

2019

ANNUAL REPORT



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

**2019: Our Year of Upgrade**

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#### Foreword

#### Foreword

The year 2019 has been another challenging year for Africa. According to the Africa Development Bank (ADB) in its Africa Economic Outlook 2020, six economies in Africa were among the ten world's fastest growers: Rwanda, Ethiopia, Cote d'Ivoire, Ghana, Tanzania and Benin. In addition, there was increased confidence in African economies with investment accounting for more than half of the continent's growth.

But the lingering challenges of Africa persisted: the growth is not inclusive; there is no diversification of the economy; social safety net is limited; and productive opportunities are limited. Unemployment and unemployability especially of young persons are still very high. The quantity and quality of education is still a challenge. The health system is weak and investment in agriculture and infrastructure is low.

Nigeria, the largest economy in Africa which slipped into economic recession in 2015 and exited recession in 2016 has maintained some growth at a very low rate. The growth rate increased from 1.9 percent in 2018 to 2.27 percent in 2019. The country also witnessed a successful general election being the sixth consecutive one since return to civil rule in 1999.

The intractable challenges facing Africa reinforces our diagnostics that the three fundamental challenges facing Africa are poor leadership, absence of correct strategies and inappropriate development approaches. The mission of the Centre is to work with forces of positive change to empower citizens to transform society. In the first year of operation (2010), we laid the foundation for the take-off of the Centre. In 2011, we focused on consolidation and expansion of our work. In 2012, we focused on improvement of the quality of our work. We improved documentation, communication and publication as well as planning, scheduling and execution. In 2013, we focused on strategic repositioning of the Centre when we finalized and operationalized the first strategic plan for the Centre. In 2014, we institutionalized all systems and processes

within the organization, operationalized the strategic plan and built an execution culture for the organization. In 2015, focused on building a high-performance organizational culture. This involved providing committed leadership with clear ways of communication throughout the organization, implementing flexible structures and processes to maintain adaptability to achieve organizational goals, recruiting and retaining the right people, and providing the technology and learning to help staff succeed while implementing ways for measurement and evaluation. In 2016, we focused on empowering leadership and self-managed teams. We instituted a system that gave staff at all levels in the organization the authority to make decisions, be responsible for their outcomes, improve quality and cut costs as well as empowering teams to have the responsibility and autonomy to complete identifiable pieces of work. In 2017, we placed emphasis on quality improvement and consolidation with a focus on raising the bar; focus on results; improve communication and documentation; and consolidate our areas of strength. In 2018, the emphasis was on improving efficiency, achieving goals with minimum waste of resources, money, people, materials and time. We prioritized efficient procurement (Cost, Speed, Quality, Reliability), eliminating time robbers and planning ahead with a comprehensive implementation plan. In 2019, the emphasis was on upgrade. The focus was on building a culture of excellence (punctuality, timeliness, mutual respect, transparency and accountability) and maintaining robust media visibility (conventional media: radio and TV programmes; and social media: increase visibility on Facebook, Twitter, Instagram and YouTube, as well as regular updates on our interactive website). In the coming year 2020, the Centre will focus is on strategic consolidation and it will concentrate on deepening and expanding its programmes and ensure strict implementation of its policies, consolidate formal and informal systems and institutionalize its operations.

Otive Igbuzor, PhD

Founding Executive Director

Mrs. Kyauta Giwa

Chairman, Board of Trustees

## Chapter One: Introduction

The African Centre for Leadership, Strategy & Development (Centre LSD) is a nonprofit, nongovernmental organization established in 2010 to build strategic leadership for sustainable development in Africa (See [www.centrelsd.org](http://www.centrelsd.org)). The Centre was formally registered with the Corporate Affairs Commission on January 17, 2010 with registration number CAC/IT/No. 36563. Its mission is to work with forces of positive change to empower citizens to transform society. The Centre is guided by the value of transparency and accountability, integrity, transformative change, feminism, diversity, dignity of the human person and pan-Africanism. It carries out its activities through research, capacity building, think tank, advocacy and campaigns. Its areas of focus include; leadership, strategy and development. Centre LSD has implemented several projects namely; transparency and accountability in the extractives, leadership and entrepreneurship capacity building for youth, Voice and accountability project, environmental advocacy project, budget advocacy project cum nutrition and livelihood projects respectively.

**Vision:** An African society with strategic leadership and sustainable development.

**Mission:** Its mission is to work with forces of positive change to empower citizens to transform society.

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

- a) Promote ideas, policies and actions that lead to transformative change in Africa.
- b) Promote leader development (expanding capacity of individuals for effective leadership roles and processes) and leadership development (expansion of organization's capacity to enact basic leadership tasks including setting direction, creating alignment and maintaining commitment.
- c) Develop capacity for strategic thinking, formulation, implantation, implementation and evaluation.
- d) To collaborate with individuals, organizations, networks, coalitions and movements that will help in achieving the Centre's objectives.
- e) To deploy Technology and Civic innovation in addressing social problems.

The idea and impetus to set up the African Centre for Leadership, Strategy & Development (Centre LSD) was borne out of commitment of over three decades working for the transformation of Africa. The founding members of the board of

trustees and international advisory council have been involved in one form of work or the other to transform Africa. Our cumulative experience makes it clear to us that there are three fundamental challenges to Africa's development namely: Absence of a dynamic, strategic and visionary leadership; Absence of or inappropriate strategies and Inappropriate development approaches.

Every year at the Centre has its own theme. 2019 was year of upgrade. It thus focused on building a culture of excellence (punctuality, timeliness, mutual respect, transparency and accountability) and maintaining robust media visibility (Conventional and Social Media. Radio and TV programme; increase visibility on Facebook, Twitter, Instagram and YouTube. Regular updates, interactive website).

The Niger Delta office continued with the implementation of the Centre's environment programme in the Niger Delta. The Centre expanded its campaign for the stoppage of pipeline vandalization to include lobby and advocacy geared towards achieving a healthy and sustainable environment in the Niger Delta. The Northern office in Jimeta, Adamawa State in the northeastern region became the fulcrum for the implementation of the Centre's educational programme specifically the education of the girlchild, designed for improved enrolment, retention and completion from the basic to the senior secondary level.



*High-level Policy dialogue held in Abuja*



## Chapter Two: Key Results of Work

### 2.0 Introduction

In 2019, the work of the Centre continued to revolve around the three areas of its work: leadership, strategy and development.

### 2.1 Leadership

The Centre LSD's Leadership School that was established in May 2009, under the auspices of the Ejiro & Otive Igbuzor Foundation has continued to yield great life changing results across Nigeria. In this year, 2019, Centre LSD graduated 5 sets of leadership school students (2 sets in Abuja Study Centre, 1 each in the Warri and PH Study Centre and 1 set of Executive Leadership Students). As with other years, the Leadership School witnessed a higher demand for admission in 2019. This was higher than that of the previous years.

