

CENTRE LSD 2018 ANNUAL REPORT



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

2018: Our Year of Improving Efficiency



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CONTENTS

Foreword

Chapter One: Introduction

Chapter Two: Key Results of work

2.0 Introduction.....	8
2.1 Leadership.....	8
2.2 Strategy.....	11
2.3 Development.....	11
2.4 Governance	12

Chapter Three: Organizational Issues

3.0 Introduction.....	29
3.1 Governance.....	29
3.2 Systems and Structure.....	29
3.3 Strengthening Staff Capacity.....	29
3.4 Mentoring Young Persons	29
3.5 Partnerships and Networking.....	32
3.6 Communications.....	32
3.7 Documentations and Publications.....	33

Chapter Four: Finances

4.1 Introduction.....	37
4.2 Fund Raising Strategy.....	37
4.3 Statement of Account.....	37
4.4 Looking Forward.....	38

Appendix

Organs of Centre LSD

Foreword

After a slowdown in recent years, growth is returning to Africa (with projections of 3.1 percent growth in 2018). The decline has stopped and, for the first time since 2016, per capita GDP growth has been positive. Despite this optimism, there are reasons to be cautious. These growth trends are based on two assumptions that are not guaranteed: First, commodity prices will rise or remain stable. Second, African countries will accelerate and deepen macroeconomic and structural reforms. But more intriguing is the fact that debt sustainability has returned as an issue of concern for the continent. More notably, debt composition has also been changing extremely fast, as countries are moving toward short-term maturities and market-led debts, and away from concessions and long-term financing. This situation exposes African countries to new type of risks, very complex market-led risks that countries are “not well-equipped to manage. Also worrying is the fact that countries are not necessarily using this debt efficiently. These factors are lowering growth in many of these countries.

Nigeria is about the richest nation on the continent of Africa, yet due to the numerous macro-economic problems, such as inflation, unemployment, mono product (sole dependency on crude oil as a major source of revenue), corruption and mounting debt service payment, majority of her citizen fall below the poverty line of one dollar per day. The Debt Management Office (DMO) had put the country’s total debt stock (Federal and States) at N22.38trillion (\$73.21 billion as at June 30, 2018). The federal government raised another \$2.86 billion through Eurobond issuance towards the end of the year bringing the total to \$76.07 billion. The increasing fiscal deficits driven by the higher level of debt servicing is a major threat to growth of Nigeria economy and the resultant effect of large accumulation of debt exposes the nation to high debt burden.

Ahead of the Presidential election, the National Bureau of Statistics (NBS) released its final judgment on the performance of the Nigerian economy in 2018. The report containing the judgment shows that the Nigerian economy has continued to recover. The economy expanded by 1.93% in Full Year (FY) 2018, higher than 0.82% recorded in 2017. Nigerian economy is growing slower than the growth rate in its population, an indication of growing poverty. This means that the economy is not expanding in such a way that can create enough job opportunities for the unemployed population, which the NBS put at 21million as at Q3 2018. The fragile recovery in the economy means that additional policies which would fast-track economic activities in the country are urgently required. This is particularly crucial considering the threats to the economy including; the potential impact of liquidity injection from election-related spending and increase in Federation Account Allocation Committee (FAAC) distribution, which is rising in tandem with an increase in oil receipt. Others like flooding and security challenges may lead to a “rise in food prices, contributing to inflation.

The issues above from those of the continent that ultimately cascaded to our clime in Nigeria confirm and reinforce our diagnostics about the challenges of lack of transformative leadership, absence of correct strategies and inappropriate development approaches in the Africa continent. 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 organisation, 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. In 2018, focus was on improving efficiency. In 2019, the emphasis will be on upgrade to build a culture of excellence and maintaining robust media visibility.

Otive Igbuzor, PhD
Founding Executive Director

Ms. Kyauta Agmadalo Giwa
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 ninth annual report since the centre started operation and the strategic focus for the year is improving efficiency. Every year, we focus on an area that is critical to the growth and development of the organization. Efficiency is achievement of goals with minimum waste of resources, money, people, materials and time. Monitor the use of resources (papers, beverages, energy, etc). Ensure efficient procurement (Cost, Speed, Quality, Reliability). Track and limit how much time you are spending on tasks. Eliminate time robbers (Gisting, Facebook, instagram, e-mails not related to work etc). Assess relevance of meetings to organisational and personal development before attending. Minimise disruption- gisting in the office, hosting visitors etc Be proactive and not reactive. Plan ahead with comprehensive implementation plan.

The Centre has four offices. Two in the North and one in the Federal capital territory, Abuja and the other in the Niger Delta. The Niger Delta office located in Emonu Orogun in Ughelli North LGA of Delta State 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. The second northern office in Adamawa State, North East Nigeria heralds the Centre's programming in the north eastern part of Nigeria, with clear outlook to improving girl child education in the region. The headquarter office in Abuja focuses on national level governance issues and some other programme specific subnational engagements.

