



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

2016 Annual Report

...Building strategic leadership for sustainable development in Africa

## ***2016: Empowering Leadership and Self- Managed Teams***

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## Foreword

The year 2016 has been another year of Africa's continued economic growth but with high unemployment co-existing with robust growth. According to the Economic Commission for Africa (ECA), one of the most puzzling paradoxes over the last decade is that Africa has benefited from unprecedented growth while a large part of its population remained trapped in economic poverty, facing rampant unemployment and inequality. This is because the growth has been largely jobless growth with exports dominated by oil, metals and minerals with minimal contribution from industrialization.

In 2015, Nigeria, the largest economy in Africa witnessed negative growth slipping into economic recession. The country also had an election that saw the defeat of an incumbent President Jonathan Goodluck and inauguration of President Muhammadu Buhari who campaigned on the banner of change.

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 2014, we institutionalized all systems and processes within the organization, operationalized the strategic plan and built an execution culture for the organization. In 2015, focused on building a high performance organizational culture. This involved providing committed leadership with clear ways of communication throughout the organization, implementing flexible structures and processes to maintain adaptability to achieve organizational goals, recruiting and retaining the right people, and providing the technology and learning to help staff succeed while implementing ways for measurement and evaluation. In 2016, we will focus on empowering leadership and self-managed teams.

**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 change 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 17<sup>th</sup> January 2010 with registration number CAC/IT/No 36563.

This is the seventh annual report since the centre started operation and the strategic focus for the year is empowering leadership and self-managed teams. The idea is to institute a system that gives staff at all levels in the organization the authority to make decisions, be responsible for their outcomes, improve quality and cut costs as well as empowering teams to have the responsibility and autonomy to complete identifiable pieces of work. It is envisaged that this will build a pipeline of leadership within the organization.

The Niger Delta office continued to be the hub for the implementation of environment programme in the Niger Delta. The Northern office in Kebbi continued to expand as the hub for the implementation of our livelihood programme.

## Chapter Two: Key Results of work

### 2.0 Introduction

In 2016, 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.

It is well known that leadership is a major problem in Africa. Many scholars and commentators agree that leadership failure is one of the major factors responsible for the underdevelopment of Africa. Meanwhile, it has been proven that leaders can be trained. The Centre LSD Leadership programmes are designed to develop leaders for Africa.

The Centre operates a leadership school started in 2009. The school runs for a period of one year. The Centre also runs three other leadership programmes- Leadership Institute, Executive Leadership Course and Leadership capacity building for Niger Delta Youth. At the end of 2016, the school has graduated 481 students.



*Pix: A cross section of the 8th set graduating students of Centre LSD Leadership School*

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

**“I have started to deploy what I acquired from the Leadership School to develop the youths in my Church in a bid to transform their lives for the better. From the School, I learnt how to draw up and work with a Workplan rather than keeping things in my mind. This has made me more organised. I have embraced the attitude of saving rather than spending it all. My human relations skills have improved significantly. The way I relates with friends and colleagues now is far more impressive that it was prior to my training at the Centre LSD Leadership School”.**

## 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 2016, Centre LSD staff supported organizations to craft strategy including the Independent National Electoral Commission and NEITI.

## 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.

### *Anti-Corruption Work*

The Centre partnered with several organizations to advocate and campaign against corruption in Africa. In 2016, the Centre continued her collaboration with CLEEN Foundation on the *Accountable Governance for Justice and Security (AGJS) project* in raising awareness on the costs of corruption and highlighting injustices and cases of impunity that will create a less favorable environment for both organized crime and corruption. The project advocates for government transparency in the light of the recent legal advancement on the Freedom of information Act (FOIA) in Nigeria, encouraging civil society organizations to “test” the access of information within government ministries, departments and agencies (MDAs).

## Electoral Process

The Centre has continued to engage the electoral process with a view to promoting credible, free and fair elections. The Centre monitors the electoral process and observes elections. On March 8th, 2016, the Centre observed the FCT Area Council Elections. On the 28th September 2016, the Centre mobilized observers and observed the Edo gubernatorial elections and the Ondo State gubernatorial election on the 8th of November 2016.