In 2019, a total of 631 applications with 391 males, making up 63.1% and 235 females, making up 37.2 % were received. To ensure that we accommodate as many as our capacities can cater for, 67 persons made up of 35 females at 52.2 % and 32 males at 47.8% were admitted for set 12. While 76 persons, made up of 39 females at 59% and 27 males at 41% were admitted for set 13. At the end of 2019, the school has graduated 725 students' professionals from the Abuja Study Centre alone; 104 in Effurun-Warri and 39 in Port Harcourt.

In this year also, the operationalization of Centre LSD Leadership Schools patenting was concluded, with a decision to partner with organizations within Nigeria and across Africa to set up Centre LSD's Leadership schools. The Centres were designed to run in accordance with the methods, standards and quality of Centre LSD leadership schools. Centre LSD will provide the training materials (modules) and the partners will deliver the training in accordance with methods, standards and quality of Centre LSD leadership schools.

Prospects to start the Leadership School in Universities started this year, with our first sets of university as ABUAD, Veritas and the University of Abuja. Discussions on our possible collaboration is presently on-going.

Also, in this year, a Centre LSD study Centre was inaugurated in Benin, Edo State.



## 2.11 Leadership Capacity Building

2019 marked the 10<sup>th</sup> year of the continuous existence of Centre's Leadership School. It was also the first year of graduating two sets that ran concurrently-the 10<sup>th</sup> set and the 11<sup>th</sup> set. While the graduation for set 10 and the matriculation for set 12 was done in April 2019, that of set 11<sup>th</sup>(graduation) and 13<sup>th</sup>(matriculation) was done in July 2019. Also, in this year, the school graduated a total of 4 sets of leadership students. Two sets (10<sup>th</sup> and 11<sup>th</sup>) were graduated at the Abuja study Centre; the 2<sup>nd</sup> set of the Warri Study Centre and the 1<sup>st</sup> set of the PH Centre. Similarly, 4 sets of students also matriculated in 2019. These were the set 12<sup>th</sup> and 13<sup>th</sup> of Abuja Study Centre; 3<sup>rd</sup> and 2<sup>nd</sup> set of the Warri and PH Centres respectively.

The Executive leadership school for 2019 was also a huge success with 8 students in attendance. These were James Ameh Ojo, MNIM, Office of the Vice Chancellor University of Jos; Yakubu Gomos, FNIPR, Vice Chancellor, University of Jos; Esther Ezeama, MNIM Chairperson, (SSANU), University of Jos Chapter; Chris Chijoke Okoye, MUSLAC Abuja; *Iteogu Fred* Ubachi, Mayfred multi biz int'l ltd; Mukhtar Abba Kyari Kura, Christian aid, Borno state; Faith Ogechi Abu, **POWER** and Obioma Liyel Imoke Founder and Board Chair, **POWER**.

The impact of the leadership training on the life on the graduands and the beneficiaries of the CDS projects implmented by graduands have been monumental. Below are some of this impacts stories from the CDS and graduands:

### **Story 1: Centre LSD Leadership Students Saved Dutse Baupma Community from Possible Disease Outbreak**

For several years, an illegal dumping site in Dutse Baupma community, shortly after Kubwa in Bwari Area Council in the Federal Capital Territory, Abuja, stood as a great risk to the people of the community. Although majority of the members of the community were literate and knew the risk of having such dumpsite located so close to shops where food items were sold and several residential buildings and even a church, none of them made attempt to proffer permeant solution to clearing it.

In 2019, some students of the leadership school, decided to clear the refuse dump as part of their CDS project. The clearing of the site became important given the its proximity to residential and business area. Together with the leader of Dutse Baupma community, Abuja Environmental Protection Board (AEPB) as well as Bwari Area Council, the students successfully carried out awareness on the dangers of poor environmental sanitation in Dutse Baupma Community through sensitization of the members of the community. While the AEPB enlightened the people on the need to always keep their environment clean. Thereafter, the students took the challenge and cleared the illegal refuse dump site in the community. Seeing how clean and environmental heathy the community has become, the Bwari Area Council promised to provide the community with alternative refuse evacuation cans on the same date.

Visits to the community weeks after clearing the dumpsite, showed that the area is no longer littered with refuse and consequently leaving both the people and their wares in safe and healthy condition.

The project has contributed to the achievement of the SDGs in Nigeria as well as saved the community from a possible outbreak of diseases such as malaria, cholera, diarrhea, etc.

## **Story 2: Centre LSD Gave Me a Giant Leap**

This one-year training in Centre LSD has been a life changing for me!

As a young inquisitive lady who is always sourcing for knowledge. I saw a post of Centre LSD on a WhatsApp platform and I was encouraged to register by a friend. Although I had no detailed information on what to expect, I said to myself, “No knowledge is a waste”. So, I applied and was fortunate to be among the few shortlisted students admitted from the over 600 students that applied. I was happy, optimistic and eagerly looking forward to my experience at the leadership school.

After two to three classes in the school, I was greatly impressed by the level of knowledge the Centre was giving for no cost. The third class on investment and entrepreneur skill was a memorable one. It marked the turning point of my career. I have always wanted to be my own boss and an employer. Those first 3 classes at the Centre LSD leadership school propelled me. Out of excitement, I implemented the skills obtained from the classes in my business. And boom! My productivity increased

tremendously, and with immediate effect. I took a step further, “Within this same year”, I was able to establish a Real Estate firm and a logistic company.

Thanks, so much Centre LSD for the impartation of so much knowledge at no cost.

Loveth Izekor

Set 10

### **Story 3: I received the Chairman's honor Award of the Nigerian Institution of Civil Engineers [NICE] (A division of the Nigerian Society of Engineers)**

Centre LSD's leadership training positioned me for this position.

This award in the Engineering field is one of the few prestigious awards and it comes with hard work, dedication and skills. In 2018, when I heard of the Centre LSD's leadership school, I made up my mind to participate in the next session. Although I have heard that the number of admissions was always more than the number they can admit. This result to so many people not getting the admission, I was optimistic I will get admitted. I was not discouraged when I heard of people who have applied for 7 consecutive years without getting admitted.

As God would have it, I received a mail that I have been shortlisted and admitted. I made up my mind to make the best out of the training. I took my class seriously and challenged myself to take what I have learnt to practice. This paid off. Consciously and unconsciously, I began to exhibit the leadership traits and skills. This earned me several responsibilities that were clinically delivered on. Because of my new leadership skills, improved efficiency and my contribution to the growth of NICE Abuja Chapter, the visibility of the Institution increased greatly. This earned me the **Chairman's honor Award** of the Nigerian Institution of Civil Engineers [NICE] (A division of the Nigerian Society of Engineers)

I want to thank Centre LSD for this opportunity to be honored

Abdullahi Adamu Yakubu

Set 10

## **Story 4: Centre LSD'S Leadership School Emboldened Me And Made Me Efficient In My Primary Assignment**

Centre LSD Leadership school gave me the best experience in my service year.

