



# A Decade of Building Strategic Leadership for Sustainable Development in **AFRICA**



Centre LSD @  2010-2020

## OUR STRIDES, STORIES & SUCCESSES



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for Sustainable Development in  
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African Centre for Leadership, Strategy & Development  
Centre LSD

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A D E C A D E O F I M P A C T



## ACKNOWLEDGEMENTS

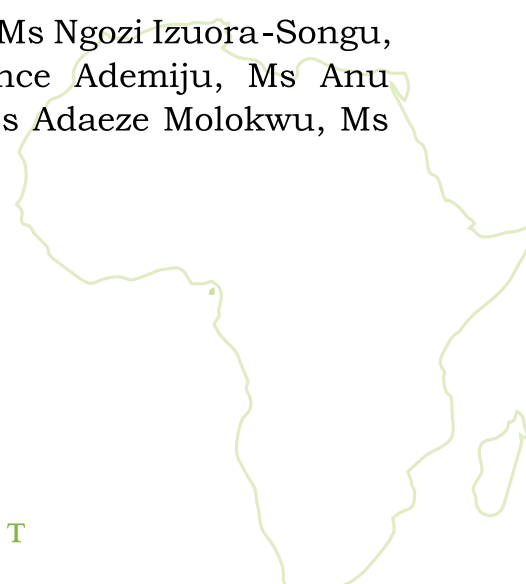
The African Centre for Leadership, Strategy & Development (Centre LSD) appreciates the Almighty God for His all-round faithfulness this past decade. We enjoyed as a Centre the help from the Almighty, and for this and several other benefits, we are grateful.

To our partners and donors including; Konrad Adenauer Stiftung, PACT/USAID, Canadian International Development Agency (CIDA), Action Aid, UNDP, UN Women, UNICEF, FOSTER, PIND, DfID/Christian Aid, Catholic Relief Services, Open Society Initiative for West Africa (OSIWA), Cordaid, MacArthur Foundation, Ford Foundation, Malala Fund, Dutch Embassy/NACGOND, IBP Spark and NNRC, we are grateful. The collaboration and partnership with you made programming easy for us.

To the very brilliant personal development experts in the Faculty of the Centre LSD Leadership School, all the CEOs and extraordinary achievers who gave and continue to give their best to the leadership School, we are grateful. Each encounter we must say was an opportunity to glean new insights, ideas and wisdom for a successful living for the students.

To all the Board members of Centre LSD-- Ms Kyauta Giwa, Mr Ernest Kemakolam, Ms Esiri Pamela, Dr (Mrs) Ufuoma V. Awhefeada, Dame Comfort Obi, Dr Otive Igbuzor, Ms Hauwa Mustapha and Mr Monday Osasah-- we commend your availability, appreciative feedbacks which have steadily inspired us in our resolve to push for change in Nigeria and the African continent.

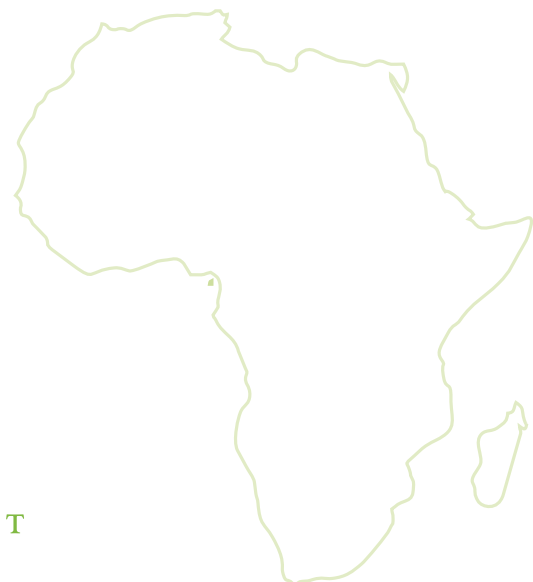
Finally, we commend the effort of the management and staff of the Centre who remained committed to the course of revolutionising governance in Nigeria, including Dr Otive Igbuzor, Mr Monday Osasah, Mr Uchenna Arisukwu, Mrs Victoria Ose Udoh, Ms Martina Nomsule, Mr Amodu Lawal, Mr Vincent Dania, Mr Omaojor Ogedoh, Ms Eucharika Okechukwu, Ms Nwahiri Emmanuella, Ms Frances Igwilllo, Mr Essien Nyong, Ms Joyce Agada, Mr Garba Salihu Abubakar, Ms Susan Akande, Mr Felix Kohol, Mr Noe Ejoro Jacques Letourneux, Ms Godiya Msheila and Ms Asmau Khalilu. And to former staff of the Centre; Ms Elizabeth Ben, Ms Ngozi Izuora-Songu, Mr Victor Oluyole, Mr Chuks Erhire, Ms Florence Ademiju, Ms Anu Fashola, Ms Lara Adegboyega, Ms Ralfeat Aliyu, Ms Adaeze Molokwu, Ms





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We also commend Dr Otive Igbuzor- the Founding Executive Director of Centre LSD, whose expertise and technical sagacity gave direction and established the purpose of the organisation.





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A D E C A D E O F I M P A C T



## LIST OF ACRONYMS

|             |  |
|-------------|--|
| C-CAGE:     | Community-led Collective Action on Girls Education               |
| CDA:        | Community Development Agreement                                  |
| Centre LSD: | African Centre for Leadership, Strategy & Development            |
| CSO:        | Civil Society Organisation                                       |
| FCT:        | Federal Capital Territory  |
| GDSSS:      | Government Day Senior Secondary School                           |
| LGA:        | Local Government Area  |
| NECO        | National Examination Council                                     |
| NGO:        | Non-Governmental Organisation                                    |
| UNESCO:     | United Nations Educational, Scientific and Cultural Organisation |
| UNICEF:     | United Nations International Children's Emergency Fund           |
| OGP:        | Open Government Partnership                                      |
| OSIWA:      | Open Society Initiative of West Africa                           |
| SAP:        | State Action Plan  |
| NAP:        | National Action Plan   |
| UN:         | United Nation  |
| NoML:       | Network of Men Leaders   |
| VAWG:       | Violence Against Women   |
| GBV:        | Gender-Based Violence  |
| ODF:        | Open Defecation Free   |
| CIDA:       | Canadian international development Agency                        |
| CFLI:       | Canadian fund for local Initiative                               |
| KAS:        | Konrad Adenauer Stiftung   |
| AMAC:       | Abuja Municipal Area Council                                     |
| JADOC:      | Journalist Against the Delay of Ogoni Clean Up                   |
| PHC:        | Public Health Care   |
| NOSDRA:     | National Oil Spillage Detection and Response Agency              |
| SP:         | Strategic Partners   |
| EIA:        | Environmental Impact assessment                                  |
| HYPREP:     | Hydrocarbon Pollution and Remediation Project                    |
| SBMC:       | School Base Management Council                                   |
| AEPB:       | Abuja Environmental protection Board                             |
| PIND:       | Partnership Initiative in the Niger Delta                        |
| NASS:       | National Assembly  |
| NFIU:       | Nigeria Financial Intelligence Unit                              |
| MAF:        | MacArthur Foundation   |
| ASM:        | Artisanal and Small Scale Mining                                 |
| MMSD:       | Ministry of Mines and Steel development                          |
| EU:         | European Union   |
| ICT:        | Information Technology   |
| COMEN:      | Community Empowerment Network                                    |
| EFCC:       | Economic and Financial Crimes Commission                         |



## Executive Summary

**The African Centre for Leadership, Strategy and Development (Centre LSD) is a nonprofit, non-governmental organisation 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.**

The idea and impetus to set up the African Centre for Leadership, Strategy & Development (Centre LSD) was borne out of the 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:

1. Absence of a dynamic, strategic and visionary leadership.
2. Absence of or inappropriate strategies and
3. Inappropriate development approaches.

Centre LSD accordingly focused and designed its programmes to contribute to resolving the challenges. The Centre LSD Leadership School which holds every third Saturday of the month is one of such efforts. The once in a month convening was changed to twice, first and third Saturdays from the 10th set as a result of the increasing interest of citizens to be trained on the subject matter. Annexes of the school are presently in Warri, Delta State, Port Harcourt, Rivers State and Benin City, Edo State. The Centre has done appreciable work on strategy and is putting effort at redefining the development approaches in the continent through its development programmes including;

- a) Enhancing citizens participation in the budget process.
- b) Community-Led Total Sanitation project with Communities attaining Open Defecation Free (ODF) status.
- c) Capacity building for youth in the Niger Delta
- d) Voice and accountability interventions.
- e) Promoting transparency and accountability in the extractive sector in Nigeria.
- f) Nutrition and livelihood interventions including cash transfer to graduate the poor from poverty.



- g) Convening on the effectiveness of affirmative action policies in Nigeria's education system
- h) Environmental health and sustainability.
- i) Promoting transparency and accountability in Nigeria through Open Government Partnership.
- j) Community Led Collective Action for Girl Education
- k) Improving delivery of sanitation services and access to water in Primary Health Centres in Nigeria.

These interventions elicited several stories of impact amongst stakeholder including government, youth, communities, donor agencies, civil society organisations and the media, despite the Centre's inability to raise funding for institutional development and work beyond Nigeria.



## CHAPTER I: Brief History of Centre LSD



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### a. Brief history of Centre LSD

The African Centre for Leadership, Strategy & Development (Centre LSD) is a nonprofit, nongovernmental organisation 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, the 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 organisation'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, organisations, 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 a 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:

- I. Absence of a dynamic, strategic and visionary leadership;
- II. Absence of or inappropriate strategies and
- III. Inappropriate development approaches.

### **b. Centre LSD yearly area of focus of the Centre for the 10 Years of Establishment**

In the first year of operation (2010), we laid the foundation for the take-off of the Centre. This involved securing office accommodation; putting in place governance structure, systems and policies, recruitment of staff, development of programmes and development of the capacity of staff. It also included the introduction of the organisation to funding partners and potential partners. In 2011, we focused on the consolidation and expansion of our work. We also expanded our programme work to include election observation, budget advocacy, policy dialogue, security and environmental advocacy. In 2012, we focused on the improvement of the quality of our work. We improved documentation, communication and publication as well as planning, scheduling and execution. In 2013, we developed the first strategic plan for the organisation to promote organisational effectiveness and improve the systems and structures. In 2014, we continued with operationalisation of the strategic plan with emphasis on institutionalising the structures, systems and procedure. In 2015, we focused on building a high-performance organisation by providing committed leadership with clear ways of communication throughout the organisation and building an adaptive, agile and flexible organisation. In 2016, we instituted a system that gave staff at all levels in the organisation 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. Ensuring 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 current year 2020, the Centre's 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 institutionalise its operations.

### **c. Projects Implemented by Centre LSD since inception**

The African Centre for Leadership, Strategy & Development (Centre LSD) maintained its area of focus and implemented several projects from inception till date, including:

- i. The Centre LSD Leadership School which holds every third Saturday of the month. The once in a month convening was changed to twice, first and third Saturdays from the 10th set as a result of the increasing interest of citizens to be trained on the subject matter. The 10th and 11th sets, as a result, ran concurrently and it has continued like that till date. The 12th and 13th sets are currently in session. Annexes of the school are presently in Warri, Delta State, Port Harcourt, Rivers State, and Benin City, Edo State. The graduation of the leadership school has been with an unbroken partnership with Konrad Adenauer Stiftung (KAS);
- ii. Enhancing citizens participation in the budget process in Bayelsa State, a project implemented with support from Pact/USAID under its ADVANCE programme – (2011 -2012);
- iii. Community-Led Total Sanitation project implemented in selected communities in the Federal Capital Territory (FCT), including Durumi III, Ruwan Fulani, both in Abuja Municipal Area Council (AMAC) and Kuyizhi in Kuje Area Council. The project was

- supported by the Canadian International Development Agencies (CIDA) under its Canadian Fund for Local Initiatives (CFLI) – (2011 – 2012). The project was on sanitation and hygiene and after the intervention, the communities became Open Defecation Free (ODF);
- iv. Capacity building for youth in the Niger Delta in partnership with Foundation for Partnership Initiative in the Niger Delta (PIND) – (2013 – 2014). The project was for 80 youth from the 9 Niger Delta State of Abia, Akwa Ibom, Bayelsa, Edo, Cross River, Delta, Imo, Ondo and Rivers. The intervention had many success stories;
  - v. Voice to the People Project in Anambra State in partnership with Christian Aid and with support from DFID – (2013 – 2017). The voice and accountability intervention was rated A++ by DFID;
  - vi. Monitoring of MDGs projects in Delta State Lot A and B – ( 2013 – 2016);
  - vii. Promoting transparency in the oil and gas sector project with support from the Open Society Initiative for West Africa (OSIWA) – (2012 – 2013);
  - viii. Feed the Future project implemented in Kebbi State with support from USAID – (2016 -2018). By this intervention, 1,264 households were graduated out of poverty through Conditional Cash Transfer.
  - ix. Strengthening civic engagement and advocacy for effective natural resource governance in Nigeria, a project supported by the Open Society Initiative for West Africa (OSIWA) and implemented in Ebonyi, Ekiti and Taraba States – (2016 -2018);
  - x. Capacity building for youth interested in politics in the Niger Delta (Edo, Delta and Bayelsa States) with support from Ford Foundation – (2017 – 2019). The intervention had 240 beneficiaries with several success stories to show;
  - xi. Quota system - research and convening on the effectiveness of affirmative action policies in Nigeria's education system with support from the Ford Foundation – (2018 – 2019);
  - xii. Achieving a healthy and sustainable environment in the Niger Delta project supported by Cordaid – (2016 – 2020), as part of an effort to restore the social contract in the Niger Delta. The Centre has through the lobby and advocacy project engaged and consistently championed the campaign for the clean-up of Ogoni land and the Niger Delta.

