

2017

ANNUAL REPORT



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

Year of Quality Improvement and Consolidation



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Organs of Centre LSD

Foreword

The year 2015 has been another year 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, focused on empowering leadership and self-managed teams. In 2017, we focused on quality improvement and consolidation.

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 eighth annual report since the Centre started operation and the strategic focus for the year is quality improvement and consolidation. Every year, we focus on an area that is critical to the growth and development of the organization. The focus this year is to improve quality of proposal writing, donor reporting and quality of implementation. In terms of implementation, we tried to raise the bar, focus on results and improve communication and documentation. In addition, we focused on consolidation of our areas of strength: Leadership, Advocacy, Capacity building, working with government, Livelihood/Social Protection; and Monitoring and Evaluation.

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 with potential for education work in the coming year. In the year under review, we opened

an office in the North East region to respond to the challenges of the North East region.

Chapter Two: Key Results of work

2.0 Introduction

In 2017, the work of the Centre continued to revolve around the three key areas of leadership, strategy and development.

2.1 Leadership

2.11 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 2017, the school has graduated 538 students.



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grad



“As the head of strategy & communication to an executive in a media establishment, I provide oversight for the office and this includes been lead in the outer office and other tasks-for this role, I require certain leadership skills which the Centre LSD has provided and is still providing and this in no little way has opened my eyes to the many great possibilities that exists in the field of communication equipped with skills inculcated by the Centre and it has hitherto improved my efficiency at work”.

A graduand of 8th set (2017)

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 Forward in Action for Education, Poverty and Malnutrition (FAcEPaM) and Local Rights Strategy (LRP) for Action Aid in Federal Capital Territory (FCT), Delta, Akwa Ibom and Ebonyi States.

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.

1. Promoting Open Government Partnership in Nigeria

In June 2017, the Centre got support from the MacArthur Foundation for a 3-year project titled “**Promoting Accountability in Nigeria Through Engagement and Implementation of The Open Government Partnership (OGP)**”. The project is

essentially geared towards supporting the work the Centre is already doing in promoting good governance, transparency and accountability in Nigeria through the implementation of the open government partnership in the country. In the year under review, the Centre trained over 60 CSOs who are working across the 14 commitment areas of Nigeria's National Action Plan on the OGP, we have equally convened a Government-CSOs Roundtable to take a holistic review as well as validate the research report that was commissioned into relevant laws and legislations as they pertain to anti-corruption, this is geared towards strengthening the Anti-Corruption agencies for better service delivery. Centre LSD also provided massive support to the Open Alliance which is a coalition of over 120 CSOs working on the OGP as well as carried out extensive Media engagement and advocacy visits to MDAs in a bid to publicise and enlighten the general citizenry on the ideals of the OGP and their roles in helping to achieve them. The Centre was retained as the Co-Chair of the Citizens

Engagement Working and also maintained her seat at the National Steering Committee of OGP Nigeria in the year 2017.



2. Natural Resource Governance

The Centre is currently running 2 projects on natural resource governance in the Nigeria. The first is titled “Strengthening civic engagement and advocacy for effective natural resource governance in Nigeria” funded by the Open Society Initiative for West Africa (OSIWA). The other project is titled “Increasing the acceptance of the natural resource charter framework by stakeholders” and it’s funded by the Nigeria Natural Resource Charter (NNRC).

About the project:

Strengthening civic engagement and advocacy for effective natural resource governance in Nigeria was conceptualized to contribute to ensuring proper governance regime in the exploration and exploitation of natural resources in Nigeria. At the inception of the project, clear objectives were set out and they include:

1. To build greater synergy and opportunity for citizens group to engage issues of natural resource governance in Nigeria.
2. To re-galvanize civil society groups to engage the process of legal and administrative framework for natural resource governance in Nigeria.
3. To examine the drive for non-oil-revenues, and how it will play out with existing solid minerals development law and possible sub-national governments interests in the mining sector.

In meeting these set objectives, the following activities were implemented during the year under review:

Advocacy visit to the department of artisanal and small-scale miners, Federal Ministry of Mines and Steel Development.

The advocacy visit to the Director, artisanal and small-scale miners was held on 6th July 2017 at the Federal Ministry of Mines and Steel Development. In attendance were staff of the department, Centre LSD team and our media partners. The visit was to advance the discussion on effective Natural Resource Governance in Nigeria and to share some of the key findings from the Centre LSD research.



The Director, Department of artisanal and small-scale miners (R) with Team-Centre LSD during an advocacy visit to the Ministry

First Roundtable Meeting with the Federal Ministry of Mines and Steel Development

The first quarterly roundtable was held on the 13th of July 2017 at Top Rank Hotel, Abuja. The meeting drew participants from civil society organizations, host communities, State Governments; Federal Ministry of Mines and Steel Development, Nigeria Extractive Industries Transparency Initiative (NEITI) and mining companies.



A cross section of participants during the round table. Dr. Otiye delivering his speech at the round table meeting

Other participants at the meeting included the Media, Development partners, President of Nigeria Miners Association and State executives of the Association

It was discussed that the Africa Mining Vision has the goal of creating a transparent, equitable and optimal exploitation of mineral resources to bring about broad-based sustainable growth and development to ensure that Africa's natural resources benefit African peoples.

Participants agreed that to achieve an effective and efficient natural resource governance regime, the following needs to be adopted;

- State government should have at least 10%, local government 5% of proceeds from mining activities carried out in their various states and the federal government should collect taxes and Royalties from the mining companies.
- The Mineral Resources and Environmental Management Committee (MIREMCO) which is a state body should be made to collaborate with federal

authorities to do mining right and government should invest in the development of MIREMCO.

- The federal government should empower the states to control revenue leakages.
- Advocacy should be made to the National Assembly for the quick amendment of the laws and the quick implementation of the road map.
- Mineral Implementation Strategic Team (MIST) should be supported, and the support should come from the public and the Civil Society Organizations.

At the inception of the project, 20 #DoMinigRight principles were developed in line with the Road map. They include:

Government

1. The government should ensure decent mining that will be beneficial to citizens (including future generations) and not destroy the environment.
2. The mining process should ensure local processing and value addition.
3. The resources from mining should be used for social and economic development
4. The government should support and harness the potential of small-scale miners and improve the livelihood of mining communities.
5. The government should build the capacity of Nigerians to engage in innovation, research and development of the mining sector.
6. The government should build the capacity of institutions responsible for mining activities to perform optimally from exploration to fabrication, marketing and mine closure.
7. The government should ensure transparent and accountable governance of the sector with principles of open government.

8. The government should ensure that the mining companies operate in accordance with international standard and best practices with the protection of the environment, community participation and corporate social responsibility.
9. The government should ensure that communities participate in decision making with respect to the mineral sector and that there is equity in the distribution of benefits.
10. The government should ensure the enforcement of health, safety and environmental standards.
11. The government should ensure that the mining policies have focus on development and discourages transfer pricing.
12. The government should ensure proper geological and mining information system with focus on using the information for development.