Serving my fatherland was one of my life dream. After my graduation from the university, I prayed and looked forward to wearing the khaki uniform as a corper. Like every other youths, I constantkly prayed that God will take me to his choice for me for my primary assignment. So, I left my posting entirely to God.

Uhhm! "What I feared most came upon me". I was posted to a secondary school as a teacher. Ah, me that have never taught before! I was timid, shy and had zero courage to face this great responsibility-teaching. I knew if I don't find help, I will not be useful to this school as a teacher. So, I started to search for where I can enhance my skill. For the first time, I realised how true it was when you hear "it is not enough to be intelligence alone". I realised that apart from being intelligence, I needed courage to discharge my duties. In my quest, I found the Centre LSD Leadeship School. I applied and was hopeful.

You see, this God does not disappoint!. Hurray, I got admitted. My joy knew no bounds. I took the classes seriously and walla!, that ended up being one of the best decision I have taken in my entire life. I started the leadership school 3 months after I started teaching as a corper. Few classes into the leadership school, my teaching skillll turned 360 degrees. I discovered that I bacame bold and confident more than when I started. I was now able to answer the questions posed by my students in class and I can see the conviction and approval from them. My teaching became impactful and fun. I had the best of teaching experience in my service year, courtesy of Centre LSD.

What would I have done without Centre LSD, thank you for equipping me to serve my fatherland.

**Idi Rose**

Set 10

## 2.2 Strategy

Centre LSD in 2019 officially came up with a new strategic plan 2019 – 2023 which was formally launched early in the year. Strategy as we know is crucial for the development and performance of any organization. It creates a sense of politics, purpose and

*....and Centre LSD has a better opportunity to better advance the OGP goals engagement (Commitment 12 and 13) with their government counterpart. Stanley Achonu*

prioritization. Apart from the Centre LSD strategic plan which came early in the year, the Centre engaged two separate development agendas: Africa agenda 2063 and the new Nigeria development agenda. The new development agenda is an initiative of the Buhari administration to chart a new path for Nigeria’s development. Centre LSD

rallied civil society community in the country and created an advocacy group to engage and create space for inclusion and participation of CSOs in the process. The group engaged and created a clear part of conversation with the Ministry of Finance, that is vested with the responsibility of leading the process of the plan development.



## **2.3 Development**

Our work on appropriate development approaches revolve around three areas: Governance, environment and sustainable development. They are conceptualized to operate from Community – State – National and International level linkages.

## **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.

## **Key Results of Centre LSD's 2019 Projects and Programmes**

### **1. Promoting Open Government Partnership in Nigeria**

Since 2016, The African Centre for Leadership, Strategy and Development has been in the forefront of entrenching transparency and accountability in the governance process through the implementation of the Open Government Partnership. The Centre began the implementation of her Open Government Partnership (OGP) project in the last quarter of 2016, with the aim of monitoring and supporting the implementation of Nigeria's obligation to the Open Government Partnership. The Project funded by the John D. and Catherine T. MacArthur Foundation is focused essentially on opening the governance process to allow CSOs and Citizens voice and inputs as well as making government responsive to the citizens. This was to be implemented through a fourteen-point commitment, known as the National Action Plan, which laid out the pathway for fulfilling Nigeria's obligations to OGP- covered fiscal transparency, extractive industry operations, anti-corruption, and citizens' engagement. The ultimate result the Centre set out to achieve by coordinating civil society engagement with government agencies, monitoring and advocating performance of the National Action Plan (NAP), was to improve accountability standards and thereby contribute to reduction in corruption risk and exposure in public sector operations.





*Photo for one of the Centre LSD OGP State rallies*

To achieve the above, Centre LSD collaborated with the Open Alliance; a network of civil society organisations supporting the OGP implementation in Nigeria, to mobilise and coordinate civil society voices in the OGP process; carried out a comprehensive review of public service transparency and integrity rules/laws in order to identify and advocate reforms to support the performance of the NAP; convened series of dialogues and high-level meetings with lead government bodies and organisations to ensure proper understanding of their roles and responsibilities to deliver the NAP and produced an independent shadow report on NAP implementation which was presented at the 2018 OGP Global Summit.

Some of the significant results and impacts from this projects include Catalysing the achievement of the Open Alliance in Nigeria, Spreading and taking OGP to sub-region in Nigeria, Facilitated the Passage of the NFIU Law in Nigeria, supported NOA to develop the Permanent Dialogue Mechanism in Nigeria, fostering the collaboration



between CSOs and the state governments, replicating the co-creation principle in other project intervention, etc.

Essentially, the Centre has achieved the following in the three years of operationalizing the OGP project in Nigeria:

- Increased awareness and participation by citizens on the OGP. The Centre took the message of OGP across the country and reached close to 20 million citizens. This heightened citizen interest in governance and the need to hold duty bearers to account. The road shows, rallies and capacity building sessions organized to bring citizens up to speed on the OGP process in Nigeria influenced and made it possible.
- Increased Civil Society Organizations capacity and knowledge on the OGP. The Centre trained 134 CSOs on the OGP in 8 States (Imo, Oyo, Akwa Ibom, Benue, Ekiti, Rivers. We supported Edo CSOs by linking them to funding and technical support for the development of the State Action Plan (SAP). These trainings, capacity building and support capacitated CSOs with skills to influence the Edo State government sign up to the OGP and to begin implementation. Edo State government signed up in 2018. Imo and Ekiti states have just sent in their letters of intent.
- Increased number of states that joined the OGP, developed State Action Plans and have begun implementation. Centre LSD support to CSOs at the sub-national levels led to increase in the number of States that have signed up to the OGP to 13. Apart from capacitating them to understand the OGP and engage government to sign up, the Centre in collaboration of the Open Alliance Network, provided technical and capacity support in the development of the State action plans. States supported in this regard include: Niger, Anambra, Ebonyi, Jigawa, Edo, Abia, Kano and Enugu States.
- Development of the Permanent Dialogue Mechanism. The National Orientation Agency (NOA) was supported to develop the Permanent Dialogue Mechanism in line with Commitment 12 of the National Action Plan to aid regular and robust interactive and feedback process between the government and the citizens. This is facilitating a culture of openness, accountability, and inclusion in governance.