- xiii. Promoting transparency in Nigeria through the implementation of the Open Government Partnership (OGP) – (2018 -2020). This intervention, supported by the MacArthur Foundation, has influenced 13 subnational governments to sign up to the OGP through the rigorous engagement of citizens and citizens groups;
- xiv. Community-Led Collective Action for Girl Education (C-CAGE)- (2019 – till date), a project being implemented in Adamawa State with support from the Malala Fund. The project is focused at enrolment, retention and completion of the education of the girl-child in Numan, Song and Maiha LGAs of Adamawa State;
- xv. Improving delivery of sanitation services and access to water in PHC facilities in Anambra State, supported by IBP Spark – (2019 – 2020).

## Income growth table. A table showing all yearly income from inception

| YEAR | FOCUS  | INCOME      |
|------|--|-------------|
| 2010 | Year of laying the foundation (staff, structures, systems & programmes | 12,263,475  |
| 2011 | Year of consolidation & expansion                                      | 20,463,748  |
| 2012 | Year of improvement of quality & expansion                             | 30,994,314  |
| 2013 | Year of strategy repositioning   | 58,379,068  |
| 2014 | Year of institutionalisation   | 66,029,791  |
| 2015 | Year of building a high-performance organisational culture             | 73,212,038  |
| 2016 | Year of empowering leadership & self-managed teams                     | 220,929,541 |
| 2017 | Year of quality improvement & consolidation                            | 326,823,475 |
| 2018 | Year of improving efficiency   | 193,519,966 |
| 2019 | Year of upgrade  | 291,130,279 |

Table 1

## Projects currently being implemented by the Centre and their funders

| S/N | DONORS                     | PROJECT  |
|-----|----------------------------|--|
| 1   | Action Aid                 | Enhancing Citizen's engagement in Social Investment Programme  |
| 2   | UN Women                   | Male engagement program for gender-based violence reduction  |
| 3   | OSIWA                      | Strengthening Civic engagement and advocacy for effective natural resources governance in Nigeria                        |
| 4   | Cordaid                    | Achieving a healthy and sustainable environment in the Niger Delta   |
| 5   | MacArthur Foundation       | Improving transparency and accountability in Nigeria through the implementation of the Open Government Partnership (OGP) |
| 6   | Malala                     | Community-Led collective action for girl's education (C-CAGE)  |
| 7   | NACGOND                    | Campaign against pipeline vandalization in the Niger Delta   |
| 8   | IBP Spark                  | Improving delivery of sanitation services and access to water in PHCs in Anambra state                                   |
| 9   | Christian Aid              | Side by Side movement for gender justice   |
| 10  | Ford Foundation            | Youth interested in politics in the Niger Delta  |
| 11  | Ford Foundation            | Research and convening on the effectiveness of affirmative action policies in Nigeria's education system                 |
| 12  | Konrad Adenauer Foundation | Centre LSD Leadership School   |

Table 2



## CHAPTER II: Our Achievements/Results



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Results from projects implemented by Centre LSD from Inception till date

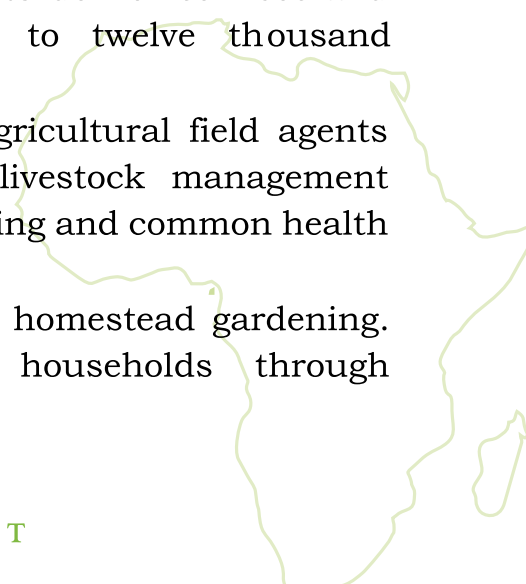
### 1. FEED THE FUTURE

The Feed the Future project was a 5-year livelihoods Project implemented in rural communities in Northern Nigeria - Sokoto, Kebbi, Yobe, Borno and Adamawa states, as well as the Federal Capital Territory (FCT). A multi-sectoral approach was used in the project to help 52,000 very poor households (HHs) to grow their agriculture production, incomes and to achieve improved nutrition.

The Feed the Future Nigeria Livelihoods Project was rooted in agricultural-led growth. For HHs to prosper, they must balance agriculture for personal consumption and income generation through market engagement. The Feed the Future Nigeria Livelihoods Project improved agricultural practices, including post-harvest storage for nutrient-rich crops/livestock already being produced; and promoted a market-oriented approach to diversifying production. This was accomplished by adapting agricultural activities to specific agro-ecological and cultural contexts. The Project helped vulnerable families to diversify their income and implement strong and comprehensive nutrition activities in their communities, by which most vulnerable families were graduated into the *Prosperity pathway*. The cash transfers distributed, helped in meeting the nutritional needs, recover assets and overcome barriers to income-generating activities. The project also strengthened the institutional capacity of government systems to implement poverty reduction programs and reinforced mutual accountability between government and citizens.

Specifically, the key achievement of this project were:

- Centre LSD supported 8 caseworkers, 64 liaison supervisors and 281 liaisons through training and mentoring to deliver services and key messages on nutrition and hygiene to twelve thousand households;
- Centre LSD collaborated with community agricultural field agents and trained 281 liaison supervisors on livestock management including housing, breed identification, fattening and common health challenges;
- Capacity of 345 liaison supervisors built on homestead gardening. This enabled the liaisons to mentor households through





demonstration plots of vegetables in their respective villages. Sequel to this, 2168 households established home garden. This translated to increased households' nutrition and dietary diversity scores;

- Successful cash transfer cycle of 15 months for 1240 benefiting Households in 2 LGAs and 8 cluster communities. (The classification is based on payment mode which is either monthly 5000 Naira payment or lump-sum 15000 naira payment.) A total of 305 treatment households benefited from the monthly payment while 326 control monthly household benefited from the control villages from the lump sum analysis. A total of 294 treatment households benefited from the lump sum payment while 315 households were engaged from the control villages;
- In both LGAs, a total of 279 new businesses were started with Cash transfer while 348 businesses were improved with cash transfer. From the analysis, Danko Wasagu beneficiaries had 228 new businesses and 132 improved businesses, while Birnin Kebbi had 51 new businesses and 132 improved businesses with cash transfers;
- During the 3-year engagement process, Centre LSD, through the community agents, reached out to 3,047 Class B Household (Year One households) and 5825 Households Class C (Year Two households);
- A total of 122,410 beneficiaries were trained on child health and nutrition, including 5099 caregivers who were reached through households and caregiver group sessions. Also, a total of 23524 children under 5 were reached with nutrition and health services particularly malnutrition screening and referrals.



Promoting WASH in Maga Community,  
Danko Wasagu LGA, Kebbi State



Encouraging Healthy Feeding with Local  
Recipe in Birnin Kebbi LGA, Kebbi State



Community Sensitization on Water  
in Danko Wasagu LGA, Kebbi State

## 2. COMMUNITY LED COLLECTIVE ACTION FOR GIRLS EDUCATION (C-CAGE)

The Community-Led Collective Action for Girls Education (C-CAGE) project is conceptualised to address the root causes of barriers to girl child enrolment and retention in public primary and secondary schools in Numan, Song and Maiha Local Government Areas of Adamawa State, Nigeria.

The Centre under this project built the capacity of 150 education stakeholders through training on leadership, Advocacy and the understanding of community development through girl education. Stakeholders afterwards, stepped down the training to community members and leaders. Maiha stakeholders raised the sum of two hundred and fifty thousand Naira, to organise a town hall meeting and the step-down training. Many residents keyed into it and took up the challenge to send their daughters back to school. A total of 104 girls were enrolled back to school. Out of which were 4 girls who got pregnant and were accepted back to school. Prior to the training, most community leaders felt the education of boys was of more value compared to that of the girl child, after several interactions, training meetings and advocacies.

The Centre created 7 safe spaces called in local dialect Masu Son Ilimi (Advocate/Lovers of Education). The 254 girls in the safe space are taught English, Mathematics and how to advocate for their right to education.



Encouraging Healthy Feeding with Local Recipe in Birnin Kebbi LGA, Kebbi State





### 3. ACHIEVING A HEALTHY AND SUSTAINABLE ENVIRONMENT IN THE NIGER DELTA

The project - **Achieving a healthy and sustainable environment in the Niger Delta** is part of an effort to restore the social contract in the Niger Delta and particularly focus on the clean-up of Ogoni land and the Niger Delta region. The lobby and advocacy project engaged and consistently championed the campaign for the clean-up of Ogoni land and the Niger Delta. The engagement has yielded some fruits including:

- i) The birthing of Journalist Against the Delay of Ogoni Clean-Up (JADOC). The body stepped up the discourse on the clean-up through the writing of feature articles, documentary, radio commentaries and media advocacy - engaging top media organisations and executives in Abuja. JADOC has a life of its own:
- ii) The Centre LSD collaboration with the National Oil Spill Detection and Regulatory Agency (NOSDRA) triggered a mutual push and support for the amendment of the NOSDRA Act which had been with the National Assembly. The Centre developed a position paper which was presented at the public hearing on the Act:
- iii) Centre LSD created a platform for interaction and harmonisation of the Strategic Partners (SP) position on the ESHRIA, which was presented at the House Committee on Environment and Habitat public hearing on the review of the 1992 EIA Act in 2018;
- iv) Centre LSD in collaboration with CISLAC instituted an annual discourse on the clean-up of Ogoni land code-named “National Summit on Ogoni Clean Up”, where they have consistently put the issues on the front burner for the Federal Government:



Lawal Amodu Centre LSD Sr. Programme Officer visits Impacted Community in Ogoni Land



Panel Discussion on a Critique of Stakeholders engagement on the clean-up of Ogoni Land



Hon. Min. Of Environment Dr. Mohammad Mahmood Abubakar Responding to Centre LSD Advocacy Team after a rally on the Clean-Up of the Niger Delta



Rally to the Ministry of Environment on the Delay of the Clean-up of the Niger Delta

- v) Various communities and traditional rulers in Ogoni land have identified and see Centre LSD as a trusted ally in the struggle for the Clean-Up of Ogoni land. One of the community leaders from Ogoni said – **“If not for Centre LSD, HYPREP would not have come to or remembered my community. Work is going on now in my community”**;
- vi) Stakeholders including government and its agencies, oil companies and even the communities have been influenced to take their roles forward through Centre LSD quarterly press briefing in accordance with the UNEP report;
- vii) The Honourable Minister for Environment alongside the Permanent Secretary, Director and top management of the Ministry addressed participants at the rally for the first time throughout the four years the Centre alongside other SP partners have engaged the Ministry on the Clean-up issue. The Centre LSD organised rally/roadshow on the clean-up of Ogoni land brought the change of narrative about;
- viii) HYPREP Project Coordinator who has never attended any CSO organised an event outside the one organised by HYPREP, for the first time attended Centre LSD High-level Policy Dialogue held in November 2019, where he committed to taking CSOs on a site visit to the impacted site where remediation work is on-going for confirmation. They lived up to the commitment.

#### 4. Open Government Partnership (OGP)

The project, promoting transparency in Nigeria through the implementation of the Open Government Partnership (OGP) is a project created to contribute to addressing the menace of corruption by advocating governments to embrace and adopt the OGP.

Some of the significant results and from the project include:

- i) Brokerage of a Permanent Dialogue Mechanism with the National Orientation Agency (NOA) in line with Commitment 12 of the National Action Plan which is influencing a culture of openness, accountability, and inclusion in governance;
- ii) Centre LSD support to the Open Alliance Network and CSOs at the sub-national levels influenced the increase in the number of states that signed up to the OGP to 13 (States supported in this regard include: Niger, Anambra, Ebonyi, Jigawa, Edo, Abia, Kano and



- Enugu States) – with State Action Plans developed and now being implementation;
- iii) The Centre mobilised and built the capacity of 134 CSOs on the OGP in 6 States including Imo, Oyo, Akwa Ibom, Benue, Nasarawa, Niger and Ekiti States and supported Edo CSOs by linking them to funding and technical support for the development of the State Action Plan (SAP);
  - iv) The Centre's work on the OGP influenced the Passage of the NFIU Law in Nigeria;
  - v) The Centre's work on the OGP provided support to MDAs (NOA, FMOJ, SERVICOM, NITDA) in achieving their commitments on the OGP;
  - vi) The Centre's work influenced the development of 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;
  - vii) Fostering the collaboration between CSOs and the state governments and replicating the co-creation principle in other project intervention, etc.