Mining Companies

13. The mining companies should practice decent mining and ensure adherence to international standards, protection of the environment and Corporate Social Responsibility (CSR).
14. The mining companies should ensure citizen participation and abide by the local content law.
15. The mining companies should enter into Memorandum of Understanding (MoU) with mining communities and respect the spirit and letter of the MoUs.
16. The mining companies should ensure that policies and conditions are created for the health, safety, compensation and good working condition for mining workers.

Civil Society Organizations

17. Civil Society Organizations (CSOs) should support mining communities to improve their capacity to organize and negotiate with government and mining companies.
18. Civil Society Organizations should advocate and campaign for #DoMiningRight.

Mining Communities

19. The Mining Communities should organize themselves and participate in decision making concerning the mining sector including participation in ownership of assets.
20. The mining communities should build their capacity to engage government and mining companies and advocate and campaign for decent mining (#DoMiningRight).

Second Roundtable Meeting With the Federal Ministry of Mines and Steel Development

The roundtable was held on 10th October 2017 at Barcelona Hotels, Wuse 2, Abuja. The Programme had fifty (50) participants drawn from the Civil Society, Government agencies (Ministry of Mines and Steel Development, Mining Cadastral Office, Nigeria Extractive Industries Transparency Initiative and National Environmental Standard and Regulation Enforcement Agency) and the Media.

The roundtable was themed: Commissioning and decommissioning of mining pits in Nigeria. The objective of the quarterly roundtable is to build synergy between citizens' groups, scholars, policy makers, practitioners and regulatory bodies on resource governance. It was discussed that the challenge of commissioning and

decommissioning of mining pits in Nigeria still stands as a major factor in the degradation of environment in Nigeria despite all the structures and policies being put in place.

This they (participants) said the challenges are traceable to the non-compliance to the laws. Lack of monitoring on the part of government agencies have also elicited grave effect on mineral bearing communities including some situation where illegal miners are having a field day.

The Hon. Minister who was ably represented by his chief of staff emphasized the Ministry's willingness to partner with any CSO to ensure effectiveness and efficiency of the Ministry's Roadmap for the good of all.



*cross section of
participants at the
roundtable with the
FMMSD*

Advocacy Visit to NEITI

The advocacy visit to the Executive Secretary of the Nigeria Extractive Industries Transparency Initiative (NEITI), Mr. Waziri Adio was held on the 28th of July 2017.

The objectives of the visit were to:

1. Share Centre LSD findings on the oil and gas component of the project and
2. Seek ways of how both organizations can collaborate to push for the passage of the remaining aspects of the Petroleum Industry Bill (PIB).

Media Launch of the Research

The media launch of the research report on “Solid Mineral Mining in Selected communities in Ebonyi, Ekiti and Taraba States, Nigeria, Policies, Practices and way forward” took place on the 8th of September 2017 at the Centre’s Conference Room. The launch was aimed at sharing the analysis, findings and recommendations on the state of the solid mineral sector in selected communities in the focal states and to build synergy between citizen’s groups, scholars, policy makers and practitioners and regulatory bodies on natural resource governance issues.



Public launch of a research

At the wake of the passage of the governance component of the Petroleum Industry Bill (PIGB), we held a press conference to amongst other things appreciate and commend members of the House of Representatives for the passage and concurrence with the Senate of the governance component of the Petroleum Industry Bill (PIB).

The press briefing was also an opportunity we used to request all stakeholders to join in commending the National Assembly for the work so far done and join in advocating and putting pressure on the National Assembly to ensure the remaining three bills are passed as quickly as possible to help deal with issues in the oil and gas sector. Pave way for investment in the sector and contribute to the stability of the economy

Advocacy visit to the Commissioner of Solid Minerals, Ebonyi state

The Centre paid a visit to the Commissioner for Solid Minerals in Ebonyi State. The visit was to share some finding from the research conducted and to make some recommendations as highlighted in the research. A formal presentation of the research document was also made to the Commissioner in charge of the Ministry, Dr. Francis Orji. The commissioner appreciated the Centre for the great support it has been rendering to the State and pledged to work with the Centre in ensuring that the objectives of the project are achieved in the state.



Advocacy visit to the Engr. Francis Orji, Commissioner for solid minerals in Ebonyi State

Advocacy visit to the State Co-ordinator of NESREA

Like the previous, the visit to the NESREA State Co-ordinator was basically for information sharing with respect to the findings from the research and to share thoughts on the sustainable mining campaign. The need for the agency to collaborate with the State Ministry of Solid Minerals in order to curb activities of illegal miners who have degraded the environment was stressed during the visit.

Advocacy visit to mining host communities

The advocacy team paid a visit to one of the quarry site at Umuoghare community. The visit was aimed at enlightening the people on how to do mining right. At the site, the scene was alarming. Laborers including men and women do not put on protective equipment like nose mask etc as the picture below depicts. The advocacy team spoke with the site manager advocating for decent quarry practices.



Quarry site in Umuoghare, Ebonyi State

Visit to Alhaji Sani Mohammed, the Galadima of Nguroje, Sardauna LGA, Taraba State

The objective of the visit was to among other things invite him for a policy dialogue at the state capital and to advocate for decent mining practices in the community. The advocacy team stressed that the advocacies is a way forward towards solving environmental problems associated with the mining sector.

The Galadima in his response said, **“a lot of progress has been made since the training of the Miners and the first policy dialogue”**. He said the Miners are now organized into Cooperatives; they now realize that mining previously carried out in Mayosina was illegal. Alhaji. Sani said the Miners and the Community at large now know the need to have a Community Development Agreement.

Advocacy visit to Ministry of Solid Minerals, Taraba State.

The advocacy team visited the newly created Ministry of Solid minerals in Taraba State to share the progress made in the project. The newly created Ministry currently does not have a substantive commissioner, we however met with Mr. David Matsai the Director. Part of our advocacy to the ministry is for the ministry to have a database of all artisinal/small scale miners as this will help in easy control of their activities and for mining companies coming into the State to registers their presence in the State Ministry to forestall issues of security.

The Director said the objective of the ministry is: to start full exploration of solid mineral and to gather geological data so that investors can have access to such information when they come.

Advocacy visit to the chairman Miner's Association of Nigeria (MAN), Taraba State Chapter.

The visit was made prior to the policy dialogue. The aim of the visit is to gain support from the Association on the work we are implementing in the State as it relates to mining activities and to extend invitation to the chairman for the policy dialogue.

Advocacy visit to Senator Yusuf A. Yusuf

The distinguished senator is the senator representing Taraba central. The visit was aimed at sharing some of our finding and how he can use his office to address some of the issues constitution a challenge in the mining sector in the state.



Advocacy team in the residence of the distinguished senator Senator Yusuf receiving copies of our research

Advocacy visit to the Chairman Sarduana Local Government Area

The visit to the Chairman of Sadauna Local Government Area of Taraba State was to update him on the project being implemented in his jurisdiction and to extend an invitation for the policy dialogue to him.