- Provided a framework that currently supports the anti-corruption fight through enhanced laws and regulations with the review of relevant anti-corruption laws where it also made necessary recommendations to stakeholders.
- Provided technical and capacity support to States in the development of SAP
- Provided support to MDAs in achieving their commitments on the OGP. NOA, FMOJ, SERVICOM, NITDA



## 2. Natural Resource Governance in Nigeria

The second phase of the OSIWA funded project titled: Strengthening Civic Engagement and Advocacy for Effective Natural Resource Governance in Nigeria II is aimed at

1. Building greater synergy and opportunity for citizens group to engage issues of natural resource governance in Nigeria

2. Regalvanizing all mining stakeholders both at the national and states level to engage the process of legal and administrative framework for natural resource governance in Nigeria.
3. Examining 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

This phased commenced with a sensitization visit to Ekiti, Taraba and Ebonyi States which are the focal states of the project. The preliminary visit was aimed at creating a platform to share successes achieved in the first phase of the project and to paved way for the project team to understand the nature of mining activities being carried out in the communities and the strategies will be used in engaging during the project period.

In Ebonyi State, implementation is in Okposi Umuogbara in Ezza North Local Government Area. In Taraba State, the project is being implemented in Gashaka Community. While in Ekiti State the focal communities are Itawure in Efon Local Government Area and Ijero Community in Ijero Local Government

In 2019, the project team also organized capacity building of miners in the three states. The training was aimed at capacitating the miners will relevant information and strategies that will help them do mining right. Modules taught during the training include: The concept of leadership in mining, Leadership and Habit, Leadership and Execution, Negotiation, Environmental impact assessment and development of Memorandum of Understanding (MOU). Leadership and Public speaking, Leadership and organization was also part of the modules.

A researcher was also commissioned in 2019 to examine the state of solid mineral in the three states. The following is the scope of the research:

1. States and the Mining Sector: Review the levels of interaction and engagement of governments in focus states of the project with solid mineral sector national and sub-national related policies' implementation, regulation of mining activities and revenue beneficiation mechanisms.
2. Community Development Agreements: Undertake a holistic review of the effectiveness and quality of Community Development Agreements with special focus on project's targeted states

3. Securing Mining sector Environments: Evaluate environmental policies adherence and compliance trends, challenges and sustainable solutions in targeted states
4. Mining Sector Fiscals: Interrogate fiscal regimes in the sector- national and subnational, revenue leakages challenges, state governments' benefits and projections for national economy diversification.
5. Informal Mining sector: Review of artisanal mining coverage in targeted states, participation of women and children miners, regularization issues and an examination of challenges with the tracking of revenue streams of the informal mining sector.

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

With support from Ford Foundation, the Centre continued its implementation of project activities through the period under review-2019. As a flash back, the two years Capacity Building for Youth Interested in Political Office in the Niger Delta project focuses strategies that seek to reverse the political and governance deficiencies that resonates with or amongst the teaming youths in Nigeria and the Niger Delta in particular by equipping them with the requisite information that will change their outlook, perceptions and strategies to navigate the turbulent political terrain in Nigeria to their advantage. The youths who constitute over 60% of the populace have been alienated from the mainstream politics and this has its implications for how governance particularly the issues around this segment of society is carried out. Society cannot grow without the contribution of the youth. Hence the need to bring them on board via building their capacities, handholding by different kinds of mentors- political and otherwise. This will ensure that they can learn the rubrics of leadership and gain the requisite experience over time ahead of future responsibilities. The Centre has built the capacities of youths in the focal states of Edo, Delta and Bayelsa, carried out various advocacies to government actors, political party stalwarts, met with other relevant stakeholders during town hall meetings, and series of media engagements targeting how to improve the youths and their chances of accessing leadership and governance position at various levels. Before now, Centre LSD had report that the project had built the capacity of 261 youths – male and females across the three states. Some of them declared their intention run for election in 2019 at various levels -within different political parties, at the level of community, as well as in respective constituencies. Quite



a number went through the process of nomination, became candidates for their respective parties, only one amongst them won election into the Delta State House of Assembly. Some also contested and won election during party congresses in the last electoral process. Recent M&E process carried out has shown more results that includes how trainees have used the knowledge gotten from the training to engage in endeavours that improves their respective financial standing through entrepreneurships of varying degrees. Others established non-governmental organizations (NGOs) with which they are advancing the cause of youths in their domains. From all these, the indicators points to the fact that some of the youths are preparing themselves ahead of future electoral contest by building and consolidating from loss and or supposed gains during their last attempt at political office in 2019. The success stories of the project and other learning documents are in place ahead of a dissemination meeting scheduled for the aftermath of the COVID-19 pandemic.



*Osun Centre LSD OGP rally*

#### **4. Anti-Corruption Work**

In 2019, Centre LSD work in anti-corruption was largely done through her engagement in the Open Government Partnership (OGP) Initiative. As one of the leading organizations advocating for the implementation of the OGP tenets in Nigeria, Centre LSD built the capacity of state and non-state actors both at national and subnational levels to effectively engage duty bearers for improved transparency and accountability in the governance process. The Centre played a major role in the passage of the Nigeria Financial intelligence Unit (NFIU) Act of 2018, which amongst other things, has institutionalize best practices in financial intelligence management in Nigeria and strengthen the existing systems for combating money laundering.

#### **5. Electoral Process**

The Centre has always contributed to sustaining democracy in the country through ensuring a free, fair and credible Electoral Process. A major determinant of democracy is the Electoral process that provides the electorate the institutional framework for choosing representatives through a competitive free and fair election. This played out in 2019 through the monitoring of the 2019 General election and Kogi and Bayelsa State Gubernatorial election where the Centre deployed a team of trained observers to the states to observe and provide factual election day reports.

The Centre LSD was accredited by the election management body as one organization that should observe the 2019 General Election. Accordingly, the Centre deployed a total of 419 observers across the nation to observe the Presidential and National Assembly Election held on February 23, 2019 and 420 observers across the six geopolitical zones and the FCT for Governorship, State Assembly and FCT Area Council Elections held on March 9, 2019.

The Centre also deployed a team of trained observers for the Bayelsa and Kogi States gubernatorial election held on the November 16, 2019. A comprehensive report of the elections with recommendations was submitted to Independent National Electoral Commission (INEC) on ways of improving the Electoral process which will help deepen democracy in the country.

## **6. Election Situation Room**

The Centre has been a member of the Nigerian Civil Society Situation Room (Situation Room) since inception and has been playing an active role in the activities of the coalition. The Situation Room is a coalition of Civil Society Organizations working to strengthen good governance and sustainable development by helping to improve and sustain the current democratic culture in Nigeria. Situation Room with its secretariat at the Policy and Legislative Advocacy Centre (PLAC) in line with its mandate from time to time brings stakeholders including Centre LSD in the electoral process together to deliberate, discuss and share ideas together on ways to better the electoral process. In 2019, as a build up to the elections the Situation Room held series of engagement with stakeholders including security agencies and the electoral umpire (Independent National Electoral Commission) to ensure adequate preparedness of all and also suggest ways to better the process

The situation room equally deployed election observers across the length and breadth of the country to gather information first hand on the happening on the field, it set in motion a situation room, manned by competent hands, who are in constant communication with the people deployed to the field for on the spot reports of all activities observed on the field, as was in the 2019 general elections, all reports are then properly collated from the different observers and submitted to the electoral umpire for appropriate actions and also for use in improving on the process.