NORTH-CENTRAL ZONAL RALLY ON THE OPEN GOVERNMENT PARTNERSHIP (OGP) IN MAKURDI BENUE STATE



Cross Section of participants at the OGP Zonal Rally in Makurdi Benue State



South-West Zonal Capacity Building of Citizen group on OGP in Ibadan - Oyo State

## 5. Effective Natural Resource Governance in Nigeria Achievements and Results (Ebonyi, Ekiti and Taraba States)

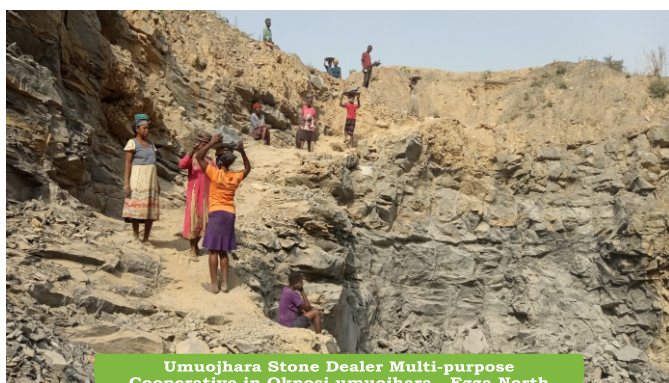
The Project Strengthening civic engagement and advocacy for effective natural resource governance in Nigeria was developed to improve citizens' (state and non-state actors) involvement and participation in the governance of natural resources in Nigeria. The following results were recorded during the implementation of the first phase of the project:

- i) The intervention in Taraba State influenced the creation of a Ministry responsible solely for solid minerals by the state government. Before the intervention, the solid minerals department was subsumed under the State Ministry of Environment.
- ii) Formation and establishment of Magakap Co-operative established in Ngoroje Community of Sardauna Local Government of the State. The registration of the Co-operative with the State Ministry of Commerce and Industry was finalised November 2018 as part of the effort towards formalisation. Three other co-operatives including the Mambila Mining co-operative, have registered and gone ahead to formalise their engagement with the MMSD by registering with the ASM office in Abuja.
- iii) In Gashaka, Taraba State, one of the trained miners got grant approval from the Central Bank of Nigeria through the Directorate of Employment to boost his mining activities. He also registered his own company (WEZAN multipurpose company) with the mining Cadastre office to obtain a small-scale mining lease.
- iv) Centre LSD through the project, influenced the creation of miners database by the Ministry of Solid Minerals in Ebonyi State, who before the intervention were having issues organising the miners. The Ministry said **“getting them to speak to us was a major challenge. We are happy with your coming, and this obviously will help us in reaching out to them”**.
- v) The intervention also influenced the creation of a regular dialogue session with Miners, Companies and Traditional Rulers in Ebonyi State.
- vi) Ameri Miners Co-operative in Agalegu Ndifu Alike in Ebonyi State was established in the project's community of focus.





- vii) Artisanal miners and some elders in Agalegu Ndifu Alike community now have improved skill for negotiation with the management of Royal Salt Company, the major mining company in the community to respect the spirit and letters of the Community Development Agreement (CDA), entered between the company and the community. As a result, Royal Salt on account of this engagement provided employment to 355 youths of the community, constructed their roads and gave scholarships to 5 of the community youths in higher institution and opened a N600,000 annual education endowment fund.
- viii) In Ekiti State, the miners formed and established two major Cooperatives, Ekiti State Alliance Gems Miners Association and Ijero Feldspar Miners Multi-Purpose Cooperative Society.
- ix) The intervention brought a better relationship between the Ekiti State government and the miners. With the coming of Kayode Fayemi as Governor, the relationship has further improved.
- x) The Ekiti State government also developed a database of miners on account of the intervention. They meet every Tuesday of the week. For ease of communication, the Ekiti State Governor appointed a liaison officer to be liaising with the miners from time to time.



**Umuojhara Stone Dealer Multi-purpose Cooperative in Okposi umuojhara - Ezza North Ebonyi State**



**Capacity Building of Artisanal Miners in Jalingo - Taraba State**



**Centre LSD Advocacy Umuojhara Stone Dealer Multi-purpose Cooperative in Okposi Umuojhara - Ezza North Ebonyi State**



**A Member of Umuojhara Stone Dealer Multi-purpose Cooperative in Okposi Umuojhara, Ebonyi State**

- xi) The intervention also influenced Miners' adherence and respect for the content of Community Development Agreement. They built a block of 3 classrooms and provided a borehole for Ijero community.
- xii) Centre LSD advocacy and campaign with other civil society groups influenced the passage by the 8<sup>th</sup> National Assembly the Petroleum Industry Governance Bill.

## 6. Voice to the People (V2P)

The V2P project is a voice and accountability project that empowered the poor and marginalised to hold duty bearers to account to achieve service delivery. The project focus were: Health, Education, Agriculture and Infrastructure. Centre LSD led the National level advocacy, ensured state and national level linkages (even international) and strengthened the capacity of partners. Key results of the project were:

- i) Capacity enhancement of implementing partners on key programming areas vide Centre LSD trainings.
- ii) Centre LSD researches on the policy process and procedures brought and offered policy recommendations to the issues affecting the poor and marginalised group in Anambra State to the fore.
- iii) The eleven (11) research reports on budget, procurement, due process, internally generated revenue, Paris club refund, bailout funds, southeast regional development, southwest regional development, and Local Government Elections Manual provided evidence that fed the advocacy and buy-in by influential stakeholders' and ensured their involvement and engagement with the project.
- iv) Centre LSD influenced the adoption of the V2P model and replication by other African civil society organisations in their clime through sharing of the V2P model in fora, particularly at the CIVICUS World Assembly.
- v) Sharing of the V2P model also influenced the formation of a Civil Society Hub for expansive learning on replication for an effective Civil Society Voice in Africa.
- vi) Centre LSD skills training brought to fore the effectiveness of community organisation in the monitoring of community projects. Group like the Community Empowerment Network (COMEN) became better organised and effectively monitored projects in their respective communities.

- vii) Centre LSD advocacy to Traditional rulers' and other influential citizens from Anambra State, empowered and influenced their engagements with government officials to take up the V2P issues. This also emboldened COMEN in carrying out their activities at the grass-roots.

## 7. Side by Side Faith Movement for Gender Justice

The Side by Side Movement is an initiative which pursues transformational change for gender justice. It is a growing global movement pursuing transformational change for gender justice. These are people of faith, faith leaders and faith-based organisations (FBOs) across the world committed to partnering together to challenge barriers to gender justice. The movement is united by a belief that each person is made in the image of God and has intrinsic value and dignity. All must be free from cultural and interpersonal system of privileges and oppression, and from violence and repression based on gender, so that gender identity is seen as a gift rather than danger, a source of life and hope rather than fear and oppression.

At local, national and international levels, the movement partners together wherever possible to work towards gender justice, where everyone is valued equally and able to share equitably in the distribution of power, knowledge and resources. Side by Side acknowledges that religious teachings have often endorsed social and cultural norms that perpetuate gender injustice, and recognise that people of faith and our religious leaders have a responsibility to revisit sacred texts and promote faith values of love, dignity and gender justice. The approach of Side by Side is to stand firmly on fighting for gender equality and transforming discriminatory and unequal power relationships.

The movement is functioning in many parts of the world, including Africa, and in May 2018, the West Africa Chapter was flagged off in Ghana to pave the way for the launch of national chapters in the West African sub-region including Nigeria.





Major outcomes recorded in the project include:

- i. The movement was formally launched in Nigeria, and Centre LSD was made to be the secretariat of the movement in Nigeria. This paved the way for a renewed commitment by faith and traditional leaders to speak and advocate against all forms of gender injustice in their various localities.
- ii. Government, faith leaders, traditional leaders, media and citizens are now committed to challenging barriers to gender justice in Nigeria.
- iii. Knowledge of faith and traditional leaders on gender justice in Nigeria is now deepened.
- iv. In Ekiti State, the Ajero of Ijero Kingdom now makes female traditional leaders.
- v. The Tor-Tiv in Benue State has placed a sanction on any person caught in the act of gender-based violence. There is now some level of sanity in the Tiv Kingdom as a result of the law passed by the Traditional ruler.
- vi. The Emir of Kano, Alh. Sanusi Lamido Sanusi inaugurated a committee saddled with the responsibility of social reforms in the state. The co-chair of the side by side movement was made to chair the committee and they have come up with a bill that will take care of all forms of gender injustice in Kano State.



Amanda Mukwashi (CEO Christian Aid) in a press conference after a National Symposium on Women in Governance- The Role of Faith and Traditional Leaders



Amanda Mukwashi and other Traditional and Religious Leaders during a National Symposium on Women in Governance- The Role of Faith and Traditional Leaders



HRM. Bubaraye Dakolo, Agada iv of Ekpetiema Kingdom Bayelsa State and HRH. Queen Ruth Oga Ero of Igede Nation Benue State during a National Symposium on Women in Governance- The Role of Faith and Traditional Leaders



HRM. Oba A. Joseph (left) The Ajero of Ijero Kingdom, Ekiti State and Rep. of HRH Baridam T.Y. Suanu, Chair COTRA (right) during a National Symposium on Women in Governance- The Role of Faith and Traditional Leaders

## 8. LEADERSHIP CAPACITY BUILDING FOR YOUTH IN THE NIGER DELTA

The leadership capacity building for youth of the Niger Delta project was a response to youth assessment studies carried out by the Foundation for the Partnership Initiative in the Niger Delta. The assessment focused on aspirations and issues of concern to youth and opportunities and challenges facing youth. The assessment report recommended support for equipping youth with leadership and life skills as the concerns were around; Lack of strong youth leaders, The ability to have realistic expectations for the future and hope in the future and Lack of soft skills that are necessary for employment. Centre LSD accordingly built the capacity of 80 Niger Delta youth on leadership, entrepreneurship, project management, peacebuilding and information technology (ICT).

The Centre's target at the beginning of the programme was to produce at least 50% role models on leadership (40 participants) and 40% for business (32 participants). The rationale for the target was premised on the understanding of the Pareto principle that at least 20 per cent of any group of persons trained will put the knowledge to maximum use. But the methodology deployed gave us reason to believe that hitting 50 per cent target for role models on leadership and 40 per cent on business is possible. The target for business was placed at 40% because of the underlying belief that people in the region target job and rent from oil rather than doing business. The optimism of the Centre was confirmed by the result of an assessment it carried out early December 2014. The result showed thus:

### 1. **Role models (Leadership)** – project target 50 per cent

1st set – 15 participants ie  $15/36 \times 100 = 41.6\%$

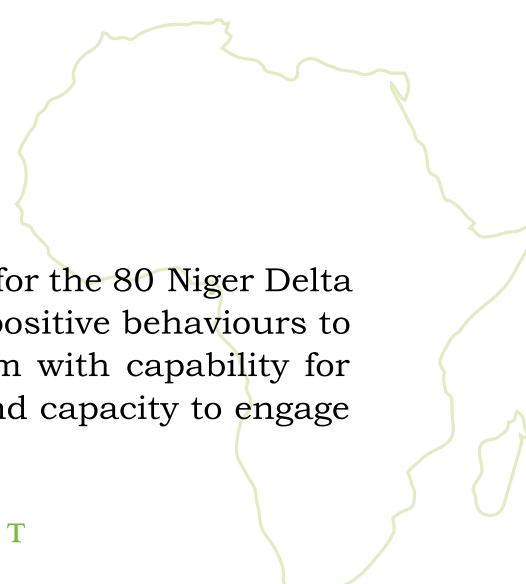
2nd set – 42 participants ie  $42/44 \times 100 = 95.5\%$

### 2. **Business – 40 per cent**

1st set 13 participants ie  $13/36 \times 100 = 36.1\%$

2nd set 19 participants ie  $19/44 \times 100 = (43.2\%)$

The trainings ensured the development of skill sets for the 80 Niger Delta change agents, increase knowledge, attitudes and positive behaviours to live productive and exemplary lives, equipped them with capability for immediate and future leadership responsibilities and capacity to engage in decision making.



Participants also set up an organisation, **“Change Niger-Delta Youth Organisation”** with a vision of “a Niger Delta that is informed, empowered and development focussed”, and a mission “to promote and sustain development and peace through information and citizens’ participation.” Some of the participants stepped down the training in their different locations. Some set up leadership clubs in schools, the case of participants from Imo State.

Other outcomes of the project included the following:

- 1) Change in mindset and attitude of youth to development;
- 2) Creation of avenues by participants to empower other youths;
- 3) Setting up of own businesses by participants instead of relying on government.





## 9. Centre LSD's Work on Ending Sexual and Gender-Based Violence in Nigeria

Nigeria is a highly patriarchal and deeply religious society. According to a 2001 report from the World Factbook by CIA, about 50% of Nigeria's population are Muslims, 40% are Christians and about 10% belong to African Traditional Religion (ATR).

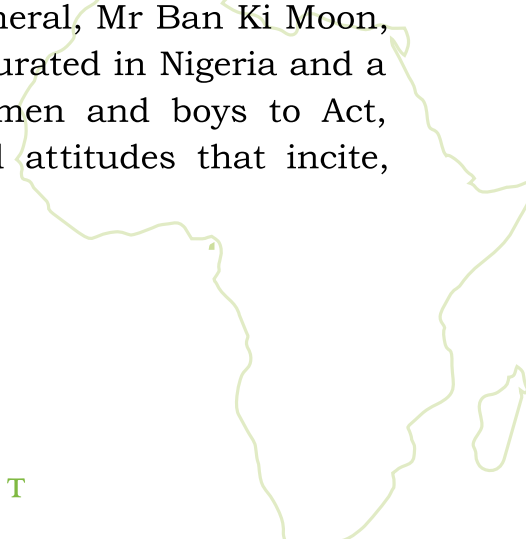
Most anti-women behaviours, attitudes, and norms have their roots in either religious or traditional beliefs. Legislations and women empowerment efforts will not yield the desired results without addressing the underlying patriarchal structures that reinforce them. Men who perpetrate Violence Against Women and Girls are emboldened and driven by cultural and religious beliefs fuelled by misinterpretation of religious scriptures and socio-cultural norms

Centre LSD deploys a strategic and holistic approach in its work of promoting gender justice and ending Violence against Women and Girls in Nigeria by:

- Engaging men and making them champions of gender equality;
- Engaging traditional and religious leaders who are the custodian of cultural and religious beliefs and making them advocates of gender-equitable norms and laws;
- Engaging social and traditional media practitioners to change negative gender narratives.

These approaches have not only improved men's capacity to advocate for gender justice but have also influenced the change of norms to address the root causes of patriarchy, thereby creating a more gender-equitable society.

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 mobilise 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 450 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, etc.

The NoML has executed projects in partnership with UN Women, National Agency for the Control of Aids, and Cordaid at separate times. The major task of this network is to mobilise 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.

Between 2013 and 2018, members of the NoML have reported intervention in at least 10 cases of intimate partner violence with no repeat offenders.