L-R: Mr. Monday Osasah, the PA to the LG Chairman and Victoria Udoh

Ebonyi State state level policy dialogue

The state level policy dialogue which took place on the 17th October 2017 in Abakaliki, the Ebonyi State capital had over 70 persons including His Excellency the Deputy Governor of Ebonyi State, Bar. Dr Eric Kelechi Igwe in attendance. The Hon. commissioner for Solid Minerals Development, Eng. Dr. Francis Orji, Prof

A.C Omaka (SAN) from the Academia, the Media, the civil Society, House Committee Chairman on Environment, State Coordinator of National Environmental Standards and Regulations Agency (NESREA), Traditional rulers from the mining Host communities, Town Union Executives, Women and Youth leaders from the mining Host communities as well as Miners Cooperative Societies among other relevant stakeholders in the State were part of the Policy dialogue. The dialogue themed "Environmental Impact Assessment (EIA), Community Development Agreements (CDAs) and the Challenges of Compliance".

The dialogue was aimed at xraying all the policy problems as it relates to CDA and EIA in the state and to suggested alternative approaches to dealing with the problems.



Mr Monday Osasah, Programmes Director Centre LSD giving his opening remark duaring the policy dialogue in Abakaliki

The presentation on Environmental Impact Assessment, Community Development Agreements and the Challenges of compliance was made by Professor Amari Omaka (SAN). He is the Dean, Faculty of Law in Ebonyi State University (EBSU), Abakaliki, and President Greenbelt Africa Initiative.

The presentation provided a guideline and panacea that would be useful in the development of mine-impacted communities through drafting and utilization of

Community Development Agreements (CDAs) and enforcement of Environmental Impact Assessment (EIA) provisions.

Professor Omaka took time to illustrate more on the need for CDA and EIA, the challenges of non-compliance with EIA and CDAs, Relationship of Mining Operators with Host Communities and the way forward.

In a bid to deal with the issue of insecurity in the sector, the Centre organized another policy dialogue in the State. This time focusing on the Challenges of Mining Security. The dialogue brought together all relevant stakeholders including the security agencies, mining host communities, relevant government agencies, academia and the media.

The Resource Person, Dr. Odikamnorum Oliver, explained that there are various challenges within the mining industry in Ebonyi State and across Nigeria and it include that of insecurity.



A cross section of participants at the policy dialogue

Taraba State Policy Dialogue

In our pursuit to expand the conversation around natural resource governance in the country, we organized a policy dialogue on the state of solid mineral exploration and exploitation in Taraba State. The dialogue took place on the 16th of March 2017.



A cross section of participants at the policy dialogue in Jalingo, Taraba State

Very importantly, the policy dialogue served two separate purposes, namely; to validate the State specific research findings from the research conducted on the project and help to spot policy problems and suggest alternative approaches to dealing with the problems to achieve effective natural resource governance in Nigeria.

Training of mining host community members in Taraba state.

The training of mining host community members in Taraba State was for three days. The training was held on the 13th-15th of March 2017. The training had participants drawn from Jalingo, the State capital and Moyosina community in Sadauna LGA of the state.



Participants during group exercise.

Just like the trainings conducted in Ekiti and Ebonyi, the modules taught included the following.

1. What is leadership?
2. Leadership and habits
3. Leadership and organization
4. Leadership and execution
5. Leadership and public speaking
6. Negotiation

7. Environmental Impact Assessment and Development of Memorandum of Understanding

Advocacy Visit to Department of Petroleum Resources

The visit was made on the 13th October 2017. The visit was aimed at sharing knowledge, experience and findings in respect of the project and to seek collaboration and support from DPR on how to engage the long-awaited passage of the PIB.

The zonal coordinator however suggested that we should scale up our advocacy to the Director in the headquarters of DPR in Lagos where policy changes can be made.

3. Increasing the acceptance of the natural resource charter framework by stakeholders:

The project “Increasing the acceptance of the natural resource charter framework by stakeholders” is project funded by the Nigeria Natural Resource Charter (NNRC) as earlier stated. The project is aimed at assessing the governance framework of the oil and gas sector and designing advocacy interventions to improve Nigeria’s performance against best practice indices.

The performance of the oil and gas sector across is measured across some precepts in the NRC. To ensure that these precepts are used by stakeholders; the NRC Framework must be accepted and relied upon in assessing sector governance.

The intervention therefore seeks to increase the acceptance of the Framework through improving the visibility, relevance and reliance on the Framework by stakeholders.

In meeting these set goal, we have so far implemented some activities during the year under review as follows:

1. Conducted research on crude sales and reserves management
2. Presentation of findings from the research to the NNRC Expert Advisory Panel and the targeted stakeholders

Policy dialogue on crude oil sales and reserve management in Nigeria: the dialogue had over thirty (30) participants drawn from Civil Society, Government agencies (NNPC, DPR, NEITI, etc.) and the Media in attendance.

The dialogue was aimed at stakeholders to brainstorming and developing strategies on how to better deploy the percepts for Nigeria and its citizens to maximize the benefits of the country's natural resources. Also, the dialogue doubled as a validation session of the research report.

Media launch of the research report.

The media launch is one of the activities lined up in the project. The aim of the media launch is to give a wide visibility to the project and to elucidate on the role of Crude Oil to the Nigerian economy. In attendance were:

1. African Independent Television
2. People's Tv
3. Federal Radio Corporation of Nigeria
4. Armed forces radio
5. Aso Radio
6. Greetings FM

7. Leadership news paper

8. Daily trust news paper

9. The sight News online



4. Capacity building for Youth interested in political office in the Niger Delta.

The place of the youth in the social discourse can no longer be ignored given the leadership gap that exist on the continent, the youth bulge, and the need to urgently harness their energies in the right direction. Africa and Nigeria must face these realities before it is consumed by its own growing youth population. Today the participation of youth in politics has gained momentum across the globe but this is not the case in Nigeria where their participation in governance is seen during the country's electoral process - at the polls, during electioneering campaigns etc. There has been little or no consideration for the youth's participation in election as the

opportunities that exist for them are forcefully taken away from them. The youth as is well known remains the backbone and the hope of the future of any nation and therefore must not be neglected in the scheme of thing particularly of their development – which lends credence to the need to develop their capacities by investing and preparing them for the future. Doing the opposite will no doubt portend both negative and the positive, because of their relative inexperience and impatience-which can be problematic, and spontaneity, adventure and daring disposition-which lead to change, must be put to productive exercise that will bring about sociopolitical regeneration.

Therefore, it is necessary to focus on youth development including building their capacities to participate in political processes so that they become productive and contribute to the development of society. Participatory governance entails the participation of all (Youths, men and women) in decision making process. Some of the processes that can contribute to participatory governance include effective political party policies, good candidates for elections, participatory budgetary process and effective legislative oversight. All these processes are almost absent in the Niger Delta region.