Centre LSD is adequately represented at all these engagements as we equally contribute to the process of a better electoral system in the while country while also improving on our approach to our advocacy for a better democratic experience.

## **7. Achieving a Healthy and Sustainable Environment in the Niger Delta.**

This is a key project supported by Cordaid Nigeria and by which Centre LSD has been engaging on the issues of the environment in the Niger Delta and Ogoni-land in particular. The thrust of the project is getting the supply stakeholders on the issue to the need to reflect on their activities – in oil exploration and exploitation alongside the impact this leaves behind on the region’s environment and the inhabitants therein. By this, Centre LSD focused its attention as has been the case since 2016 on engaging government and its agencies – Office of the Vice President, Federal Ministry of Environment, National Oil Spill Detection and Regulatory Agency (NOSDRA),



Hydrocarbon Pollution Remediation Project (HYPREP), while not ignoring the demand side – which include the peoples in the various communities in Ogoni land, various groupings – women, youths, and traditional rulers of varying degrees in the area. The objective herein lies specifically in the remediation of the entire degraded environment and the restoration of the livelihood of the people destroyed owing to the impacts (pollution) of oil exploration and exploitation caused by the economic alliance between the Nigerian government and the Multinational Oil Companies. Centre LSD engagement of the issue of the environment in the course of 2019 implementation phase to say the least, was productive based on the outcomes that have presented themselves. Latching in on the parameters defined by the UNEP report, the Centre has strategically refocused the attention of the various stakeholders to the dictate of the report with the view reassess how far and well stakeholders have worked in consonance with the report. To this extent, town hall meetings, strategic advocacy meetings and policy dialogues, road show/rally and a series of press briefing were carried out with the intent to press home the issues and get the government side to respond appropriately to the issues through its agencies. 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. Some of the outcomes harvested included the following: The erstwhile closure of HYPREP has began to change by the manner in which the body and particularly it's Coordinator have become more open to CSO engagements and partnerships. Through this, HYPREP has expressly invited the CSOs to go on a tour of remediation sites to see the progress of the work depicting the restoration of the social contract between the people and the government. The visit was an outcome from the Centre LSD organized High Level Policy Dialogue. In the same way, government – through the Minister Federal Ministry of Environment in company of the Permanent Secretary and Directors of the Ministry for the first time, came in person to address the crowd during the rally led by Centre LSD. Centre also engaged and got the commitment of the Office of the Vice President to ensure that clean-up contracting is done in an open and transparent manner and that only qualified companies are awarded the contracts. On the other hand, Communities have begun to play the role allotted to them by the UNEP report as they engage government and its agency – HYPREP in manners that are complimentary. Rather than the entitlement mentality that rented the air at the beginning of the clean-up exercise, communities now see themselves are partners and essential components required for the success of the clean-up of their environment. Through Centre LSD engagements some communities that had not attracted the

remediation activities of HYPREP, now have their communities queued up for the clean-up. Beyond these, Centre LSD had trained a group of journalists on the UNEP report and have established them into a group called Journalist Against the Delay of the Clean-Up (JADOC). JADOC reports and writes articles and news item and carryout media advocacy on their own. The group is taking a life of its own by seeking for funds from prospective donors to deepen engagement on the issue of environmental degradation in Ogoni land. Centre LSD believes that constant engagement of the issues will deliver result especially with the fact that many challenges are beginning to emerge from HYPREP's corner as shown during it summon by the National Assembly recently.

## **8. Young Ambassadors for Development (YAD)**

The Young Ambassadors for Development is the youth arm of the African Centre for Leadership Strategy and Development. The vision of YAD is an Africa where development caters for the needs of youths and future generations. Its objective among other things includes to advocate and campaign for sustainable development in Africa that will guarantee a future for the youth; build capacity for understanding developmental and governance issues; share innovative ideas for the development of Africa and amplify the voices of young people.

YAD's work revolves around youth inclusivity in development and building capacity of young people between the ages of 10 -25 to change the trajectory of development in Africa through transforming and involving the youths.

Centre LSD engaged in students/youth trainings and debates on effective citizenship, leadership and violence against girls/women. Through her involvement, members of the YAD clubs over the course of time have emerged as head prefects in their respective schools and others good ambassadors in the society. We are currently working with some students of the Centre LSD Leadership school to organize debating competitions and training opportunities for secondary school children within the federal capital territory.



Figure 1: Interschool debating competition on Bad Governance the Cause of Under-development in Nigeria

### 9. 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 *and artisanal refining* 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 vie 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. These were activities report in the 2018 report. Nevertheless, as result of funding challenge, not much could be done on advocacy for environmental justice beyond the fact that the Centre's environmental Clubs in some Schools in Delta kept their flags high with their feat in the inter state quiz competition held in Port Harcourt towards the end of 2019. Using its environment project, the Centre also engage the HYPREP process when its project lead through the Cordaid Strategic Partnership, participated in tour of polluted sites in Ogoni land

## **10. Tracking Performance of African Government (SOTU-N-CAMP)**

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 2019, Centre LSD drew from the provisions of some of the African Union instruments relating to democratic governance and political rights, especially the African youth charter for its capacity building and advocacy efforts during the capacity building for youth interested in politics in the Niger Delta. The project has a lot of success stories linked to it.



*Photo from the sensitization and townhall meeting for the clean-up of Ogoniland.*

## **11. 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 organisation (FBOs) across the world committed to partnering together to challenge barriers to gender justice. The movement is functioning in many parts of the world, including Africa, and in May 2018, the West African Chapter was flagged off in Ghana to pave way for the launch of national chapters in the West African sub-region.

As follow up to the flagging off of the West African Chapter, the Nigerian Chapter was launched in November 2018. In line with the need to create the right atmosphere for engagement and to continue to give impetus to Nigerian Chapter, a National Symposium was held on September 11, 2019.

The National Symposium which was themed: *Women in Governance: The Role of Faith and Traditional Leaders for Gender Justice in Nigeria* had two objectives:

- To determine the level of gender injustice/inequalities being perpetrated in the governance process in Nigeria.
- To determine the role of faith and traditional leaders in mainstreaming gender justice in governance.



The symposium was graced by Faith and Traditional leaders from across the six geopolitical zones in Nigerian, civil society organizations, faith-based organizations and government representative.

The side by side project also had a component of research. The objective of the research was to review and examine the theological basis for gender justice with scriptural backings from the Christian and Islamic Perspective and to develop sample sermons. Two researchers were commissioned on 21<sup>st</sup> October 2019 to deliver on the task. A validation and side by side steering committee meeting was held on 18<sup>th</sup> December 2019. The meeting was aimed at validating the research reports and the sample sermons which was focused on Girl child education, Female genital mutilation, Child marriage, Inheritance, Political participation was also produced.

