



Michael Duff, GIZ

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

2021 Annual Report



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

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## Foreword- Centre LSD's Board Chair

The year 2021 for the African Centre for Leadership, Strategy & Development (Centre LSD), was a year of “innovation and institutional positioning”. The theme was separated and subsumed into 3 heads; strategy programmes (SDG, Africa Strategy 2063, Nigeria Long term development strategy, Regional Strategies, Sectoral Strategies); Re-imagine and reposition our procedures and systems (e-management, online leadership school, virtual board meetings); and Institutionalisation: Office for Centre LSD, Directors, Women Rights, seamless implementation of systems, policies and procedures. Revisit neglected areas- Alumni, Volunteers and engagement with Advisory Council members.

Support from donors helped the Centre a great deal. The BUILD grant from Ford Foundation came quite handy and it paved way for the full operationalization of the Centre's structure. Directors in our 3 focal areas were engaged. Women Rights Officer, a second IT Officer and social media Marketer were brought to the fold. Their coming unleashed new set of skills and capacities on the Centre. The leadership school, the Centre's flagship programme is now in 5 States in 3 geo-political zones of the country outside that of the headquarters in the Federal Capital Territory (FCT), Abuja. The strategy programme also took a new outlook with the granting of an operating licence to the Centre by the Institute of Strategic Management Nigeria (ISMN). Strategy training commenced in May 2021 when the licence came. Mid-term review of the Centre's strategy plan was done also in the year, with far reaching recommendations made to resolve noticeable gaps within the life span of the plan.

The Centre's development work which is basically around governance gained momentum. The Open Government Partnership engagements and campaigns influenced over 18 subnational governments to sign up to the Partnership. State Action Plans (SAP) were developed and validated. The extractive governance pillar assumed an upward trend with further support from donors. The support brought additional impetus to advancing the Centre's work on the deconstruction of the concept of masculinity, and effectively interrogating systems, structures and practices that put women in disadvantages in the sector and country. The lessons and learning from which, boosted the Centre's prowess in managing and mobilizing members of the Side-by-Side Movement for gender justice and the Network of Men Leaders to ending all forms of violence against women. Programming for the advancement of gender equality was given a leap following the submission of memorandum to supporting gender equality bill(s) at the National Assembly and mobilizing men, particularly members of the NASS Reformers to supporting the enactment of progressive bills and laws at the National Assembly.

Though the year came with clear positives including acquisition of a new office, nuanced programming success, better engagement and liaison with allies including volunteers, advisory council members and the alumni, not much was done in the strategy programming and in some areas of leadership particularly looking at the goal the Centre set for itself. Expectedly, the need to up engagement in the coming year in the areas is imperative to maximize the gains that the sustainable development goals, the sectoral strategies, regional strategies and the African Agenda 2063, as well as e-management, online leadership school, virtual board meetings hold for the centre, country, region and continent.

No doubt, the year 2021 came with a major leap for the Centre and we are confident that the years to come will be quite progressive and more forward looking.

Mr. Monday Osasah

Executive Director

Ms Kyauta Giwa

Chairperson, 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; transformative change; 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 eleventh annual report since the Centre started operation and the strategic focus for the year is "innovation and institutional positioning". Every year, we focus on an area that is critical to the growth and development of the organization. This year, emphasis was on; strategy programmes (SDG, Africa Strategy 2063, Nigeria Long term development strategy, Regional Strategies, Sectoral Strategies); Re-imagine and reposition our procedures and systems (e-management, online leadership school, virtual board meetings); and Institutionalization: Office for Centre LSD, Directors, Women Rights, seamless implementation of systems, policies and procedures. Revisit neglected areas- Alumni, Volunteers, and engagement with Advisory Council members.

The Centre in line with the year's focus, concentrated efforts on expanding its leadership and strategy programmes with the engagement of substantive directors in the two areas. The leadership programmes have been expanded to include; 1. Youth leadership programme 2. SME Leadership programme 3. Women Leadership programme 4. Political leadership programme 5. Humanitarian leadership programme, and 6. Ecclesiastical leadership programme 7. Leadership development programme for NGOs. The leadership training programmes focus on both leader development (expanding the capacity of individuals for effective leadership roles and processes) and leadership development (expansion of organizations' capacity to enact basic leadership tasks including setting direction, creating alignment, and maintaining commitment). So far, 1,357 individuals have graduated from the one-year free leadership school. The strategy pillar took a new outlook. The granting of the operating license by the Institute of Strategic Management of Nigeria (ISMN) deepened the strategy work of the Centre to include training and socializing people into becoming members of the Institute.

Similarly, the development programmes continued unimpeded. The Centre's strategy of implementing programmes across Nigeria from community level, state to national and

international levels with the strategy of maintaining local-national-international linkages using its development pillar as the focal point of deployment was intensified during the year. The extractive work took roots downwards, like the Centre's work on gender and open government partnership. Efforts were also concentrated on addressing the challenge of the constricting civic space, with the Centre working and supporting civil society organizations to improve their management and systems through capacity building.

## Chapter Two: Key Results of work

### 2.0 Introduction

In 2021, the work of the Centre like in the previous years, revolved around its three areas of work: leadership, strategy and development.

### 2.1 Governance

The Centre's governance programmes were conceptualized to improve transparency and accountability and increasing citizens' participation in governance especially in the extractive sector, electoral and budgetary processes.

### 2.2 Leadership

#### 2.1.1 LEADERSHIP INSTITUTE

The Centre LSD Leadership institute is divided into four arms

1. Leadership school
2. Leadership Academy
3. Senior Executive Leadership Programmes, &
4. Collaboration

The Centre runs three leadership training programmes namely leadership school which runs for one year: Leadership Academy (one-week intensive programme) for middle level managers and Executive Leadership Course (one-week intensive programme) for Chief Executives.

#### Leadership School

1. The leadership school presently has Five outlets with six Centres with 2 in Abuja
2. The leadership school opened one new Centre in Abakaliki, Ebonyi State in 2021



3. Graduation Ceremonies- Five graduation ceremonies took place this year in the following Centres.

- a. Abuja (two sets) - 69
- b. Benin - 96
- c. Warri - 258
- d. Port Harcourt. - 161

Total number of graduands to date is **1,357**

### Leadership Academy

The Centre's leadership institute carried out one training programme for the Petroleum Training Institute (PTI), Warri within the period under review.



# TRAINING PROGRAMME FOR THE PETROLEUM TRAINING INSTITUTE

The Institute has developed training programmes for execution as follows:

1. Leadership Academy for Middle Managers
  - a. SME Leadership
  - b. Youth Leadership
  - c. Middle Managers Programmes
2. Executive Leadership Programme

### Executive Leadership Programme

The following courses have been designed for the programme. Effective execution will commence in 2002.

- a. Educational Leadership
- b. Ecclesiastical/Church Leadership
- c. Collaborative Leadership
- d. Humanitarian/ Development sector Leadership
- e. Political Leadership
- f. Women Leadership

### Collaboration

The Institute has a collaboration unit under whose responsibility it manages inter organizational relationships in the areas of leadership education with organisations and higher institutions of learning and is presently working on two likely collaborations which are slowed down as a result of the various university's Academic Planning units delays in approvals.

The universities are;

- a. Afe Babalola University, Ado Ekiti
- b. Institute of Niger Delta Studies, University of Port Harcourt.

Other institutions include

- c. Miners Association of Nigeria, Abuja
- d. African Centre for Emergency Management and Humanitarian Assistance.

## Leadership Capacity Building

The leadership institute as the capacity building arm of the Centre was part of the activities of the Centre for the period under review. The leadership school in the six Centres carried out the following activities during the period under review

## Leadership school enrolment mix

### The 2020/2021 Session of the Leadership School

The attendance of the leadership schools all over the country is composed of persons of different age brackets, professions, and geographical locations. The leadership school experience has brought professional development to various strata of the society with the addition of the communities that benefit from the community development services (CDS) of the students on a yearly basis.

### Abuja Set 15

The session which is tagged 15<sup>th</sup> Set of Centre LSD leadership school attracted a total of over 300 applications while only 103 of them (51 males, 52 Females) got admission into the school. The admitted students were matriculated on the 4<sup>th</sup> of August 2020 and commenced lectures on 5<sup>th</sup> September 2020. Out of the 103 persons granted admission, only 33 students (20 males, 13 females) met the graduation requirements – 70% attendance, completion of assignments, record of at least 10 books read, and Community Development Service (CDS) project carried out. Amongst the graduating students of the 15<sup>th</sup> Set of leadership school, four students attended the school from outside Abuja – Nasarawa state – 1, Lagos state – 2, Lusaka, Zambia – 1. Students in set 15 came from different professions and walks of life - TV hosts, Teachers, Data analyst, social entrepreneurs, public servants, Legal practitioners, Pastor, among others. The age brackets ranged from 23 to 54 years. This shows the mix of the coverage of a single set of the seven study centres in the country.