Centre LSD also serves as the national secretariat of the Side by Side Faith Movement for Gender Justice in Nigeria. Side by Side is a growing global movement of people of faith who want to see gender justice become a reality across the world <http://sidebysidegender.org/about-us/>.

Currently, Centre LSD is part of the implementing partners in the EU-UN funded Spotlight Initiative. As one of the Implementing Partners under UN Women, Centre LSD is implementing the project in Lagos and Cross River States and shall be working with men and boys to promote gender equality, elimination of Violence Against Women & Girls (VAWG), Sexual & Reproductive Health & Rights (SRHR), Gender-Based Violence (GBV), and Harmful Practices (HPs).



Advocacy visit to the Village Head of Amana Community, Obanliku L.G.A, Cross-River State



Advocacy visit to Youth Leader Utanga Community Cross-River State



Centre LSD Advocacy Team Visits Lagos State Commissioner of Police, CP Hakeem O. Odumosu on Spotlight Initiative



Group Picture with Chief Sunday Ichile, Clan Head of Becheve Community, Obanliku L.G.A, Cross-River State

## 10. Centre LSD's Anti-Corruption Work

Centre LSD anti-corruption work is programmed around promoting transparency, accountability, citizens engagement, and service delivery at the national, sub-national and local government levels.

Over the years, the Centre has collaborated with state and non-state actors in her effort to contribute to the fight against corruption in the country. One of such effort was with CLEEN Foundation, on the “Access Nigeria Project” to build a relationship with the Economic and Financial Crimes Commission (EFCC) and access information to fight corruption in Nigeria”. This led to a follow-up meeting with the chairman of EFCC where he discussed with the CSOs present the challenges faced in the fight against corruption in this current administration and the implication of the passage of the bill seeking to make the Nigerian Financial Intelligence Unit (NFIU) autonomous. The bill, the EFCC chairman believes, will weaken the powers of the EFCC to fight corruption in Nigeria.

The Centre also made useful contributions in several meetings hosted by the Presidential Committee Against Corruption (PACAC). In addition, Centre LSD has organised several Citizens roundtable to discuss the anti-corruption commitments of the Open Government Partnership and how citizens can ensure the Nigerian Government keeps her OGP commitments.

A major area of concern for the Centre in the fight against corruption in Nigeria is the high level of opacity at the subnational levels. Strategies on how to devolve the anti-corruption campaign to sub-national levels is an issue the Centre is currently engaging through the Open Government Partnership Initiative.



## 11. Civic Space

In recent times, the civic space in countries around the world are fast shrinking and under threat with the increasing activities of governments across the globe using laws, policies, and practices that inhibit the ability of citizens to exercise their rights and the freedom of civil society actors to operate freely without fear or intimidation. In Nigeria, this is aptly the case as recent activities by the government contravenes the international human rights law and the fundamental rights provisions in the Nigerian Constitution, which guarantees freedom of peaceful assembly and expression.

Within the last three years in Nigeria, citizens, especially journalists and bloggers have been arrested merely for expressing critical opinions on both conventional and social media platforms. Intimidation and arrests of journalists and bloggers, protesters, activists, etc have become problematic and have remained a concern to rights violation to peaceful assembly and free speech.

In sync with the above, the African Centre for Leadership Strategy and Development over the years has intensified her engagement and intervention to interrogate the status quo through its activities to ultimately expand the civic space in Nigeria. Some of these interventions were:

### Our results on the Civic Space Project

- **CSO Joint Press Release:** Centre LSD mobilised/galvanised Abuja based NGO for the public hearing of the NGO Bill. A joint Press Release was produced with Centre facilitating and leading the process.
- **Developed a Joint CSO Memorandum of Understanding for the December 7<sup>th</sup>, 2017 public hearing:** A Committee was set up from the CSO Roundtable on the NGO Bill organised by the Centre. The Centre together with the Committee fine-tuned the draft MOU and submitted same Friday before the week of the public hearing.
- **Operation Occupy Social Media:** This operation started the week before the public hearing. Together with Centre LSD and Civicus media team, various social media platforms were fed with updates, news, campaigns against the NGO Bill. The Centre built more CSO allies who daily occupied the Twitter, Facebook and all other

platforms on the campaign against this bill. International allies were also mobilised and the social media campaign was held simultaneously with consistent feeds on the facts and implication of the bill on the different social media platforms. Most e-filers used by Centre LSD for this campaign were developed by our partners in South Africa.

- **Mobilisation of CSOs for the Public Hearing:** The Centre mobilised CSOs from within and outside Abuja to the public hearing. The Centre presented the joint MOU. Non-state Actors including champions from Human Rights Commission, former parliamentarians, religious leaders (CAN, FOMWAN) traditional leaders, etc, participated.
- **Taking the Campaign to the International sphere:** Centre LSD introduced the international dimension to the campaign before and after the public hearing. Organisations and individuals abroad were mobilised from the international community. Allies from South Africa, Kenyan and Uganda linked up with the Centre LSD social media campaign on the Bill.





## 12. YOUTH PARTICIPATION IN POLITICS IN THE NIGER DELTA

The idea of youth participation in politics has become a popular part of contemporary political talk in every part of the world except Nigeria and particularly in the Niger Delta where one can note that youth participation in governance often end during electioneering campaigns and at the polls. The few opportunities that exist for the youths are hijacked by the older generation with 60-year-old as Youth Leader in political party(ies), despite the United Nations definition of youth as a person between the ages of 15-24.

Realising that the youth constitute the backbone and future of any nation, the African Union developed the African Youth Charter, where its prescribed responsibilities to Member States for the development of youth. In Nigeria, and particularly in the Niger Delta, there is little or no efforts at harnessing the potentials of the youth. The capacity building for youth interested in politics project was developed to address this gap to prepare youth to participate in the region's decision-making process. Achievements recorded during the intervention were varied including.

- a) Capacity of 261 youths (male and female) built to participate in politics in the focal states of Edo, Delta and Bayelsa States by Centre LSD.
- b) Out of those trained in Delta State, one of them Innocent Anidi won a House of Assembly seat and he is currently the Minority leader in the House.
- c) Two others from those trained still in Delta State, Modesty Ogbalor and Solomon Osuemerai contested and won election during the Ward Congresses in Delta State as Ward Chairman (Oleh Ward 2) and Youth leader (Oleh Ward 2), respectively.
- d) Another trainee from Delta State, Mr Paul Oyiborume contested for APC National Youth Leader South-South position but lost. He later got appointed as the Director of the Youth Wing of the Great Ogboru Campaign Organisation to coordinate activities of the youth under the Ogboru platform in Delta State. He was subsequently appointed into the President Buhari Youth and Women Campaign Organisation to mobilise youths and women for the 2019 election. Recently, he was awarded for his contribution to building the capacity of youths in his church.
- e) Another two (Barr. Mathew Omonade and Kelvin Djaibo) from Delta State, got appointments as Special Assistants to the Deputy Senate President, Federal Republic of Nigeria.
- f) In Edo State, two of the trainees Amienye Omoregie and Grace Obakina used the training to launch themselves into mainstream politicking during the 2019 general election in the state got their



primary elections tickets and contested for Edo House of Assembly seats during the 2019 general election. Though they lost in the election, one of them, Grace Obakina elected to step up by working with youths and women in the state, where he won several awards. The other has become relevant in his party and in the discourse of youths, politics and governance.

- g) In Bayelsa State, Alfreder Ato (SDP), and Franklin Kemebimo Favourankie (YDP) picked their respective party ticket to contest the State Assembly seats but lost to the power of incumbency in the State. Another, Robert Bokolo now Co-ordinates Bayelsa chapter of Coalition of Young Candidates of the Federal Republic of Nigeria and the Nigerian Youth Social Responsibility Fund project, while Alfreder Ato is working to advance the cause of women and youths in the State.



Cross Section of Youths interested in Politics in Edo State during/after Capacity Building



Prof. Julius Ihonvbere (left) and Mr. Monday Osasah (right) with Youths interested in Politics in Edo State

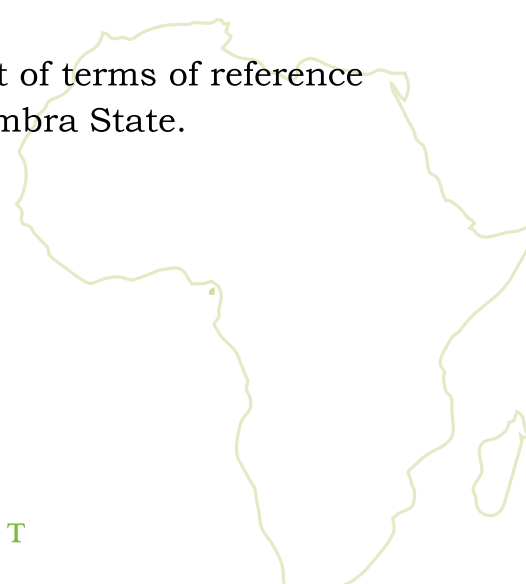
### 13. IMPROVING DELIVERY OF SANITATION SERVICES AND ACCESS TO WATER IN PHC FACILITIES IN ANAMBRA STATE

Improving the 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 of any economy. As a result, countries across the world have clear structures for organising their healthcare systems. This places responsibility on Government to ensure the provision of good health care system for its people. In Nigeria, the health system is decentralised into three tiers with responsibilities at the Federal, State and Local Government levels. Local government are responsible for primary health institutions with health services organised through the ward.

The social target of governments, international organisations 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 conceptualised.

PHCs facility assessment was undertaken to ascertain the actual status of facilities at the PHCs. Centre LSD developed a checklist based is expected 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 the process for skills transfer. The checklist guided and paved the way for a seamless engagement of the assessment process.

The outcome of which enabled the development of terms of reference for the researcher on PHC policy review in Anambra State.

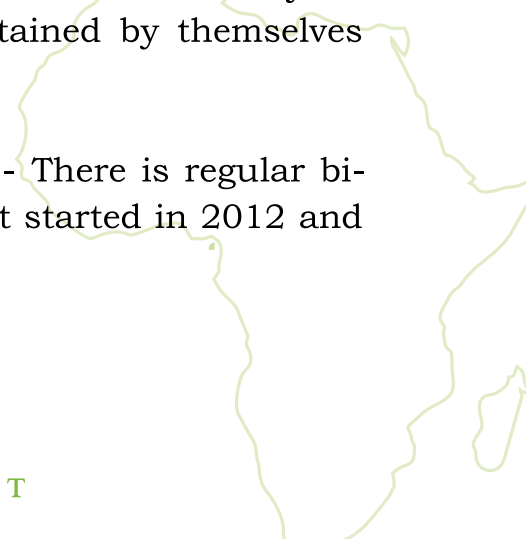


#### 14. COMMUNITY-LED TOTAL SANITATION

The project, community-led total sanitation in the FCT was implemented in Durunmi 3 and Ruwan Fulani in Abuja Municipal Council Area (AMAC) and later in Kuyizhi Community in Kuje Area Council. At the point of entry in the communities, there was a clear absence of toilets in Durunmi 3 and Ruwan Fulani. Open defecation was the other of the day. Residents defecate and fling same through their window because of the absence of toilet facilities. On entry into Durunmi 3, what you see is a waste heap that may have existed for ages. It was a den of flies with faeces and other waste adorning the heap. The only toilet in the community was located close to a borehole where they get water. Attenuation may not be possible with the closeness of the water to the toilet. As a result, dysentery, cholera, malaria were regular health issues in the community. So also was Ruwan Fulani but unlike Durunmi 3, there was no heap of refuse. Theirs was open defecation with contaminated stream water as a drinking source. At Kuyizhi Community, the baseline findings were not remarkably different. Only one household had a toilet out of 34 households. Occupants' of houses defecate in the surrounding which flows into their drinking water sources (streams) during the rains. Hygiene was a big issue. People defecate and do not bother to wash their hands after defecating. Oral faecal transmission was rampant, causing malaria, typhoid fever, etc.

All of these started changing during the triggering session in the intervention were the residents realised that they were eating their own faeces. They accordingly developed their action plans and initiated activities that brought changes and the attainment of Open Defecation Free status. The major results influenced by this project implemented in 2011/2012 and which is sustained till date include:

- a) Embrace of good hygiene practices – All 34 households in Kuyizhi Community now have toilets build and maintained by themselves with handwashing facilities.
- b) Holding of Bi-weekly sanitation exercise - There is regular bi-weekly sanitation exercise in the community. It started in 2012 and it is still maintained to date.





- c) Provision of a mini-clinic – Centre LSD in one of its outside meeting with civil society organisations shared the Kuyizhi community success story of hygiene and cleanliness, and the Nigeria Red Cross immediately took special interest in the community. The Centre took them to Kuyizhi, and promised to provide for them every material needed for a clinic if they could provide a building. The community immediately swung into action and built a two-bedroom apartment. The facility is functioning effectively and has been taken over by the Kuje Area Council with Nurse posted to the facility since 2013.
- d) improved community organising – there is cohesion and improved organisation in Kuyizhi Community. This is evident in the maintenance of the bi-weekly sanitation exercise.
- e) Healthy rivalry in the community – The community was divided into 4 Angwa(s) after the training on Hygiene, leadership and management of household income. Till date, the Angwas are still being maintained and there is competition amongst them during sanitation.
- f) Removal of the waste heap in Durunmi 3 with the advocacy success to the Abuja Environmental Protection Board (AEPB).
- g) Introduction and enforcement of the use of waste bags to residents by officials of the Abuja Environmental Protection Board in Durunmi 3.
- h) Construction and provision of toilet facilities in the compound by landlords in Durunmi 3 and Runwan Fulani Communities.



