

2013

ANNUAL REPORT



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



Pix: shows participants at Centre LSD/PIND Capacity building Programme for Niger Delta Youths at PIND EDC, Warri, Delta State

Year of Strategic Repositioning

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Organs of Centre LSD

Foreword

The year 2013 ended on an optimistic note for Africa. Africa has become the world's fastest growing continent with around one-third of the countries in Africa (including Nigeria) growing by more than 6 percent. According to the African Development Bank Group Annual Development Effectiveness Review 2013, some 350 million Africans now earn between \$2 and \$20 a day, giving rise to a growing middle class with increased disposable income, and making the continent an increasingly attractive market for investors-domestic and international. But the growth has been largely jobless growth. There is increasing unemployment especially among African youth and the very poor are becoming poorer. This is not unconnected with the well know problems of the African continent including leadership and developmental challenges, poor resource management, election malpractices, gender inequality and poverty.

Many African countries continue to face localized security challenges in 2013. Counties affected include Somalia, Mali, Nigeria and South Sudan.

The intractable challenges facing Africa reinforces our diagnostics that the three fundamental challenges facing Africa 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 empower citizens to transform society. In the first year of operation (2010), we laid the foundation for the take-off of the centre. In 2011, we focused on consolidation and expansion of our work. 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. In 2013, we focused on strategic repositioning of the centre when we finalized and operationalized the first strategic plan for the centre.

In 2013, we built on the track record that we have established for the organization. New donors such as PIND and ChristianAid/DfID supported our work. Old donors such as OSIWA and Konrad Adenauer Foundation have continued to support our work.

In the coming years, we will institutionalize all systems and processes within the organization, operationalize the strategic plan and build execution culture for 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 with strategic leadership and sustainable development. The Centre's mission is to work with forces of positive to empower citizens to transform society. 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 17th January, 2010 with registration number CAC/IT/No 36563.

This is the fourth annual report since the centre started operation and the strategic focus for the year is strategic repositioning. The strategic focus for the year include among other things finalizing the strategic plan, improving the systems and policies and promoting organizational effectiveness especially in terms of capacity, competence, capability, culture, creativity and control. During the year under review, communication between the headquarter office in Abuja and the Niger Delta office was improved. The Niger Delta office continued to be the hub for the implementation of the monitoring and evaluation of MDG projects in Delta State. Management of internal and external communication was improved. The capacity of staff on leadership, peace and security, election monitoring, entrepreneurship, project management, advocacy and campaigns, and tax advocacy was built.

Chapter Two: Key Results of work

2.0 Introduction

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

2.1 Leadership

2.1.1 Leadership Capacity Building

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 topics covered in the leadership school include introduction to leadership, Who is a leader?, gender perspectives to leadership, developing leaders, leadership and habits, leadership and vision, leadership and strategy, leadership and organization, leadership and management, leadership and execution, what it takes to be a Chief Executive Officer (CEO), leadership and development, leadership and communications/public speaking, leadership and ICT, leadership and governance, leadership and intergenerational mentoring and examples of leaders.



Picture shows 5th set of centre LSD leadership school students with Mr. Jimi Agbaje and Dr. Otive Igbuzor, after a class session

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 31 students. The fourth graduated in April, 2013 with 39 students. By the end of 2013, the leadership school has graduated 101 students.



Picture shows a cross section of Centre LSD 2013 Graduands

The Centre also runs three other leadership programmes- Leadership Institute, Executive Leadership Course and Leadership capacity building for Niger Delta Youth and we have produced two hundred and ninety nine graduands. The Centre has therefore produced 300 graduands from its leadership programmes.



The impact of the leadership training on the life on the graduands have been monumental. A testimony from one of the graduands:

Since after graduation, my whole life has be more of impacting than the conventional. I have decided to engage young individuals of my age and youth organisations on positive mental shift and self-Leadership (I titled it "The Self-governance Campaign). Glory to God

that the invitations and opportunities keep coming in giving me the privilege to speak to larger number of young persons in Nigeria.