It is in the recognition of the need to build the capacity of the youth to engage and participate in elective and appointive positions that the African Centre for Leadership, Strategy and Development (Centre LSD) began the implementation of her project geared towards building the capacity of youths interested in political offices in the three States of Edo, Delta and Bayelsa in the Niger Delta. This project is unique in the Nigerian context in many ways. There are many youth programmes in Nigeria but there are none known to us focused specifically on building the capacity of young persons interested in elective office targeted at youth in the Niger Delta region. This project has been carefully crafted to meet the needs of young

persons interested in political office to prepare them to assert their voice in the region's decision-making process by developing their skills and knowledge required to be effective and confident leaders. The goal of this project is to strengthen the capacity of young people to take leadership positions in politics. Therefore the project aims to: develop training modules for youths' capacity building on leadership, politics and contesting for office (candidacy, campaign organization and finance); build the capacity of 240 youths in the three States of Edo, Delta and Bayelsa, in the Niger Delta, 80 youths across each state, on leadership, politics and contesting for office; collaborate with youth focused groups to advocate for youth friendly policies; and, map out stakeholders and youths that are interested in election and governance. These two years project is supported by the Ford Foundation and has taken effect from November 1st 2017 to November 1st 2019.

A range of activities were developed in order to meet the set objective of this project. These are as follows:

Summary of activities

- i. Survey and mapping out: A survey will be commissioned to ascertain the level of youth engagement in each senatorial district of the states and to identify youth who have indicated interest in running for any elective position in 2019 and to select youth that will participate in the trainings. We will also carry out a stakeholders mapping by identifying and meeting with relevant stakeholders who the Centre will work closely with during the project implementation and whose collaboration is necessary for the success of this project.
- ii. Development of Training modules and Production of Training Pack: Training module will be developed by the project team and resource persons. The training modules include: Managing the Electoral Process and Election

observation. Introduction to Democracy, Politics and Party Organizing, Campaign Planning and Message Development, Public Speaking, Election Campaign Framework (Electoral Laws and Political Parties Code of Conduct) and Campaign financing.

- iii. Training Workshop on leadership and politics for potential aspirants: Six three-day workshops will be organized for young potential candidates in the 2019 general elections who will be young persons between the ages of 25-32 years in the three focal states. Participants will be selected regardless of their party leaning/ orientation on issues and based on specified criteria and no participant will be selected outside of the established process
- iv. Advocacy to relevant Stakeholders: Advocacy visit will be paid to relevant strategic stakeholders like state Governors/members of the State executive council, Political Party leaders and Executives, high profile traditional rulers, community heads, media organizations etc. The aim is to garner support for youth (25-32) inclusion in politics and governance, particularly ahead of the 2019 general election. It will also include advocating for youth friendly policies.
- v. Town-hall meetings: Town hall meetings will be organized. It will be one per state. Issues distilled from the survey will be used to stimulate discussion amongst stakeholders and chart a way forward.
- vi. Media Engagement: There will be rigorous media engagement at two levels; social media and the conventional media to give visibility to the project and infuse the issues into the media agenda.
- vii. Research and documentation of participants' experiences in the electoral process: Stories of the program participants, both successes and failures,

during and after the project implementation will be documented. The documentation will also include the experiences of young aspirants and candidates in the 2019 Nigerian electoral cycle.

Since the commencement date of the project in November 2017, a major activity that has been implemented within this reporting year is the Stakeholder mapping in the three focal states of Edo, Delta and Bayelsa where critical stakeholders including CSOs who can impact positively on the project have been mapped and courted into the mission of the project. This took place in December 2017. Since the event, we have been working with the state partners in a manner that will contribute to the progress of the project.

Anti-Corruption Work

The Centre partnered with several organizations to advocate and campaign against corruption in Africa. One of such was CLEEN Foundation, on the “Access Nigeria Project” to build relationship with the Economic and Financial Crimes Commission (EFCC) and access information to fight corruption in Nigeria”. This led to a follow-up meeting with the chairman of EFCC where he discussed with the CSOs present the challenges faced in the fight against corruption in this current administration and the implication of the passage of the bill seeking to make the Nigerian Financial Intelligence Unit (NFIU) autonomous. The bill, the EFCC chairman believes, will weaken the powers of the EFCC to fight corruption in Nigeria.

The Centre also made useful contributions in several meetings hosted by the Presidential Committee Against Corruption (PACAC).

In addition, Centre LSD organized a Citizens roundtable and a Tweetmeet to discuss the anticorruption commitments of the Open Government Partnership and how citizens can ensure the Nigerian Government keeps her OGP commitments. This was done to mark the 2017 anti-corruption day.

A hashtag, #TakeAStand was adopted in promoting the online campaign.



#OGPOpenNigeria TWEETCHAT

WITH

DR. OTIYE IGBUZOR
(@otiveigbuzor)
▶ LEAD DISCUSSANT

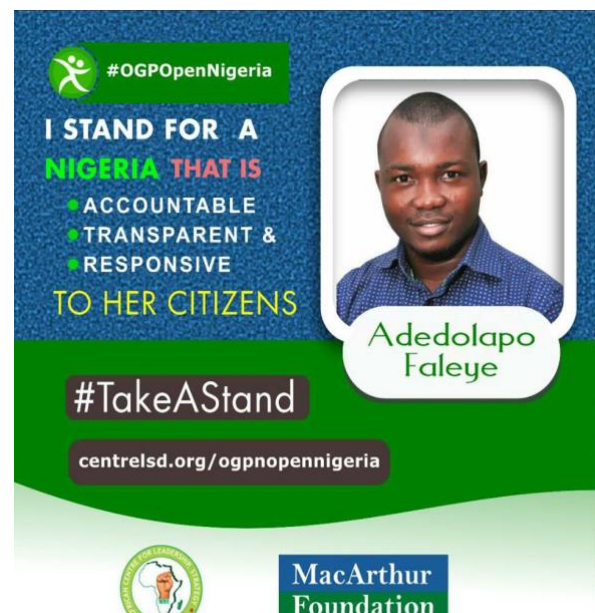
TOPIC:
PROSPECTS OF OPEN GOVERNMENT PARTNERSHIP
AND THE FIGHT AGAINST CORRUPTION IN NIGERIA

CO-DISCUSSANTS

LUKMAN ADEKUNLE
@adekunlelukeman

VINCENT DANIA
@vincentdania

DATE: FRIDAY DEC. 8 **TIME 11 AM - 1 PM**
VENUE: TWITTER **HASHTAG: #OGPOpenNigeria**



#OGPOpenNigeria

**I STAND FOR A
NIGERIA THAT IS**

- ACCOUNTABLE
- TRANSPARENT &
- RESPONSIVE

TO HER CITIZENS

#TakeAStand

centrelsd.org/ogpnopennigeria

Adedolapo Faleye

MacArthur Foundation

A major area of concern for the Centre in the fight against corruption in Nigeria is the high level of opacity at subnational levels. Strategies on how to devolve the anti-corruption campaign to sub-national levels is an issue the Centre hopes to engage more going forward.