*Pix: Electorates at the Edo Gubernatorial election held September 28, 2016*

## Election Situation Room

The Centre is a founding member of the Situation Room. The Nigerian Civil Societies Election Situation Room is a coalition of over 60 civil society organizations working in governance and electoral reforms. The Situation room was formed during the build up to the 2011 general elections in Nigeria to among other things observe and provide interventions where necessary and applicable during the conduct of elections at various levels; observe pre-election activities like distribution of voters cards, party primaries, campaigns etc. and do an assessment of the various activities pre, during and post elections in a way of pointing out gaps noticed and providing interventions where it can go forward.

In 2016 Centre LSD participated in the Situation Room's observation of the Ondo Gubernatorial election in November 2016. We actively engaged the process by visiting several polling units in different wards and constituencies in ensure to observe the general conduct of the elections and produced a report detailing our findings.

We also participated in the annual retreat of the Situation Room in Uyo, Akwa Ibom State where the Steering Committee was expanded and re-elected for another 2 year tenure. We equally

continued our advocacy for credible elections and good governance through participating in Situation Room stakeholders meeting held at different times in the year under review.



Voice to the People (V2P)

**The Centre has continued to implement the Voice to the People (V2P) project along with the other partners including Christian Aid, Development in Practice (DiP), Citizens Rights Concern (CRC) and JDPCs in Onitsha, Nnewi and Awka.** 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 among other things include 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.

In 2016, the Centre focused on finding out the development blockades of the regions where the V2P project is being implemented ( South East and North West), particularly leveraging on the scale up of the V2P project to Anambra State, Enugu State in the South East and Kaduna State in the North West region of the country. The Centre commissioned a research on regional development in the two regions and the findings were overwhelming. The reports have been widely disseminated amongst the relevant stakeholders including the Governors of the different regions, legislators and donor agencies in Nigeria after their public presentation to the media. The public presentation idea was to cultivate the media and enable them join in the advocacy for regional development and ensure its incorporation into the media agenda.



*Pix of separate V2P meetings with full participation of Centre LSD*

#### Young Ambassadors for Development (YAD)

The Young Ambassadors for Development (YAD) is centered on building the capacity of young people between the ages of 18-35 to change trajectory of development in Africa for the benefit of the youth. The vision of YAD is an Africa where there is development that caters for the Youth of today and future generations. The mission of YAD is to work with change agents to bring about sustainable development in Africa. The objectives include among other things to advocate and campaign for sustainable development of Africa that will guarantee a future for the Youth; build capacity for understanding development issues; share innovative ideas for the development of Africa and amplify the voices of young people on issues of development.

In 2016, the Centre was present at the Young African Leadership Initiative (YALI) Programme for West Africa to deliver Lecture on Leadership and Accountability



Dr. Otive Igbuzor delivering a lecture at the 2016 YALI Programme

The Young Ambassadors for Development also issued a statement during the 2016 International Human right day. YAD enjoined Heads of Government across Africa to respect the Human Rights of person and give it a priority in the prosecution of governmental policies and programs in the continent.

It was a renewed hope and excitement for Nigerian youths on Wednesday, June 8, 2016, when the #NotTooYoungToRun Bill passed second reading at the House of Representatives, YAD was present at the hearing to lend its voice for the quick passage of the bill.



*Hon. Raphael Igbokwe, Chair of the Young Parliamentarians Forum engaging with youths on the #NotToYoungToRun Bill*

The Young Ambassadors for Development also joined the 1000-man march to end violence against women and girls in Nigeria.



*Pix: YAD in a 1000-man march to end violence against women and girls in Nigeria*

### **Advocacy for Environmental Justice**

The Centre has continued to advocate for Environmental Justice and sustainable development. The Centre is a member of the National Coalition on Gas Flaring and Oil Spills in the Niger Delta (NACGOND), a partnership of twenty-five member civil society groups that seeks to address the lingering environmental degradation associated with oil spills and gas flaring and illegal oil bunkering in the Niger Delta. It is also a vehicle that civil society groups can use to proactively suggest tangible solutions to the key issues surrounding oil spills and gas flaring. In 2016, the Centre participated in raising awareness in oil spills, paying advocacy visit together with other NADGOND members to the Delta State National Youth Service Corps (NYSC) Coordinator at Federal Secretariat, Asaba, Delta State.