## Graduation and Inauguration lectures

The following are the dates and number of students that graduated from each of the centres in 2021.

**ABUJA:** Set 14 Graduation August 21, 2021 - 36 graduands



CENTRE LSD-KAS 14TH BI-ANNUAL LEADERSHIP LECTURE AND GRADUATION CEREMONY.



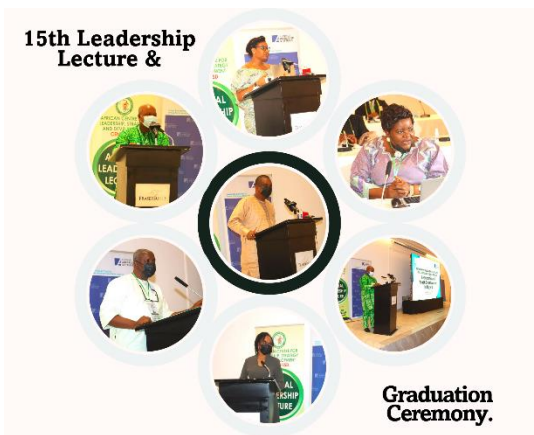
CENTRE LSD-KAS 14TH BI-ANNUAL LEADERSHIP LECTURE AND GRADUATION CEREMONY



Set 15 Graduation Sept 3, 2021

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33



BENIN: Graduation - June 5, 2021

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96 graduands



WARRI: Graduation August 28, 2021 – 76 graduands

PORT HARCOURT: Graduation November 6, 2021 – 42 graduands

ABAKALIKI: Inauguration Lecture - 25/9/2021



**Certificate Presentation and Induction Ceremony of the Benin Centre Alumni of the Edo State Centre LSD Leadership School Pictorial Excerpts.**



**SET THREE, CENTRE LSD LEADERSHIP SCHOOL GRADUATION CEREMONY, PORT HARCOURT**



### Leadership school students' Community Development service activities 2020/2021

The leadership school this year impacted the environment through the CDS projects embarked upon by the students. They divided each set into ten groups who carried out their respective activities. The other centres like it was in Abuja, did the same in their various locations as a way of giving back to the society.

#### Abuja Set 14 CDS Activities

- i. **Group 1:** Provision of learning and teaching aids (POLATA - C project) to 200 pupils & teachers of Hope Nursery and Primary School in Chile, Abuja
- ii. **Group 2:** Vocational training on pattern drafting and make-up artistry for Youth Corpers.
- iii. **Group 3:** A one-day Basic Entrepreneurship Training for Small Business Owners (SMEs) in Karu Community, FCT
- iv. **Group 4:** Inspiring Reading Culture among Secondary School Students. The group organized a seminar where they made presentation on character development and donated books to the staff and students of Junior Secondary School, Area 11, Garki, Abuja.
- v. **Group 5:** Spelling Bee Competition in which contestants are asked to spell a broad selection of words, usually with a varying degree of difficulty.

- vi. **Group 6:** *Workshop Training for Small Business Owners and the Youth on "Digital tools and skills for Business Success in the 21st Century". This was carried out at Idu Gbagyi Karmo, a suburb in the FCT.*
- vii. **Group 8:** *Provision of Teaching and Learning Materials for Students in Selected Public School (Junior Secondary School, Kado Kuchi District, Abuja).*
- viii. **Group 9:** *Provision of Sufficient and Segregated Toilet Wash Facilities for Public School. Beneficiaries were students and teachers of Government Secondary School, Hajj Camp*
- ix. **Group 10:** *Activating Mental Reasoning in the Classroom. The project took place at Government Junior Secondary School, Aleita, Airport Road, Abuja. 51 students benefitted from the project.*

### Set 15 CDS Activities

1. **Group one:** Building Good Reading Culture in Pupils in Kubwa model primary school 111 Abuja.
2. **Group two:** Campaign on Gender Based Violence in the Federal Capital Territory. TV SHOW
3. **Group three:** Garki Clean-up project: Ogbomosho Street, Off Lagos Street, Garki 1 in Abuja Municipal Council Area.
4. **Group Four:** The Power of Natural Mentoring in Shaping the Future for Adolescent Girls: The group carried out their activity at Nelson Mandela Camp an IDP camp in Abuja located at New Kuchingoro near Games Village. 40 girls were engaged
5. **Group Five:** Effect of Cyber Crime in Nigeria: The project was executed by members of Group 5, at Mercy Gold International Schools, Nelson Mandela Street, Road 2, Phase 4, Nyanya Abuja located at the suburb of Abuja, Federal Capital Territory, a private school with a population of over Five Hundred (500) secondary school students.
6. **Group Six:** A One Day Workshop on Leadership and Entrepreneurship: The objective is to inspire a lifestyle of leadership and entrepreneurship among Nigerians. The workshop which took place at the training hall of the Nigeria Entrepreneurs Forum had six speakers who spoke on various related topics and 27 people in attendance.
7. **Group Seven:** Being an Active Citizen: The objective was to mobilize students to become more active in the affairs of the nation as well as their community.
8. **Group Eight:** Sensitization of Apo Motor Park on Abuse of Drugs: The objective was to eradicate drug abuse and use of psychotropic substances.
9. **Group Nine:** Soft Skills Training for Pupils in L.E.A Primary School Apo Resettlement: The objective was to develop effective communication skills and create awareness on the importance of soft skills amongst students.
10. **Group Ten:** Leadership Workshop for Senior Prefects and Class Monitors: The objectives was to address the leadership challenges faced by school prefects and



class monitors in Government Secondary School. The group held their activity at government secondary school Garki in Abuja Municipal Area Council (AMAC) with over 30 school senior prefects in attendance.



**Centre LSD Leadership School (Set 14, Group 1) Community Development Service.**

**Centre LSD Leadership School (Set 14) students Road Safety Sensitization Exercise in collaboration with the Centre LSD Leadership School alumni.**



**Centre LSD Leadership School Set 15 (Group 5) as part of their community development service project organized a symposium titled "Effects of Cyber Crime in Nigeria," at Mercy Gold International School, Nyanya.**



**Centre LSD Leadership School Set 15 renovated school library for Junior Secondary School, Jabi, Abuja.**





## Leadership Academy Programme

The Academy carried out a training programme for the Senior management staff of the Petroleum Training Institute (PTI) Warri on Leadership. The training which was a success, was notable because it was funded by an Alumnus of the Leadership school.



## Support to Other Departments and Collaborations

The institute rendered support to the other departments in the Centre and this was done by playing active roles in the following project activities.

a) **Build Project:** The institute was part of the **BUILD** project capacity building, townhall meetings and the research presentation and analysis. The institute visited Ekiti, Taraba and Ebonyi states being focal States of the grant's implementation.



b) **Open Government Partnership (OGP):** The institute also participated in the capacity building of the Open Government Partnership of the Centre that held in Ekiti, Cross River and Plateau states as a way of ensuring the programme success.





c) **ISMN Programme of the strategy Department:** The institute provided facilitators to the various programmes carried out by the strategy department during the certification programmes and the open programmes of the department.



### Institute of Niger Delta Studies, University of Port Harcourt

The institute's discussions with the University of Port Harcourt on a collaboration activity that could lead to the commencement of a post graduate degrees programme on Leadership studies at the University. Several meetings have been held and the curriculum

is being put together for the opening of the programmes in the university.



### **Afe Babalola University, Ado Ekiti.**

This year, the institute continued its push to conclude collaboration arrangements with the University in its joint post graduate programme on Leadership and strategy. We expect that in a short while, the collaboration will be brokered.

## **2.2 Strategy**

The Strategy Pillar of the Centre was revigorated with the appointment of the Director of Strategy who resumed duties on the 1<sup>st</sup> of March 2021. The Centre now has in place a structured approach to learning and application of Strategy and Strategic Management. This is now opened to interested entities (personal or Institutional). The approach has been formalized with the Centre receiving an operating license to certify Strategists from the Institute of Strategic, Management, Nigeria (ISMN). The Centre held its First Certification Workshop on Saturday 24<sup>th</sup> July 2021. This led to Investiture and induction in Abuja on Friday 6<sup>th</sup> August 2021 of the Following:

- **5 Fellows**
- **13 Full Members**
- **9 Associates**



Photograph of participants at the ISMN Certification Workshop

To build the capacity of its staff and other entities in strategy crafting and making by strengthening and deepening their strategic thinking and decision-making skills, open Strategy training & Development Programmes were conducted on:

May 29<sup>th</sup> 2021 with the theme **“The Art of Crafting Strategies for Sustainable Organizational and Personal Success”**.