## **12. Effectiveness of the quota system policy in higher education in Nigeria**

The heterogeneous arrangement of the Nigerian state has since inception generated series of issues that have continued to engage the government in tinkering ways of preserving the existence of the system. The introduction of quota system and federal character principle in education became pivotal in extinguishing the already looming class conflict, as they were aimed at fostering national integration, sense of belonging and a wholesome development of the entire parts of the Nigerian state. While the quota system came into being prior to Nigeria's independence in 1960, the federal character principle became officially recognized in the 1979 constitution. To examine the effectiveness of the content of the quota policy with a view to assessing its impact as well as propose ways forward, Centre LSD researched into the effectiveness of affirmative action policies in Nigeria's education system, and subsequently held a conference themed **“Effectiveness of Affirmative Action Policies in Nigeria's Education System”** on August 8, 2019 in Abuja.

The conference concluded that the current educational realities in Nigeria showed that the quota system in education has not delivered as expected. The need to urgently review it to accommodate all the recommendations outlined in the call to action is key (see call to action). The National Assembly need to immediately commence the process of organizing public hearing on the quota system policy with a view to harvesting



stakeholders' opinion and research findings to inform the review. State Governments need to be part of the process by developing a robust package of initiatives aimed at improving the quality of primary and secondary education, including investment in recruitment, training and retraining of teachers, development and provision of adequate teaching aids, removal of hidden fees to ensure those who cannot afford have access to school, books and laboratory equipment and prioritize prompt payment of teachers salary.

### **13. The Community Led Collective Action for Girls Education (C-CAGE) in Adamawa State (Malala)**

The African Centre for Leadership Strategy and Development in partnership with Malala Fund in 2019 commenced the implementation of the Community Led Collective Action for Girls Education (C-CAGE) in Adamawa State. The C-CAGE project is conceptualized to address the root causes of barriers prohibiting girls from going to school or staying in school. The goal is to increase the rate of girl child enrollment and retention in public primary and secondary schools in Numan, Song and Maiha Local Government Areas of Adamawa state, Nigeria.

The Centre conducted a baseline survey which showed that for the 3 local government areas in focus, Maiha had 62%, Song had 60 % and Numan had 54% out of schoolgirls in Adamawa State. During this reporting period, the Centre under this project has successfully enhanced the capacity of 150 stakeholders. These were trained on leadership, Advocacy and community development through girl education. The commitments obtained includes community by community advocacies, increase in enrollment of girls into school and support for indigent girls out of school.

Participants from Maiha community at the end of the training organized and conducted a step down of the training for community members and leaders. The result is that, through their campaigned efforts, a total of 42 girls have been re-enrolled into schools in Maiha. Out of these, 4 girls who were married and with child were allowed back into school by their principal. This was not the case at the initial stage. After the community drive by those trained from the 3 local government areas, a total of 104 girls were enrolled back to school.

The Centre commissioned 7 peer learning clubs called Masu Son Ilime(Advocates for education) made up of 10 in-school girls and 25 out-of-school girls. Currently, these

girls are learning basic Mathematic, English and have learnt soap making and disinfectant production.

As a result of our efforts, there is now an infrastructural challenge of classroom spaces in schools due to the high influx of girls that are going back to school. The principals are advocating for more classrooms to accommodate the new enrollees. As it stands, the population is more than the available classroom can take.

To help ameliorate this problem, the Centre has written to the State Governor and the Commissioner representing each of the LGAs as well as the Chair of Committee on Education at the House of Rep. The Centre plans to pay a courtesy visits to them to discuss this new challenges and the need to build more classrooms and send teachers to these areas, in order to ensure that the gains of the new enrolment are not eroded by “no classroom”.



Figure 1: Training of 50 Education stakeholders in Song local government Area



Figure 2: Commissioning of Masu Son Ilimi (Advocate of Education) Peer learning club in Numan



Figure 3: Launch of Baseline research and training manuals on the C-CAGE project



Figure 4: Advocacy meeting with education committee members from Maiha local government area

#### **14. Improving Delivery of Sanitation Services And Access To Water In PHC Facilities In Anambra State (IBP Spark)**

Improving delivery of sanitation services and access to water in PHC facilities in Anambra State is a project developed out of the belief that a good healthcare system is fundamental for citizens productivity and growth in any nation. As a result, countries across the World, structure their healthcare systems in a way that places responsibility on Government to ensure the provision of good health care system for its citizens. The

Nigeria health system is structured around the three tiers of government: Federal, State and Local Government. Local government are responsible for primary health institutions with health services organized through the ward.

The social target of governments, international organizations and communities across the World is the attainment by all peoples of the world a level of health that will permit them to lead a socially and economically productive life. Primary health care was identified as the key to attaining this target. Despite this, the tale in Nigeria primary health care institutions and including those in Anambra State has been largely a tale of underperformance, a reason the project was conceptualized.

In 2019, PHCs facility assessment was undertaken to ascertain the actual status of facilities at the PHCs. Centre LSD developed a checklist based on items expected to be in every Primary Health Centre in terms of water and sanitation. As technical lead, Centre LSD developed the checklist with the agencies including JDPC Nnewi and Community Empowerment Network (COMEN), as part of handholding and skills transfer. The checklist guided and paved way for seamless engagement of the assessment process. The outcome of which, enabled the development of a terms of reference for the researcher on PHC policy review in Anambra State.

Other activities lined up for the project include; Review of engagement strategies/tools deployed by community groups such as the community charter of demand process, town hall meetings and community score card process, mapping of resource flow for water and sanitation in PHC at the federal and state levels, facilitating access to high level advocacy targets in the government, providing guidance for budget advocacy, Policy dialogue and facilitation of peer review sessions with other civil society organizations.

## **15. Network of Men/UN Women**

In 2013, The Network of Men Leaders to End Violence Against Women in Nigeria (NML) - an offshoot of the Global Network of Men Leaders - launched in November 2009 by the former UN Secretary-General, Mr Ban Ki Moon, in which Dr. Otiye Igbuzor is a member, was inaugurated in Nigeria and a Network was formed. The aim was to mobilize men and boys to Act, Advocate and Unite to change the practices and attitudes that incite, perpetuate and condone all forms of violence against women and girls in Nigeria. From the time of the inauguration till now, Centre LSD has been the Secretariat of the network. NoML currently has over 600 members across 21 states in Nigeria. Members are made up of security agents like the Police, Gender Desk officers

in MDAs, religious leaders, respected elders of the community, youth leaders, and male champions.

The major task of this network is to mobilize male champions to eliminate all forms of violence against women and girls in Nigeria. Members of the network also engaged in mediation and provision of alternative dispute resolution in cases of domestic violence between intimate partners.