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 and Development was established amongst other things, to provide solutions to the leadership challenges in Nigeria and the Africa Continent. The challenges faced across the world especially in Africa and Nigeria has confirmed our diagnostics of the primacy of leadership in dealing with challenges facing humanity. Many scholars and commentators agree that leadership failure is one of the major factors responsible for the underdevelopment of Africa.



Centre LSD's idea of starting the leadership school was therefore borne out of our realization that leadership is a major problem especially in Africa. However, it has been proven that leaders can be trained. Which is why Centre LSD has consistently trained leaders from all walks of life for 10 years on an annual basis.

The Centre LSD 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 2018, the school has graduated 609 students from the Abuja Centre alone.

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

I achieved in 6 months what I could not achieve in 6 years

I am a baker by profession and as a result of my quest to satisfy my customers and be a better employer, led me to join the Centre LSD Leadership School. Before joining the school, I had a dream of acquiring my own mixer and for 6 years I struggled to acquire an industrial mixer for my cake business.

After the first 6 months of the leadership training, that changed. One of the class on "the Application of financial discipline" jolted me into reality and I discovered that the problem was

not that I could not afford it, but that I was not financially disciplined enough to save for it. So, for the remaining 6 months of the programme I saved towards this goal and before graduating, I purchased the mixer.



Today, I have purchased an industrial mixer, an equipment I could not afford before now. As a result of this, my business has expanded, and I can now produce more than I could produce for the past 6 years of business. This would not have been possible if not because of my encounter with the Centre LSD Leadership School.

Thank you, Dr Otive for establishing the leadership school

Name: Okobi Mmeme Uwemdimo

In one Year, I got Promoted in my Office

When I first heard of a Centre LSD leadership program, my interest was kindled, and I had lofty expectations. One of my expectations was to build my leadership and necessary skill that will position me for leadership-both in elective and appointive positions. Midway into the program, the lectures and importation from seasoned lecturers further boosted my zeal for good governance and this reflected in the discharge of my duties in my place of work.



A few months towards the end of the leadership course, my organization appointed me to lead the Nigeria office. This appointment is a testimonial that my days, weeks, months and one-year in Centre LSD leadership program was no wasted but impactful.

Name: Chiamaka P. Aneke

🚩 I Moved from being an Employee to be an Employer (Onele Maxwell N.)

“One of the best decisions I have made in my little journey in life is to enroll in the Centre LSD leadership school. It was not an easy decision to make, considering the time constraint. But I made it and it paid off.” The skills I acquired had helped me in so many ways in improving on performance on my job.

Not only that, I have been changed, transformed from being an employee to an employer. When I started the one- year leadership training, I was an employee. Midway into the training, I became an employer. For several years, I have been indecisive about establishing a business despite having



incorporated two companies for that purpose. For over three years, I did nothing about starting the business. But after the class on Leadership, Strategy and Financial Management, I caught the zeal and in November 2017 against all odds, I started off and it has been interesting. In addition, I founded an NGO and will soon be launched.

“The School has indeed put a lot of tools/skills in my hand and success is inevitable when these tools/skills are strategically applied”.

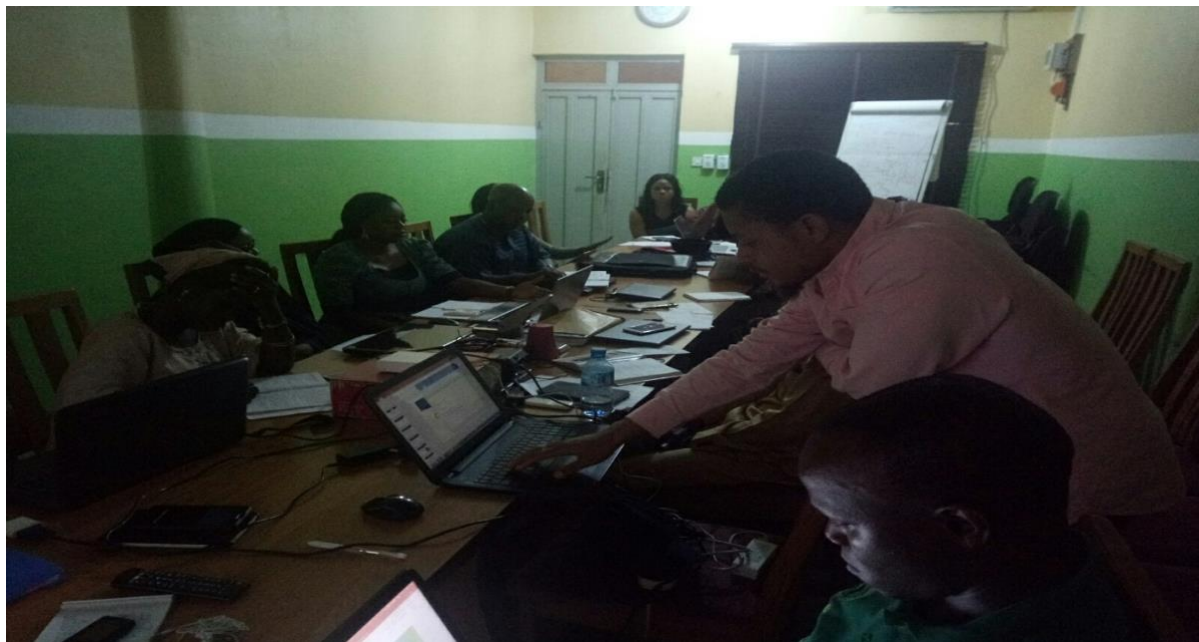
Name: Onele Maxwell N.