A session during the Open Strategy training Programme on May 29<sup>th</sup> October 30<sup>th</sup>, 2021, with the theme **“Contemporary Applications of Sun Tzu Principles for Sustainable Success”**.



Group Photograph of participants at the Sun Tzu Masterclass Workshop

The Directorate also engendered a relationship with International Centre for Parliamentary Studies (ICPS) UK. This relationship was formalized by the signing of an MOU for organizing bespoke trainings and general human capital development



programmes. ICPS primary focus is the empowerment of Human Capital through Capacity Building.

### Centre LSD Mid Term Strategy Plan (2019—2023) Review

Centre LSD Strategy Plan (2019—2023) is the second in its over a decade of existence. The purpose is to broadly align the vision and mission of the Centre. To provide the strategic direction for Centre LSD and specify the actions to be taken from 2019 to 2023. The plan provided for a midterm review to be held. This process which involved all staff was held on Wednesday 28<sup>th</sup> and Thursday 29<sup>th</sup> July 2021 at Bolton White Hotel, Abuja.



Centre LSD Staff at the Strategy Plan Review Session

## 2.3 Development

The Centre's work on appropriate development approaches revolves around three areas; Governance, environment and sustainable development. In 2021, Centre LSD work included promoting education for girls in hard-to-reach communities, Natural Resource Management, Gender justice, expanding the political space for women in politics and sustainable development. They were conceptualized to operate based on Community – State – National and International level linkages.

### Programmes and Project

1. General Support for Strengthening an Intersectional Approach To Gender And Natural Resources Management, And Project Support For Institutional Strengthening (BUILD)



# Implementation of the BUILD Grant



In January 2021, Centre LSD began the implementation of the BUILD grant which was for general support for strengthening an intersectional approach to gender and natural resources management, and project support for institutional strengthening (BUILD). The overall goal was to build a strong and resilient organizations that will contribute to the elimination of all forms of gender-based violence in the extractive sector in Nigeria. The BUILD grant has two components:

1. **Institutional Strengthening Interventions:** In this component, the project focused on building the capacity of staff to deliver on the BUILD grant and beyond; strengthen the systems and structures of the Centre, and procuring ancillary resources needed to aid interrogation of systems, structures and practices that put women and children in disadvantage(s) in the extractive sector in Nigeria.



2. **Programmatic Interventions:** This part of the project was dedicated to the implementation of activities geared towards reducing the barriers faced by women in the extractive industry. During the project lifespan, activities and programmes to

reverse the identified practices and barriers faced by women in the extractive sector were the focus.

In the course of the one year, the Centre successfully implemented the following activities:

### Institutional Strengthening Activities

1. Recruitment and engagement of high-level and mid-level staff.
2. Purchase and installation of IT and M&E infrastructure.
3. Capacity strengthening for staff in monitoring and evaluation, finance and accounting and Mainstreaming Gender Programming in the Centre's extractive work.
4. Mid-Term review of Centre LSD Strategy Plan.

### Programmatic Activities



1. Commissioned and Conducted the Centre LSD BUILD research on the forms and prevalence of gender-based violence in the extractive sector.
2. Conducted a familiarization visit to Ebonyi.
3. Official media launch of the Centre LSD BUILD Grant.
4. Stakeholders interface meetings with relevant stakeholders in the 3 states of Ebonyi, Ekiti and Taraba State.
5. Policy Dialogue on “Analysis of forms and prevalence of gender-based violence in the extractive sector in Nigeria” in the 3 focal states.
6. Capacity Building for mining host communities in the 3 focal states.
7. 3 Town hall meetings in the 3 states.
8. Masculinity Conference
9. Media Campaign against Gender Based Violence in the Extractive.



## Our Results in the BUILD Grant

The Centre recorded several results during the one-year intervention. Some of which were:

### Institutional strengthening results

1. Increased in the Number of High-level staff.
2. Operationalization of the Centre LSD Structure of Leadership, Strategy and Development. As a result, Centre LSD is now a Centre for the Institute of Strategic management of Nigeria (ISMN). Again, Centre LSD entered into a partnership agreement with the International Centre of parliamentary studies, UK. With this, the Centre became an international Centre for parliamentary studies just like it is for ISMN.
3. Increase in Centre LSD IT and M&E infrastructure.
4. Gender now mainstreamed into all Projects and Programmes of the Centre.
5. Increased staff capacity.
6. Strengthened Systems of the Centre
7. Upgraded Finance Department.
8. Operationalization of Centre LSD IT Department. Website now more attractive and interactive with improved traffic.
9. Increased Staff Collaboration and Strategy Consciousness.
10. Increased Visibility.
11. Increased funding opportunities.

### Programmatic results

1. Increased in the number of female employees in mining companies
2. Reorganization of some mining companies.
3. Deepened understanding of Community Development Agreement (Okposi Umuoghere and Ndifu Alike communities)
4. CDA Development in Ijero Community, first in 13 years.
5. Provision of protective gears in workplaces.
6. Compliance with statutory regulations in the Mining Act: section 9.1 officer.
7. Improved livelihood.
8. Constitution of 6 community response team
9. The creation and inauguration of Women in Mining in focal states.
10. Increase in Financial independence for women in focal States.

## Promoting Open Government Partnership (OGP) in Nigeria

Promoting transparency and accountability in the governance process through the implementation of open government partnership in Nigeria II is a three-year project supported by MacArthur Foundation to drive down the open governance objectives. Nigeria signed on to the OGP in 2016 and developed her National Action Plan which guides the implementation of the OGP principles. Centre LSD is currently implementing a second phase of the OGP project. The goal is to strengthen the legal framework and institutional support for the open government partnership in Nigeria. This is to be achieved through the national and subnational engagements – with state and non-state actors, government policies and programmes. Of the 36 states of the federation, 8 of them including Adamawa, Cross River, Taraba, Zamfara, Plateau, Kebbi, Ekiti and AMAC (FCT) have signed unto the OGP. Centre LSD has engaged and provided technical support to the states in the form of capacity building for State and non-state actors as well as the development of the respective State's Action Plans (SAP).



**"We are duty bound to respond, we are duty bound to provide information as and when necessary"**

**- Senator Abubakar Atiku Bagudu.**



**Centre LSD held a 3-Day Retreat to Build the Capacity of State and non-State Actors in Cross Rivers State on the Open Government Partnership.**



The participation of citizens and citizens groups in action plan development not only satisfies the principle of Co-creation but also provides the opportunity for citizens to contribute and have a voice in the governance processes. Outside the 8 states that have signed on to the OGP, the others are yet to adopt the principles. This project has targeted at least 8 more state to join the OGP - Nasarawa, Benue, Oyo, Osun, Ondo, Delta, Kogi and Sokoto. Centre LSD has carried out one form of engagement or the other to get these states on board the OGP. Nonetheless, the Centre will continue to intensify efforts to ensure states that have adopted the principles get to the next level in the implementation of the OGP, those that are in the process of adoption to do so, while states that are not yet in the radar, would be made to see the light. This has become important not only for the purpose of deepening transparency and accountability in governance, but to get the people to participate in the process of making service delivery reach the target beneficiaries.

In doing this, Centre LSD has carried out some activities that will lead to the realization of the purpose of the project. These includes advocacies at the national and subnational levels; provision of technical assistance to national steering committee and thematic

working groups; Support the implementation of SAP for States that have signed up to the OGP; Awareness creation, and the Establishment of OGP administrative structure. Each of these activities are at varying degrees of implementation and are expected to lead to the desired result in the next two years that the project will come to an end.



Increasingly states are beginning to imbibe the Open Government Principles and adapting the structures required for the smooth implementation of the OGP in the respective states that have signed on to the principles. Centre LSD is supporting the national secretariat, national steering committee with assistance to facilitate the convening of meetings. The thematic working groups are also being guided as to the best way they can to contribute towards the achievement of the OGP. It must be stated here that where there is a will, there must be a way. This has been demonstrated by the state governors that have signed on to OGP as well as those at different level of adoption of the principles. Plateau and Kebbi states and AMAC in the FCT have led the way on this. Nigeria won an award on beneficial ownership register at the recent global summit of the OGP in South Korea. Plateau won an award - the most innovative commitment in Africa and the Middle East region, when it launched its Click-n-Tell application at the side event of 2021 OGP global summit in South Korea.

### OSIWA: Strengthening Civic Engagement and Advocacy for Effective Natural Resource Governance in Nigeria Project.

The “Strengthening Civic Engagement and Advocacy for Effective Natural Resource Governance II” project supported by the Open Society Initiative for West Africa (OSIWA) focuses on the extractive sector – oil and gas and solid mineral. While the oil and gas part of the project looks at the issues around the passage of the Petroleum Industry Bill (PIB), the solid mineral component is about solid minerals governance issues in the three focal states of Ebonyi, Ekiti and Taraba. The project places premium on mobilizing citizens to engage and participate in the governance of natural resources, and to principally help government deliver on its goal of diversification to improve revenue generation from non-oil sources.