In 2019, Centre LSD received grant from UN Women under the European Union/United Nations Spotlight Initiative to work with men and boys to promote gender equality, eliminate Violence Against Women & Girls (VAWG), Harmful Practices (HPs) , and promote Sexual & Reproductive Health & Rights (SRHR), in Cross River and Lagos state, with the objective of ensuring gender equitable social norms, attitudes and behaviors change at community and individual levels to prevent violence against women and girls and harmful practices. The initial duration of the project is 13 months.

## **16. Communicating Development Information: Centre LSD Bi-Weekly Update**

The Centre shares her project and activities updates through a bi-monthly weekly update that is circulated via her mailing lists. The focus of the weekly update is to keep our stakeholders and project beneficiaries 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, Ethiopia, Kenya and other African countries.

## **17. Communicating Development Information: Engaging the Conventional Media**

Centre LSD considers the media as a crucial stakeholder in the realization of her mission of working with forces of positive change to empower citizens to transform society. As in previous years, Centre LSD strengthened existing relationship with reporters and built new ones. Centre LSD staff were part of major national discourse such as addressing corruption and opacity at the state and local government levels, need for a comprehensive national development plan for Nigeria, expanding the shrinking civic space, electoral reforms, and other burning national issues.



## **18. Communicating Development Information: Engaging the Social Media**

Centre LSD has maintained active presence on all the major social media platforms especially Facebook, Twitter, YouTube, and Instagram (@centrelsd). In 2019, Centre LSD posted 458 tweets that generated 223,210 impressions. The Centre also has a robust website (<https://www.centrelsd.org/>) through which she engages her targets, audience, and stakeholders. In 2019, the Centre began the process of rebranding her website to make it a knowledge hub that will be resource Centre for policy makers, researchers, and the general public.

## 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 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.

The board has the final responsibility for management directions and performance in the Centre. In 2019, the Board continued to give strategic direction and supported the Centre especially in fulfilling statutory obligations. It is made up of the following: Ms. Kyauta Giwa (**Chairperson**), Mr. Ernest Kemakalom (**Vice Chairman**), Dr. Otive Igbuzor (**Secretary**), Ms. Hauwa Mustapha (**Treasurer**), Dr (Mrs) Ufuoma Awefeada, Ms. Pamela Esiri, Ms. Comfort Obi, and Mr. Monday Osasah.

In line with best practices in corporate governance the board works through the following committees.

- **Audit & Finance Committee** - This committee is made up of Mr. Ernest Kemakolam as the Chairman, Ms. Pamela Esiri and Ms. Comfort Obi as members.
- **Programmes & Corporate Governance Committee** – This committee is made up of Dr. Otive Igbuzor as the chairman, Dr (Mrs.) Ufuoma Awefeada and Ms. Hauwa Mustapha as members



### 3.2 Systems and Structure

The organs of the Centre namely international advisory council, board of trustees and secretariat continued to operate.

### 3.3 Strengthening Staff Capacity

2019 was a very busy year for the Centre, with several projects implemented simultaneously. As such every staff was very busy and there was not spare time for staff to seek for any form of training. This however will be corrected in 2020, as the Centre has concluded plans to ensure that all staff attend necessary training and capacity building.

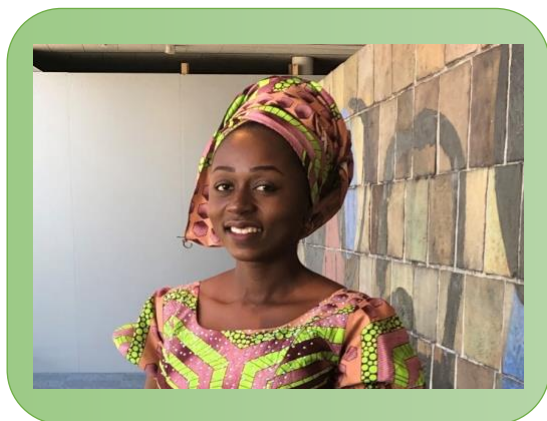
### 3.4 Mentoring Young Persons

Centre LSD's internship programme still continued in the year 2019. The interns for 2019 included Frances Igwilo, Asmau Kaliu and Joyce Agada.

#### Testimony of Interns

##### A. Frances Igwillo: Centre LSD an Ocean of Knowledge

I am by name Frances Igwilo and I started my internship program at the African Centre for Leadership Strategy and Development (Centre LSD) in June 2018. My goal for interning was, one to build up leadership potential that will prepare me for



leadership/political position in Nigeria. Secondly was to learn the best approach in creating a reputable world class organization. Being in the Centre can be likened to a tumbling ocean of knowledge that no matter how little or big a ship is, the ocean water must splash into it. This opportunity taught me that a year of learning in the right place can impact on one positively for life.

Looking back, the first two weeks of induction at the Centre was quite an informative moment, learning from the programs and projects of the staff on their various project goals, activities and impact were quite phenomena. Prior to this, I had relatively little

experience and understanding working in the civic space but working at the Centre changed everything and deepened my knowledge in viewing issues, challenges and proffering solution in so many cross-cutting sectors.

In my view, Centre LSD stands out among other Non-governmental organization through its reputation in research, advocacy, capacity building and the quality of think tank behind the organization. The opportunities given to staff to improve and develop themselves in terms of capacity building and application is really encouraging and I was a beneficiary of this several times. I was privileged to have one of such opportunity 3 months into my internship to champion a new project on girl child education which was a dream come true.

Additionally, I was lucky to have knowledgeable colleagues and supervisors who were always willing to support wherever I needed help. The internship opportunity helped me improve my proposal writing skills, report writing, public speaking, community entry and engagement. At the Centre, you are drawn to the team spirit and vast knowledge in different diverging fields and areas of life which can be quite a marvel. Now I can confidently speak to issues, contribute meaningfully to national discuss and proffer solution or palliative to situations

After the one-year internship, I continued to work at Centre LSD as the Malala fund Gulmakia champion. The experience as an intern gave me the opportunity to launch my career in the field of education and governance.

## **B. Testimony of Asma'u Khalilu Abdullahi**

My testimony on my journey at Center LSD will focus on about three areas: Writing of Minutes of Meeting, Report Writing and Working in a diverse environment.

Prior to joining Centre LSD, I had no experience on how to document minutes of meeting. I attended my very first meeting at the Centre and was made to understand that this task is being rotated among staff. I was puzzled, wondering how I will go about it when it comes to my turn to write the minutes of the next Monday Morning Meeting. Then it came to my turn few weeks after joining and had to turn in the minutes in three days. Lucky enough I had a good phone that can record. I recorded the meeting while taking notes in order not to miss out any important point made at the meeting. It was really challenging with sleepless night to turn in my first minute of meeting at Centre

LSD. My confidence grew as weeks grows to months at Centre LSD. Initially, I was of the opinion that note takers at meetings should not be rotated, but I now agree this is an experience every staff needs to learn and build their skills on as it will important u in the near future.