As God will have it, today, I (under my Events Management Outfit "3Kings Events Management") decided as a result of the motivation and inspiration I have been able to draw from my days at Centre LSD to take action to impact and empower youths on Business leadership and Skills Acquisition, Partnering with the Redeemed Christian Church of God, FCT Province 5 to empower 20youths free of charge. All expenses paid by the RCCG. The program kicked off this morning at the RCCG Desire of Nations, FCT Province 5 Headquarters, Jabi Abuja, hoping to run the program for the next one week (18th - 25th, May, 2013) and dwell more on the impact after the training session, also with a presentation of certificate of completion.

Courtesy of the priceless lectures at Centre LSD.
We hope for a refresher course sometime in the future Sir.
Thanks to Centre LSD
Thanks to all our Facilitators
Thanks to the Management of Centre LSD

AUSTIN PEACEMAKER INAEDE
3Kings Events Management

2.12 Entrepreneurship and Mentoring

One of the greatest challenges facing Africa is unemployment especially youth unemployment. The African Bank Group Annual Development Effectiveness Review indicated that the private sector generates 90 percent of African jobs. One clear way to generate job is through entrepreneurship. In 2013, the Centre started entrepreneurship training. 36 young persons in the Niger Delta were trained on entrepreneurship. The topics covered include the concept of entrepreneurship, the environment of enterprise and the creative process, identifying and selecting enterprise opportunity, types of enterprises, the organic functions of an enterprise, planning the enterprise, the business plan, the intrinsic character of the entrepreneur and establishing and running a new enterprise.



Dr. Anuku C.E.O Facilitating a session on Entrepreneurship at the Centre LSD/PIND Capacity building programme for Niger Delta Youths

At the end of the training, the participants were mentored for six months. The purpose of the mentoring programme is to expose the mentee on how leaders use conceptual, technical and people skills in practical life; expose the mentee to the practice of entrepreneurship and expose the mentee to good values and the reward of hardwork and integrity. The mentoring programme changed the perspectives of the mentees about life. Find below a few testimonies:

Testimonies of mentoring

Mr. Joseph Okputu testimony:



“I have learnt many practical lessons during the course of my internship experience. First, I have had the very unique opportunity of working with a uniquely gifted entrepreneur and bureaucratic leader and mentor whose humility is contagious. He has furthered encouraged me to be business oriented; as a result I have started a mini business in the sales of books. I plan to use this to learn the practical pattern of doing business, for I have intentions of expanding into other

ventures.

I have also been exposed to the idea of converting my passion to wealth generation, one of which is the book business I had earlier mentioned. In addition to these, I have also been drilled to be specific and focused on particular duties or assignment. This lesson has helped me to avoid distractions and thus meet deadlines. I have also been able to draw a practical and realizable sequence of my vision –the short, medium and long term goal with the supervision of my mentor. The exercise may seem a simple one but it actually made me to think and do some form of research. I now know that a man must always realign his dreams and aspirations with emerging realities for the future. Speculation does not guarantee the realization of a worthwhile goal. Another lesson I have learnt is that of continuous improvement. My mentor is seldom present as his job involves travel and meetings, so I have developed a strategy of interfacing with other worthy leaders and entrepreneurs to continue my training.

Ms. Fubara Lily Biobebe



“I have learnt to be consistent and almost anyone who knows me knows what to expect from me. I am consistent in my action and message and do the right thing even when no one is watching. I feel ownership in my group even when am not designated supervisor. I give strong positive support to safety Policies. Maintain a safe work place and Provide opportunity for people to become involved, “Make leaders”. I do not only delegate but work through and have the ability to do things and

respond positively and quickly to issues. I have formed habits that make me reliable and dependable. A life of truthfulness makes me more reliable and dependable. I learnt to take responsibility and take the lead to achieve success. Stand my ground. To achieve this, sacrifice is necessary. I am not friends to lazy workers and equally not in enmity with them and don't revenge. I have learnt to devise an alternative measure to pursue goals by having a backup plan (Business continuity plan). I must have a follow up plan for effective execution. I learnt how to use my initiative to resolve conflicts at workplace and maintain a good working relationship with my colleagues. I learnt to motivate my workforce with good words and appraise their work at the appropriate time.

