

# 2012 Annual Report



AFRICAN CENTRE FOR LEADERSHIP,  
STRATEGY & DEVELOPMENT (CENTRE LSD)



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## FOREWORD

**T**he year 2012 started on a very challenging note for Africa. It will be recalled that Africa's growth declined from 5 percent to 3.4 percent in 2011 mainly due to the Arab spring in North Africa whose growth rate was only 0.5 percent in 2011. The growth rate was expected to increase to 4.5 percent in 2012 according to Africa Economic Outlook. Although Nigeria continued to witness robust economic growth, the challenge is that the growth has failed to generate decent employment and poverty is increasing. There were also significant political developments with revolt in Mali, armed rebellion in Democratic Republic of Congo, armed insurrection in Central African Republic, coup d'état in Guinea-Bissau and *Boko Haram* insurgency in Nigeria. All these issues re-enforce 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. We also expanded our programme work to include election observation, budget advocacy, policy dialogue, security and environmental advocacy. In 2012, we focused on improvement of the quality of our work. We improved documentation, communication and publication as well as planning, scheduling and execution.

At the end of 2012, we have established a track record for the organization. Our organization and Executive Director got recognition in 2012. Our Executive Director was elected President of Institute of Strategic Management (ISMN) in July, appointed by the Secretary General of the United Nations, Mr. Ban Ki Moon into its Network of Men Leaders in October and made a fellow of the Pharmaceutical Society of Nigeria (PSN) in November, 2012. In the coming years, we will conclude the long term strategic plan for the organization and reposition it for greater impact.

Otive Igbuzor, PhD  
Executive Director

Engr(Dr) Tony Dzegede  
Chairman, Board of Trustees





## CHAPTER ONE INTRODUCTION

**T**he 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 is the third annual report since the centre started operation and the strategic focus for the year is Improvement of Quality and Repositioning. The organization is now well established with offices in Abuja and Asaba, high quality staff and the systems and procedures of the organization has been operationalised.

The strategic focus for the year includes among other things refinement of the programs and systems, improvement of communication, documentation and publication and improvement of planning, scheduling and execution. During the year under review, the working arrangement between the Niger Delta Office and the headquarters was operationalised. Management of internal and external communication was improved. The capacity of staff on security development, strategic planning, election management, project management, financial management and monitoring and evaluation was built.

## CHAPTER TWO: KEY RESULTS OF WORK

### 2.0 Introduction

In our third 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 centre runs three leadership training programmes namely Leadership School, Leadership Institute and Executive Leadership Course.





The idea of starting the leadership school was borne out of our realization that leadership is a major problem especially in Africa. Many scholars and commentators are in agreement that leadership failure is one of the major factors responsible for the underdevelopment of Africa. However, it has been proven that leaders can be trained. The Centre LSD Leadership School is therefore designed for people who want to become leaders and be equipped with leadership skills for transformation of organisations and society. It provides students with tools and ways to have vision for leadership and become better leaders. The course content is woven around three key areas:

1. What it takes to lead and manage: Theories, Styles, Qualities, skills & Habit, Gender Perspectives to leadership.
2. How to lead and manage: Strategy, Organisation, Management, Communication, ICT & Execution
3. What it takes to be a CEO: Qualities, Developing others, Mentoring etc

The school runs for a period of one year. The first set graduated in April, 2010 with 15 students. The second set graduated in May, 2011 with 16 students. The third set graduated in April, 2012 with 30 students. This fourth will be graduating in April, 2013. By the end of 2012, the leadership school has graduated 61 students. The Centre also runs two other leadership programmes- Leadership Institute and Executive Leadership Course and we have produced one hundred and seventy seven students. The Centre has therefore produced 238 graduands from its leadership programmes.



Pix: Shows Mr. Johnson Ikube during one of the sessions at the Centre LSD executive leadership training.

Pix (2) shows members of FIDA during their training in Calabar, CRS.