Email: focusmax303@yahoo.com

Tel: 08032906118

2.2 Strategy

Strategy is very crucial to the development and performance of any organization or nation. Strategy occupies a central position in the focus and proper functioning of any organization or nation. This is because it is a plan that integrates an organization's or nation's major goals, policies and action into a cohesive whole. A well formulated strategy should therefore help to marshal and allocate an organization's or nation's resources into a unique and viable posture based on its relative internal competencies and shortcomings, anticipated changes in the environment, and contingent moves by others. Strategies help to create a sense of politics, purpose and priorities. Since 2016, Centre LSD staff HAVE supported several organizations to craft their 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, current Strategy plan for INEC, etc.



2.3 Development

A dynamic and visionary leadership combined with appropriate strategy process will produce a correct development approach that will lead to the prosperity and development of Africa.

The Centre's development approaches as usual still 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.

2.4 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.

Promoting Open Government Partnership in Nigeria

The Centre has continued promoting Transparency and Accountability in the governance process by pushing for the adoption of the Open Government Partnership (OGP) at the sub-national levels. So far 10 states have signed up to the OGP thereby adopting open government principles in their states. Centre LSD as instrumental to this feat through our critical support to the Open Alliance Network who is in the forefront for states to adopt open government principles.

Centre LSD as the Citizens Engagement Working Group Co-Chair has continued in the massive sensitization and orientation of Citizens and Citizens groups on the goals, objectives and benefits of the OGP, eliciting their support for the process and also building their capacity on how to hold duty bearers to account.

Natural Resource Governance

Our work on natural resource governance in Nigeria continued in 2018, it is centered on the oil and gas and the solid minerals sub sectors. In the year under review, we continued the project "strengthening civic engagement and advocacy for effective natural resource governance" and we undertook a research on crude sales and reserve management in Nigeria. We had the first national summit where we looked at **Mining in Nigeria: Issues, Challenges and the way forward**. The summit provided a platform for interaction between citizens, policy makers and practitioners to discuss ways and manner that will improve governance, transparency and accountability in extractives industries at national and local levels.



Cross section of participants at a policy dialogue in Taraba State

Cross section of participants at a policy dialogue in Ekiti State

During the year under review, the Centre also had series of roundtable meetings with the Ministry of Mines and Steel Development. while at the state level, the Centre engaged state actors in the extractive sector in series of advocacies and policy dialogues in Taraba, Ebonyi and Ekiti State. The dialogue looked at Mining Security and the Challenges of Sustainable Mining in the focal states.