I don't allow extra-curricular activities to encroach into work time and learnt to be an effective time manager. I don't show emotion in expressing feelings and don't discriminate.

I have learnt to prioritize my items and pursue one goal at a time to avoid confusion. What destroys vision is "confusion". I have learnt to be an effective communicator by organizing meetings as avenue for communication through which I brainstorm, collect information and also give out information. I learnt to set goals and objectives that others will follow. I have learnt to be punctual in every function and lead others alike. I don't exhibit questionable character because I see myself as a role model and live by example. Character tells who you are. I cooperate with others to achieve the desired success and don't get confused on issues. Learnt from my mistakes and that of others and set standards. I have learnt to achieve my goals with ease when I work as a team with my employees. I have learnt to start with something small for effective management. I have learnt that planning is the key to the success of my business. All these were supervised by my mentor".

2.13 ICT Training

It is well known that ICT can enhance leadership capacities and dynamic and visionary leadership is crucial in the drive towards effective and efficient adoption of ICTs for development purposes. It in realization of this that the Centre in 2013 built the capacity of 36 youth across the nine states of the Niger Delta (Bayelsa, Rivers, Akwa Ibom, Cross River, Edo, Delta, Imo, Abia and Ondo) on ICT. The topics covered included Computer Appreciation, Introduction to Microsoft Office Suite, Word Processing with MS Word, Making Presentations with MS PowerPoint, Spreadsheet management with MS Excel, Internet and the World Wide Web, E-mails and Webmail, Social Networking Media, E-learning and E-commerce, and Cloud Computing



Centre LSD/PIND ICT/Computer training session for Niger Delta Youths

2.2 Strategy

Computer Training Session for Niger Delta Youths in Warri, Delta State

Strategy is a plan of action designed to bring about a desired change in an individual, organization, community, or nation. Strategies help to create a sense of politics, purpose and priorities. In 2013, Centre LSD staff supported organisations to craft strategy including Ken Nnamani Centre for Leadership and Development, Tearfund and Borno State Government.



Centre LSD staff in a strategic meeting

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 electoral process and the budgetary process.

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.



Picture shows the Executive Secretary of NEITI, Mrs Zainab Ahmed and an Oil and Gas Expert from KPMG, Mr. Martins A. at a roundtable meeting on Transparency and Accountability in the Oil and Gas Sector organized by Centre LSD

Electoral Process

The Centre has continued to engage the electoral process with a view to promoting credible, free and credible elections. The Centre monitors the electoral process and observes elections. In 2013, the Centre observed elections in Anambra.



Centre LSD Election observer's team

Voice to the People (V2P)

The objective of the V2P project is to enable communities to hold duty bearers to account, leading to improved responsiveness and service delivery, supported by evidence based learning and advocacy in Anambra State. The specific objectives include among other things to improve skills, organization and confidence gained by marginalized groups, communities and civil society to enable them to demand their rights and improve institutionalized dialogue and interaction taking place between marginalized groups, community groups, civil society and local and state level authorities. The role of Centre LSD in the project is to provide the programmes link between state and national level government. Centre LSD will strengthen the capacity of partners and engage in advocacy and policy influencing that will bring about changes in policies and practices that will support the best enabling environment for improved service delivery. Ultimately, it will enable vulnerable communities to both have a voice and act effectively in relation to decisions affecting them and thereby improve their wellbeing as a result of improved service delivery.



A one day policy dialogue on Anambra state budget, procurement and due process under the Voice to the People project, organized by Centre LSD

Policy Dialogue Series

Centre LSD has continued its programme of Policy Dialogue Series in Open Society Initiative for West Africa and CISLAC. The purpose of the policy dialogue is 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 2013 include the Petroleum Industry Bill (PIB) and Natural Resource Charter and NEITI.



