our audit so as to obtain all the information and explanations, which we considered necessary in order to provide sufficient evidence to give a reasonable assurance that the accounts are free from material misstatement. In forming our opinion, we also evaluated the overall adequacy of the information presented in the accounts.

In our opinion, the financial statements give a true and fair view of the state of the organization's affairs as at 31<sup>ST</sup> December 2011 and of the income and Expenditure for the year ended 31<sup>ST</sup> December 2011 and complies with the companies and Allied Matters Act 1990.

  
**F.A. Adamu & Co.**  
**(Chartered Accountants)**

**AFRICAN CENTRE FOR LEADERSHIP, STRATEGY & DEVELOPMENT  
FINANCIAL STATEMENTS FOR THE YEAR ENDED 31<sup>st</sup> DECEMBER 2011  
NOTE TO THE ACCOUNTS.**

**1. PRINCIPAL ACCOUNTING POLICIES**

- (a) Accounting convention  
These accounts have been prepared under the historical cost convention
- (b) Income: This represents gift and donations from individual, organization and Government.  
Sales represent income realized from all contract executed during the year
- (c) Fixed Assets  
Fixed Asset are stated at cost less accumulated depreciation
- (d) Stock  
Stocks are valued at the lower of cost or net realizable value
- (e) Depreciation  
Depreciation on fixed assets has been calculated to write off cost of the assets on a straight-line basis over expected useful life of the assets concerned.  
The principal classes of fixed assets concerned are as follows:
- |                   |     |
|-------------------|-----|
| Office Furniture  | 25% |
| Plant & Machinery | 25% |
| Office Equipment  | 20% |
| Computer System   | 20% |

<b>2.0 <u>Income:</u></b>	<b>2011</b>	<b>2010</b>
	₦	₦
Trustee's Contribution		6,780,820
Konrad Adeneur Foundation	1,366,396	1,167,615
Leadership Institute	3,404,940	3,034,940
Emerald International Development	1,410,000	1,050,000
CIDA Fund	6,284,391	230,100
Executive leadership course	355,390	-
Sale of newspaper	500	-
Community life project	501,050	-
FEF	378,260	-
Donations	100,000	-
PACT	4,399,926	-
Action AID	1,013,000	-
INEC Retreat	<u>1,249,895</u>	<u>-</u>
	<u>20,463,748</u>	<u>12,263,475</u>

**F.A. Adamu & Co (Chartered Accountants)**

**AFRICAN CENTRE FOR LEADERSHIP, STRATEGY & DEVELOPMENT  
FINANCIAL STATEMENTS FOR THE YEAR ENDED 31<sup>ST</sup> DECEMBER 2011**

**BALANCE SHEET AS AT 31<sup>ST</sup> DECEMBER 2011**

	Notes	2011		2010	
		₦	₦	₦	₦
Fixed Assets	(4)		680,615		649,300
 <b><u>Current Assets</u></b>					
Stock	(5)	6,440,403		-	
Debtor & prepayment	(6)	-		227,600	
Cash & Bank	(7)	<u>1,962,385</u>		<u>1,168,893</u>	
		<u>8,402,788</u>		<u>1,396,493</u>	
 <b><u>Current Liabilities</u></b>					
Amount falling due Within one year					
Creditor & accruals	(8)	<u>4,650,000</u>		<u>1,897,803</u>	
Net Current Assets			<u>3,752,788</u>		<u>(501,310)</u>
			<u>4,433,403</u>		<u>147,990</u>
 Financed By:					
Accumulated Fund			<u>4,433,403</u>		<u>147,990</u>
			<u>4,433,403</u>		<u>147,990</u>

**Directors .....**

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**F.A. Adamu & Co (Chartered Accountants)**

**AFRICAN CENTRE FOR LEADERSHIP, STRATEGY & DEVELOPMENT  
FINANCIAL STATEMENTS FOR THE YEAR ENDED 31<sup>ST</sup> DECEMBER 2011**

**INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31<sup>ST</sup> DECEMBER, 2011**

	Note	2011	2010
		₦	₦
Income	(2)	20,463,748	12,263,475
Less Expenditure	(3)	<u>(16,178,335)</u>	<u>(12,115,485)</u>
Surplus / deficit for the year		4,285,413	147,990
Surplus / deficit B/f		<u>147,990</u>	<u>-</u>
		<u>4,433,403</u>	<u>147,990</u>

**F.A. Adamu & Co (Chartered Accountants)**



**AFRICAN CENTRE FOR LEADERSHIP, STRATEGY & DEVELOPMENT**  
**FINANCIAL STATEMENTS FOR THE YEAR ENDED 31<sup>st</sup> DECEMBER 2011**

<b>3.0 Administrative Expense</b>	<b>2011</b>	<b>2010</b>
	<b>₦</b>	<b>₦</b>
Leadership Institute Expenses	2,465,720	2,168,700
Salaries & Wages	5,213,050	5,435,682
Seminar/workshop	2,434,200	41,805
Repair of Computer	88,750	94,900
Transport Local	143,990	74,380
Electricity Bill	43,000	23,500
Repairs of Office Furniture	20,050	415,670
Fueling of Car & Diesel	4,300	9,950
Sundry Office Expenses	500	68,005
Road and Air Travel Expenses	64,379	330,760
Hotel Accommodation	538,990	514,510
Rent	1,843,000	1,275,250
Newspapers & Periodicals	26,850	41,800
Insurance	117,849	118,299
Repairs of Office Building	5,850	6,350
Legal Charges	50,000	5,000
Depreciation	179,485	178,200
Entertainment	63,980	69,750
Audit Fees	150,000	50,000
Bank Charges	95,969	41,480
Registration Fees	995,025	5,000
Telephone/ Postages	221,720	490,134
Printing & Stationeries	482,825	656,360
Sundry expenses	50,300	-
Hotel accommodation	200,000	-
Emerald co-operative	175,400	-
Repair & maintenance	50,600	-
Pact Nig	196,163	-
FCT Election	20,500	-
Leadership school	35,890	-
Delta state budget analysis	<u>200,000</u>	-
	<u>16,178,335</u>	<u>12,115,485</u>

**F.A. Adamu & Co (Chartered Accountants)**

#### **4.4 Looking Forward**

The foundation for the take off of the Centre was laid in 2010. In the year 2011, the work of the centre was consolidated. In 2012, the centre will develop a full fledged strategy.

#### **ORGANS OF CENTRE LSD**

##### **International Advisory Council**

Pharm. Joel Omonigho, United Kingdom

Dr. Omano Edigheji, South Africa

Dr. John Ojediran, Nigeria

Ms. Amanda Serumaga, Uganda

Mr. John Samuel, India

Mr. Brian Kagoro, Zimbabwe

##### **Board of Trustees**

Mr. Jimi Agbaje

Mrs. Maryam Uwais

Engr.(Dr.) Tony Dzegede

Hajia Amina az-Zubair

Mrs. Eugenia Abu

##### **Secretariat**

Dr. Otive Igbuzor- Executive Director

Mr. Johnson Awogbemi- M & E Manager

Mr. Monday Osasah- Programme Officer

Ms. Elizabeth Esu- Finance and Admin Officer

Mr. Sunday Shaibu- Security Officer

Miss Anuoluwapo Sanni- Programme Associate

Miss Lara Shonubi- Programme Associate

Miss Florence Nmose- Office Assistant

Mr. Daniel Onuh- Transport Assistant