*Pix: Centre LSD visit to the NYSC Secretariat Asaba, Delta State*

During the year under review, the Centre advocated and campaigned for a healthy and sustainable environment through engagement with the Federal Ministry of Environment on the clean up of Ogoni land. The Centre was part of Niger Delta Core group on the environment made up of committed and dedicated patriots in the Niger Delta who are committed to accountable governance, sustainable environment and equity in the Niger Delta. It is made up of leaders, political activists, civil society activists, environmentalists, traditional rulers and lawyers in the Niger Delta. The role of the group will include among other things to advocate and campaign for laws, policies and programmes for environmental sustainability and equity in the Niger Delta.

#### **Advocacy for Participatory Budgeting**

The Centre along with other partners engaged in vigorous advocacy for participatory budgeting and participated in the first ever public hearing organized by the National Assembly.



*Pix: At a meeting on Zero Based Budgeting organized by PERL in Kaduna December 2016*

**Advocacy for Peace in the Niger Delta**

The Centre has continued to advocate for peace in the Niger Delta. The Centre is a member of Partners for Peace (P4P), a network that fosters communication, information exchange and networking to increase capacity, increase effectiveness and identify, recognize and amplify the voices of peace actors and initiatives. In 2016, the Centre participated in several activities including the Niger Delta Climate Change action programme and sensitization campaign and town hall meeting at Erobaro-Orogun, Ughelli North LGA to stop pipeline vandalism and artisanal refining.



*Pix (1) Advocacy visit by NACGOND member Organizations to Oboro Community in Burutu LGA, Delta State (Pix 2) Niger Delta Climate Change Action programme held with NYSC members in Delta State*

**Engagement with Open Government Partnership**

The Open Government Partnership was launched on 20<sup>th</sup> September 2011 to provide an international platform for domestic reformers to make their governments more open, accountable and responsive to citizens. The partnership is governed by the principles of transparency, accountability, citizen participation and technology and innovation.

The Open Government Partnership (OGP) was launched by eight founding governments of Brazil, Indonesia, Philippines, Mexico, Norway, South Africa, United Kingdom and United States when they formally adopted the Open Government Declaration and announced their national action plans. Since the formal launching, the number of countries that have joined the partnership has grown to more than 70 representing more than a third of the world’s population.

At the conference on tackling corruption organised at the Marlborough house in the UK on 11<sup>th</sup> May 2016, the President of the Federal Republic of Nigeria, Muhammadu Buhari announced that Nigeria is joining the OGP. Nigeria is the 70<sup>th</sup> member and the 12<sup>th</sup> African nation to join the partnership. Nigeria made a National Action Plan of 14 commitments.

The OGP was co-created by government and civil society and the Centre is a member of the Steering Committee of the Open Government Partnership in Nigeria.

In 2016, became a founding member of the Open Alliance (a coalition of over 55 CSOs working on the OGP Process in Nigeria) as well as a member of the OGP Nigeria Steering Committee. We participated in drafting of the National Action Plan which was submitted to the OGP Global Secretariat in December 2016. Centre LSD is the leading CSO in the implementation of the

Citizens Engagement and Empowerment thematic area as well Commitment 13 of the NAP. We have commenced discussions with possible funders to support our work in engaging and mobilizing citizens across the country to support the OGP process.