Mr. Joseph Amenaghawon delivering a presentation at a Policy dialogue on the Petroleum Industry Bill organised by Centre LSD with support from OSIWA

Abuja Health Fair

In 2013, Centre LSD in partnership with Compassion Church, Abuja and Women Empowerment and Reproductive Health Centre (WERHC) along with other partners organized the first Abuja Health Fair to reach out to people about their health and well-being. The Centre mounted an exhibition stand and focused on the need for environmental health, sanitation and hygiene.



Centre LSD staff at Abuja health fair, Organized in collaboration with WERHC and Compassion church

Chapter Three: Organisational Issues

3.0 Introduction

The Centre has continued to improve on management and organizational development. The centre has continued to strengthen its systems and mechanisms and increase the capacity of its staff to deliver its programmes.

3.1 Governance

The board has continued to give strategic direction and support to the centre. The membership of the board was renewed for another three years and two new members joined the board in the persons of Ms. Kyauta Giwa and Mr. Ernest Kemakolam. The board members supported the Centre especially in financial management.

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 leadership, peace and security, election monitoring, entrepreneurship, project management, advocacy and campaigns, tax advocacy etc.

Two interns of the Centre (Mr. Vincent Dania and Ms. Oiza Rasheed) continued their internship programme with the Centre in 2013. The aim of the internship programme is to train young people on the theory and practice of development work.



**Ms. Oiza Rasheed, Admin/Finance Intern
June 10, 2013 – June 09, 2014**



**Mr. Vincent Dania, IT/Programmes Intern
May 06, 2013 – May 05, 2014**

3.3 Mentoring Young Persons

Two young Niger Delta Youth were mentored by the Centre in the year 2013. There are Mr. Augustine Agbazarie and Mr. Pius Umeh.

Testimonies of Centre's mentees:

According to Mr. Augustine Agbazarie:



“The mentoring exercise so far has had positive impact on me. Remarkably, it has afforded me the opportunity of unlearning. It is noteworthy that prior to the mentorship, I had such orientations that conformed to the notion that there are no standards and rules about how to get things done. To me, life endeavour was like a rat race where might is right and the end justifies the means. However, at the instance of the mentorship program, I began to see things differently. The one on one mentoring program brought to fore, on regular basis, such noble virtues that lay emphasis on integrity, vision, hard work,

service, transparency, accountability etc. Today, I have a firsthand experience that irrespective of the prevalence of the culture of impunity both in the public and private life of our society, success is not only attainable but success is as well sustainable by doing the right things at all times.

For another, the mentoring exercise has afforded me the opportunity of seeing the need for an individual to fully explore ones area of comparative advantage. In doing this, one tends to create multiple areas of service within a particular discipline, thus enhancing ones relevance and dynamism. This is what I discovered from my mentor, who I can say is called to the service of human development. To this extent, he is a writer, a conference speaker, a pastor, a commentator on national issues, an activist, a facilitator, an academician, an aspiring politician and the count continues, but one thing that is significant/common in all these is that, his area of concentration is on human capital development. Therefore with relatively lesser effort, he achieves multiple strings of service, thus enjoying a monopoly of occupation.

Furthermore, the mentoring period has been instructive in shaping my leadership skills. The experience transcends a mere classroom setting that is mostly characterized by conceptual skills acquisition. I am now equipped with some technical skills. I now know to a good extent how to use the ICT to enhance my service delivery.

It is as well expected that at the end of the mentorship, among other things, I would have been able to learn how to write a Concept note.

Last but not the least, the mentoring exercise has broadened my social relation’s horizon. I now have a rich retinue of individuals, associates and network of organizations”.