In 2012, there was an evaluation of the leadership training of the Centre. Majority of the respondents were of the opinion that the training has been useful to them in their personal lives and they have applied the skills learnt from the leadership training. The graduands particularly found the training sessions and opportunity for interaction, networking and sharing of experiences very useful. All the modules were assessed to be very useful or useful.

## 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 2012, Centre LSD staff supported organisations to craft strategy including Christian Aid and Independent National Electoral Commission (INEC).



Picture during a pre - strategy development meeting with the leadership of INEC and other CSOs actors organized by Centre LSD and held in Lagos.

## 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.



The aim of the Centre's project on Transparency and Accountability in the Oil and Gas Sector is to strengthen citizens' voice for accountability and reforms in Nigeria's oil and gas sector. The specific objectives of the project include among other things to monitor and advocate for the passage of the Petroleum Industry Bill; monitor broad based groups to advocate for implementation of the recommendations of the subsidy report and other reports on the petroleum subsidy; undertake research into petroleum product pricing in Nigeria and engage major agencies in the oil and gas sector, parliament and international actors to canvass for reform of the sector.



**Pix:** Shows a Cross section of Centre LSD team on advocacy to the National Assembly on the PIB.

The Centre's Budget advocacy project is conceptualized to increase the capacity of CSOs for effective engagement with the Bayelsa State Government through budget advocacy for participatory and right based budgeting. The focus is to analyze previous Bayelsa State budgets, develop policy/advocacy briefs from identified gap. The documents was then used to engage policy makers. The project also built the capacity of legislators, legislative staff and CSOs on budget analysis, participatory, rights based budgeting as well as effective budgetary oversight.





Pix 1: Shows an advocacy capacity building workshop held for CSOs,  
Pix 2: Media and Legislators in Bayelsa State by Centre LSD

### **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 2012, the Centre observed elections in Sokoto State, Kogi State, Adamawa State, Bayelsa State, Cross River State, Edo State and Ondo State.



Pix 1: Shows some Centre LSD Observers during the Bayelsa State guber election held February 2012.



## Social Marketing

The Centre also partnered with KAF to organise a workshop on Social Marketing as an alternative that can lead to the improvement of the life of citizens of Nigeria.



Pix: Shows (L) Dr. Otive Igbuzor, Country Rep of KAS, Mrs, Hildegard Behrendt-Kigozi, Mrs Eugenia Abu & Mr. Johnson Ikube of Futures Now Plc at a workshop recently.

## CHAPTER THREE ORGANISATIONAL ISSUES

### 3.0 Introduction

The Centre has continued to improve on management and organizational development. The systems and mechanisms put in place in the first one year are now operational.

### 3.1 Governance

The board has continued to give strategic direction and support to the centre. The board members supported the Centre in the process of securing funding from the Open Society





Initiative for West Africa (OSIWA). In the coming year, the tenure of the board members will be up for renewal and election of additional new board members.



Pix: Shows Centre LSD Board members in a meeting

### 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, financial management, strategic planning etc.



Two interns of the Centre concluded their programme in 2012. The aim of the internship programme is to train young people on the theory and practice of development work. New interns will come on board for 2013.



Pix: Shows interns of the Centre at an internal capacity building meeting at Centre LSD Conference room

### 3.4 Partnerships and Networking

The Centre has continued to forge 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)
- Nigeria Resource Governance Group (NRGG)
- BLUFF





### 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 Review. In addition, key programme staff of the Centre comment on issues regularly in the press especially in the following media organizations:

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



Pix: Shows the ED of Centre LSD, Dr. Otiye Igbuzor being interviewed by members of the Press.