Health Care Attendant in Kuyizhi Community, Kuje Area Council - Abuja



Borehole in Kuyizhi Community, Kuje Area Council - Abuja



Mr. Monday Osasah (right) with Members of Kuyizhi Community, Kuje Area Council - Abuja



Newly constructed Toilet Kuyizhi Community, Kuje Area Council - Abuja

## 15. ENHANCING CITIZENS PARTICIPATION IN THE BUDGETARY PROCESS IN BAYELSA STATE

Centre LSD implemented the project Enhancing Citizens' Participation in the Budgetary Process in Bayelsa State from August 2011-January, 2012 and from 2012-2013. During the implementation of the project, there was an analysis of Bayelsa State budget from 2007-2011. The second phase was to consolidate the gains and deepen the engagements of the first phase. Prior to the intervention 2011-2012, Bayelsa State budget process was characterised with some chronic challenges including.

- a) Incremental budgeting without linkage to sectoral priorities.
- b) Budgets were characterised by lumping and so disaggregation was an issue.
- c) Budget for government House was more than the budget of four ministries (Health, Agriculture, Education and Infrastructure put together).
- d) Teacher pupil ratio was 1:168.
- e) The budget process was not opened for citizens participation.

The advocacy approach that was deployed in the project influenced the following.

- 1) Declaration of a state of emergency in the educational sector in 2012.
- 2) Embrace of the Medium-Term Expenditure Framework (MTEF).
- 3) For the first time and which has remained a practice, the invitation and involvement of civil society in budget defence by Ministries.
- 4) Improved budgetary allocation to Education, Health, Agriculture and infrastructure.



## 16. EDUCATE A CHILD PROJECT (EAC)

In 2018, the Centre began the implementation of the ‘Educate A Child Project (EAC)’ in Kebbi State. This project was borne to address the low-level school enrolment, especially for the girl child in the state and region at large. Children in northern Nigeria are out of school for so many reasons including negative attitudes towards ‘western’ education, the cost of education, negative perceptions of formal education and the low value placed on girls’ education by society. Key results after the intervention were:

- 1) An improved system of accountability and transparency in the management of the schools.
- 2) Contributed to the enhancement of life chances for OVCs through education by coordinating the enrolment drive in Shanga and Suru LAG of Kebbi State.
- 3) Developed Bill of Quantity for 15 micro grant benefiting school and monitored the grant implementation.
- 4) Improved transparency and accountability for the 267 School-Based Management Committees (SBMC) and Centre Based Management Committees (CBMC).
- 5) Improved learning environment and education quality.







**Some of our**  
*Success Stories*



## Some of Our Success Stories

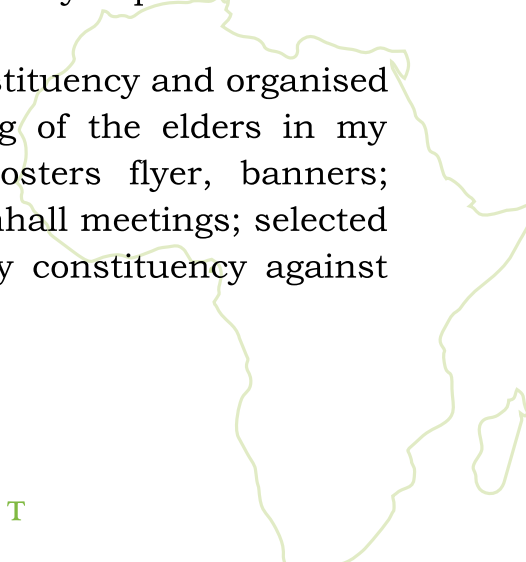
### **Success Story 1: A Giant Awakened: I Contested for Edo State House of Assembly for The First Time and The First Female in My Party.**

Centre LSD turned my dream of being a politician into a reality. Because of this training, I chose to bridge the gap of women and youth exclusion in my political party, by picking the form and contesting in the 2019 General election. It was Tony Robbins that said, “It is in your moments of decisions that your destiny is shaped.” The Centre LSD Ford Foundation Capacity building was the platform that was instrumental to waking up the giant in me. Before the training, I was a miniature, naïve and had no real political ambition. The training made me feel like I have slept for too long and x-rayed the great part of me that I ever knew existed.

Before I attended the Centre LSD’s training, women and youth’s inclusion was almost 100% in my party. Political engagements of the youths were mainly for mobilisation and security (Thuggery). This was so bad that about 90% of the youths were unaware of the constitution and manifesto of the party. High Money politics, discrimination, election violence, vote-buying, rejection of the electorate after the election and unimplemented policies by the elected was a common factor.

In April 2018, I was selected by Centre LSD as a participant for a 3 days capacity building workshop. Those three days were the most amazing days of my entire life. The teachings from the different lecturers helped drive home the point. Each lecture was like a blow from the hammer, each nailed the message in. The welcome address from Dr Otiye Igbuzor enumerating the key importance of youths in leadership in order to address national challenges was enthusiastic. From the teaching on the need to raise youths to participates in politics; development of the manifesto to economic/financial base for campaign, etc, were all very impactful.

After the training, I picked a form, came to my constituency and organised a free health outreach, met and got the blessing of the elders in my constituency, began my campaign, produced posters flyer, banners; conducted social media campaigns; organised townhall meetings; selected and trained my agents; trained the youths in my constituency against



election violence and vote-buying, etc. In February 2019, I contested for the Edo State House of Assembly, to represent Oredo West Constituency under Labour party. Although I did not win the election, it didn't pull me down but opened opportunities for recognition for me within and outside the state.

I suddenly became a celebrity of some sort. I began to get invitations from so many political youth groups to be a resource person and this is still ongoing. I became one whose name is turning into a household name amongst youth bodies in Benin environ and among the civil society.

Today I am standing tall as a giant. All thanks to Centre LSD.

Mrs. Grace Ese Obakuna

Caring Heart Initiative for Advocacy Development and Empowerment

08183845003

[Grace.obakina@gmail.com](mailto:Grace.obakina@gmail.com)

### **Success Story 2: The Made-in-Ikpoba-Okha Agenda 2019: I successfully Contested for Edo State House of Assembly**

In Benin, they say “ÄMENAGHAWON”, meaning what you are destined for, does not pass you by. This was my story and encounter with Centre LSD Youths Can Lead Capacity Building. I did not know about the training until when my principal sent me to represent him and read his speech at the Opening Ceremony. That singular obedience marked the turning point in my life.

I have been actively involved in politics since 2006. My political career started with me being the financial secretary of NANs Zone B. I have been an integral part of major political parties in Edo state. I was a Pioneer member of AC now APC in Edo state, championed the youth and student mobilisation for the candidacy of Adams Oshiomole and Atiku Abubakar in 2006 and 2007, became secretary of Zone 15 Ward 5 Ikpoba-Okha PDP (2012-2017).

In these 12 years before the Centre LSD training, I have supported every party candidate from my party, mobilised massively for their emergence and served in various positions and capacity. One thing that I never did

was to contest for a state political position. I was laid back because I had no technical know-how, I was inexperienced in campaigning for myself and selling my vision to the electorate. I simply had no will to actualise the dream even if I had one. Each time it crosses my mind, the fear of failure was bigger than my dream. These kept me in the same spot politically for 12 years.

Providence smiled on me in June 2018, when I was sent to the Centre LSD training in Edo State to represent my Party Chairman ADC. By divine providence, I was allowed to stay back to attend the 3days capacity building programme. The programme exposed me to a lot of things including election financing, mobilisation, etc. most importantly, I learnt how to draft a breathtaking manifesto and maximise the power of the social media in the election campaign. The lecture from Dr Otiye Igbuzor particularly jolted me out of my sleep. There and then, I decided to contest for Edo State House of Assembly, representing **Ikpoba-Okha. As at the time I made this decision, I did not have up to 100,000 in my account. But I had a dream worth millions of naira.**

Immediately after the training, I purchased my nomination form, began fundraising to finance my campaign, set up a robust social media campaign platform, used the various social media platform to raise funds and campaign for votes, appeared on various conventional media (TV, radio, newspaper, EBS radio Nigeria) to drive home my manifesto “The made in Ikpoba-Okha Agenda”, I gained recognition from the two major parties (APC&PDP) in the state. Additionally, I established political structure within the 10 wards of my constituency in Ikpoba Okha. Today, I am a well sought after political figure in my constituency.

Fortunately, I won my primaries and was declared the candidate and flag bearer for the election. I came 3<sup>rd</sup> out of over 91 political parties that contested for the position in 2019, without a single vote-buying, I did community services during my campaign( free medical treatment for pregnant women and children, got support from the opposition party, free cosmetic product for women, wrappers, clothes.

Although I did not emerge the overall winner, I have identified some of the weak points in my campaign. I am sure that in the next election I will do better. I have seen the lapses during the election I contested in 2019. It is



now time to go back to a bigger platform and I am already planning for 2023 for House of Rep member.

Centre LSD gave me a leap, I am grateful.

Comrade Amienye Omorogie  
African Democratic Congress (ADC)  
08131622566  
[omowonderad@gmail.com](mailto:omowonderad@gmail.com)

### **Success Story 3: Social Cohesion through Case Management**

Zainab Hamsa – a liaison from the village of Junju in Birnin Kebbi – is making changes in her own life that are apparent to her entire community. Zainab has begun participating in a savings and internal lending in her community (SILC). With her savings from the group, she was able to purchase a goat that is now pregnant. She has also started a home garden and incorporates nutritional variety, such as moringa, into her diet.

Zainab is proud of her achievements, as well as her new knowledge about breastfeeding and nutrition practices. She is even prouder of her work as a liaison and the positive changes she has seen in her neighbours. Zainab encourages households to be “good neighbours” and contribute to the community by sharing lessons and information. In the households she manages, Zainab is warmly welcomed, and it is clear she has a strong relationship with each one. She disseminates the program’s messages through her work as a liaison, but also by exemplifying the curriculum’s lessons in her own life.

### **Success Story 4: An Empowered Change Maker**

In Matankari, Aisha Yar Buhari is a dynamic woman, full of energy and influential in her community. She is now equipped with clear messages on health, nutrition, and livelihoods, and she is thrilled to spread this knowledge with the households she manages. She has seen many positive changes in the health of children in her households, specifically around malnourishment. She describes the children as “better” – healthier with “slippery” dark hair and healthy skin. This success spurs Aisha to continue to disperse breastfeeding and nutrition messages throughout her community.



**Figure 1**

### **Success Story 5: Cash transfer has reached us in our despair**

Takulu Gadema is a poor widow and registered cash transfer beneficiary of the Feed the Future Nigeria Livelihoods Project in Babi/Bacucu, whose life has been tough since the death of her husband. The responsibility of catering for the family was not quite easy for her. She narrated this challenge to Centre LSD/Feed the Future Nigeria Livelihoods team on a visit to the village. Takulu disclosed, *“Since I lost my husband I could hardly send my first son to secondary school because of financial difficulties, as I was just concerned about providing daily meals for them, since I could not afford to pay school fees of 2,500 Naira to send him back to school.”*

However, when she received the first cash transfer, she immediately started buying and selling grains, locally referred to as *Sakai*, in Danko market. At the moment, Takulu makes at least 600 Naira profit every market day. And from this meagre savings, she was able to send her first son, Abdul, back to school. Abdul shared that his dream to be educated was almost ending when he lost his father, but hope has now been restored. He also said he is happy that his family can even have three square meals on their table every day.

Takulu continued that apart from the cash transfer she has received, project volunteers (known as Liaisons) come to her house and teach her how she can plan for her family in order to progress. Through their lessons, she has learned immensely on savings, which has also enabled her to imbibe a habit of saving. She saves so as to be able to pay for the children whenever their schools resume. Takulu opened up saying that she has now saved some money in her local treasury, named *Asusu*, which she hopes to use when sending her daughter, Aisha, to secondary school in Danko, after

completing her primary school sometime this year. “Whenever Aisha is going back for secondary education in Maga, Insha Allahu the money is available,” Takulu prayerfully declared.



**Figure 2: Takulu Gadema in a group photo with her children**

### **Success Story 6: “Paying attention to Feed the Future has really helped me”: The Story of Diya Aliyu**

Diya Aliyu Damma, a wife and mother of four children, is a cash transfer beneficiary in Guddare of Ujariyo/Junju community. Before the project, she was a full-time housewife who depended solely on her husband, who is a farmer, for her and her children’s daily needs. She said that during the dry season it becomes really challenging to eat well. “When I got my cash, I decided to start a business with approval from my husband. Now I buy bags of soyabean and sell in my community to other petty traders who sell kwai da kwai (soyabean cake). I buy a bag at N14,000 with about 70 mudus; each mudu is sold at N230. Every week I make between 2000-3000 naira per bag. I bought a ram for N10,000 and after using some of the information I got from the small ruminant training, during this previous Sallah, I sold it at N30,000. I presently contribute N100 every week to my SILC group.” – *Muna godiya* (Thank you very much– we appreciate it).

*“Apart from being fortunate to be among those selected to benefit from the cash transfer of my community. I have always dreamed of starting a business of my own and the project helped me achieve that dream. I use to sell washing soaps and small polybags but with the N15,000 I get from cash transfer, I was able to start my groundnut oil business. I buy a 20-litre keg of groundnut oil every week for N9,500 which I sell at N280 per bottle (there are 40 bottles). I make about N1700 every week, especially now that fishing has picked up after the raining season in the community. People come to buy oil to fry and sell their fishes.”*



**Figure 3: Picture of Diyya and her little business**

### **Success Story 7: Centre LSD Catalysed the Operation and Achievement of the Nigeria Open Alliance**

Centre LSD through her OGP project funded by the MacArthur Foundation (MAF) has become a lifesaver to the Nigeria Open Alliance (the CSO arm of the OGP).