*Pix: shows Centre LSD Executive Director at the National Retreat of OGP in October, 2016*

### Promoting Livelihood and Development in Northern Nigeria

In 2016, the Centre continued the implementation of the USAID funded project called Feed the Future (FTF) Nigeria Livelihoods Project. The FTF is a multi-sector approach to help 42,000 very poor households grow their agriculture production, incomes and improve nutrition in 3 states. The project seeks to improve agricultural practices with a focus on post-harvest storage for nutrient rich crops already being produced, and promotes a market-oriented approach to diversification of production through ensuring that all agricultural activities are adapted to



specific agro-ecological and cultural contexts. The project also assists vulnerable families through income diversification and provision of participatory comprehensive nutrition activities at the community level. To help vulnerable families move along the Pathway to Prosperity, the project utilizes cash transfers to help meet nutritional needs, recover assets and overcome barriers to income-generating activities. To support sustainability, the project strengthens the institutional capacity of government systems to implement poverty reduction programs and reinforce accountability between the government and citizens. Therefore, the project has four key results areas of increased agricultural production and productivity, increased income, improved nutrition status and stronger social safety net for households. Centre LSD is implementing the Nutrition /WASH and CCT/Livelihoods/Governance components of the project. We are continuing the Cash Transfer scheme of the project to 1240 beneficiaries as well as continuing the nutrition and WASH interventions to the 12,000 HHs we are working with in Kebbi State.

### Tracking Performance of African Government

**The Centre is a member of** the State of the Union (SOTU), a coalition of 10 African organizations that have come together to track the performance of African Governments against key AU policy standards and legal instruments relating to democratic governance, economic, social, civil and political rights. The campaign aims to accelerate national level implementation of AU decisions by empowering citizen participation in the affairs of the African Union. The State of the Union Nigeria Campaign Platform (SOTU-N-CAMP) that has the African Centre for Leadership, Strategy & Development (Centre LSD) as a member was formed as a direct response to SOTU Africa's implementation demand to Strengthen Nigerian Citizen's Participation in Policy Development, Implementation and Monitoring within the African Union. The Union operates under four planks including; to inform and empower citizens to act and claim their rights and freedom, encourage the African Union and member states to ratify, popularize and monitor the implementation of key standards, develop capacity of inclusive national and continental platforms to popularize, engage and hold governments accountable as well as promote meaningful citizens' participation in public affairs to demand delivery of quality service by the states.

In 2016, Centre LSD participated in the AU campaign tagged " Be the Voice for Africa"



*Pix: Shows Mr. Monday Osasah of Centre LSD and Engr. Babatunde Adegbesan of Geoscience Consult at the “Be the Voice of Africa” campaign launch in Abuja*

### Communicating Development Information: Centre LSD Weekly News Review

The Centre communicates development information especially in the areas of Leadership, Strategy & Development through the Centre LSD weekly news review. The focus is mainly to equip a wide range of readers with information on various developmental issues and prompt the right questions towards the right direction. The circulation area covers Nigeria and its environs.

## Chapter Three: Organizational 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. In 2016, the board continued to give direction to the Centre and supported the Centre especially in fulfilling statutory obligations.

### 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 in 2016 included:

- KAS Workshop on roles of traditional, religious rulers and political stakeholders in social and economic development
- FIDEL CASTRO: A day of Tributes
- Mothers Associations Operation in Nigeria organized by UNICEF & NCWD
- National retreat on Open Government Partnership, Kaduna
- Official launch of Catalyst for Global Peace and Justice Initiative
- Stakeholder retreat on the implementation of the sustainable development goals
- Ogoni: Pathway to the Niger Delta Cleanup
- Launch of WaterAid strategic plan
- Community Life Project Strategic plan validation forum
- Stakeholders dialogue on the 2013 NEITI Audit reports
- Train the trainer of Nigeria Police Force on Human Rights
- Voice to the People Communication and report writing workshop, Awka
- UNICEF Stakeholders Consultations on the G4G strategy
- CSOs planning meeting on Oil and Gas reforms organized by ANEEJ
- Sensitization workshop on Curbing Gender Based Violence in Nigeria organized by the Nigeria Police Force Gender Unit
- Nigerian National Consultation on West African Science Service Centre on Climate Change and Adapted Land Use Research Agenda for West Africa.
- Negotiation and Leadership skills for women organized by Environmental Rights Action

### 3.3 Mentoring Young Persons

The Centre had two mentees from *Nigeria Women Trust Fund* - Precious Ohazurike and Happiness Ogbuehi in 2016.