Advocacy visit to mining host community Community, Sardauna LGA, in Ekiti State



Focus group discussion in Mayosina Taraba

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

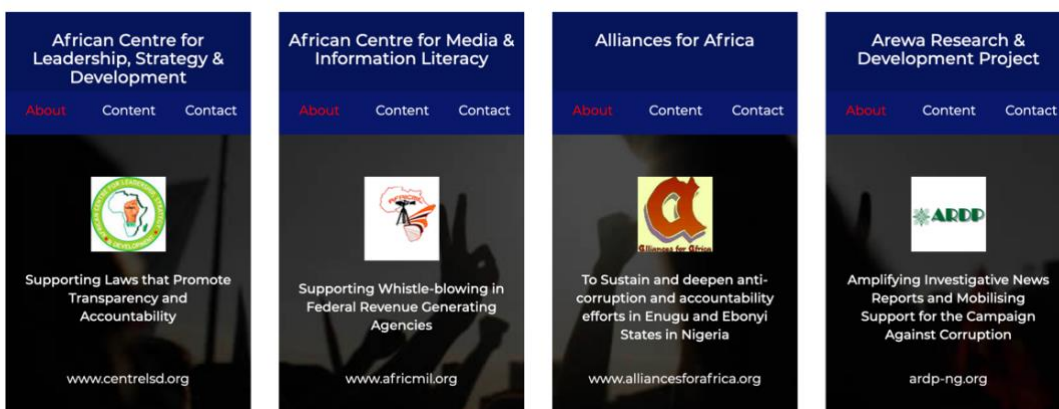
Capacity Building for Youths Interested in Political Offices in the Niger Delta project focuses attention on the dire need to plug the existing leadership gap in Africa and Nigeria in particular. The youth according to the old fable are leaders of tomorrow. But we cannot have leaders of tomorrow when the youths are never carried along, hand-held and not given the opportunity to learn the rubrics of leadership- an experience that only practice can bequeath. It is to this extent that the Centre proposed to build the capacity of youths in the three focal states of the project- Bayelsa Delta and Edo, with the view to providing them with the strategies to navigate the rough waters of the political environment in Nigeria through training. A total of 261 youths – male and females, were trained across the three states. Out of this, a good number of them mobilized within their respective communities and constituencies, made their decision to contest the 2019 primaries known to their political parties. While a few made it to through the primary election and became

candidates of their respective political parties. Two of our trainees – one in Bayelsa and one in Delta won the election into the state Houses of Assemblies, while two others won elections as Ward Chairman and Youth leader in Ole wards in Delta state. One of our trainees also contested party national election but lost and is currently on the 2019 Women and Youth Presidential Campaign Committee of the last general election in Nigeria. The project is a two-year intervention with the support of Ford Foundation.



Anti-Corruption Work

Through her engagements in the Open Government Partnership (OGP), Centre LSD has supported and advocated for laws that promote transparency and accountability in Nigeria. The Centre played a major role in the passage of the Nigeria Financial intelligence Unit (NFIU) Act of 2018, which amongst other things, is expected to institutionalize best practices in financial intelligence management in Nigeria and strengthen the existing systems for combating money laundering. Also, in 2018, Centre LSD joined the Partners United Against Corruption (PUAC) platform - An initiative of the Shehu Musa Yar'Adua Foundation. The platform seeks to Promote an atmosphere of accountability, transparency, and good governance in Nigeria by reducing retail corruption and strengthening anti-corruption efforts.



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 2018, the Centre participated in the monitoring of elections in Osun and Ekiti States and was also involved in preparations to the general elections scheduled for early 2019. Our contribution to a free, fair and credible polls in 2019 revolved around advocating for party democracy in selecting candidates, recruitment and training of election observers as well as providing technical support to the electoral umpire- INEC.

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 go forward. Centre LSD attended and made contributions to the various strategy sessions of the Situation Room where ideas and suggestions for a credible election was deliberated upon and forwarded to the relevant stakeholders like INEC and Security agencies.



Promoting Environmental Justice in the Niger Delta

Achieving a Healthy and Sustainable Environment in the Niger Delta project is an intervention supported by Cordaid Nigeria. The project seeks to reverse the environmental degradation associated with oil exploration and exploitation activities of both the Nigerian government and the Multinational Oil Companies in the region. Using this support, Centre LSD has engaged the Clean-up of Ogoni land and the Niger Delta at large since 2016 to date using the UNEP Report as the basis for righting the wrongs done to the environment which includes the air, water and land. Outcomes of varying degrees have begun to churn in. government and its accomplices-the oil Companies have begun to be open to engagement with Nigerians and the people of the region, determined efforts at reversing oil pollution have been put in place with HYPREP being the lead agency on the clean-up of the land, while , work is currently on-going and at different levels in polluted sites. It is not yet uhuru with the clean-up of Ogoni land, but there is room for improvement given that the terrain is opening up for constant engagement between the people of Ogoni land, government and the civil society groups working on environmental issues.



Voice to the People (V2P)

The second phase of the Voice to the People (V2P) project that was started in 2016 came to an end in July 2018. The V2P extension project began with a series of trainings/capacity building aimed at strengthening the capacity of partners to deliver on the proposed outcomes of the project. Centre LSD's role on the project was to, among other things, improve skills, organization and confidence gained by marginalized groups, communities and civil society to enable them to demand their rights, and improve institutionalized dialogue between marginalized groups, state, and non-state actors at the local, state and federal level.

One key result of the project was the platform it created for CSOs to collectively make contributions on issues of national interest. The V2P project became one of the few platforms that brought substantial number of CSOs together on critical social issues in Nigeria. During the constitutional review for instance, Centre LSD 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 presented for amendment, in order to ensure that citizens are the ultimate beneficiary of the process.