### **3.6 Documentations and Publications**

The Centre prioritizes the documentation of its research and outcome of its projects. By the end of 2012, the Centre published the following:

#### **Books**

- Lecture Notes on Leadership. Centre LSD Book Series No. 1
- Nigeria April 2011 General Elections Observation. Centre LSD Book Series No. 2
- Political Succession in Nigeria. Centre LSD Book Series No. 3
- Alternative Development Strategy for Nigeria. Centre LSD Book Series No. 4

#### **Policy Briefs**

- Strategy for the Transformation of the Niger Delta. Centre LSD Policy Brief Series No. 1
- Nigeria Vision 20:2020- Progress, Challenges and the Way Forward. Centre LSD Policy Brief Series No. 2
- Sanitation and Waste Management: a Clarion Call for a Participatory and Community led Approach. Centre LSD Policy brief Series No. 3
- Analysis of Bayelsa State Budget (2007-2011). Centre LSD Policy Brief Series No. 4
- Budgeting for Development at the Sub-National Level: An Analysis of Bayelsa State Budget (2007-2012). Centre LSD Policy Brief Series No. 5.

#### **Newsletters**

Centre LSD Newsletter Vol 1, No. 1 December, 2010

Centre LSD Newsletter, Vol 1, No. 2. December, 2011

Newsletter on Bayelsa Advocacy Vol. 1, No. 2. November, 2011

Newsletter on Bayelsa Budget Advocacy, Vol. 2, No 1. October, 2012





Pix: Shows some publications of the Centre.

## 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. In the coming years, we will focus on multi-year programmes to engender long term planning and sustainability.

### 4.2 Fund Raising Strategy

The fundraising strategy of the Centre for 2012 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. New donor agencies came on board to support the Centre including the Open Society Initiative for West Africa (OSIWA).



## 4.3 Statement of Account

### AFRICAN CENTRE FOR LEADERSHIP, STRATEGY & DEVELOPMENT FINANCIAL STATEMENT FOR THE YEAR ENDED 31, DECEMBER 2012

#### 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, organisation and Government  
Sales represent income realized from all contract during the year
- (c) Fixed Assets  
Fixed Assets are stated at cost less accumulated depreciation
- (d) Stock  
Stock 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 concerned are as follows:
 

Office Furniture	25%
Plant & Machinery	25%
Office Equipment	20%
Computer System	20%

2.0 <b>Income:</b>	2012 N	2011 N
Konrad Afeneur	847,000	1,366,396
Leadership Institute	-	3,404,940
Emerald International Development	-	1,410,000
CIDA Fund	-	6,284,391
Executive leadership course	-	355,390
Sale of newspaper	-	500
Community life project	505,750	501,050
F.E.F	-	378,260
Donations	-	100,000
PACT Nigeria	4,262,099	4,399,926
Action AID	905,778	1,013,000
INEC Retreat	-	-
1,219,895	-	-
M.D.G	12,885,496	-
Open society initiator for West Africa	11,588,191	-
	<u>30,994,314</u>	<u>20,463,748</u>

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





**AFRICAN CENTRE FOR LEADERSHIP, STRATEGY & DEVELOPMENT  
FINANCIAL STATEMENT FOR THE YEAR ENDED 31st DECEMBER 2012**

<b>30 Administrative Expenses</b>	<b>2012</b>	<b>2011</b>
	<b>N</b>	<b>N</b>
Leadership Institute Expenses	66,660	
Salaries & Wages	8,503,056	5,213,050
Seminar/ workshop	443,300	2,434,200
Repair of Computer	28,000	88,750
Transport Local	216,700	143,990
Electricity Bill	176,600	43,000
Repairs of Office Furniture	-	20,050
Fueling of Car & Diesel	11,000	4,300
Sundry Office Expenses	1,823,792	500
Road and Air Travel Expenses	-	64,379
Hotel Accommodation	500,750	538,990
Rent	757,000	1,843,000
Newspapers & Periodicals	18,750	26,850
Insurance	-	117,849
Repairs of Office Building	5,500	5,850
Legal Charges	75,000	50,000
Depreciation	541,960	179,485
Entertainment	20,850	63,980
Audit Fees	150,000	150,000
Bank Charges	89,693	95,969
Registration Fees	-	995,023
Telephone/Postages	80,800	221,720
Printing & Stationeries	5,453,325	482,825
Sundry Expenses	-	50,300
Hotel Accommodation	-	200,000
Emerald Co-operative	1,811,625	175,400
Repair & Maintenance	3,000	50,600
Pact Nig	-	196,163
FCT Election	1,000	20,000
Leadership School	-	35,890
Delta state budget analysis	4,169,756	200,000
BANGOF Expenses	856,500	-
Payee	408,740	-
Consultancy Services	200,000	
Press briefing	141,000	
Budget Review Expenses	150,000	
	<u>26,704,357</u>	<u>16,178,335</u>