Centre LSD since November 2020 implemented several activities in accordance with the following objectives: (a) To build greater synergy and opportunity for citizens group to engage issues of natural resource governance in Nigeria. (b) To galvanise 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. (c) To examine the drive for non-oil revenues, and how it will play out with existing solid minerals development law and possible sub-national governments interests in the mining sector. Some of the activities implemented include Media engagement; Video Documentary; National and State level advocacy and campaigns; Roundtable with the MMSD and the media; capacity of artisanal miners and host community; National summit on Natural Resource Governance; State level policy dialogues/town hall meeting; analysis of the Petroleum Industry Bill (PIB) and engagement of the bill; and Policy Research and Dissemination. This project was focused on three states in Nigeria – Taraba, Ebonyi, and Ekiti.

The work since the beginning of this project has produced several outcomes that reflects the achievement of the set objectives.

- a. Working with the critical stakeholders in the mining sector – artisanal and small-scale miners, Miners Association of Nigeria, Women in Mining, government - Federal Ministry of Mines and Steel Development, relevant State Ministries, host communities and the civil society, has created and cemented a relationship between and amongst all players and are now working together to ensure the mining sector works for all.
- b. The governments in the focal states especially in Ebonyi and Ekiti have created a database of miners which is being used to foster the relationship between them.
- c. One of the challenges in the mining sector is the unorganized activities of operators. This project has successfully advocated and achieved the formation of cooperatives societies by miners, and this has been taken further to the realm of formalizing the cooperatives with the relevant government authorities (FMMSD).
- d. The Community Development Agreement (CDA) is critical to the communities because it is through it communities gain benefits from the mining companies operating in their domains. The CDA has Improved relationships between communities and mining companies as mutual understanding has been reached through the CDA and social development – infrastructural facilities are built as agreed in the CDAs.
- e. The role and cooperation of the traditional rulers in mining host communities, has helped to improve the security concerns expressed by operators/miners in the various localities. Women constitute a large chunk of workers in the mines and yet have suffered various kinds of violence in the course of work.



- f. Centre LSD collaboration with Women in Mining (WIMIN) at the national level as well as our engagement at the subnational has led to the formation of state chapters of WIMIN in the focal state of the project. WIMIN has been organized and have their executives constituted in Ebonyi, Ekiti and Taraba states. In Ebonyi state, the Office of the Special Assistant to the Governor on Sustainable Development Goals (SDGs) is working with WIMIN to access funding under the SDG programmes.
- g. Having been sufficiently mobilized, the Ebonyi state chapter of **Miners Association of Nigeria (MAN)** has taken up the challenge of helping members with their registration/formalization processes with ASM and Mining Cadastre office.
- h. #DoMiningRight campaign has permeated some mining communities and led to the reduction of illegal activities of foreigners in some communities in the state.
- i. Mineral Resources and Environmental Management Committee (MIREMCO) which is like the police of the environment have been inaugurated and carrying out their legal duties and responding to the challenges of both miners and the environment.
- j. Media relations is a key strength of the work of Centre LSD, at all phases of the implementation of this project, the media has played its role of educating the public on issues around the solid mineral sector governance. Our media partners have taken up the challenge of reporting on the sector without our prompting by carrying out investigative reports that are based on credible information.



The implementation of the Strengthening Civic Engagement and Advocacy for Natural Resource Governance in Nigeria project since 2016, has repositioned Centre LSD to become a leading organization in Nigeria working on the Solid Mineral Sector. This strength was identified and acknowledged by Ford Foundation. The Foundation has provided a 5year grant as a result to the Centre for the purpose of institutional building and programmatic work around mainstreaming gender in the extractives. For the same reason of strength, Miners Association of Nigeria (MAN) through its President has approached Centre LSD for technical assistance towards the submission of a proposal to

National Investment Promotion Council on building Export Warehouses across Nigeria’s geopolitical zones. Centre LSD obliged and supported MAN in putting together a winning proposal. Centre LSD has also brokered collaboration with the National Bureau of Statistics on research on the prevalence of gender-based violence in the extractives – a key component of the support from Ford Foundation.

This project is in its final stages of implementation with only a few activities left to be implemented before the end of the year 2021.

### Side by Side Movement for Gender Justice in Nigeria

Side by Side is a growing global movement of faith and Communities Leaders, Faith-based organizations and Individuals who are committed to removing barriers to gender justice. The Nigerian chapter of the movement was inaugurated on the 30th of August 2018. Since then, the movement has built the capacity of over 315 Faith and Traditional leaders across 4 Geo-Political Zones in Nigeria (Northeast, Northwest, Southwest, Southeast.) on theological perspectives to gender justice in Nigeria.

In 2021, the movement commenced the implementation of another Christian Aid funded project “Strengthening Advocacy Skills of Faith and Traditional Leaders on Gender justice in Nigeria”. The goal of the project was to contribute to freeing citizens from cultural and interpersonal systems of privilege and oppression, as well as from violence and repression based on gender.



March 08, 2021.

## SIDE BY SIDE MOVEMENT FOR GENDER JUSTICE IN NIGERIA

*Celebrates the 2021 Int'l Women Day*

Gender injustice issues are prevalent across Nigeria, and mostly affects women. They range from child marriage, Female Genital Mutilation, discriminatory widowhood practices, rape, spousal maltreatment and abuse, intimate partner violence, denying women access to leadership positions, and limited access to economic assets.

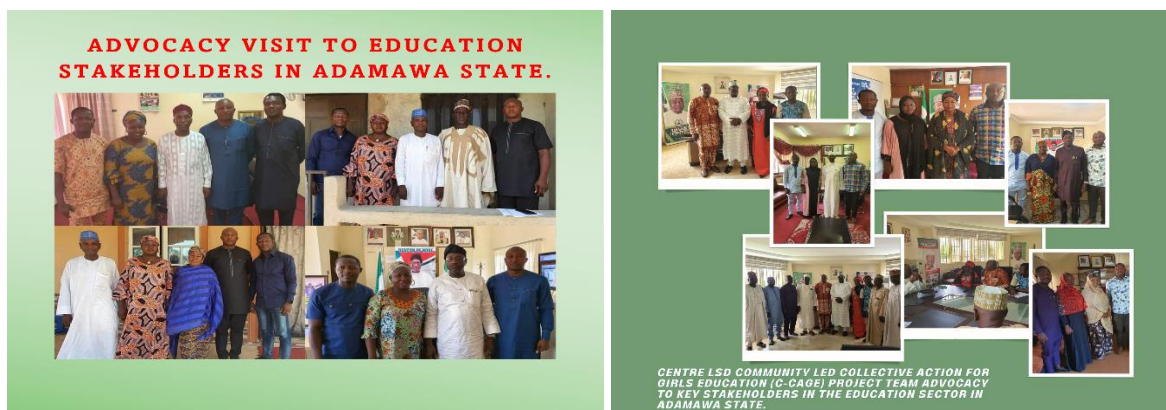
The project was implemented for six (6) months and was focused on establishing a mechanism for faith actors and traditional leaders to respond to identified issues of gender injustice within their congregations, social groups, and communities. The project built on already established foundations laid by previous interventions.



Activities of the project were implemented in Ekiti, Kaduna and Ondo states, and strengthened the advocacy skills of over 180 faith leaders, traditional rulers, and gender champions on gender justice. The direct and indirect beneficiaries of the project have used the knowledge gained to push for gender justice in their own space(s) with impactful results.

### Community led collective action for girlchild Education (C-CAGE)

The Community led collective action for girlchild Education (C-CAGE) was birthed with support from Malala Fund and implemented by the African Centre for Leadership Strategy and Development (Centre LSD) since 2019 to date. The project focused on strengthening systems and cultural norms to encourage girl-child enrolment, retention, and completion of secondary schools in Maiha, Numan and Song Local Government areas of Adamawa state. This is being achieved through a Community and Policy driven approach.





In 2021 the project activities generated many outputs and tangible results. A total of 311 out of schoolgirls from Maiha , Song and Numan Local Government Areas enrolled back to school, while over 670 girls still from the Local Government Areas were active participants in the established peer learning clubs. The peer learning clubs otherwise known as Safe Spaces were not only conduit for enrolment of out of schoolgirls but also a platform that capacitated girls with means of livelihood – cake baking, beads making, popcorn making, liquid soap making etc. The testimonies of some of the girls show that with the little money they made from the sale of these items, helped them to improve their livelihood. Centre LSD established 9 new safe spaces, set up through the sustained campaign of members of our Education Committee across communities in the focal LGAs.