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 2018, YAD got the consent of solid rock international school to start a YAD club and that of parliament international school and start-rite schools for the establishment of YAD club and had written to the FCT universal basic education board seeking approval to work in government owned secondary schools. In the coming year, the activities of the club will kick off in earnest.

Advocacy for Environmental Justice

The Centre has continued to advocate for Environmental Justice and sustainable development. Beyond its headlong engagement with the Clean-up of the Niger Delta, the Centre has been working through networks and coalition to further the cause of the pollution in the Niger Delta. One of such is a foremost coalition known as National Coalition on Gas Flaring and Oil Spills in the Niger Delta (NACGOND). NACGOND is a civil society coalition made up of twenty-Five individual organization which advocates for the reversal of the persistent environmental challenges manifesting in oil spills, gas flaring and illegal oil bunkering taking place in the Niger Delta. using the clean-up of the Niger Delta, Centre LSD in June 2018, fronted the issues of gas flaring and the negative effect it leaves behind via press briefing on the World Environment Day and the Soot Pollution in Rivers State. Centre LSD also had a media discussion on gas flaring and other issues focused on by NACGOND on Quest FM/TV. Beyond this radio jingles were aired on various media and press statement were also released restating the issues around gas flaring and the need for the youths to stay away from pipeline vandalization and illegal refining of petroleum products. The Centre has carried out sensitization visit to the NYSC in Delta State and Abuja on climate change. The amendment of the NOSDRA Act- premised on the need to deal headlong with the challenges of the over lapping function of various government Ministries, Departments and Agencies charged with the responsibility of managing the environment, was a key focus of the Centre's advocacy as it was part of the National Assembly public hearing on the Act.



Promoting Livelihood and Development in Northern Nigeria

In 2018, the Centre completed the implementation of the USAID funded project called Feed the Future (FTF). Based in rural communities in Northern Nigeria's Sokoto, Kebbi and federal capital territory (FCT) the project supported 12,000 Households 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 also focused on reducing poverty by strengthening community and governance systems to support these gains. The Centre implemented the project in Kebbi state with focus on two local government-Danko wasgu and Birnin Kebbi local government areas which has been selected for the project.

The project delivered nutrition interventions through a comprehensive social and behavior change communication (SBCC) strategy that was grounded in formative research. This package of interventions was largely successful in improving the nutritional status of beneficiary households, particularly children less than 5 years old.

- Trained 280 frontline health workers, retrained in IYCF, and actively provided counseling services to caregivers.
- Improved public awareness of nutrition and hygiene issues through partnering with federal and state governments and other stakeholders to celebrate global events including World Food Day, Global Handwashing Day, World Toilet Day, World Water Day, Day of the African Child and World Breastfeeding Week.

- Increased dietary diversity for beneficiary households: household dietary diversity score (HDDS) increased from 4.3 in 2014 (baseline) to 7.1 in 2018. Similarly, dietary diversity score for women (WDDS) increased from 3.8 to 5.5.

The project adopted a case management approach, called the caseworker model, to implement the livelihoods planning component in communities. To move households along the pathway to prosperity, a person-centric approach was used in program implementation in communities. Households were placed at the center of programming as the basic unit of change. The model begins with the belief that vulnerable HHs had the capacity to improve their financial and general well-being, but they needed more active linkages to available services.

This process helped to reduce social and economic vulnerability and increase household resilience to economic shocks. All 42,000 households in the Northwest developed detailed and individualized livelihoods plans. Like all the other project interventions, the LPP was implemented in batches—Classes A, B and C. The project succeeded in tracking all Class A and B beneficiaries along with their livelihoods plans, but could not track class C beneficiaries due to time constraints, as class C beneficiaries rounded off the LPP a few months at the end of the project.

Community structures were strengthened through priority-setting, LED plans and participatory budgeting. WDC, VDC and women and youth groups were supported to develop inclusive and equitable LED plans using Participatory Method Approaches (PMA). These robust LED plans are available and are being used in Danko wasagu and Birnin kebbi LGAs.

Tracking Performance of African Government

The State of the Union Nigeria Campaign Platform (SOTU-N-CAMP), a coalition of several organizations aims to accelerate national level implementation of AU decisions by empowering citizen participation in the affairs of the African Union, to amongst other things 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 African Centre for Leadership, Strategy & Development (Centre LSD) is a member of the Nigeria Campaign Platform (SOTU-N-CAMP) 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 campaign 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 for 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.