*Pix: Shows Happiness Ogbuehi receiving the grand prize for taking the first position on **My bold steps** national essay competition*

One of the mentees, Ms Happiness Ogbuehi, had this testimony to share:

*I started my mentorship program in the month of November 2016 through Nigerian Women Trust Fund as a mentee under Dr. Otive Igbuzor. My Mentor is a pastor, human rights activist, development expert and a policy analyst.*

*He is the Executive Director of African Centre for Leadership, Strategy and Development. An organization with a vision of an “African Society with Strategic Leadership and Sustainable Development”.*

*Dr. Otive is and will continue to be a great inspiration and motivation to me. He has introduced me to a whole new world of possibilities and achievement.*

*Before my mentoring program, I had a major challenge in believing in myself because I was overwhelmed by the challenges in my society. I will never forget the first day of my meeting with Dr. Otive Igbuzor and the first thing he taught me was “to always carry a notebook and pen”, I’m happy to learn the habit because I have been able to properly have important documentation for future references. My mentor gave me the opportunity to receive quality mentoring which had a positive impact on my academic, professional and personal life, at first with the precious help of my mentor I was*

*challenged to improve my reading culture and I was given an assignment to review the book titled “Challenges of Development in Nigeria” which increased my knowledge on the challenges of leadership roles, strategy and development in the society, this reading cultured also improved my research skills which made me emerged as the winner of the National Essay titled “the dynamic of participatory governance: implication for young women in Nigeria”.*

*My mentor gave me the opportunity to accompany him to various events which broadened my scope and knowledge on religion, politics, gender equality, development and leadership. I was introduced to the Centre LSD Leadership School which has immensely transformed my growth and development by building my capacity to manage and deliver on leadership roles and responsibilities.*

*I was introduced to the wonderful family of Centre LSD who genuinely helped me develop an excellent interpersonal skill, communication skills, organizational skills, writing skills including life skills which helped me to develop a positive habit, the competencies and ability to overcome the challenges that may come my way.*

*With the unconditional love and care of Dr. Otive Igbuzor, Mr. Monday Osasah, Mr. Uchenna Arisukwu, Mrs. Victoria Udoh, Vincent Dania, Omaojor Ogedoh, I want to say that I am grateful for the opportunity to be mentored by all of you who acted as positive forces to empower, transform, shape and enhance my ideology about life. Thank you for making my success story possible.*

### 3.4 Partnerships and Networking

The Centre has continued to forge strategic partnerships with several organizations and networks to enable it to 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)
- National Coalition on Gas Flaring and Oil Spills in the Niger Delta (NACGOND)
- Civil Society Task Team on Elections and Security
- Open Government Partnership Nigeria

### 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
- Silver Bird TV
- Peoples TV
- Vision FM
- Independent Television (ITV)
- Newspapers
- Etc



*Pix: Shows the Programme Co-Ordinator of Centre LSD, Mr. Monday Osasah being interviewed by the Press.*

### 3.6 Documentations and Publications

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

By the end of 2016, 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

#### 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
- Anambra State Public Procurement Law 2011: Operationalization for Improved and Better Service Delivery. Centre LSD Policy Brief Series No. 11
- Anambra State 2014 Budget: Looking Back and Looking Forward. Centre LSD Policy Brief Series No. 12
- Policy Dialogue on Oil Subsidy. Centre LSD Policy Brief No. 13
- Anambra State 2015 Approved Budget: Are there Real Positive Changes. Centre LSD Policy Brief No. 14.
- Improving Internally Generated Revenue (IGR) in Anambra State. Centre LSD Policy Brief No. 15
- Anambra State 2016 Budget: Are there Prospects for Efficiency and Productivity Maximization? Centre LSD Policy Brief No. 16

- Beyond Policy Changes: Understanding and Assessing the Latest Reforms in the Nigerian Oil and Gas Sector. Centre LSD Policy Brief No. 17

#### 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

## Chapter Four: Finances

### 4.1 Introduction

Finance is the backbone of any organization. The Centre has developed a clear fundraising strategy which it is implementing. In 2016, the focus continued to be on multi-year programmes to engender long term planning and sustainability.