The Nigerian Open Alliance, a loose coalition that predated Nigeria signing onto the OGP was constituted in 2014 with just 3 organisations (Media right agenda, BudgIT and PPDC). The alliance was formed to campaign for

*“Centre LSD’s support was a life saver, this unfortunately have run out, since the financial support is exhausted. This has made it impossible to negotiate a renewal of the NAP which is supposed to start in June 2019. Consultation for the new NAP has become almost impossible because of no funding” (Edetaen Ojo)*

Nigeria’s membership/signing on to the OGP and organised to decide critical issues that should be in the NAP. As at the early stage of formation, the alliance was a loose structure, self-funded, and was constrained by funds. Similarly, at that time, the Alliance was at the point of supporting the drafting of the NAP. This therefore required series of stakeholders’ engagements and planning meetings which the alliance was unable to effectively host because of the unavailability of funds and the high cost of these consultations. This, therefore, limited the alliance engagements only to the national level engagements and their meetings were irregular. The only fund that was supporting the few meetings of the alliance at the time was from BudgIT.



In 2016 Nigeria signed on to the OGP and thus the alliance was expanded to accommodate other organisations like Centre LSD, CISLAC, CODE, and NRGI, etc, at this time (after Nigeria joined the OGP), the Open Alliance which was the CSOs arm of the co-creation was not as active as it should be and thus was not able to contribute to the take-off of the OGP in Nigeria as the only organisation that was funding the Alliance at the time was no longer able to bear the huge cost due of such expansion. This also was as a result of the fact that membership was growing and there were no funds to organise meetings and invite all members of the Open Alliance.

In 2017, Centre LSD began to support the Open Alliance with funds from her OGP project funded by MAF. With this support, the Alliance grew from 4 to 10, then to 40 initially. As at October 2018, this number has risen significantly to 270. Apart from the increase in the membership of the Open Alliance as a result of Centre LSD's support, the Alliance has also been able to host 3 large meetings, as the need arose. Centre LSD also supported the steering committee meetings, regional trainings, monthly newsletter, advocacies, capacity building for the secretariat and members of open alliance to deliver, facilitated regional engagements and advocacies as well as the secondment of the past two coordinators of the Alliance (Abayomi and Stanley).

Centre LSD's support has therefore led to an increase in Open Alliance membership, strengthened the structure, increased advocacy meetings, and increased the number of engagements both at the national and sub-national engagements. It also increased state levels sensitisation, regional meeting encouraging states to set-up their own local Open Alliance and to engage the state government; and many more. With Centre LSD's support, the Open Alliance has been able to effectively discharge her co-creation duties.

Thanks to the Centre for being a lifeline to the alliance through her MAF project.



## Success Story 8: Centre LSD Facilitated the Passage of the NFIU Law in Nigeria

*Centre LSD brought resources to OGP implementation in Nigeria (Stanley Achonu)*

Centre LSD laid the foundation for the passage of the NFIU law through her research on “Laws and Policies: Processes and Procedure for Open Government Partnership Implementation in Nigeria.”

On July 5, 2017, Nigeria was suspended from the Egmont Group of 156 members of Financial Intelligent Units (FIUs), with a possibility of being expelled if conditions for lifting the suspension were not met. The suspension was due to the absence of operational autonomy for the Nigeria Financial Intelligence Unit, which was domiciled as at that time, as an administrative FIU in the EFCC before the suspension. The suspension also came in the light of the absence of confidentiality in the handling of financial intelligence by the EFCC in Nigeria.

To meet the conditions for lifting the suspension, the Nigerian Financial Intelligence Agency Bill was drafted later in 2017 to make the agency the central body in Nigeria that will be responsible for requesting, receiving, analysing and disseminating financial intelligence reports on money laundering, terrorist financing and other relevant information to law enforcement, security and intelligence agencies, and other relevant authorities in Nigeria. The bill which is to aid the anti-corruption fight of the Buhari-led administration, was among other things to institutionalise best practices in financial intelligence management in Nigeria; and to strengthen the existing system for combating money laundering and associated predicate offences, financing of terrorism and proliferation of weapons of mass destruction.

At about this same time of Nigeria’s suspension, Centre LSD began the implementation of her OGP project with one of her activities being the review of relevant anti-corruption laws in Nigeria. The final output of this review was a publication in October 2017 that elaborately reviewed several laws, including the **Nigerian Financial Intelligence Agency Bill, 2017**. The publication gave an elaborate insight into this bill and proffered recommendations and one of them was to expedite actions in the passage

of the NFIU Bill in order to lift the suspension on Nigeria and to prevent an imminent expulsion. A situation that will make Nigeria more susceptible to be suspected of money laundering, among others.

**At the stakeholder's validation of this publication** (Laws and policies: processes and procedure for Open Government Partnership implementation in Nigeria, organised by Centre LSD, an advocacy group was formed and Centre LSD team and the lead consultant for this publication were the main drivers. The team made a series of advocacy visits to the relevant MDAs and NASS. The result of these visits contributed to the passage of the bill into law on July 11<sup>th</sup>, 2018, almost a year after the bill was first presented at the NASS.



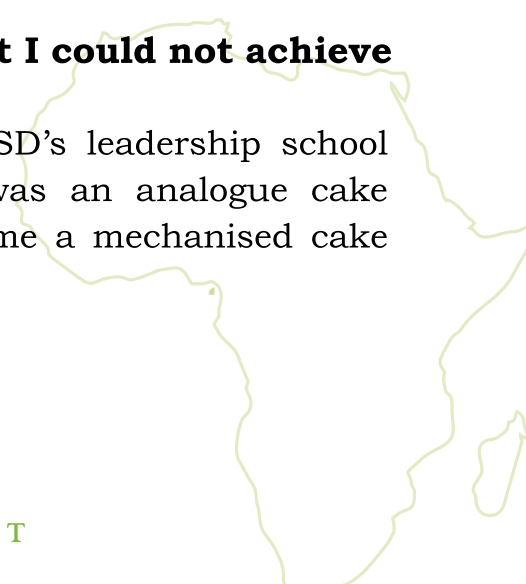
As a result of the passage of the bill, Egmond group suspension was lifted, Financial Task Force (FATF) is now happy with Nigeria. By February 2019, they came for the final assessment to reintegrate Nigeria into the Egmond group. Having garnered a wealth of knowledge about this bill through their work and interaction with Centre LSD's publication, the team is again assisting

the Acting Director-General of the NFIU on how to go about the implementation (Championing for independence and improvement in the human resource).

Thank you, Centre LSD, through the support of the MAF for laying the foundation for the passage of the NFIU bill and for being part of the advocacy team who made it happen.

### **Success Story 9: I achieved in 6 months what I could not achieve in 6 years**

The application of the knowledge from Centre LSD's leadership school upgraded my business. Before the training, I was an analogue cake designer, but 6 months into the training, I became a mechanised cake designer. A great transformation indeed.



For 6 years, I struggled to acquire an industrial mixer for my cake business. After the first 6 months of the leadership training, that changed. One of the classes on “the Application of financial discipline” jolted me into reality and I discovered that the problem was not that I could not afford a cake mixer, but that I was not financially disciplined enough to save for it. So, for 6 months, I saved and finally purchased the mixer.

Today, I have purchased an industrial mixer, an equipment I could not afford before. In addition, my business has expanded, and I can now produce more than I could produce for the past 6 years of business. This transformation is because of my encounter with Centre LSD Leadership School.

Thank you, Dr Otive Igbuzor for establishing the leadership school.

**Okobi Mmeme Uwemdimmo**

**Set 9, 2017**

### **Success Story 10: I Moved from being an Employee to an Employer (Onele Maxwell N.)**

“One of the best decisions I have made in my little journey in life is to enrol in the Centre LSD Leadership School”. It was not an easy decision to make, considering the time constraint. But I made it and it paid off.” The skills I acquired have transformed me from being an employee to an employer. Not only that, it has helped me in so many ways in improving my performance on my job.



When I started the one-year leadership training, I was an employee. Midway into the training, I became an employer. For several years, I have been indecisive about establishing a business despite having incorporated two companies for that purpose. For over three years, I did nothing about starting the business. But after the class on Leadership, Strategy and Financial Management, I caught the zeal and in November 2017 against all odds, I started off



and it has been interesting. In addition, I founded an NGO and will soon be launched.

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

**Onele Maxwell N.**

**Set 9, 2017**

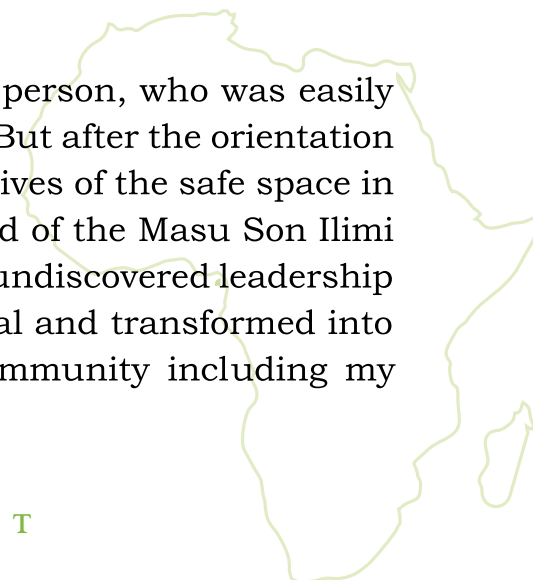
### **Success Story 11: Centre LSD Gave Me Back My Dream**

My name is Margaret Benson and I am from Pakka Local Government Area. I was once a student and was in school till my senior secondary school, Government Day Senior Secondary School (GDSS) Pakka.

Acquiring education was my dream, but this dream was cut short by the death of my father who was the one footing the bill of my education at that time. After his death, life became unbearable, my mother couldn't meet our needs. Feeding became almost impossible, so also was my school completion. Before his death, I had finished nursery and primary school and gained admission into secondary school but had to stop in SS3 due to the inability of my mother to shoulder the responsibility alone. My mother begged me to dropped because as at then, she was training my brother in university and she said when my brother finishes she would register me in school to write WAEC and NECO because she cannot afford to train both of us at the same time.

I accepted and left school at SS3. I waited patiently with no help coming from my relatives or any other source. My mother and relatives advised me to marry but I'm not yet ready for marriage. My dream is to go to school, complete my education, become a doctor and clean the tears from my mother's eyes. In September 2019, there was a call for the commissioning of Advocates for education (Masu Son Ilimi) in my community and my name was added.

When I came into the safe space, I was a very shy person, who was easily intimidated by my lack of or incomplete education. But after the orientation about the safe space and the election for the executives of the safe space in my community, on the first day, I emerged the head of the Masu Son Ilimi of Pakka, in Maiha LG. I suddenly realised I had an undiscovered leadership skill that was seeking for expression. I became vocal and transformed into an advocate to other girls and parents in the community including my



mother. This gave me the rare opportunity to speak in severally town hall meetings on the importance and need for girl education.

I hope to go back to school in the next session, although I don't know where the funds for my WAEC enrollment will come from. I hope to write my external WAEC examination. And hope to be a doctor so I can improve the health challenges in my community.

I want to thank Centre LSD under the Malala Fund for creating this safe space. You gave me the opportunity that has eluded me for years. Now I can see the light at the end of the tunnel.

### **Success Story 12: The PIND mentoring and Capacity Building Programme Unlocked My Potentials**

"To God be the glory for giving me the opportunity to participate in the Centre LSD Programme on capacity building. The programme was an eye-opener for me. It really helped me to understand my leadership strengths and weaknesses and to build on them. It also helped build my connections and confidence. Now, I understand and interact better with others whose opinion, appearances and background are different from mine.

Before now, I never thought of being an entrepreneur, but after the programme, I decided to learn bead making. The programme really unlocked my potentials, boosted my confidence, empowered my soft skills, and made me more confident and productive.

Thanks to Centre LSD/PIND for the wonderful opportunity. I'm grateful. Here are some samples of my beadwork.



Fig. 6: Bag



Fig. 7: Flower vase



Fig. 8: Necklace

**Ejimogu Chigozie Rosequeen**

**CENTRE LSD/PIND 2014**

### Success Story 13: I Am Now an Employer Of Labour

Right from the inception of the programme, I knew that it was going to be a life-changing opportunity for the participants, especially the mentorship programme. At first, I was in the dark as to what meeting and working with my mentor will be like, since he is someone I have never met before. But this anxiety was shattered when on my first meeting with my mentor. I discovered that he is an easy-going, hard working man that pays attention to every detail.

After four months of the programme, my clothing line that was still budding when I began this training, gained recognition in the market with demands exceeding supply in a great dimension. The company moved from a 2-

worker to a 4-worker establishment. Currently, we are working on reaching a maximum 10 or minimum 6 before the end of the year 2013. Now, I am working on launching my label between the end of 2013. The label will help to distinguish my product and establish the brand name as a leading one because of the quality of our products.



**CENTRE LSD/PIND 2013**

**SAMUEL CHIKA**

Fig 9. Shorts



## CHAPTER III: Centre LSD's PROJECTION FOR THE NEXT 10 YEARS

### Centre LSD Strategic Plan

For the last 10 years, the African Centre for Leadership, Strategy & Development (Centre LSD) has consistently worked to sustain our commitments to transform Nigeria and Africa. In this first decade of establishment, the Centre has tried to proffer solutions to the three fundamental challenges to Africa's development, which are, absence of a dynamic, strategic and visionary leadership; absence of or inappropriate strategies and inappropriate development approaches.

The leadership and management of Centre LSD recognised the need for a strategic plan to provide the basis and guidance for its action(s). The first Strategic Plan (2013-2017) was developed in 2013 to promote organisational effectiveness and improve the systems and structures of the Centre. Prior to its expiration in December 2017, a strategic review was done and then the development of the second Strategic Plan commenced with the overarching philosophy of carefully delineating a course of action to guide the operations of the Centre for the next five years (2019-2023).

The 2019-2023 strategic plan is the second strategic plan since the establishment of Centre LSD. The leadership and management of Centre LSD recognised the need for a strategic plan to provide the basis and guidance for its action(s). The fundamental purpose of this strategic plan was to align the mission and the vision of the Centre broadly. And to provide a strategic direction for Centre LSD and the actions to be taken from 2019-2023. The plan proposed what the organisation will do to achieve its mandate. This strategic plan has been developed based on examination of external and internal environment that Centre LSD is operating in, as well as an examination of the strengths and weaknesses of the organisation.