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



**AFRICAN CENTRE FOR LEADERSHIP, STRATEGY & DEVELOPMENT  
FINANCIAL STATEMENT FOR THE YEAR ENDED 31st DECEMBER 2012**

	2012	2011
	N	N
4 Profit/Loss ordinary activities		
This stated after charging		
Depreciation	541,960	179,485
Audit Fees	150,000	150,000

**5. Fixed Asset Schedule**

Particular	Computer System	Office Equipment	Furniture & Fitting	Plant & Machinery	Motor Vehicle	Total
	N	N	N	N	N	N
Cost at 1/1/12	511,500	272,500	219,000	35,000	-	1,038,300
Additions in the year	383,000	232,500	37,000	-	794,000	1,446,000
Cost at 1/12/12	894,800	505,000	256,000	35,000	794,000	2,484,800
Depreciation 1/1/13	179,160	51,525	109,500	8,750	-	348,935
Charge in the year	178,960	101,000	54,750	8,750	198,500	541,960
Depreciation 31/12/13	358,120	152,525	164,250	17,500	198,500	890,895
NBV at 1/1/12	536,680	352,475	91,750	17,500	595,500	1,593,905
NBV at 1/1/12	332,640	220,975	109,500	17,500	-	680,615

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





**AFRICAN CENTRE FOR LEADERSHIP, STRATEGY & DEVELOPMENT  
FINANCIAL STATEMENT FOR THE YEAR ENDED 31st DECEMBER 2012**

**5. Stock:** Stock are valued at the lower of cost or net realisable value

	<b>2012</b>	<b>2011</b>
	<b>N</b>	<b>N</b>
<b>6. Debtors and Prepayment</b>		
Insurance	56,049	-
Rent	<u>126,155</u>	<u>-</u>
	<u>182,204</u>	<u>-</u>
<b>7 Bank/Cash Balance</b>		
Diamond Bank (Main Account)	1,950,099	1,693,544
Diamond Bank (Osiwa Account)	9,935,248	-
Diamond Bank (Pact Account)	89,729	-
Pretty Cash	21,825	3,500
Domicilliary Account	<u>257,760</u>	<u>265,341</u>
	<u>12,254,658</u>	<u>1,962,385</u>
<b>8 Creditors and Accruals</b>		
Audit Fees	150,000	150,000
Accruals	<u>9,971,524</u>	<u>4,500,000</u>
	<u>10,121,624</u>	<u>4,650,000</u>

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



#### **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, there was focus on improvement of quality and repositioning. As from 2013, there will be strategic repositioning of the Centre with full implementation of the strategy starting with implantation processes.

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

International Advisory Council

Pharm. Joel Omonigho, United Kingdom

Dr. Omano Edigheji, South Africa

Dr. John Ojederan, Nigeria

Ms. Amanda Serumaga, Uganda

Mr. John Samuel, India

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Mr. Johnson Awogbemi- M & E Manager

Mr. Monday Osasah- Programme Officer

Ms. Elizabeth Esu- Finance and Admin Officer

Mr. Jonathan Odudele- Security Officer

Mr. ThankGod Esechie- Transport Assistant