### 4.2 Fund Raising Strategy

The fundraising strategy of the Centre for 2016 was hinged on utilizing the track record built by the organization to solicit for funds. Special efforts were made to follow up with donor agencies that are already supporting the Centre. New donor agencies came on board to support the Centre including **Cordaid** and MacArthur Foundation.

### 4.3 Statement of Account

# AFRICAN CENTRE FOR LEADERSHIP, STRATEGY & DEVELOPMENT

## FINANCIAL STATEMENTS FOR THE YEAR ENDED 31<sup>st</sup> DECEMBER 2015

### Report of the Directors

Accounts     The Trustees submit their report together with the accounts for the year ended 31 December 2015

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

**AFRICAN CENTRE FOR LEADERSHIP, STRATEGY & DEVELOPMENT  
FINANCIAL STATEMENTS FOR THE YEAR ENDED 31<sup>ST</sup> DECEMBER 2015**

**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 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 2015 and of the income and Expenditure for the year ended 31<sup>st</sup> December 2015 and complies with the companies and Allied Matters Act 1990.



*F.A. Adamu & Co.*

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

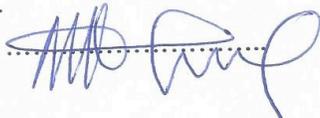
**AFRICAN CENTRE FOR LEADERSHIP, STRATEGY & DEVELOPMENT**  
**STATEMENT OF INCOME AND EXPENDITURE AS AT 31ST DECEMBER 2015**

	Note	2015 N	2014 N
Income	2	73,212,038	66,029,791
Less Expenditure	3	<u>(89,243,937)</u>	<u>(60,509,259)</u>
		(16,031,899)	5,520,532
Loss on Disposal of Motor Vehicle		<u>(46,490)</u>	<u>                    </u>
Surplus/Deficit for the year		(16,078,389)	5,520,532
Surplus/Deficit b/f		<u>22,470,429</u>	<u>16,949,897</u>
Surplus/Deficit C/f		<u><u>6,392,040</u></u>	<u><u>22,470,429</u></u>

**AFRICAN CENTRE FOR LEADERSHIP, STRATEGY & DEVELOPMENT**  
**Statement of Financial Position as at 31st December 2015**

	Note	2015	2014
		N	N
<b>Assets</b>			
<b>Non Current Assets</b>			
Property, Plant & Equipment	4	933,935	937,285
<b>Current Assets</b>			
Inventory	5	-	7,575,783
Receivables & Prepayment	6	1,164,875	1,986,714
Cash and Bank	7	3,489,329	14,368,480
		<u>4,654,204</u>	<u>23,930,980</u>
Total Assets		<u><b>5,588,139</b></u>	<u><b>24,868,265</b></u>
<b>Accumulated Fund &amp; Liabilities</b>			
Accumulated Funds	8	1,552,089	22,470,429
Non Current Liabilities		-	-
<b>Current Liabilities</b>			
Creditors & Accruals	9	4,036,050	2,397,836
Total Liabilities		<u><b>5,588,139</b></u>	<u><b>24,868,265</b></u>

Director



**AFRICAN CENTRE FOR LEADERSHIP, STRATEGY & DEVELOPMENT**  
**FINANCIAL STATEMENTS FOR THE YEAR ENDED 31<sup>ST</sup> DECEMBER 2015**  
**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%
Motor Vehicle	25%

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

**AFRICAN CENTRE FOR LEADERSHIP, STRATEGY & DEVELOPMENT**  
**STATEMENT OF INCOME AND EXPENDITURE AS AT 31ST DECEMBER 2015**

	<b>2015</b>	<b>2014</b>
	<b>₦</b>	<b>₦</b>
<b>2 Income</b>		
Christian Aid	15,646,000	15,400,000
Konrad Adenauer Foundation(KAF)	1,835,500	855,250
PIND	-	17,597,593
Individual/Corporate Contribution	3,999,565	2,000,000
CISLAC	-	400,000
MacArthur Foundation	1,948,000	7,537,110
UN Women /NACA	835,950	2,860,550
FGN/MDG	3,342,857	9,771,429
Cleen Foundation	-	85,000
United Nations Development Programme	10,129,171	-
Delta State Electoral commission (DSIEC)	-	2,600,000
Foster-Oxford Policy Management	704,235	2,354,120
Catholic Relief Society/CCFN	30,862,510	2,896,000
Sundry Income	2,725,500	-
Community Life Project( Rent &Admin)	580,750	150,000
Rental (Conference Room)	-	-
Leadership institute	450,000	-
Interest Capitalized	-	38,739
Sale of Fixed Asset	152,000	28,000
Foreign Exchange Gain	-	1,456,000
	<u><b>73,212,038</b></u>	<u><b>66,029,791</b></u>