The education committee has championed the campaign for the education of the girlchild in their respective communities and those around them. They cascaded the trainings received to other members of the community to stimulate ownership and participation in the campaign with impacts noticeable in the upsurge of enrolment and re-enrolment of the girl child into schools in the focal LGAS.

Advocacies have been carried out to the relevant education stakeholders at the State and focal local government areas on the issue of out of schoolgirls. Chief amongst the many issues working against the girl child education is that of hidden charges paid by students – this has the capacity to discourage enrolment of girls in school in an environment that is not only patriarchal but has no regards for the education of the girl child. In this respect, so many commitments were made by relevant stakeholders. The State Ministry of Education and the Adamawa State House of Assembly have taken a strong position on hidden charges and warned principals of school across the state against such charges. The State House of Assembly had on account of Centre LSD advocacy raised a motion on the floor of the House against such heinous charges.

With respect to collaboration with the media on the issue of the girl child, some successes have also been recorded. Beyond the usual media reportage, the media partners in the state have stepped up their reportage to the point of investigating the dilapidation and decay in one of the schools (Government Girls Junior Secondary School, Pare) identified during one of C-CAGE engagement in Numan LGA. This school which has a total



population of only 17 students has been drawn to both the public and government attention particularly given the opportunities the school can offer in terms of admitting hundreds of the out of schoolgirls in the area. Other stakeholders at the local levels have raised concerns on the situation of the girls only school and have renewed commitment to continue to champion the cause of the school. The attention drawn to the challenges facing GGJSS Pare, and the responses it is eliciting, constitutes an unexpected outcome to the project. The media has successfully put the girl child education issues on the front burner of public discourse in the State and has also put the education Ministry on its toes.

Scholastic materials were distributed to nine-hundred and fifty-two (952) in-school and out-of-schoolgirls from Song, Numan, and Maiha Local Government Areas of Adamawa State. This was done to further support and encourage the girls to enrol into school and complete their secondary education.

At the interschool debate competition, the chairmen of each local government came to cheer their representative and made financial donations to the safe space club in their respective local government areas. The competition made other local government chairmen clamour for the project to be extended to their own local governments. Adamawa State government on its part, is responding to our call for the renovation of schools and the recruitment of Teachers across the state with priority given to schools in the rural areas.



Fig 1: Soap produced in one of the safe spaces



Fig 2: Soap making process at the Safe space in Maiha LGA



Fig 3: Advocacy to GDSS school principal at Song LGA Fig 4: Distribution of scholastic materials to schoolgirls

### Strengthening Pan –African Citizens’ Voices for Security Sector Accountability (SPaCVOSSA) Project

This project was an Initiative of Trust Africa, an independent foundation based in Dakar Senegal that works to secure the conditions for democracy and equitable development throughout the African continent. It was under its Governance Programme and implemented by Centre LSD from April to November 2021. The Project goal was to strengthen the voices of African citizens in security sector accountability during and post COVID 19 era. The Project with a Pan African outlook was implemented in (4) Regional Economic Communities (RECs) of the African continent namely Zimbabwe (Southern Africa), Nigeria (West Africa), Democratic Republic of Congo (Central Africa) and Kenya (East Africa). Centre LSD implementation was a mix of citizens convening, Stakeholders meetings and Fora to interrogate issues and constraints that inhibits Citizens’ ability to demanding accountability from Security Forces when implementing Security measures in cases of National Health Emergency such as the COVID-19 pandemic. It also commissioned research on the project goal and published the findings. The compilation of all the reports from the REC’s would form part of the materials that Trust Africa would use for advocacy campaign with the African Union (AU). It is expected that the Centre would be a part of this process which would also be a great opportunity for it to play on the African scene.



Fig 1: Participants at the Abuja Citizen’s Forum Fig 2: Participants at the Citizen’s Forum Fig 3: Launch of the Project Research Report.

### Centre LSD Anti-corruption Work in 2021

In 2021, Centre LSD work on 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.

### Centre LSD's work on the Electoral Process

The Centre has always contributed to sustaining democracy in the country through voter's education, stakeholders' engagement, and election observation to ensure 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.

In 2021, the Centre was actively involved in the push for the amendment of the electoral act - a key instrument for improving the integrity of Nigeria's elections.

### 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 and in the different elections held in the country. 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.

The Centre participated in the processes leading up to the elections by participating in series of activities and meetings carried-out by the Nigerian Civil Society Situation Room. Centre LSD participated in the monitoring and awareness creation on voter's registration process and served as an accredited observer organization during the elections and ensured prompt submission of reports to the electoral umpire after each election observation. The reports were often referenced by the umpire in making critical adjustments and improvements of their processes.

### Young Ambassadors for Development (YAD)

The young Ambassadors for Development (YAD) is the youth arm of the African Centre for Leadership, Strategy & Development and a national Platform for young female and male. YAD was established to amongst other things identify and proffer solutions to youth issues. It envisages a Nigerian society where youths are equipped to tackle the challenges

of leadership and development while also shaping the face of policies across the African continent.

In 2021, the Young Ambassador for Development (YAD), organized a leadership literacy programme for secondary school students in selected schools in Abuja. A total of 17 applicants made of 9 males (52.9%) and 8 females (47.1 %) were received. Out of this, 11 persons made up of 5 females (45.5 %) and 6 males (54.5%) were admitted for set 1st.

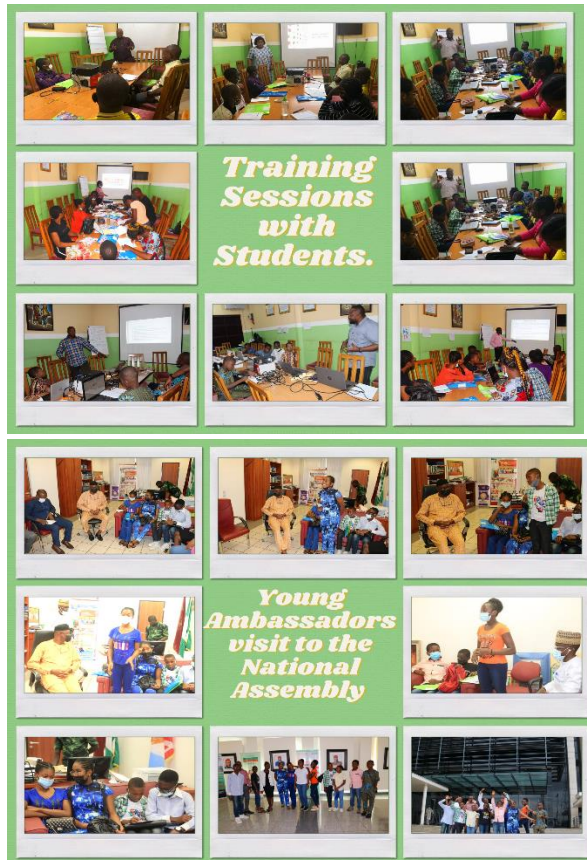
The leadership literacy programme was themed: Youths and Leadership: Speak Your Truth. It showcased the innate qualities of the students with regards to written and presentation skills. It also pointed their thinking towards service to humanity and how inclusive leadership can make the difference in the governance of any country.

The highpoint of the programme was an excursion to the National Assembly to visit the Chief of Staff to the Deputy Senate President, Dr Otiye Igbuzor. Some of the outcomes of the training was Increased capacity of teens to engage public servant on National discourse around leadership. Improve knowledge on leadership/politics. Improved IT skills and others.

YAD got support through freewill donations in the form of cash and material donations.

Four YAD girls advocates received training also from Malala Fund. YAD collaborated with Frontline Youth Creativity Initiative (FYCI) to facilitate some sessions of the training.





### Engaging Male Champions for Improved Participation of Women in Politics - Supporting Advancement of Gender Equality (SAGE)

The Supporting Advancement for Gender equality (SAGE) - Engaging male champions for improved participation of women in politics project was implemented with support from United States Agency for International Development (USAID) through the National Democratic Institute (NDI). The project goal was to contribute to improved women participation in politics in Nigeria through the engagement of male champions and advocates. The Centre being the Masculinity partner on the SAGE project, mobilized/recruited male champions as change agents, to shift cultures within political parties and other relevant institutions. The Centre built awareness on the role of men in furthering women's participation in Nigeria's political and electoral process. It was to pave way for more meaningful participation of women in politics in Nigeria at all levels.