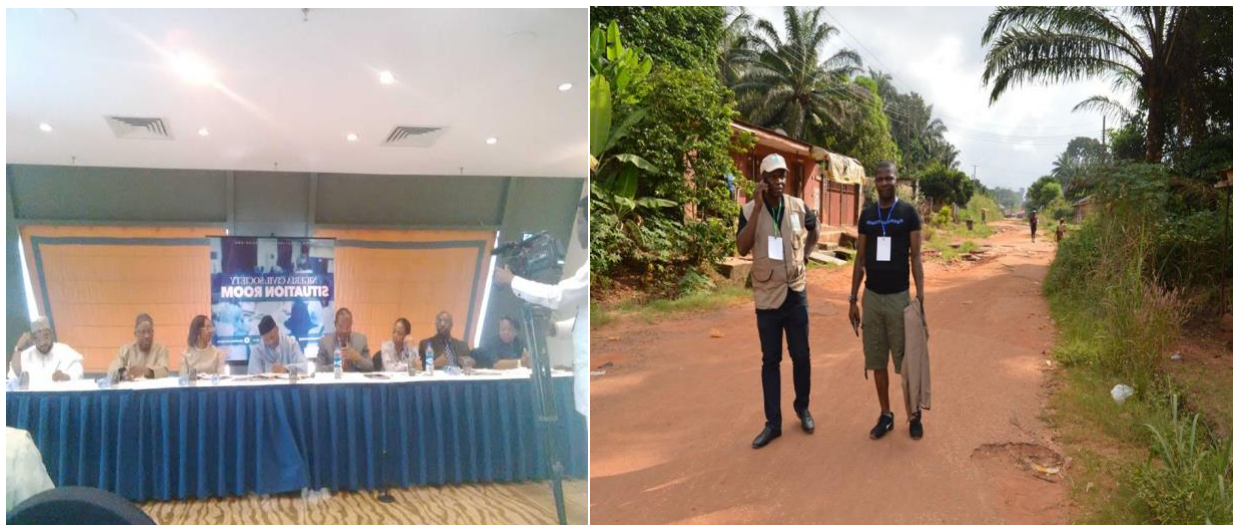
Electoral Process

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 2017, the Centre participated in the monitoring of elections in Anambra Gubernatorial Elections in November 2017. The Centre trained and deployed about 50 Observers across the 21 LGAs of Anambra State who provided real time updates and reports on the process.

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 the area of 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 going forward. In 2017, the Centre continued participating in Situation Rooms activities such the Annual Retreat, Zonal Stakeholders Consultative for a with the Vice President, IG of Police, INEC Chairman and other critical stakeholders geared towards ascertaining the state of preparedness for the next general elections in Nigeria as well as citizens participation in the process.



Election observation

Promoting Environmental Justice in the Niger Delta

One major challenge facing Nigeria as a country is its ability to effectively harness its environment in a manner that will meaningfully contribute to its social and human development. The Niger Delta region seats on the oil wealth of the country. Since the discovery and exploitation of oil in the 1950s, the Niger Delta environment has never remained the same due to the effect of activities in the oil industry. The region produces the oil wealth and accounts for over 90 percent of Nigeria's foreign earnings. While the States in the Niger Delta region bear the crude oil that is the mainstay of the Nigerian economy, the region and its people are suffering the consequences arising from the exploration and exploitation of oil. The effect of these activities has not been addressed nor taken seriously. Hence the argument that government has remained legalistic in addressing the issues that oil exploration has caused the region still holds water. The challenge posed by the activities militants and their splinter groups is tied to the crisis of development and the lack of it in the region. Deepening the problem is the overarching issue of environmental

degradation in the Niger Delta region particularly in Ogoni-Land- which has, led to loss of livelihood, negatively increased health hazards, disarticulated the natural environment and necessitating the influence of climate change.

This is the basis at which the UNEP Report and its recommendation became a lee-way towards addressing the issues in the Niger Delta- first to calm frail nerves and to improve security, ensure the seamless exploration and exploitation of oil, and to allow the government to take measures towards addressing the glaring challenges facing the country. But since the flag off the clean-up the Niger Delta by the Federal Government, the various processes, procedures and institutions has over the years been encumbered by political, fiscal, legal and administrative challenges.

With the support from Cordaid, the Centre has been implementing series of activities that will help to realize the set goal of achieving a healthy and sustainable environment in the Niger Delta by 2020. The objectives of the project includes: To collaborate with the media to monitor the implementation of the UNEP report; advocate for stakeholder participation in the implementation of the UNEP report; mobilize citizens to support the implementation of the UNEP report, and to create a platform for Stakeholder interaction on the implementation of UNEP report.

Based on this, Centre LSD embarked on a range of activities in 2017 targeted at engaging the relevant stakeholders in order to achieve a healthy and sustainable environment in the region. This was made a reality with support from Cordaid. The activities under the 2017 grant year includes the following:

Quarterly Media roundtable

The first Media roundtable held 20th January 2017. It doubled as a media roundtable and launch of the #CleanUpNigerDeltaNow Campaign. The roundtable was a strategic by the way the outcome of it was used to influence the narrative amongst

stakeholders about the implementation of the UNEP report. Media reports in the print and electronic have continued to disseminate information the activities of the Centre relating to environmental governance. Jingles were produced in English and Pidgin and aired to remind stakeholders about the necessity of the clean-up. Stations which aired jingle includes: Wazobia FM Abuja/PortHarcourt, Love FM Abuja, Aso Radio Abuja and Quest FM Ughelli Delta State

Social media campaign

The launch of the #CleanUpNigerDeltaNow campaign has helped to catalyse the project visibility, amplifying the message of a healthy and sustainable environment in the Niger Delta. There was improved, and sustained activity on social media/web platforms. This afforded the project the reach of a wider audience, and continued interactions amongst stakeholders. Our online engagement had a weekly impression of 8,333 and a daily reach of 1048 accounts and more in the course of the following quarters of 2017. see: https://analytics.twitter.com/user/Centre_LSD/home. The social media aspect of the ran throughout the 2017 grant years with even more reaches especially during major project events.

Lobby and advocacy visits

In the course of implementation of the Cordaid project in 2017, series of lobby and advocacy weres carried out to various stakeholders on the clean-up issue. Amnesty International-an organization that shares similar objective with those of the project, particularly for the human right angle to the issue, was courted with the view to forge a common front to engage the clean up the Niger Delta. Again, the advocacy was shifted to government coffers with a visit to Director general of NODSRA, Mr. Idabor Peter who committed to collaborating with the Centre. Advocacy visit was also paid to the Minister of State for Environment, Alh. Ibrahim Jibrin on the

environment problem caused by the activities of the IOCs. The Minister however committed to working with the Centre especially in the area of Monitoring and evaluation for the purpose of objective assessment of the clean-up. The Centre also had an advocacy meeting with the House Committee on Environment and Habitat. Working harmoniously with government agencies was for the Centre an unexpected outcome given the usual difficulty faced by CSOs in working government bodies. This was exhibited in the invitation to and participation in a Public Hearing and to submit a Memoranda in respect of the NOSDRA Bill, which held from the 19th to 20th of September, 2017.