Mr. Pius Ime had this to say:

“The mentorship programme has really imparted a lot in me and afforded me the opportunity to learn from my mentor how to be successful in life. My mentor is a result oriented person who likes to meet any task assigned to him without any delay or excuse. I learn that a task must be done at the right time when given and should not be delayed unnecessarily. It has made me realized that I can actually become a successful person once am dedicated and hardworking in my job.

Having worked closely with my mentor, I have learnt how to write press release and take reports on any issues discussed in any workshop/roundtable. It has made me rediscover myself that I can carry out a task without much supervision and perfect myself on it. The programme has

brought to the fore that I don't need to depend on government for job when I have the ability to be creative and identify a need and make effort to meet them by providing services and earn money for it.

As an entrepreneur, you don't have to be present before any task is carried out as long as the structures are already in place for people to work with; that I have also learnt. Having attended workshops, roundtable, etc on issues of national development, I have gathered from the experts how to deliberate articulately and constructively to arrive at a communiqué. It has made me realize that there is innate potential in me that can propel me to greater height in future. Another lessons learnt is that, to be a good leader, you must be willing to learn from others and listen to them and take corrections where necessary.

I have learnt from my mentor that, if you want to be successful in life, you must have a creative mindset with self believe and not depend on people or things to happen for you. Look inward, discover yourself, there are skills you can harness, be focused and committed to your work. Transparency and accountability is another key lesson I learned from the programme. This ensures your integrity as a person and builds your image.

Ability to keep records of any financial transactions and be accountable for it at appropriate time which I have observed. Documentation of monetary expenses must be done for proper decision making. While on the training, I have learnt how to make paper presentations and how



to prepare such work in a PowerPoint application. I must say so far the programme has equipped me with techniques and skills to be successful in any area of life I find myself. I am still learning and believe that by the end of the programme, I would be a change agent of Niger Delta and transform my immediate community which the programme intends to promote. Thank you Centre LSD for this great opportunity for us to rediscover ourselves positively”.

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)
- Building Leverage and Unity on Fuel Subsidy Struggle (BLUFF)
- National Coalition on Gas Flaring and Oil Spills in the Niger Delta (NACGOND)
- Civil Society Task Team on Security and Electoral Reforms



Pix: shows Centre LSD staff campaigning for the return of the abducted Chibok girls

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 Programme Co-ordinator Centre LSD, Mr. Monday Osasah being delivering a paper at a press conference organized by Centre LSD

3.6 Documentations and Publications

The Centre prioritizes the documentation of its research and outcome of its projects.

By the end of 2013, 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
- Observing Gubernatorial Elections in Nigeria (2011-2012). Centre LSD Book Series No. 5
- Lecture Notes on Leadership and Entrepreneurship. Centre LSD Book Series No. 6
- Research Report on Pricing of Petroleum Products in Nigeria. Centre LSD Book Series No. 7
- Public Policies, Budgeting and Spending in Anambra State: Analysis of Performances in a Decade (2003-2013) Centre LSD Book Series No. 8



Pix: Shows a rally for the passage of the PIB organized by Centre LSD in collaboration with other CSOs

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.
- Advocacy Brief on Petroleum Industry Bill (PIB). Centre LSD Policy Brief Series No 6
- Analysis of recent probes on the Oil and Gas Sector in Nigeria. Centre LSD Policy Brief Series No. 7
- An Overview of the Petroleum Industry Bill (PIB) 2012. Centre LSD Policy Brief Series No. 8
- Pricing of Petroleum Products in Nigeria. Centre LSD Policy Brief Series No. 9
- Due Process, Procurement, Transparency and Accountability in Anambra State. Centre LSD Policy Brief Series No. 10

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



Pix: Shows some publications of Centre LSD

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 2013 was hinged on utilizing the track record built by the organization to solicit for funds. Special efforts was 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 PIND and ChristianAid/DfID.

4.3 Statement of Account

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. In 2013, a strategic plan was formulated to reposition the organization. In 2014, we will institutionalize all the structures, systems and processes of the Centre and operationalize the strategic plan.

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