Our second strategic plan is built on 5 Strategic Objectives, which are to Promote ideas, policies and actions that lead to transformative change in Africa; Promote leader development (expanding capacity of individuals for effective leadership roles and processes) and leadership development (expansion of organisations' capacity to enact basic leadership tasks including setting direction, creating alignment and maintaining commitment; Develop capacity for strategic thinking, formulation, implantation, implementation and evaluation; To collaborate with individuals, organisations, networks, coalitions and movements that will help in achieving the Centre's objectives and to deploy technology a0nd

civic innovation in addressing social problems. This second strategic plan is formulated taking into consideration the changing context of the world and Africa, and building on the experience of the organisation in the past nine years.

This year 2020 is the second year into the implementation of the new strategic plan. In the next 10 decades of Centre LSD, a mid-term review of the current plan (2019-2023) will be carried out in the second quarter of 2021. The final evaluation will be done in the last quarter of 2023. Within this decade, the third Strategic Plan of the Centre will be produced.

### **Centre LSD's role/intervention in reducing poverty and inequality in Nigeria and Africa**

The African Centre for Leadership, strategy and Development (Centre LSD) has always envisioned an African Society with Strategic Leadership and Sustainable Development. To make this dream concrete, we promote ideas, policies and actions that will lead to transformative change in Africa to tackle the main challenge of the 21<sup>st</sup> century.

The Centre has been playing a central role in reducing poverty in Nigeria and on the continent through a multi-targeting approach built to empower individuals and create sustainable development in communities. Empowering Nigerian's youth has been a consistent priority for Centre LSD. We have been developing innovative actions such as the creation of the Leadership School a programme built to produce tomorrow's successful leaders.

Other initiatives such as the capacity building for youth interested in political office in the Niger Delta were implemented. Youth participation in the governance of the Niger-Delta region is a necessity they need to express their desire and aspirations in order to reverse the chaotic state of the region. Gender equity is one of our priorities. The Centre has been advocating for girl-child education for ten years. Through community-led collective action for girl's education, awareness was created on the issues of girl's rights in communities and taught the positive impact of girl's education for their communities.

Throughout the years, we focused our attention and energy on the assistance of impoverished communities. We develop ambitious actions in the Niger Delta Region in order to achieve a healthy and sustainable



environment. By collaborating with the media, we raise awareness and advocate on the environmental impact of oil production. Creating a healthy environment is imperative to attract substantial agricultural and industrial development providing an income to impoverished communities. Lifting the very vulnerable members of communities out of poverty has been our priority. By growing local economies and improving livelihoods, the Centre actively participated for five years in the Feed the Future project aiming to grow economies and improve the livelihood of over 42 000 households in the State of Sokoto, FCT and Kebbi. Our goals in the project were to improve agriculture production, income generation, nutrition, cash transfer and governance.

Aside from that, we worked on developing solid mineral mining communities in Ebonyi, Ekiti and Taraba States. Developing training sessions to educate illegal miners on the advantages of collaboratives and allowing them access to federal grants by legalising their activities. Ensuring the fair and legal governance has been part of our strategy to tackle poverty and sustainable environment.

Through budget analysis and monitoring, the Centre has been interrogating political stakeholders, in order to ensure the fair distribution of revenue. By supervising the free and fair process of elections in the states of Anambra, Delta, Kaduna, Ekiti, Osun and across Nigeria, we ensured that the democratic process was respected in Nigeria. Also, the ongoing open government project aims to promote accountability through engagement and implementation of the open government partnership, coordinating civil society engagement with government agencies for a better monitoring and advocating performance. In order to improve accountability to reduce corruption and therefore poverty.

Our strategy to tackle poverty is based on two pillars, governance and livelihood actions. In the future, we will continue our advocacy for the participation of citizens in the political and budgetary process. In order to make our vision concrete, our belief is that strategy and sustainability are essential. Therefore, we will continue working on ongoing projects such as our Leadership School, the Niger Delta region youth empowerment, the Solid Mineral program, the Delta Region healthy and sustainable project, the Open Government Project.

In line with the vision of the Centre, which is an African society with strategic leadership and sustainable development, the centre envisages a society where poverty is completely degraded and inequalities of all kind are completely eradicated.

## Role of Nigeria in the Post Oil Economy and its prospect for Centre LSD

Nigeria occupies an important position in Africa and the world in a variety of ways. Of the 367million population of West Africa (UN 2015), Nigeria alone has a population of about 200million people epitomising the abundance of human resources cum size of its economy. It has a landmass of 923,763 Sq.Km that not only cuts across different vegetations but is also blessed with abundant natural resources hidden beneath the earth. The country's land surface that supports human activities includes agriculture, solid minerals of varying degrees including crude oil abound. Indeed, it has been reported that there is no part of Nigeria without at least a mineral resource.

Until the discovery of crude oil in Oloibiri in the 1950s, agriculture was the mainstay of the country's economy. Under the regional governmental arrangement in the country during the pre and post-independence period, the three regions- the North, East and Western Nigeria- specialised in the production of different agricultural goods. Cotton and Groundnut in the north, cocoa in the West while the eastern region contributed to the supply of palm oil. With the advent of petroleum resources and the external demand for the product, agriculture which had been the major revenue earner for the country became displaced. With the decline of agriculture, the crude oil economy grew in arithmetic proportion.

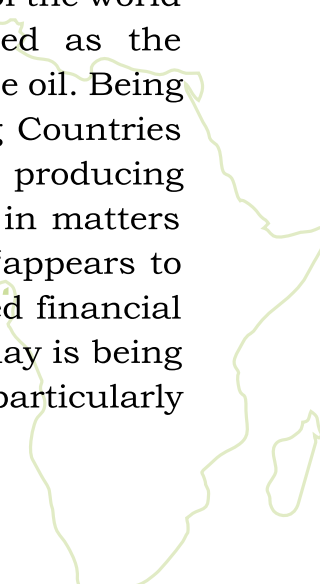
Today, Nigeria is West Africa's biggest producer of petroleum and the 7<sup>th</sup> largest producer in the world. Currently, the crude oil production capacity of the country from the Niger Delta stands at 2.3 million barrels per day. As at 2012, the record shows that there exist over 38 billion barrels of crude oil domiciled beneath the delta despite its exploitation since the 1950s. The fact that there is an abundant reserve of the product yet untapped, coupled with the continued demand for it in the world market, made Nigeria continue her reliance on the sale of the commodity being the revenue and foreign exchange earner (90 per cent) for the country. In the 1970s, Nigeria witnessed an oil boom that brought enormous wealth to the country's coffers but the then government lacked idea as to what to do with it. Rather than strategically invest the oil wealth, it was corruptly squandered. Under the Babangida regime, and with the war in Iraq, oil prices skyrocketed and Nigeria was better off with it as proceeds from the sale of oil in the international oil market was tagged the 'oil windfall'. At the beginning of this decade, oil prices went up to as high as \$147 per barrel, with Nigeria earning a total of N72 trillion between 2009 and 2014 under the Goodluck Jonathan administration alone. In all of these, successive governments in

Nigeria never learnt lessons from the preceding ones on marshalling strategies as to how oil gains can be utilised to the benefit of the teeming masses of the country.

Oil wealth has not translated or transformed the Nigeria society or its people. Rather massive corruption, misplacement of priorities by the various governments and the political elites and bad politics has reigned supreme. Consequently, poverty in its real definition, decay of social infrastructure, an unsavoury if not precarious economy that has kept the masses below an acceptable standard of living etc has defined the Nigerian trajectory. And so, the country is today faced with a plethora of socioeconomic challenges that require a magic wand to overcome. Crisis and conflict and the threat of it pervade the entire nation. The only succour in all of these remains the fact that Nigerians are not only a resilient people but have over the years, built a semblance of a shock absorber manifesting in keeping hope for a better future alive and striving to provide most, if not all their material needs, including those that should be the sole responsibility of the government to provide.

Today, the region that produces the oil wealth has been brazenly neglected in terms of development. The crisis (militancy, kidnapping, pipeline vandalism and bunkering, and general insecurity) that emerged from this neglect was in itself another challenge that rocked the boat of oil exploration and exploitation and consequent decline – in oil exploration and exploitation which fell at some point to below a million barrel a day, as well as the fall in revenue earnings from crude oil sales. The government was held spellbound by the activities of militants until a palliative measure was put in place to pave the way for continued drilling and sale of petroleum products. But whether these measures and the outcome therefrom (revenue earnings), will have the capacity to reverse the negative impacts left behind by the inability of successive government to develop the country, remains the question that will continue to bother the citizenry.

Nigeria is not an island. It exists alongside about 200 countries of the world and operates internationally with what is generally regarded as the international market where the dominant commodity is the crude oil. Being a staunch member of the Organisation of Petroleum Exporting Countries (OPEC), Africa's largest producer of oil and the 6<sup>th</sup> largest oil producing country in the world, Nigeria no doubt, cannot be a pushover in matters relating to oil. Indeed, there are suggestions that the country "appears to have a greater potential for oil and gas", barring the squandered financial earning opportunities of the past. This potential as it stands today is being challenged by the emerging realities of other sources of energy particularly



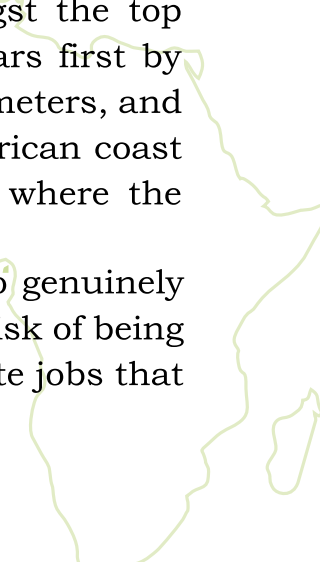
clean or renewable energy, the advent of new technologies manifesting in the manufacture of electric cars- which in the coming years or decades, may dominate the world car market, coupled with the current downturn of oil prices (\$54 per barrel) since 2015.

Recently, Donald Trump had tweeted that ... “the world does not want to see or need higher oil prices, suggesting the American policy thrust on oil price in the world market.” But beyond this, is the reality that America which has been the major buyer of oil from Nigeria and other OPEC countries, has itself now overtaken Saudi Arabia based on its enormous capacity to produce shale oil. All of these have serious consequences for the Nigeria oil market, the revenue earning source which the country is heavily reliant on. On the long run, these consequences will gain more potency, deepen the economic challenges and provide the leeway for the possibility of implosion in the society.

Given the gory picture painted above, Nigeria will find itself in a precarious situation where the energy reserve beneath the earth will lie fallow and worthless. The oil coys whose activities have been antithetical to the corporate and social existence of the country would have made their way out of the Niger Delta since the value of oil internationally would have become unprofitable. And Nigeria will be worse for it particularly if the current attitude towards governance and lack of developmental strategy is not arrested. The Nigerian government as it seems, “has remained helplessly addicted to oil revenue, and rather than innovate or truly revolutionise its economic base, the political elite only seems capable of focusing on areas in which some small amount are already demonstrably available and then increasing taxes in those areas”. This is certainly not enough strategy to take the country to a better future and far less, to make her play an important role in the world economy beyond oil.

Nigeria must as a matter of urgency begin to deploy strategies that will change its fortunes and make it remain in contention when compared with other economies. The country should not angle to be amongst the top economies in the world but it should strive to maintain its oars first by ensuring economic stability beyond oil within its domestic parameters, and therefrom consider expanding its tentacles beyond the West African coast to the rest of Africa and beyond. But this can only happen where the country takes the decision to properly diversify its economy.

Three key reasons can be put forward to why Nigeria needs to genuinely pursue diversification. First, to insulate the economy from the risk of being vulnerable to a single (oil) commodity economy; Second, to create jobs that





can raise the standard of living of an average Nigerian; Third, to prepare for life beyond the oil resource. Thus, diversification has been the subject of numerous plans and initiatives by the government. Nigeria has a large abundance of metals and minerals. It has a bubbling retail sector and a young middle class that is starting to embrace e-commerce. It has a big domestic market for manufactured consumer goods. Nigeria's population demographics are quite favourable with a young population and a growing middle driving the growth in the consumption of consumer goods. With urban population also supportive of continued growth in CPGs as the Nigerian consumer becomes more sophisticated.

Beyond this, the potential for a resurgent non-oil sector exists in Agriculture, Petroleum, Retail and ICT as the sectors with the strongest inter-industry linkages, both backward and forward. Currently, agriculture has been the subject of the President Muhammadu Buhari administration. Investment in inputs and financial assistance has been made to step up the sector- which is generally known to have the capacity to employ labour, produce commodities that can feed into the production chain of industries, etc and the multiplier effects that come along with it. The numerous agricultural programmes must target key export crops that can re-launch the country back to its glory days in the 70s. The transformation of agriculture should be targeted to improve competitiveness in the agriculture sector and reduce reliance on imports. Therefore, inputs such as improved seeds and fertiliser supply, the channelling of more financing to the agriculture sector, encouraging and deploying mechanised implements, and increasing the amount of land under cultivation, will no doubt be key to the transformation in agriculture.

Nigeria will also need to begin to look inward to invest in its petroleum, chemical and non-metallic mineral products. Diversification within the petroleum sector is key to harnessing the linkages to the non-oil economy. This implies investments across the downstream sector to develop petrochemicals, fertilisers, methanol and refining, industries relevant in both industrial and consumer products which Nigeria currently imports. Nigeria as the largest market in Africa offers unique opportunities for investment in the petroleum downstream sub-sector. However, the government needs to create the necessary business environment through price liberalisation and strong independent regulation. In addition, challenges around pipeline infrastructure, technology, supply consistency and capital need to be addressed.