Policy Dialogue

The first bi-annual policy dialogue was held, on 15th June 2017. The dialogue was centred on the challenges of environmental governance and related issues in the Niger delta. Dialogue was well publicized in the mainstream media outlets, including TVC News, Nigeria Info FM, National Point Newspaper, The Nation Press, The Beacon Newspaper, and The Authority newspaper.

National summit on the implementation of the UNEP report

Centre LSD in collaboration with Civil Society Legislative Advocacy Centre (CISLAC) held a one-day National Summit on Achieving a Healthy and Sustainable Environment in the Niger Delta on 30th November 2017 in Abuja. The Summit was designed to review and analyse government policies, financial performances, emergency measures and initiatives identified as mitigation strategies. It also aimed to review stakeholders' effectiveness on the implementation of the 2011 United Nations Environmental Project (UNEP) report on the clean-up of Ogoni-land specifically, and the Niger Delta region as a whole. The Minister of State for

Environment alongside key players on the clean-up issues including the leaders of the region, traditional rulers, CSOs and the international development organizations were in attendance. The summit concluded that the Niger Delta clean-up was not taken seriously while HYPREP which is the critical agency charged with responsibility of the exercise was not performing its roles as expected.

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 evidenced-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 Voice to the People (V2P) project continued to make impacts in the lives of the Nigerian citizens both at the National levels and at the grassroots. The results from this year's interventions were the upshot of the methodology employed in their

implementation. At the beginning of 2017, the African Centre for Leadership, Strategy and Development (Centre LSD) set out several interventions geared towards creating critical voices on issues of transparency, accountability, Open governance, Local governance, constitutional review, citizens engagement, etc. some of these interventions were implemented in collaboration with the V2P state level Partners.

At the fulcrum of these interventions were several capacity buildings for V2P state partners and other CSOs. These numerous capacity building during this reporting period has enhanced the capacity of V2P Partners, CSOs, government officials, Media and other stakeholders to engage on issues of accountability, OGP, Paris fund refund, LG autonomy, elections and other people centered issues in the various target states. These engagements have yielded results including the successful registration of V2P state partners in Abia, Enugu, Anambra and Kaduna states as members of Open Alliance-a CSO arm of the OGP. This process has also facilitated the alignment of most of these states with the OGP agreement in Nigeria.

Partnership building was a key component of our intervention this year. This was to enhance the sustainability potential of the project beyond the project life and to deemphasize individual action in preference to collective actions. As a result, this project has created several partnerships that will outlive its intervention year. In Kaduna for instance, we have successfully built a media/CSO partnership that is regularly advocating for the passage of the Local government autonomy bill and other V2P issues; at the National, we have media partnership that weekly educate and enlighten citizens of V2P issues on budget, governance, citizens, etc.

Advocacy is critical to any intervention. To this end, this year saw the production of two advocacy tools in the form of researches. The research on the Paris Fund and

Fiscal transparency of the National Assembly member were to inform an evidenced based advocacy to the relevant stakeholders. The researches if completed will serve as a major tool for our advocacy in the last quarter of this project cycle. Also of importance is that the V2P project was one of the few platforms that brought substantial number of CSOs together on critical social issues in Nigeria. During the constitutional review for instance, CLSD through the V2P project mobilised CSOs, media and government, including the National Assembly consultant on the constitutional review to arrive at a single position on the bills being consider ensuring that citizen are the ultimate beneficiaries as it ought to be.

Overall, the Centre has implemented over 10 major interventions and over 40 intermediate interventions in the V2P project in 2017 alone.

Pictures





Cross section of participants at our V2P project

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 2017, YADs activities was mainly social media engagement due to financial constraint and unavailability of funds for the project. Educative and motivating tips were shared with youths via a dedicated tweeter handle, with a minimum of 5 tweets per day.

Towards the end of this year, we have begun a fund drive for the project. A concept note was developed, the YAD schools were visited and a crowd sourcing for YAD was initiated.

In the coming year, YAD will have a brighter look in terms of implementation of activities.

Advocacy for Environmental Justice

The Centre has continued to advocate for Environmental Justice and sustainable development. The Centre is a member of 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 2017, Centre LSD with other NACGOND member organizations in a media show joined in decrying the toxic atmosphere in Rivers State over the perennial emission of soot (black carbon). The soot is a by-product of incomplete combustion of materials and or hydrocarbon and it contains a cocktail of poison with deadly implications for human health, the environment and socio-economic wellbeing.

Among already identified causes of soot include the indiscriminate burning of seized crude by the JTF and other paramilitary units. Others include artisanal bunkering and refining of crude, industry flare from the oil and gas companies and the burning of vehicle tyres. The Centre and other coalition members called on the Federal Government to treat the environmental concerns in the Niger Delta as issue of environmental emergency. In a related development, to ensure environmental cleanliness, Centre LSD launched a media campaign in Delta State using Radio drama and jingles on the need for youths of the Niger Delta, to stay away from pipeline vandalization and illegal refining. There was also a sensitization visit to the National Youth Service Corps (NYSC) Delta State Directorate ostensibly on climate change and adaptation programmes.

Centre LSD during the year campaigned vigorously for the cleanup of the Niger Delta particularly Ogoni land. The Centre scripted and produced jingles which was aired both in Abuja and in the Niger Delta, on the emergency measures which were supposed to precede the Cleanup exercise. The Centre was at the forefront of the advocacy for the amendment of the NOSDRA Act, following findings from its research on environmental governance in the Niger Delta. The advocacy was premised on amending the Act to tackle the challenge of overlapping functions amongst MDAs, most especially those charged with the responsibility of regulating the environment. The overlap in their functions has steadily created challenges, including the challenges of leadership and accountability amongst the MDAs.

Promoting Livelihood and Development in Northern Nigeria

In 2017, the Centre continued the implementation of the USAID funded project called Face the Future (FTF). Based in rural communities in Northern Nigeria's Sokoto, Kebbi and federal capital territory (FCT) the project will support 12,000 Household in Kebbi state from the total of 42,000 National targets of vulnerable household grow their agriculture production, incomes and improve household nutrition. The project will also focus on reducing poverty by strengthening community and governance systems to support these gains. The Centre is implementing the project in Kebbi state with focus on two local government-Danko Wasagu and Birnin Kebbi local government areas which has been selected for the project. In the year under review, the Centre completed the 15-month Cash Transfer Scheme to 1240 beneficiaries on the Project, this has further pushed the beneficiaries up the pathway to prosperity as majority of them invested the funds received into businesses and agro-allied enterprises. The Centre's Nutrition intervention in the project has led to a increase in the wellbeing of the 12000 beneficiaries as they have

adopted the basic Nutrition/WASH practices as well as the consumption of balanced diets.