The activities of the campaign is predicated on its theory of change - **Establishing and evolving a democratic culture, effective public institutions and meaningful citizens' participation in public affairs requires investment in relationships and processes that raise the voices, perspectives and interests of the African people to demand the delivery of key political, social and economic rights and standards.**

In 2018, Centre LSD leveraged on its knowledge of the different AU treaties, charter, protocols and conventions particularly the African Youth charter to conceptualize and implement a project in the Niger Delta – **capacity building for youth interested in politics in the Niger Delta**, to mobilize, capacitate and empower over 240 youth in Edo, Delta and Bayelsa States to participate in politics beginning with the 2019 Nigeria elections. The African Youth Charter prescribed responsibilities to Member States for the development of youth. The prescription is borne out of the belief that Africa's renaissance cannot be realized if adequate investment is not made in the youth who constitute well over 40 percent of the African population. The key objective of the Charter is to ensure the constructive involvement of Youth in the development agenda of Africa and their effective participation in the debates, politics and decision-making processes in the development of the continent.

Side by Side Movement for Gender Justice in Nigeria

The *Side by Side Movement* is an initiative which pursues transformational change for gender justice. It is made up of people of faith, traditional leaders and faith-based organisations (FBOs) across the world committed to partnering together to challenge barriers to gender justice. It has been launched in several African countries including Nigeria. The Nigerian chapter has its secretariat domiciled in Centre LSD and we embarked on several advocacy visits and a consultative meeting before it was formally launched.

The aim of the consultative meeting was to synchronise the activities of faith and traditional leaders, FBOs, development partners and individuals from different backgrounds to advocate and address all manifestations of gender inequality in a coordinated and comprehensive way to achieve gender justice in Nigeria.



A cross section of participants at the consultative meeting



Advocacy team with the Obi of Onitsha



(L) Prof Mustapha Ismail (SBS co-chair), (M) Director Federal Ministry of Women Affairs, (L) Rev. John Hayab



Cross section of faith and traditional leaders at the launch of the side by side movement in Nigeria

The movement was formally launched in November 2018 to pave way for gender justice in Nigeria.

Nigeria Natura Resource Charter (NNRC).

The Centre also implemented a project on Crude sales and reserve management in Nigeria with support from the Nigeria Natura Resource Charter (NNRC). The project was conceptualized to provide guidance towards improving Nigeria's performance against Precept 1 which assesses resource strategy and Precept 6 which assesses the effectiveness of state-owned enterprises and all the other precepts.

The review on crude sales and reserve management in Nigeria viz-a-viz its socio-economic benefits came at a very appropriate time when NNRC just launched the 2017 Benchmarking Exercise Report (BER) which highlighted in very clear details, areas where the petroleum sector has made slight improvements against NNRC's 12 Precepts.

The research was completed, printed and formally launched to serve as an advocacy tool.



Media launch of the research on crude sales and reserve management

Effectiveness of the quota system policy in higher education in Nigeria

The “Effectiveness of the quota system policy in higher education in Nigeria” project seeks to review the efficacy of the quota system in Nigeria’s secondary and higher education systems with the aim of interrogating the policy to determine whether it has delivered on its purpose of reducing inequality in the country, and whether the system has achieved the contrary result of reducing the inequality of education in certain parts of the Nigeria.

In 2018, the Centre commissioned two researchers to do a study on the effectiveness of Nigeria’s



quota system from two perspectives: Economic and equity perspectiveThe project is being implemented with financial support from Ford Foundation.

Methodology Workshop on Exploring the Effectiveness of Quota System Policies in Nigeria

Strengthening Capacity of Schools/Centre Based Management Committees (SBMC/CBMC) in Shanga and Suru LGA Kebbi State,

In 2018 in partnership with UNICEF the centre supported the implementation of educate a child project (EAC) in Kebbi state which was an extension of the UNICEF Girls Education Project Phase 3 (GEP3) to further reduce the number of out-of-school children in Nigeria. More specifically, the partnership aims to enroll and retain 501,574 out-of-school children in four states (Katsina, Kebbi, Sokoto and Zamfara) by 2020. Other expected results by 2020 include: 5,216 teachers/facilitators have improved subject knowledge and pedagogical skills; 800 public schools and 1,008 IQS receive school grants for improved learning environment; 800 public schools and 1,008 IQS receive teaching and learning materials; 800 SBMCs and 1,008 CBMCs have improved capacity on school effectiveness and accountability; 41,391 children supported with cash transfers. African Centre for Leadership Strategy & Development with funding support from United nation Children's Emergency Funds (UNICEF) under the Educate a Child project in Suru and Shanga Local Government Area of Kebbi State conducted: School based management committee meeting on rapid need assessment and other planned activities on the 23 to 3rd May 2018, the activity which was aimed at To bring stakeholders together to share practices on working with project and Implementing CSO, Share experiences on the responsibilities of SBMCs and how they will work effectively, this event had a total of 329 members (242 males, 87 Females) of EAC SBMC reached, subsequently Centre Based management committee members were also reached with similar event and a total of 280 (5 Females and 275 males) CBMCs members attended, the key outcome from both events are; Whole school development plans were revisited with key emphasises on immediate activities to be implemented.