Male champions recruited included; Mr. Charles Usie, Country Director, PLAN International, Dr. Kole Shettima, Director, MacArthur Foundation Africa Office, Nigeria, Mr. Jaye Gaskia and Hon. Francis Ejiroghene Waive, Honourable Member House of Representatives Ughelli North, Ughelli South, Udu Federal Constituency. As

champions/advocates, they used their various platform to promote increased women participation in politics in Nigeria. The Centre extracted commitments and support from critical National Assembly members, in both chambers to support the HB 1301 bill which seeks to create additional seats for women in both chambers of the National Assembly and all State Houses of Assembly. A total of 7 commitments were extracted.



On social media campaign for the SAGE project, the Centre created awareness on the activities of the SAGE project and amplified the role of men in furthering increased women participation in the political process in Nigeria. Content were shared on Centre LSD social media platforms (Facebook and Instagram). Also, information and documents on the SAGE project was uploaded to the Centre’s “landing page”<sup>1</sup>. Infographics produced were used to create awareness on the gender norms affecting women participation in politics and was shared on all Centre LSD’s social media platforms.

In a related manner, the Centre mobilized male allies to attend the event hosted by the Minister of Women Affairs to secure support for a constitutional amendment bill to create additional seats for women in both chambers of the National Assembly and all State Houses of Assembly. Centre LSD Allies in attendance were; Hon. Francis Ejiroghene Waive, the member representing Ughelli North/South/Udu Federal Constituency of Delta State, Prof. Julius Ihonvbere, the member representing Owan West/East Federal Constituency of Edo State and the Obong of Calabar, Edidem Ekpo Okon Abasi Otu V. Concept note on mainstreaming the Men, Power, and Politics Approach into Centre LSD’s work in Nigeria was also developed. The aim was to address the challenges of masculinities in Nigeria through Centre LSD programmes and work.

<sup>1</sup> <https://centrelsd.org/womencanlead/>

## Network of Men Leaders to End Violence Against Women in Nigeria

The Network of Men Leaders to End Violence Against Women in Nigeria (NoML) - an offshoot of the Global Network of Men Leaders - launched in November 2009 by the former UN Secretary-General, Mr Ban Ki Moon, which Dr. Otiye Igbuzor is a member, was inaugurated in Nigeria and the Network formed in 2013. The aim of the network 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 remained the Secretariat of the network. NoML currently has over 1200 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 communities, 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 engage in mediation and provision of alternative dispute resolution in cases of domestic violence between intimate partners.

## Communicating Development Information: Centre LSD Weekly Update

The Centre shares her project and activities updates through a monthly update that is circulated via her mailing lists. The focus is to keep stakeholders and project beneficiaries abreast of the activities of the Centre, and to empower its audiences 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. A total of 10 newsletters were published in the year with an average monthly audience of 5,000 emails reached.

- 12/28/2021 - [Centre LSD December 2021 Newsletter](#)
- 11/06/2021 - [Centre LSD October 2021 Newsletter](#)
- 11/04/2021 - [Centre LSD August 2021 Newsletter](#)
- 11/03/2021 - [Centre LSD September 2021 Newsletter](#)
- 10/31/2021 - [Centre LSD July 2021 Newsletter](#)
- 08/10/2021 - [Centre LSD July 2021 Newsletter](#)
- 07/16/2021 - [Centre LSD June 2021 Newsletter](#)
- 06/03/2021 - [Centre LSD May 2021 Newsletter](#)
- 04/17/2021 - [Centre LSD News and Impact Report for April 1 - 15, 2021](#)
- 04/02/2021 - [Centre LSD March 2021 Newsletter](#)

## Communicating Development Information: Engaging the Conventional Media

As part of her 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 meets the information needs of staff, communities, project beneficiaries, and other stakeholders.

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 cultivated new ones. Centre LSD staff were part of major national discourses such as addressing corruption and opacity in the extractive sector, need for a comprehensive national development plan for Nigeria, expanding the shrinking civic space, strengthening citizens' voices for security sector accountability, tackling insecurity in Nigeria, electoral reforms, open governance and other burning national issues.

## Communicating Development Information: Engaging the social media

Centre LSD maintained active presence on all the major social media platforms especially Facebook, Instagram, YouTube, Twitter, and LinkedIn (@centrelsd. The Centre also has a robust website (<https://centrelsd.org/>) through which she engages her targets, audiences, and stakeholders.

In 2021, the Centre began the process of rebranding her website to make it a knowledge hub and resource Centre for policy makers, researchers, and the public. The Centre's LinkedIn account also become a knowledge hub of sort where articles from the Centre are published on a weekly basis.

One million seven hundred and fourteen thousand and four hundred sixty-eight (1,714,468) audiences were reached with three hundred and thirteen thousand and seventy-eight (313,078) engagements on Facebook and Instagram alone. Our Facebook page gained 18,099 new followers, increase followers on Instagram by 31% and improved visibility on LinkedIn, YouTube, and Twitter.



## External Engagements

As part of the Centre’s mission to “work with forces of positive change to empower citizens to transform society”, the Centre had various societal impacting engagements and events, a few are highlighted below.

### Legislative Engagement

The Centre submitted a MEMO and participated at the Senate One-day Public Hearing on the National Electoral Offences Commission (EST, ETC) Bill 2019 (SB.220) on Tuesday April 26, 2021, at the National Assembly Complex Abuja.

The Centre participated and presented its position at the Zonal hearing of the Senate Committee on the alteration of the 1999 Constitution held at the International Conference Centre, Abuja on Friday 4<sup>th</sup> June 2021.

The Centre had representation at the Public hearing of the Senate Committee on Finance on the Fiscal Responsibility Commission Establishment Bill 2020, held on Tuesday 6<sup>th</sup> July 2021 at the National Assembly Complex Abuja.



IMAGES FROM

## Public hearing on Electoral Offences Commission Bill.

### Validation Workshop on Mercury Free Gold Mining in Nigeria

The Centre participated at the Federal Ministry of Environment in Collaboration with the Global Environment Facility (GEF) and the United Nations Industrial Development Organization (UNIDO) validation workshop of Project Document for the GEF Planet Gold in Nigeria. The objective of the project was to reduce the use of mercury and increase incomes in the Artisanal Gold Mining (ASGM) sector through a holistic, multisectoral integrated formalization approach and increasing access to finance, leading to adoption of

sustainable mercury free technologies and access to traceable gold supply chains. It held on Thursday 23<sup>rd</sup> September 2021 at Rockview Hotel Abuja.

### Townhall Meeting on National Water Resources Bill

The Centre participated actively with other critical stakeholders at a National Townhall meeting on the National Water Resources Bill (NWRB). The engagement was organized by the Amalgamated Union of Public Corporations Civil Service Technical and Recreational Services Employees (AUPCTRE) and Corporate Accountability and Public Participation Africa (CAPPA). The programme was convened in response to the need for broader engagements of critical stakeholders to forensically interrogate the contentious National Water Resources Bill. The event held Monday September 20, 2021, at Sandralia Hotel, Abuja.



### MOU With National Human Rights Commission

In furtherance of its governance work built on Rights Based Approach to programming and catalytic partnership, the Centre entered a strategic relationship with the National Human Right Commission (NHRC). This partnership was crystalized with the signing of a Memorandum of Understanding (MOU) on August 25<sup>th</sup>, 2021. Both parties committed to collaborate within the confines of their strength and expertise for mutual benefit. At the signing, Rabi Anwar, Director, Legal Services signed in the presence of Mr. Okey Benedict Agu, Special Assistant to the Executive Secretary/ Head of Monitoring Department both of NHRC. Itia Otabor, Director of Strategy signed in the presence of Betty Peter Ekanem, Women Rights Officer of Centre LSD.



## 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 by improving the capacity of its staff to deliver on programmes.

### 3.1 Governance

The board has the final responsibility for management directions and performance in the Centre. In 2021, the Board gave strategic direction and supported the Centre especially in fulfilling statutory obligations. The board is made up of the following: Ms. Kyauta Giwa (Chairperson), Mr. Ernest Kemakalom (Vice Chairman), Mr. Monday Osasah (Secretary), Ms. Hauwa Mustapha (Treasurer), Dr (Mrs) Ufuoma Awefeada, Ms. Pamela Esiri, Ms. Comfort Obi, and Dr. Otive Igbuzor.



The board has the following committees.

- **Audit & Finance Committee** - This committee is chaired by Mr. Ernest Kemakolam. Members include Ms. Pamela Esiri and Ms. Comfort Obi.
- **Programmes & Corporate Governance Committee** – This committee is chaired by Dr. Otive Igbuzor. Members are; Dr (Mrs.) Ufuoma Awefeada and Ms. Hauwa Mustapha.

### 3.2 Systems and Structure

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

### 3.3 Mentoring Young Persons

In this year under review, no person was admitted into the Centre LSD internship/mentorship programme with the employment of 5 additional staff. In the new year, the programme will be expanded to take onboard some young person who shall apply into the programme.