Participants of our Wash project

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 2017, Centre LSD with other platform members continued the popularization of the AU instruments, treaties and protocols and called on citizens to rely on the content and provisions of the different instruments to demand accountability from duty bearers at both the federal and subnational governmental levels.

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, with a weekly reach of about approximately 5000 direct emails as of 2017.

Communicating Development Information: Engaging the Conventional Media

The Centre in 2017, drew the attention of government and other relevant stakeholder to some developmental issues plaguing the nation, to trigger government into action. Chief of which is the deplorable State of infrastructure in the country, in particular, the Enugu-Onitsha Express Way. A lot can be inferred about the health of a nation looking at the condition of its infrastructure. Nigeria has an extensive infrastructure of roads, railroads, airports, water, electricity, health and communication networks.

Currently, many of the roads like the Enugu-Onitsha Express Way and other infrastructure in the country are in a bad shape because of poor maintenance and years of heavy traffic. The Ministry of Works, Power and Housing, promptly responded, and the Enugu-Onitsha Express Way is being attended to.

Realizing that the absence of a legal and regulatory regime in the oil and gas sector has led to a lot of investment losses in the sector and to the country, the Centre painstakingly continued in the advocacy and pushing for the passage of the Petroleum Industry bill (PIB) still with the National Assembly. The Centre analyzed the bill and prepared a position which it presented at the joint public hearing of both chambers of the National Assembly in December 2016. Even at that, it ensured that the issue of the PIB and the clean-up of the Niger Delta remained ever current on the media agenda through its regular media briefings. The Centre repeatedly underscored the centrality of the clean up to the Nigeria economy and the Niger Delta region. And believes that cleaning the Niger Delta is nothing other than social justice, as without social justice, there will be no peace in the region and socioeconomic development will remain elusive.

Another issue placed on the front burner was the issues of regional development and the consequent advice of the Centre for regions to understand their areas of comparative advantage by way of endowment and production, focus thereon to catalyze the development in the different regions.

Communicating Development Information: Engaging the Social Media.

A key component of the Centre's communication strategy is to leverage on the pervasiveness of social media and modern Information Technology Communication tools to share the impact of her work and empower citizens with useful information to transform society.

In 2017, we took a more strategic approach to our Social media engagement by creating project specific hashtags and landing pages, in addition to the Centre's main website. Below are the landing pages links and hashtags:

#DoMiningRight centrelsd.org/dominingright

#OGPOpenNigeria centrelsd.org/ogpopennigeria

#CleanUpNigerDeltaNow centrelsd.org/cleanupnigerdeltanow

#YouthsCanLead centrelsd.org/youthscanlead

This approach has thickened the Centre's footprint in the web space.

The Centre also leveraged on Twitter as an advocacy tool to reach policy makers and influence narratives. A total of **958** Tweets were posted in 2017, which generated **194,560** Impressions, **1,568** new followers, **3,589** profile visits, and 1,569 Mentions.

We will continue to deploy these platforms and we explore more innovation ways to fulfil our missions in the coming years.

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 2017, the board continued to give direction to the Centre and supported the Centre especially in fulfilling statutory obligations. Three new board members were appointed (Dr (Mrs) Ufuoma Awegfeada; Comrade Hauwa Mustapha and Ms. Pamela Esiri) as three board members completed their tenure on the board (Dr. Tony Dzegede, Hajia Amina Mohammed, OFR, Mr. Jimi Agbaje and Mrs. Maryam Uwais)



Cross section of participants at a National Roundtable on Local Government Autonomy

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 2017 included:

1. V2P Communication and storytelling for media advocacy- **Vincent**
2. UNICEF (Situation of child Poverty in Nigeria) SITAN Review meeting- **Vincent**
3. Training on Leadership Skills for Mining and Developing MOU in Taraba State-**Omaojor and Victoria**
4. Creative Communication and Infographic training=**Vincent**

3.3 Mentoring Young Persons

The internship programme, the internship programme of the Centre has continued. The interns included Happiness Oguehi, Uvie Otive-Igbuzor, Emmanualla Nwahiri, Esther Illo and Eucharika Okechuwu. (Victoria, please update)

Testimony of an Intern

My mentorship program began in the month of November 2016 as a mentee of Dr. Otive Igbuzor, through Nigerian Women Trust Fund. My Mentor is the Executive Director of the Centre, a pastor, human rights activist, development expert and a

policy analyst. 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 a pen” to take note and keep records, a habit I will never regret. He gave me the opportunity to receive quality mentoring which had a positive impact on my academic, professional and personal life.

Through him I developed a reading culture, which I did not have before; broaden my scope and knowledge on religion, politics, gender equality, development and leadership, by just accompany him to various events and meeting; etc. these ultimately helped me in pursuing my passion for a better society which is in line with the mission of the Centre “To Work With Forces of Positive Change to Empower Citizens to Transform Society”.

In 2017, I was privileged to join Centre LSD as an intern and this opportunity immensely transformed my growth and development as a person by building my capacity in areas of empowerment, development, strategy, leadership and equality. The organization African Centre for Leadership, Strategy and Development has genuinely groomed me to 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 in the society.

With the unconditional love and care of all the staff of Centre LSD, 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 and enhance my ideology about life. Thank you for making my success story possible.

Happiness Oguehi

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)

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
- Peoples TV
- Vision FM
- Independent Television (ITV)
- Newspapers, Etc



Pix: Shows the Programme Director, Centre LSD, Mr. Monday Osasah 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 2017, 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
- Laws and Policies: Processes and procedure for Open Government Partnership implementation in Nigeria. Centre LSD Book Series No. 9

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: Operationalisation 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
- Environmental governance in the Niger Delta. Centre LSD Policy Brief No. 18
- Solid Mineral Mining in Selected Communities in Ebonyi, Ekiti and Taraba States, Nigeria: Policies, Practices and the Way Forward. Centre LSD Policy Brief No. 19

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 2017, the focus was on multi-year programmes to engender long term planning and sustainability.

4.2 Fund Raising Strategy

The fundraising strategy of the Centre for 2017 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.