Rapid need assessment for SBMCs and CBMCs was also conducted across 106 Integrated Quranic schools and 89 Primary schools in Shanga and Suru LGAs of Kebbi State, this activity was geared at assessing the entire school situation and suitability of learning environment vis a viz instructional material.

A total of 186 EAC Schools in 2 LGAs of Suru and Shanga LGA Kebbi state in 85 Public Primary Schools & 101 Integrated Quranic Schools.



Training of School based management committees



School support visits

Communicating Development Information: Centre LSD Weekly Update

The Centre communicates development information especially in the areas of Leadership, Strategy & Development using the Centre LSD weekly update through her mailing lists. The focus of the weekly update is to keep our stakeholders abreast of the activities of the Centre, and to empower our audience with information on various developmental and leadership issues around Africa and Nigeria in particular. The circulation area covers Nigeria and its environs, with a weekly reach of about 3,700 e-mails as of 2018.

Communicating Development Information: Engaging the Conventional Media

In 2018, Centre LSD took more deliberate measures to deepen existing relationships and form new partnerships with media houses and reporters across Nigeria. In addition, the Centre organised trainings for reporters and media executives on the role of media in setting the agenda for critical issues that affect the nation. Specifically, Centre LSD organised media trainings on Understanding the Open Government Partnership (OGP) National Action Plan (NAP), and issues in mining and the extractive sector in Nigeria. The media was an integral part of all Centre LSD's activities and advocacies in 2018.

Centre LSD staff were invited as regular guests on live radio and TV programs to shed light on critical issues such as; Local Government autonomy, constitution review process, double emolument for national assembly members who were former governors, payment of Paris club refund and bailout funds to states, and Petroleum Industry Governance Bill.

Engagement with conventional media was a major contributor in helping the Centre to fulfil her mission of working with forces of positive change to empower citizens to transform society.

Communicating Development Information: Engaging the Social Media

Centre LSD has maintained active presence on all the major social media platforms especially Facebook, Twitter and YouTube. The Centre also has a robust website through which she engages her targets, audience, followers and stakeholders.

Chapter Three: Organisational Issues

3.0 Introduction

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

3.1 Governance

The board has continued to give strategic direction and support to the centre. In 2018, the Board continued to give direction and supported the Centre especially in fulfilling statutory obligations. The Board of Trustees is active and continues to give strategic direction and support to the centre. It is made up of the following: Dr (Mrs) Ufuoma Awefeada, Ms. Hauwa Mustapha, Ms. Pamela Esiri, Ms. Comfort Obi, Mr. Ernest Kemakalom Ms. Kyauta Giwa, Dr. Otive Igbozor and Mr. Monday Osasah.

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 2018 included

- 1) Frances Igwilo attended 3 days social media and public speaking training by Senema productions
- 2) Victoria Udoh, Tina Nomsule and Frances Igwilo attended 1-week Executive Leadership Course by African Centre for Leadership, Strategy and Development

3.4 Mentoring Young Persons

The internship programme of the Centre still continued in the year 2018. The interns for 2018 included Nyong Esseini and Emmanuella Nwahiri.

Testimony of Interns

a. My name is NYONG ESSIEN internship experience at the Centre has been very educating and exposing as prior to coming to the Centre; I had basically no understanding of the civic space but with exposure gotten to the civic space on the platform of Centre LSD. I have been able to acquire first-hand knowledge of the workings of the civil society world, through engagements and advocacies with the different working teams such as the Open Government Partnership.

I have become a part of those who push for positive change in the way government conducts its business. the Centre LSD/ford foundation capacity building workshop for youths interested in politics in the Niger-Delta afforded me the opportunity to gain insight into the principles of politicking in the Niger-Delta. Similarly, my participation in the leadership school as a student and administrative team member enhanced my personal development in the field of leadership and event organization.

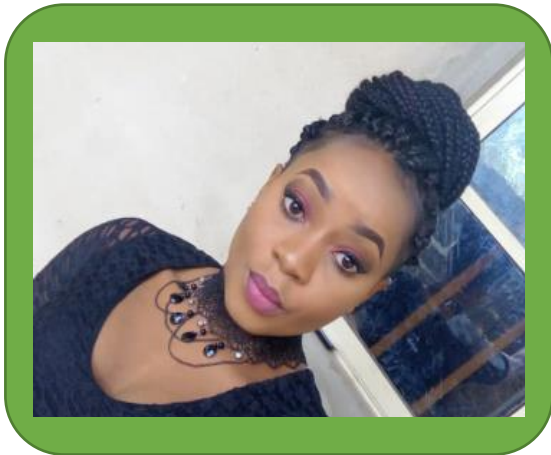


Through attending meetings both organized by the Centre and sister civil society groups my knowledge has been broadened on diverse issues relating to human development and it has given me the platform to interact with great minds who are experts in the different subject areas of the development work. this has served as accurate sources of information further deepening knowledge.