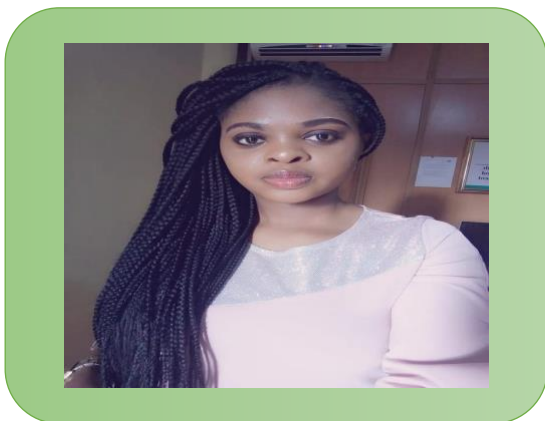
At Center LSD I was opportune to either attend as a team or represent the Center in conferences, workshop and external meetings. Following attendance of such events it is mandatory to document and report happenings back to the management for record and decision-making purposes. The experience I had in documenting minutes of meeting really came into play in this role despite different requirement for documentation. I received various positive criticism from team members and supervisors that helped in improving my reporting skills after every event I attended or represent the Centre.

Center LSD is a representation of a diverse environment where people from different culture and religion work together while respecting their differences. I have met different people by virtue of working at Centre LSD both in terms of office setting and outside activities I have attended. This has changed my perspective on the way I view people and things happening around me.

It is worthy of note that everyone at Center LSD is given equal opportunity irrespective of status, gender, tribe or belief. This is really commendable by the management as this create a conducive environment for staff to thrive and discharge their daily responsibilities.

### **C. Joyce Agada**

When I came into Centre LSD, part of my job description was to handle monthly cash float, assist my line manager, raise payment vouchers, learn how to prepare report etc.



As an intern, I came with an open mind to learn and to unlearn. To learn new things that will aid my future and career and to unlearn the things that might be a stumbling block to my part.

Apart from discharging my regular duties, I have learned more than I could have learnt in the past. I had issues with public speaking, but since I came to the Centre, reading the Minute

of the Monday morning meeting have given me a sense of boldness anytime I am with a group of people. And, for the fact that the Centre gives everyone an opportunity to contribute and give opinion about every issue makes me feel useful and needed.

One of the things I so much like about the Centre, is the reporting of weekly activities during Monday morning meeting. It is like having a to-do list and doing more than what is expected, because most times, when I read my activities for the next week, I find myself doing more than that. Reporting my activities has also contributed to my personal life. I keep track of the personal things I did the previous week and set target of the things I would like to do the next week. All those things have given my life a shape that was not there before I came to the Centre. I am more focused now because I know everything, I am supposed to do with my life in order to achieve organizational and personal goals.

I will never fail to refer to the environment at which I work. The things I have learnt in the finance department is much more than I expected. When I came to the Centre, I had issues with time management, delivering within a stipulated time, then I learnt from my line manager how to work effectively and efficiently within the given time, like preparing of reports before the deadline. I have been thought several ways of reporting for different projects and donors. That alone had made so much input into my life. The department has encouraged me so much, not just in my given task but in my personal life, how to grow in my field and how to add more value to my personal life. I learnt so much and I am still learning especially from the finance department, the way I am being corrected once I make a mistake, gives me the conviction that I am in the right place.

I won't forget to talk about my experience in the leadership school, if I should write about it, it will be a whole book. I have learnt so much, how to be a good leader, how to keep track of my personal life, how to plan my life, how to save, how to invest. Being in the leadership school also taught me how to be in a team. I was able to work with others and hear their opinion even if I don't agree with them. That was one of the things I was having issues with before I came to the Centre. But now, I know that everyone has a unique personality, and everyone must not accept my own idea. Humility is something I also learnt from the leadership school, our lecturers being people that are wealthy and known in the society yet so humble and accessible. That alone taught me that no amount of riches should make you see people inferior.

Centre LSD have been of a great impact in my life, I have learnt a lot from my seniors and my colleagues. In the one year that I have spent, I have learnt things that I was not

aware of for years, and I look forward to learning more from the Centre in the coming years.

### **3.5 Partnerships and Networking**

Centre LSD's approach to partnerships and networking is to work with forces of positive change to empower citizens to transform society as captured in our mission statement. We are always open to collaborating with stakeholders and other organizations who share same ideology and goal with us to achieve sustainable development. Our partnership policy guides us on these collaborations. The following form the criteria for us to enter any form of partnership with any organization/partner:

- Shared strategic vision
- Competence
- Resource availability
- Deliverables
- Added value

As a result of these, we have partnered and collaborated with several organizations and networks and even served as secretariat and rallying point for some of them. Centre LSD is the secretariat to the Nigerian Natural resource Governance Group (NRGG) and also the rallying point on the conversation for Nigeria's long-term development plan. We are a member of the following coalition and networks: the Nigerian Civil Society Situation Room, Open Government Partnership Nigerian Secretariat, Beneficial Ownership Association of Nigeria, CSACEFA, National Budget Network etc.

As a Pan-African organization, we are looking forward and open to partnering and collaborating with stakeholders across the African region in a bid to foster sustainable development of the continent.



### **3.6 Communications**

In 2019, as part of her new 2019 – 2023 strategy plan, Centre LSD reviewed her communication strategy to include Prioritization of new media in external communications and maintaining a robust management information system to foster collaboration and communication. This is to ensure that the communication strategy of the Centre meets the information needs of staff, communities, project beneficiaries, and other stakeholders.

### **3.7 Documentations and Publications**

As one of the leading think tanks in Nigeria, Centre LSD prioritizes the documentation of research findings and lessons learnt in the implementation of projects.

By the end of 2019, the Centre has 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
- Promoting Girls Education through Community Participation and Action
- Fact sheet: Reforming Basic Education in Nigeria (co-authored with other CSOs)
- Removing Barriers to Girls Education in Nigeria

## **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

## 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 2019, 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 2019 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

The audited report for 2019 is not ready. The external auditors are still working on it.

### 4.4 Looking Forward

In 2019, the focus was on upgrade which included building a culture of excellence and maintaining robust media visibility in conventional and Social Media. As the Centre matches into the new year, the efforts will be consolidated, and attention will be given to the implementation of the strategic plan 2019 - 2023. We shall also continue with our several campaigns below to deepen our visibility to the outside world.

- a) #DoMiningRight
- b) #CleanUpNigerDeltaNow
- c) #OGPOpenNigeria
- d) #YouthsCanLead
- e) #MenAgainstSGBV
- f) #Girls2SchoolAdamawa
- g) #Girls2School



## **Organs of Centre LSD**

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Dr. Omano Edigheji, South Africa

Dr. John Ojediran, Nigeria

Mr. John Samuel, India

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15. Sandra Monday- Finance intern
16. Felix Kohol- Office Assistant
17. Sunday Shaibu- Security Assistant
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