4.3 Statement of Account

AFRICAN CENTRE FOR LEADERSHIP, STRATEGY & DEVELOPMENT
STATEMENT OF INCOME AND EXPENDITURE AS AT 31ST DECEMBER 2017

	2016 N	2017 N
2 Income		
Christian Aid	23,485,000	24,358,056
Konrad Adenauer Foundation(KAF)	1,170,900	1,255,000
Open Society Initiative for West Africa	122,751,000	49,120,071
Individual/Corporate Contribution	40,000	120,000
MacArthur Foundation	-	72,600,000
FGN/MDG	3,342,857	-
Catholic Relief Society/USAID	69,634,034	65,964,430
Sundry Income	-	
Community Life Project	505,750	430,750
Nacgond	-	172,700
NNRC - Foster	-	1,713,400
Ford Foundation	-	40,191,723
Civics	-	364,089
OSIWA FMMSD	-	55,811,250
CORDAID	-	14,722,006
	<u>220,929,541</u>	<u>326,823,475</u>

F.A Adamu & Co (Chartered Accountants)

AFRICAN CENTRE FOR LEADERSHIP, STRATEGY & DEVELOPMENT
STATEMENT OF INCOME AND EXPENDITURE AS AT 31ST DECEMBER 2017

3 Administrative Expenses	2016	2017
	₦	₦
Seminar/workshop/Research	1,885,000	33,897,679
Salaries & Wages	28,351,996	32,037,500
Stationeries & Printing	4,462,500	7,331,867
Audit/Professional fees	250,000	727,500
Telephone/Internet	1,721,700	2,354,482
Office Rent	1,290,000	1,881,500
Press briefing/Publicity Exp/Advocacy	3,400,000	7,156,059
Leadership Institute Expenses	571,500	-
Local Transport	428,200	1,330,000
Bank Charges	241,765	637,712
Depreciation	636,691	1,348,000
Newspapers & Periodicals	-	580,000
Programme expenses	-	35,916,066
Transport & Travelling Expenses	21,815,973	33,965,323
Sundry Office Expenses	79,550	2,883,055
Donations	-	3,580,000
Membership Dues and Levies	225,000	20,000
Office Equipment Maintenance	264,700	118,600
Hotel & Accommodation	8,260,975	37,742,555
Conditional Cash Transfer	36,118,615	-
Computer Consumables	2,057,204	83,000
Training & Development	-	6,705,602
Consultancy Service	-	39,357,293
Withholding Tax	-	3,878,365
Advert and Publicity	-	5,276,550
Utility	-	1,254,800
Financial/Admin. Fee	-	13,906,050
Hiring Expenses	-	734,600
Volunteers Allowance	-	2,526,454
Employer's Contribution	-	1,766,205
	112,794,569	279,041,817

F.A Adamu & Co (Chartered Accountants)

AFRICAN CENTRE FOR LEADERSHIP, STRATEGY & DEVELOPMENT
STATEMENT OF INCOME AND EXPENDITURE AS AT 31ST DECEMBER 2017

4 Property, Plant and Equipment Schedule

Particular	Computer System	Office Equipment	Furniture & Fitting	Plant & Machinery	Land	Total
	N	N	N	N	N	N
Cost at 1/1/17	1,910,800	505,000	944,080	65,000		3,424,880
Additions in the year	2,450,500	754,900	290,000	-	5,000,000	8,495,400
Disposal	-	-	-	-	-	-
Cost at 31/12/17	4,361,300	1,259,900	1,234,080	65,000	5,000,000	11,920,280
Depreciation at 1/1/17	1,631,560	504,990	782,336	48,750	-	2,967,636
Depreciation written off	-	-	-	-	-	-
Charge in the year	872,260	150,980	308,520	16,240	-	1,348,000
Depreciation at 31/12/17	2,503,820	655,970	1,090,856	64,990	-	4,315,636
NBV at 31/12/17	1,857,480	603,930	143,224	10	5,000,000	7,604,644
NBV at 31/12/16	279,240	10	161,744	16,250		457,244

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

F.A Adamu & Co (Chartered Accountants)

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STATEMENT OF INCOME AND EXPENDITURE AS AT 31ST DECEMBER 2017

	2016	2017
	₦	₦
6 Receivables and Prepayment		
Community Life Project	75,000	3,050,939
Rent	589,875	1,352,089
	<u>664,875</u>	<u>4,403,028</u>
Cash & Bank Balances		
7 Diamond Bank (CLSD) NGN	6,125,140	17,787,688
Diamond Bank (OSIWA Account) NGN	4,335,257	27,214,495
First City Monoment Bank (V2P) (NGN)	20,355,131	18,369,734
First City Monoment Bank (V2P) (GDP)	78,566	552,122
Diamond Bank (osiwa) USD	-	11,966
Diamond Bank (Osiwa - FMMSD) NGN	-	1,517,776
Diamond Bank (Ford Foundation) NGN	-	37,930,696
Diamond Bank (Mac. Authur) NGN	-	44,904,405
Diamond Bank (Osiwa - FMMSD) USD	-	1,738,516
Diamond Bank (CLSD) USD	88,455,151	2,119,738
	<u>119,349,245</u>	<u>152,147,136</u>
Cash & Bank Balances		
Osiwa	-	19,850
V2p	-	4,150
MAC - Arthur	-	31,950
	<u>-</u>	<u>55,950</u>
8 Accumulated Fund		
Surplus/Deficit for the year	108,134,972	47,781,658
Surplus/Deficit B/F	6,392,040	114,527,012
Surplus/Deficit C/F	<u>114,527,012</u>	<u>162,308,670</u>

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10 Creditors & Accrual

Sundry Creditors	1,452,089	1,552,089
Audit Fee	350,000	350,000
PAYE	406,098	-
ED'S Salary	1,759,126	-
Cooperative deductions	1,318,150	-
Pension	2,846,106	-
Loan from Executive Directo	430,000	-
	<u>8,561,569</u>	<u>1,902,089</u>

11 Exchange Rate

Uniform Exchange rate of N363 to US Dollar was used in the conversion of Dollar Denominated currency while N470 was used in the conversion of Pounds Denominated currency during the year under review.

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 was on quality improvement and consolidation.

ORGANS OF CENTRE LSD

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Pharm. Joel Omonigho, United Kingdom

Dr. Omano Edigheji, South Africa

Dr. John Ojediran, Nigeria

Mr. John Samuel, India

Mr. Brian Kagoro, Zimbabwe

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Dr. Otive Igbuzor

Mr. Monday Osasah

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Hajia Amina Mohammed, OFR

Mr. Jimi Agbaje

Mrs. Maryam Uwais

Secretariat

1. Dr. Otiye Igbuzor- Executive Director
2. Mr. Monday Osasah- Programme Director
3. Ms. Martina Nomsule- Finance and Admin Officer
4. Mrs. Victoria Udoh-Programme Co-ordinator
5. Mr. Uchenna Arisukwu- Programme Co-ordinator
6. Mr. Foster Akpore- Programme Co-ordinator
7. Mr. Amodu Lawal- Senior Programme Officer
8. Mr. Omaojor Ogedoh- Programme Officer
9. Mr. Vincent Dania- Programme Officer
10. Nwahiri Emmanuella- Program intern
11. Adaora Nwodo- Program intern
12. Nyong Essien Edet - Program intern
13. Frances Igwilo - Program intern
14. Okechukwu Eucharika U- Finance Assistant
15. Sandra Monday- Finance intern
16. Felix Kohol- Office Assistant
17. Sunday Dauda-Driver
18. Sunday Shaibu- Security Assistant