Report writing and issuing of press releases to a large extent have aided in improving my writing skills and diction. teamwork in Centre LSD has afforded me opportunity to interact with diverse minds and be open to

other lines of reasoning. My internship with the Centre has built my ability to work in a team. colleagues have been very accommodating and helpful especially in stepping down knowledge making the Centre one big family. In the overall, my internship experience has been one which has given me the platform to contribute to human development, expand knowledge and build self-capacity, making me a much better person.

b. My name is Emmanuella Nwahiri. My Internship program with African Centre for Leadership, Strategy & Development began in the month of August 2017. This was a great opportunity for me in an environment that was entirely new to me. Although I had always wished to contribute to humanity even at a personal level. Coming into Centre LSD gave me a wider space to meaningfully contribute my quota to developmental issues facing Nigeria as a country. For me,



this cannot be wished away or simply dispensed by the wave of the hand, particularly for the theoretical and practical field experience on the job.

Coming into this sector was not without its own challenge, though personal. As a person, I always believe in what I can do, yet I had a major challenge of expressing myself especially where a crowd or a sizeable number of persons were gathered. I remembered my first day at work during my induction the Programme Co-ordinator asked me what my major fear in respect to working in this sector was. My answer was simple- Public speaking.

He told me prophetically that at the end of my internship with the Centre, I will be more confident; because a major part of my duties will be to represent the Centre in workshops, meetings, conferences and trainings, and to also assist in the implementation of project activities.

Today, nothing can be relishing than to wake up daily in the realization of my wishes, contribution to the work of the Centre, while also achieving my personal goals. This would not have happened without the opportunity given to me by the African Centre for Leadership Strategy & Development (Centre LSD). My capacity, confidence, interpersonal skills, understanding of the social process in Nigeria and most of all my leadership skills (in practice) is on the right course. I will never be the same, my views about life in general has changed and for the better.

I cannot but say thank you to Centre LSD, staff and management who believed in me and gave me this opportunity to grow, not only within the organisation, but also as a person.

3.5 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)

3.6 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 0
- Etc



3.7 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
- Laws and Policies, Processes and Procedures for Open Government Partnership in Nigeria. Centre LSD Book series No. 12
- 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
- Training Manual for Youths interested in Politics in Edo, Delta and Bayelsa States. Centre LSD book series No. 10
- Nigeria Self-Assessment Report (SAR). 2017 Civil Society Shadow Report. Centre LSD Book series No. 11, April 2018
- Survey Report on the Level of Youth participation in Politics in Edo, Delta and Bayelsa States. Centre LSD Book series No. 11

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
- 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
- A Review of Crude Sales and Reserve Management in Nigeria vis-à-vis the social and Economic Benefits for its people
- The imperative of the Paris Club Refund and Bailout funds for Development of States in Nigeria
- Annual Salaries and Pension of members of the Nigerian National Assembly. Transparency of payments
- Operationalization of the Emergency Measures and Clean-Up of the Niger Delta: Issues, Challenges and the Way Forward. Centre LSD Policy Brief No. 13

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



Picture showing some publications of the Centre in 2018.

Chapter Four: Finances

4.1 Introduction

Finance is the backbone of any organization. The Centre has developed a clear fund-raising strategy which it is implementing. In 2018, 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 2018 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.

4.4 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. In 2018, focus was on improving efficiency. In 2019, the emphasis will be on upgrade to build a culture of excellence and maintaining robust media visibility.

ORGANS OF CENTRE LSD

International Advisory Council

Pharm. Joel Omonigho, United Kingdom

Dr. Omano Edigheji, South Africa

Dr. John Ojedirin, Nigeria

Mr. John Samuel, India

Mr. Brian Kagoro, Zimbabwe

Board of Trustees

Ms. Kyauta Giwa- Chair

Ms. Comfort Obi, OON

Mr. Ernest Kemakalom

Ms. Pamela Esiri

Dr (Mrs) Ufuoma Awefeada

Ms. Hauwa Mustapha

Dr. Otive Igbuzor

Mr. Monday Osasah

Outgoing Board Members

Engr (Dr) Tony Dzegede

Hajia Amina Mohammed, OFR

Mr. Jimi Agbaje

Mrs. Maryam Uwais

Secretariat

1. Dr. Otive 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 Eucharia U- Finance Assistant
15. Sandra Monday- Finance intern
16. Felix Kohol- Office Assistant
17. Sunday Dauda-Driver
18. Sunday Shaibu- Security Assistance