### 3.4 Partnerships and Networking

The Centre LSD partnership and networking approach is anchored on the organization's mission statement of working with forces of positive change to empower citizens to transform society. The Centre is known for building partnership with organizations of like minds to foster sustainable development in Nigeria, while also serving as springboard that facilitate growth for new organizations to achieve their development goals by providing mentorship and coaching for them to succeed. Centre LSD partnership is guided by its partnership policy.



In 2021, the Centre maintained old alliances and formed new ones with not just national NGOs but with international nongovernmental organization (Christian Aid) to develop joint proposal and bid for projects. The Centre networked and engaged other national organizations such as PLAC, Global rights among others to promote community rights through CDA, and gender justice in the natural resource sector. The Centre collaborated with Government Agencies such as National Bureau of Statistic (NBS) and Ministry of Mines and Steel Development (MMSD) to generate and promote data driven gender agenda to address gender-based violence against women and girls in the extractive sector. The research was the first of its kind and it is a major reference material for interrogating intersectional issues, particularly gender issues in the extractive sector.



## Documentations and Publications

### 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
- 2019 elections Toolkit for Religious Leaders Vol 3.
- Towards effective natural resource governance in Nigeria - Successes and Lessons (Ebonyi, Ekiti and Taraba States) – Centre LSD Impacted Stories series 1.0

## Newsletters

All the past issues of Centre LSD Newsletters can be viewed via this link:

<https://mailchi.mp/206bff0421be/centre-isd-march-2021-newsletterom/centrelsdnewsletter>

<https://mailchi.mp/edd27ec5e51b/centre-isd-news-and-impact-report-for-april-1-15-2021>

<https://mailchi.mp/9ed415a64947/centre-isd-march-2021-newsletter-5519937>

<https://mailchi.mp/6a94d49358ce/centre-isd-march-2021-newsletter-6500461>

Centre LSD July 2021 Newsletter - <https://mailchi.mp/83bace744278/centre-isd-march-2021-newsletter-6516069>

Centre LSD August 2021 Newsletter - <https://mailchi.mp/e5faf2963739/centre-isd-august-2021-newsletter-082021>

Centre LSD September 2021 Newsletter - <https://mailchi.mp/763842ae3254/centre-isd-march-2021-newsletter-6523337>

Centre LSD October, 2021 Newsletter - <https://mailchi.mp/779a819ca6c0/centre-isd-march-2021-newsletter-6526509>

Centre LSD December 2021 Newsletter - <https://mailchi.mp/96610d2c401f/december2021update>

## Chapter Four: Finances

### Introduction

Finance is the backbone of any organization. The Centre developed a clear fund-raising strategy which is being implemented. In the coming year, it will focus on multiyear programmes to engender long term planning and sustainability.

### Fund Raising Strategy

Centre LSD Fundraising Strategy is premised on maintaining and maximizing existing resources; developing proposals to acquire new and additional resources. The Centre's major fundraising source is through donor grant. In 2021, the Centre's sources included funds generated from strategy activities. In the coming year, the Centre plans to map and

continue its advocacy visits to both existing and prospective donors, maintain its relationship with existing donors and explore the possibility of raising additional funds through its leadership and strategy programmes.



### 4.3 Statement of Account

**AFRICAN CENTRE FOR LEADERSHIP, STRATEGY & DEVELOPMENT  
FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2021**

**INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31 DECEMBER 2021**

	Note	2020 N	2021 N
Donations	2	257,677,134	223,799,581
Less Expenditure	3	<u>(243,536,937)</u>	<u>(244,508,576)</u>
Surplus/Deficit Donations b/f		14,140,197	(20,708,995)
Surplus /Deficit Donations c/f		<u>143,196,364</u>	<u>157,336,561</u>
		<u>157,336,561</u>	<u>136,627,566</u>

**AFRICAN CENTRE FOR LEADERSHIP, STRATEGY & DEVELOPMENT  
FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2021**

**BALANCE SHEET AS AT 31 DECEMBER 2021**

	Note	2020 N	2021 N
<b>ASSETS</b>			
<b>NON CURRENT ASSETS</b>			
Property, Plant & Equipment	3	8,669,415	66,926,190
<b>CURRENT ASSETS</b>			
Receivables & Prepayment	4	1,754,000	-
Bank and Cash balances	5	148,144,892	77,805,872
		<u>149,898,892</u>	<u>77,805,872</u>
<b>Total Assets</b>		<u><b>158,568,307</b></u>	<u><b>144,732,062</b></u>
<b>ACCUMULATED FUNDS AND LIABILITIES</b>			
Accumulated Funds	6	158,568,807	137,859,812
<b>CURRENT LIABILITIES</b>			
Creditors & Accruals	7	(500)	6,872,250
		<u>158,568,307</u>	<u>144,732,062</u>

The financial statement were approved by the Board and signed on its behalf by:

Director



**AFRICAN CENTRE FOR LEADERSHIP, STRATEGY & DEVELOPMENT  
FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2021**

**NOTES TO THE FINANCIAL STATEMENTS**

<b>1. Donations</b>	<b>2020</b>	<b>2021</b>
	<b>₦</b>	<b>₦</b>
Christian Aid	20,212,000	20,460,108
Konrad Adenauer Foundation (KAF)	3,074,712	2,380,949
Open Society Initiative for West Africa	92,190,816	11,215,603
McArthur Foundation	-	96,983,025
YAD	-	143,000
Community Life Project	505,750	-
CordAid	16,327,245	-
NACGOND	325,000	710,000
Interest	-	1,615
Ford Foundation	44,987,400	55,356,625
OSIWA (NOA)	(369,000)	-
Individual/Corporate Contribution	270,740	-
Malala	25,564,000	15,185,000
UN Women	50,940,180	2,852,849
NDI Women	3,648,291	6,729,297
Other Donation	-	4,056,510
Trust Africa	-	7,725,000
	<b><u>257,677,134</u></b>	<b><u>223,799,581</u></b>

**AFRICAN CENTRE FOR LEADERSHIP, STRATEGY & DEVELOPMENT  
FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2021**

**STATEMENT OF CASHFLOWS FOR YEAR ENDED 31 DECEMBER 2021**

	2020	2021
	N	N
<b>OPERATING ACTIVITIES</b>		
Net Donations	14,140,197	(14,217,405)
Adjustments to reconcile Net Donations to Net Cash provided by Operations:		
OSIWA	31,440	-
MacArthur	10,620	(73,890)
Side by Side		(27,060)
Malala	25,270	(860)
CISLAC		
Staff Advances & Advances	(288,780)	1,754,000
Creditors and Accruals	(450,000)	6,872,250
PAYE	(500)	500
Net cash provided by operating Activities	13,468,247	(5,692,465)
<b>INVESTING ACTIVITIES</b>		
Computer System	(70,940)	(6,168,825)
Office Equipment	99,960	(3,777,000)
Furniture & Equipment		(606,290)
Land	(1,500,000)	
Buliding		(54,196,250)
Net Cash provided by Investing Activities	(1,470,980)	(64,748,365)
<b>FINANCING ACTIVITIES</b>		
Profit and Loss b/f	-	-
Net Cash provided by Investing Activities	-	-
Net Cash increase for period	11,997,267	(70,440,830)
Cash at Beginning of Period	136,147,295	148,144,562
Cash at End of Period	148,144,562	77,703,732



**AFRICAN CENTRE FOR LEADERSHIP, STRATEGY & DEVELOPMENT  
FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2021**

**NOTES TO THE FINANCIAL STATEMENTS**

**3. Property, Plant & Equipment Schedule**

	Computer System N	Office Equipment N	Furniture & Fitting N	Plant & Machinery N	Land N	Building	Total N
<i>Cost :</i>							
At 1st January 2021	6,945,300	1,259,900	1,504,080	65,000	7,616,285	-	17,390,565
Additions	6,168,825	3,777,000	606,290	-	-	54,196,250	64,748,365
At 31st December 2021	13,114,125	5,036,900	2,110,370	65,000	7,616,285	54,196,250	82,138,930
<i>Depreciation</i>							
At 1st January 2021	5,892,200	1,259,890	1,504,070	64,990	-	-	8,721,150
Charges for the period	2,622,825	1,007,380	151,573	-	-	2,709,813	6,491,590
At 31st December 2021	8,515,025	2,267,270	1,655,643	64,990	-	2,709,813	15,212,740
<i>Net book value</i>							
At 31st December 2021	4,599,100	2,769,630	454,728	10	7,616,285	51,486,438	66,926,190
At 31st December 2020	1,053,100	10	10	10	7,616,285	-	8,669,415