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

**AFRICAN CENTRE FOR LEADERSHIP, STRATEGY & DEVELOPMENT**  
**STATEMENT OF INCOME AND EXPENDITURE AS AT 31ST DECEMBER 2015**

<b>3 Administrative Expenses</b>	<b>2015</b>	<b>2014</b>
	<b>N</b>	<b>N</b>
Seminar/workshop	-	294,500
Salaries & Wages	28,120,051	10,525,833
Stationeries & Printing	4,198,200	2,518,435
Audit Fees	250,000	250,000
Telephone/Internet	891,250	157,300
Office Rent	2,554,000	1,972,214
Press briefing	-	54,000
Leadership Institute Expenses	264,600	9,000
Transport Local	-	1,023,924
Fueling of Car & Diesel	-	30,300
Honorarium Resource	-	665,000
Bank Charges	153,978	192,859
Depreciation	659,430	669,935
Electricity Expenses	433,248	44,200
Newspapers & Periodicals	48,600	20,500
Donor Rent Contribution services	-	20,000
Postage and Currier	-	5,500
Inventory Written off	7,575,783	-
Programme expenses	39,252,852	27,085,435
Travelling Expenses	3,461,432	4,326,122
Equipment rental	-	10,000
Admin Expenses	-	1,015,500
Sundry Office Expenses	1,290,513	1,017,650
Pension	-	426,881
PAYE	-	1,040,121
Co-Operative deductions	-	2,924,050
Donations	50,000	250,000
Membership Dues and Levies	40,000	30,000
Mentees Transport Allowance	-	3,930,000
	<u><b>89,243,937</b></u>	<u><b>60,509,259</b></u>

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

**AFRICAN CENTRE FOR LEADERSHIP, STRATEGY & DEVELOPMENT**  
**STATEMENT OF INCOME AND EXPENDITURE AS AT 31ST DECEMBER 2015**

**4 Property, Plant and Equipment Schedule**

Particular	Computer System		Office Equipment		Furniture & Fitting		Plant & Machinery		Motor Vehicle		Total	
	N		N		N		N		N		N	
Cost at 1/1/15	1,337,800		505,000		466,500		65,000		794,000		3,168,300	
Additions in the year	573,000		-		317,580		-		-		890,580	
Disposal	-		-		-		-		(794,000)		(794,000)	
Cost at 31/12/15	1,910,800		505,000		784,080		65,000		-		3,264,880	
Depreciation at 1/1/15	867,240		354,525		397,500		16,250		595,500		2,231,015	
Depreciation written off	-		-		-		-		(595,500)		(595,500)	
Charge in the year	382,160		101,000		196,020		16,250		-		695,430	
Depreciation at 31/12/15	1,249,400		455,525		593,520		32,500		-		2,330,945	
NBV at 31/12/15	661,400		49,475		190,560		32,500		-		933,935	
NBV at 31/12/14	470,560		150,475		69,000		48,750		198,500		937,285	

**5** Stock; Stock are valued at the lower of cost or net realizable value.

**AFRICAN CENTRE FOR LEADERSHIP, STRATEGY & DEVELOPMENT**  
**STATEMENT OF INCOME AND EXPENDITURE AS AT 31ST DECEMBER 2015**