**AFRICAN CENTRE FOR LEADERSHIP, STRATEGY & DEVELOPMENT  
FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2021**

**NOTES TO THE FINANCIAL STATEMENTS**

<b>2. Administrative Expenses</b>	<b>2020</b>	<b>2021</b>
	<b>N</b>	<b>N</b>
Salaries & Wages	36,865,834	46,464,000
Stationaries & Printing	13,158,789	12,065,573
Audit/Professional Fees	-	478,500
Telephone/Internet	6,331,277	4,070,862
Office Rent	1,742,000	1,371,000
Bank charges	1,450,973	1,483,075
Depreciation	1,489,020	6,491,590
Utility - Electricity Expenses	443,950	251,420
Transport & Travelling Expenses	41,214,245	44,556,294
Sundry Office Expenses	1,089,270	2,189,470
Donations	4,392,500	3,733,929
Membership Dues & Levies	-	115,787
Office Equipment Maintenance	336,230	681,650
Hotel & Accommodation	57,149,926	49,169,073
Consultancy/Professional Service	13,567,828	5,623,000
Withholding Tax	7,418,373	6,716,552
Advert and Publicity	17,148,252	5,389,604
Hiring Expenses	97,000	-
Honorarium & Rapporteur	5,387,600	11,437,000
Employer's Contribution	2,530,353	4,447,200
Subgranting Expenses	15,485,934	24,449,498
Per Diem	16,065,000	13,323,500
Financing Cost	172,583	-
	<b>243,536,937</b>	<b>244,508,576</b>

**AFRICAN CENTRE FOR LEADERSHIP, STRATEGY & DEVELOPMENT  
FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2021**

**NOTES TO THE FINANCIAL STATEMENTS**

	2020	2021
	₦	₦
<b>4 Receivables and Prepayment</b>		
Staff advance - Omoajor Ogedoh	740,000	-
Staff Advance - Uche Arisukwu	50,000	-
Advance - Ernest Kemakolom	200,000	-
Staff Advance - Vincent Dania	764,000	-
	<u>1,754,000</u>	<u>-</u>
<b>5 Cash &amp; Bank Balances</b>		
Access Bank - Centre LSD NGN	32,387,290	10,299,552
Access Bank - Centre LSD (USD)	45,134,658	68,003
Access Bank - OSIWA (FMMSD)USD	1,625,612	10,928
Access Bank -	11,910,706	12,923,087
Access Bank - OSIWA (USD)	70,150	129,090
Access Bank - OSIWA (NGN)	36,999,367	9,739,165
FCMB - CA NGN A/C	11,915,790	15,213,898
FCMB - CA GBP A/C	21,888	26,962
Access Bank - MAF	25,000	3,681,398
Ford Foundation	7,995,576	20,050,056
Access Bank - CordAId	57,076	4,261,134
EcoBank - OSIWA NOA (NGN)	627	1,299,515
EcoBank - OSIWA NOA (USD)	823	945
	<u>148,144,562</u>	<u>77,703,732</u>
<b>Cash &amp; Bank Balances - Petty Cash</b>		
Side by Side		27,060
MacArthur		73,890
Malala	330	1,190
	<u>330</u>	<u>102,140</u>

**AFRICAN CENTRE FOR LEADERSHIP, STRATEGY & DEVELOPMENT  
FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2021**

**NOTES TO THE FINANCIAL STATEMENTS**

	<b>2020</b>	<b>2021</b>
	<b>₦</b>	<b>₦</b>
<b>6 Accumulated Fund</b>		
Surplus/Deficit for the year	14,140,197	(20,708,995)
Surplus/Deficit B/F	144,428,610	158,568,807
Surplus/Deficit C/F	<u>158,568,807</u>	<u>137,859,812</u>



**AFRICAN CENTRE FOR LEADERSHIP, STRATEGY & DEVELOPMENT  
FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2021**

**FIVE YEAR FINANCIAL SUMMARY FOR THE YEAR ENDED 31ST DECEMBER 2021**

STATEMENT OF FINANCIAL POSITION	2021	2020	2019	2018	2017
	N	N	N	N	N
<b>ASSETS</b>					
Property, Plant & Equipment	66,926,190	8,669,415	7,198,435	7,490,669	7,604,644
Receivables & Prepayment	-	1,754,000	1,465,220	2,639,221	4,403,028
Bank and Cash balances	77,805,872	148,144,892	136,214,955	97,050,592	152,203,086
	<u>144,732,062</u>	<u>158,568,307</u>	<u>144,878,610</u>	<u>107,180,482</u>	<u>164,210,759</u>
<b>ACCUMULATED FUND &amp; LIABILITIES</b>					
Accumulated Funds	137,859,812	158,568,807	158,568,807	106,430,482	162,308,670
<b>CURRENT LIABILITIES</b>					
Creditors & Accruals	6,872,250	(500)	450,000	750,000	1,902,089
	<u>144,732,062</u>	<u>158,568,307</u>	<u>159,018,807</u>	<u>107,180,482</u>	<u>164,210,759</u>
<b>STATEMENT OF INCOME AND EXPENDITURE</b>					
<b>INCOME:</b>	223,799,581	257,677,134	290,937,451	193,519,966	326,823,475
<b>LESS EXPENDITURE DURING THE YEAR:</b>	<u>(244,508,576)</u>	<u>(243,536,937)</u>	<u>(254,254,374)</u>	<u>(249,398,154)</u>	<u>(279,041,817)</u>
<b>SURPLUS/(DEFICIT) FOR THE YEAR</b>	<u>(20,708,995.24)</u>	<u>14,140,197</u>	<u>36,683,077.0</u>	<u>(55,878,188.00)</u>	<u>47,781,658</u>

AFRICAN CENTRE FOR LEADERSHIP, STRATEGY & DEVELOPMENT  
FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2021

NOTES TO THE FINANCIAL STATEMENTS

7 Creditors and Accruals	2020	2021
	N	N
PAYE	(500)	
Loan		6,872,250
	<u>(500)</u>	<u>6,872,250</u>

## 4.4 Looking Forward

The Centre has already projected into the future as captured in its strategy plan 2019 – 2023. It shall also continue its several campaigns to deepen its visibility and entrench itself across the world;

- a) #DoMiningRight [centrelsd.org/dominatingright](http://centrelsd.org/dominatingright)
- b) #CleanUpNigerDeltaNow [centrelsd.org/cleanupnigerdeltanow](http://centrelsd.org/cleanupnigerdeltanow)
- c) #OGPOpenNigeria [centrelsd.org/ogpopennigeria](http://centrelsd.org/ogpopennigeria)
- d) #YouthsCanLead [centrelsd.org/youthscanlead](http://centrelsd.org/youthscanlead)
- e) #MenAgainstSGBV
- f) #GirlsSchoolAdamawa
- g) #Girls2School
- h) #Womencanlead

### ORGANS OF CENTRE LSD

#### International Advisory Council

Pharm. Joel Omonigho, United Kingdom

Dr. Omano Edigheji, South Africa

Dr. John Ojediran, Nigeria

Mr. John Samuel, India

Mr. Brian Kagoro, Zimbabwe

#### Board of Trustees

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Mr. Ernest Kemakalom

Ms. Pamela Esiri

Dr (Mrs) Ufuoma Awefeada

Ms. Hauwa Mustapha

Dr. Otive Igbuzor

Mr. Monday Osasah

### **Centre LSD Staff as at December 2021**

1. Dr. Otive Igbuzor- Founding Executive Director
2. Mr. Monday Osasah- Executive Director
3. Dr Umesi Emenike John – Director of Leadership
4. Mr Itia Otabor – Director of Strategy
5. Mrs Olayinka Martins – Director of Development
6. Mrs. Victoria Ose Udoh-Programme Co-Ordinator
7. Mr. Uchenna Arisukwu- Programme Co-Ordinator
8. Mr. Vincent Dania- Senior Programme Officer
9. Ms. Martina Nomsule- Finance and Admin Officer
10. Mr. Amodu Lawal- Senior Programme Officer
11. Ms. Betty Peter Ekanem – Women Rights Officer
12. Ms. Eunice Asipita Agbedo– Social Media Marketer
13. Mr. Salawudeen Kabir Adebayo – Information Technology Officer
14. Mr. Foster Akpore- Niger Delta Co-Ordinator
15. Ms. Nwahiri Emmanuela- Program Assistant
16. Mr. Nyong Essien Edet - Program Assistant
17. Ms. Oiza Rasheed – Finance /Admin Assistant
18. Ms. Godiya Yerima Mshelia – Program Assistant
19. Ms. Frances Uchenna Igwilo - Program Assistant
20. Ms. Okechukwu Eucharia Ukamaka - Finance/Admin Assistant
21. Ms. Joyce Onyeoche Agada- Finance/Admin intern
22. Mr. Felix Kohol Atule- Office Assistant
23. Mr. Sunday Shaibu- Security Assistant
24. Mr. Mike Akpologun – Executive Driver