	<b>2015</b>	<b>2014</b>
	<b>₦</b>	<b>₦</b>
<b>6 Receivables and Prepayment</b>		
NOIPOLLS	500,000	-
Community Life Project	75,000	-
Grant Receiveable	-	1,850,000
Rent	589,875	136,714
	<u><b>1,164,875</b></u>	<u><b>1,986,714</b></u>
 <b>7 Cash &amp; Bank Balances</b>		
Diamond Bank (CLSD)	1,592,477	8,400,221
Diamond Bank (Osiwa Account)	15,559	23,861
Diamond Bank (PACT Account)	(382)	8,765
Diamond Bank (PIND Account)	4,682	50,178
FCMB-Share project	174,320	1,242,314
Diamond Bank-Foster GBP	-	97,125
FCMBV2p (NGN)	1,697,923	4,252,322
FCMB V2P (GDP)	4,750	-
Advocacy ACCT(FCMB)	-	44,000
Diamond Bank -CLSD	-	249,694
	<u><b>3,489,329</b></u>	<u><b>14,368,480</b></u>
 <b>8 Accumulated Fund</b>		
Surplus/Deficit B/F	22,470,429	16,949,897
Surplus/Deficit for the year	<u>(16,078,389)</u>	<u>5,520,532</u>
Prior Year Adjustment	(4,839,951)	-
Surplus/Deficit C/F	<u><b>1,552,089</b></u>	<u><b>22,470,429</b></u>
 <b>9 Creditors &amp; Accrual</b>		
Audit Fee	250,000	250,000
PAYE	13,763	108,909
ED'S Salary	411,712	-
Cooperative deductions	941,625	-
Pension	2,418,950	538,927
Loan	-	1,500,000
	<u><b>4,036,050</b></u>	<u><b>2,397,836</b></u>

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

**AFRICAL CENTRE FOR LEADERSHIP, STRATEGY & DEVELOPMENT**  
**Statement of Income and Expenditure for Christian Aid as at 31st December 2015**

	<b>2015</b>		<b>2014</b>	
	<b>N</b>	<b>N</b>	<b>N</b>	<b>N</b>
<b>Income</b>		15,646,000		21,600,024
<b>Expenditure</b>				
Personnel Cost	5,831,124		5,881,245	
Project Activities	5,528,690		8,961,083	
Other Admin Cost	2,146,908		<u>2,462,960</u>	
		<u>13,506,721</u>		<u>17,305,288</u>
		<u><b>2,139,279</b></u>		<u><b>4,294,736</b></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, there was focus on improvement of quality and repositioning. In 2013, a strategic plan was formulated to reposition the organization. In 2014, we tried to institutionalize all the structures, systems and processes of the Centre and operationalize the strategic plan. In 2015, focused on building a high performance organizational culture. In 2016, the focus was on empowering leadership and self-managed teams to build a leadership pipeline for the organization. In 2017, the focus will be on quality improvement and consolidation.

## Appendix

### ORGANS OF CENTRE LSD

#### International Advisory Council

Pharm. Joel Omonigho, United Kingdom

Dr. Omano Edigheji, South Africa

Dr. John Ojadiran, Nigeria

Mr. John Samuel, India

Mr. Brian Kagoro, Zimbabwe

#### Board of Trustees

Engr.(Dr.) Tony Dzegede- Chairman

Mr. Jimi Agbaje- Treasurer

Mrs. Maryam Uwais

Hajia Amina az-Zubair

Ms. Comfort Obi

Mr. Ernest Kemakalom

Ms. Kyauta Giwa

#### Secretariat

1. Dr. Otive Igbuzor- Executive Director
2. Mr. Monday Osasah- Programme Co-ordinator
3. Mr. Victor Oluyole- Finance and Admin Officer
4. Ms. Ngozi Izuora- Women Rights Officer
5. Mr. Uchenna Arisukwu- PA/Programme Officer
6. Mr. Chuks Awo Erhire- Programme Officer
7. Mr. Garba Salihu Abubakar- Programme Manager
8. Ms. Esther Moses Kwadiri- M & E Officer
9. Mr. Vincent Dania- IT Officer
10. Mr. Omaojor Ogedoh- Research & Campaigns Officer
11. Ms. Oiza Rasheed- Asst. Finance Officer

12. Mr. Foster Akpore- IT Assistant
13. Mr. Sunday Shuaibu- Transport Officer
14. Mr. Sunday - Security Assistant
15. Ms. Jennifer Okoh- Office Assistant