The trade services sector is Nigeria's largest and fastest-growing sector, accounting for 59% of GDP and 58% of employment. Unlike most advanced economies and a few industrialised emerging economies where economic growth has led to a shift from agriculture to manufacturing, structural change in Nigeria has resulted in a shift from agriculture to the services sector. The current retail distribution range from the traditional street trading and open market, to neighbourhood groceries and now westernised shopping malls. The potential of this sector on the back of favourable demographics continues to attract investments by global consumer goods companies and retailers. Consumer spending is the largest driver of the economy and therefore, as incomes rise along with rapid urbanisation, consumption also rises. This could boost economic activities, put more money in circulation.

With a large population of young urban people, however, Nigeria is likely to see accelerated growth of its digital economy. As a market with rising mobile penetration and a negligible fixed broadband infrastructure, Nigeria has the opportunity to leverage mobile technology to generate improved social and economic outcomes across the consumer sector through e-commerce, the financial services sector through mobile banking and mobile insurance and social services through education and healthcare. It is true that internet penetration has greatly improved compared to the early days of the introduction of mobile telecommunication. Projections have shown that by 2023, internet users are expected to reach about 187million. This means government policy in ensuring that ICT infrastructure should be made available in a manner that will improve the user base from the current 95million. This will help in advance online communication and create the potential of a digital economy.

The Nigerian government must work to provide the enabling environment for businesses and by extension economy to thrive. The ease of doing business is a key determinant that encourages or discourages investment in a given country. In the 2016 Ease of Doing Business ranking, Nigeria ranks 169th out of 189 economies surveyed. Rankings dropped across: starting a business, getting electricity and getting credit. All of these indicators are not in favour of Nigeria and hence poses a big challenge to the positive development in the economy – business environment. Also critical to the challenge with the business environment are the issues of corruption, inadequate infrastructure, low skill levels and macroeconomic uncertainty- which all require right policies and legislation that can guarantee a reversal of these challenges. The obvious policy approach is to create an economic and regulatory environment that is unambiguous,

transparent, and conducive for business. This means simplifying complex regulation and processes and eliminating the hurdles that stand in the way of a bigger and more productive private sector.

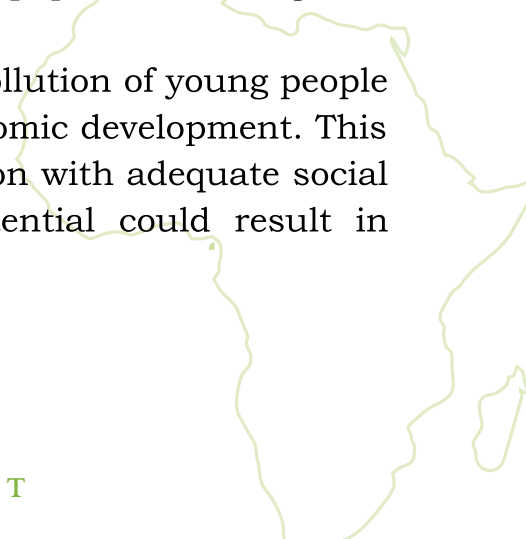
Beyond these, Nigeria needs to focus attention on increasing its tax revenues from non-oil sector to reduce the reliance on oil for financing its spending. The country is a low-taxed economy compared to its peers even Africa and therefore needs to broaden the tax base to include the informal sector while also ensuring improvement in compliance with the tax regulation and payments. No society thrives in a situation where the security to lives and property is not guaranteed. Today, there is no part of this country that can be said to be secured especially with the advent of terrorism, kidnapping and abductions, and all forms of criminality. The security apparatus seems to have been overwhelmed and hence the unending insecurity in the land. The government must take absolute control of this situation by dealing with criminality headlong, address the underlining factors that necessitate the current implosion by taking a determinate step to entrench good governance that is people-centred.

Nigeria can be great again. It only needs to reverse the issues and challenges facing it today and in a more strategic way. This way, it can begin to play its role differently in a post-oil economy.

### **Potentials in the emerging youth bulge in Nigeria**

From time immemorial the youth has remained the paragon and asset of any society. Their strength can be utilised for good (example, productive activities) or bad (example, thuggery). The Nigerian youths are the critical human resource required for the developing modern economy. This is because they are mostly dynamic and energetic with big dreams. In order to harvest their full potential of the youth bulge, there is a need to effectively put a strategic mechanism to maximise their potentials. Nigeria with a projected population of 1,93,392,517 in 2016 according to the National Population Commission (2017) and a youthful population being the majority is yet to explore this resource.

Population theories postulate that an increasing proportion of young people in relation to other age group is a catalyst for economic development. This will only work when an increase in youth population with adequate social and economic investments to harness their potential could result in demographic dividends.



An effective national youth policy as a framework for youth empowerment and involvement in politics is needed urgently to address the failing economy. Sadly, rising youth unemployment and the negative impact of technology have an adverse effect on productivity. Through the internet the youth access all sorts of negative information that are not in favour of development.

Recently the government have devised various strategies to tackle the challenges and attain the benefits of Nigeria's impending youth bulge. The National Policy on Youth development which focuses on the specific areas of need of the youth such as education, information technology, health, capacity building/skill trainings, employment opportunities, etc. Rwanda similarly has prioritised education and Information technology-enabled services as a strategy for youth empowerment and economic development which Nigeria can learn from.

The forthcoming youth bulge in Nigeria offers enormous opportunities for economic development. It can increase productivity and promote innovation. However, to achieve this goal, appropriate measures are needed to address the current challenges facing young peoples in the country. Invest in education, health, job opportunity is therefore essential. Industries such as ICT, sports, entertainment, hospitality, agriculture, mining have the potential to provide economic opportunities while expanding infrastructure. Providing credit, removing institutional and regulatory constraints to promote entrepreneurship are critical. For Nigeria to succeed it must take advantage of the upcoming boom put mechanism in place to ensure that this unique opportunity does not become a demographic catastrophe.



## CHAPTER IV: Centre LSD'S UNIQUE SELLING POINT

### a. ADVOCACY

Centre LSD advocacy approach recognises that Nigeria operates a very complex federal system where the Federal Government plays a decisive role. For instance, the Federal Government has identified exclusive powers in policy issues in 68 of the 98 policy areas. Even in the remaining 30 policy areas, the subnational government tiers (States and Local Government) have no exclusive powers but share it with the Federal Government. In addition, about 52 per cent of public revenues are allocated to the Federal Government in comparison to 27 per cent which goes to 37 states and 21 per cent to 774 Local Government Areas. Our national advocacy is, therefore, bottom-up with active engagement of communities at the local government level but with linkages to the state and the Federal Government.

Our advocacy approach recognises that the problem in Nigeria with regards to policy choices goes beyond the absence of 'best practice', capacity or evidence-based advocacy. There is a dysfunction in the system of public administration with widespread corruption and patronage that makes advocacy to be ignored or ineffective.

However, our long years of experience doing advocacy in Nigeria indicates that there are certain factors which contribute to success including consistency and focus; timing of the advocacy actions; messaging that resonates with the people; identification of champions in all sectors (multi-stakeholder engagement); constructive engagement with government; leadership of the advocacy group; secretariat dynamism; passion, interest and funding.

Our approach to advocacy is therefore deliberately politically smart, pragmatic, flexible and adaptable building on long years of trusted relationship in the public sector. It is characterised by the following:

- Bottom-up with active engagement of communities at the local government level with linkages to the state and federal governments.
- Identification of windows of opportunity from champions of change in government.
- Building external pressure utilising conventional and social media.
- Support to initiatives by government agencies that are in accord with our vision for change.
- In the last 10 years, we have engaged in numerous advocacies on National issues. These include:
  - 1) The Petroleum Industry Bill – FinalPushforPIB
  - 2) Clean-Up of the Niger Delta Now
  - 3) Open Government Partnership - #OGPOpenNigeria
  - 4) Community-Led Total Sanitation



- 5) Environmental Justice in the Niger Delta
- 6) Doing Mining Right- #DoMiningRight
- 7) Budget Transparency

As part of working with forces of positive change, we partner with other organisations who share similar ideology and values with to join forces to drive advocacy on certain key issues of national importance. For example, our partnership with the Justice Reform Team of the Federal Ministry of Justice on the OGP Project led to the amendment and signing of key laws around anti-corruption like the Nigerian Financial Intelligence Unit Act, the CAMA II, proceeds of Crime Act etc. This we achieved by consistent advocacy to the parliament as well as relevant government agencies in order to achieve results. We also played a key role in the advocacy for the clean-up of the Niger Delta leading to the resuscitation of Hydrocarbon Pollution and Remediation Project (HYPREP) as well as pushing for other allied agencies like National Oil Spillage Detection and Response Agency (NOSDRA) to play a more significant role in the process.





## **b. Our Natural Resource Governance Projects**

Centre LSD approach to work in the extractive sectors makes us unique. The Centre methodology is anchored on the increasing determination by the government to reform the natural resource sector to ensure effectiveness and accountability, relying particularly on the Mining Road Map developed by the Ministry of Mines and Steel Development which is firmly rooted on the Economic Recovery and Growth Plan (ERGP). Centre LSD leverages on its existing relationship with the Ministry of Mines and Steel Development and the oil and gas sector, liaise and collaborate with them to drive the project and ensure real-time participation.

The Centre capitalised on the renewed vigour on the development and implementation of the roadmap for the growth and development of the Nigerian mining industry. The roadmap further provided a strategic framework and concrete action plan in developing minerals and steel; improving institutions and governance; improving stakeholder engagement; attracting industry participants and improving ease of doing business in the sector and providing an enabling environment.

The need to have a team to oversee the implementation of the road map became imperative. The Ministry of Mines and Steel Development then inaugurated the Mining Implementation and Strategy Team (MIST) of which the Centre LSD was part of.

One other factor that made us unique in our work was the fact that we plunged into the Africa Mining Vision. The African Mining Vision has the goal of creating a transparent, equitable and optimal exploitation of mineral resources to bring about broad-based sustainable growth and development. The goal is to ensure that Africa's natural resources benefit African peoples.

In line with the African Mining Vision, the Centre then developed the concept of DoMiningRight. The Centre developed twenty principles of DoMiningRight with clear responsibilities of the government, mining companies, mining host communities and civil society organisations. This approach was adopted to increase revenue, promote diversification of the economy, improve the welfare of the people, protect the environment and ensure sustainable development.

Our approach also recognises the place of non-state actors (CSOs) to participate in the reform given that the government signed up to the Open Government Partnership (OGP). The idea was to create a common platform for state and non-state actors (CSOs) to engage in discourse that is anticipated to usher in new and fresh ideas into the governance of natural resources.



As a lead partner, the Centre created a platform for interaction on the issues was created through policy dialogues at the state and national level. In addition, our strategy on advocacy on the legal and regulatory framework that should guide the oil and gas sector – the Petroleum Industry Bill was intensified. We worked with other non-state actors like the Nigerian Natural Resource Governance Group who we identified to be passionate about natural resource governance issues. Capacity building of both State and non-state actors to understand, synergise, advocate and engage the governance and management of natural resources was also mainstreamed in our approach.

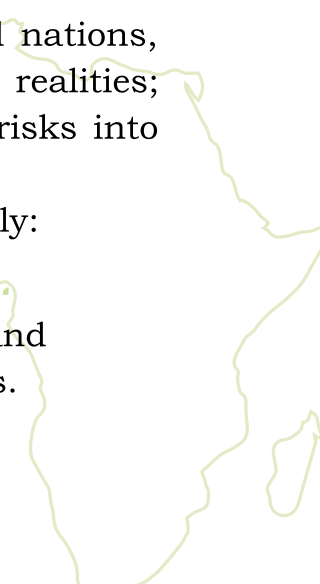
### c. Leadership

Leadership, according to John C. Maxwell, is having a genuine willingness and a true commitment to lead others to achieve a common vision and goals through positive influence. Therefore, the importance of leadership to the success of any organisations or/and nations cannot be overemphasised. Some scholars have pointed out that everything rises and falls on leadership, Centre LSD having realised that there is scarcity of leaders all over the world and standing on the belief that leaders can be trained to become top strategists who will be able to envision the future and help to map out strategies on how to get there established the Centre LSD leadership school in 2009.

The African Centre for Leadership, Strategy & Development (Centre LSD) Leadership School was set up to train leaders by attempting to unravel the complexity of leadership and offering a framework that will help people to become great leaders. The school focuses on both leader development (expanding the capacity of individuals for effective leadership roles and processes) and leadership development (expansion of organisations' capacity to enact basic leadership tasks including setting direction, creating alignment and maintaining commitment. The school is structured to produce leaders who will know how to mobilise others to get extraordinary things done in organisations and nations, and be able to transform values into actions; visions into realities; obstacles into innovations; separateness into solidarity and risks into rewards.

Centre LSD runs three leadership training programmes, namely:

1. Leadership School which runs for one year;
2. Leadership Institute (one week) for middle-level managers and
3. Executive Leadership Course (one week) for chief executives.



Centre LSD has annexes in Effurun-Warri (Delta State), Port Harcourt (Rivers State) and Benin ((Edo State) and have graduated 725 professionals from Centre LSD leadership programmes at the headquarters; 104 in Effurun-Warri and 39 in Port Harcourt. The first inaugural class started in May, 2009 and graduated on 17th April 2010 at the Centre LSD annual leadership lecture. Since then, the Centre has annually graduated students from this school for a whole decade (10 years).

#### **d. Bottom-top Model of Programme/Project Implementation (our Ability To Link Community To State And To The National Level)**

Centre LSD recognises communities as the second most critical unit of society, after families. The importance of these entities informs Centre LSD's bottom-top model in project conceptualisation and implementation. Our approach ensures that the reforms we push for at the state, national, and international levels emanate from the needs of local communities, especially the poor and marginalised ones.

#### **e. A Young/Youth Organisation with Diverse Skills**

A key success attribute of Centre LSD is her ability to identify and nurture young talents. Through her various capacity building programs, internship, and volunteering opportunities, Centre LSD built a vibrant, dynamic and skilful workforce that is able to meet the demands of project conceptualisation, design and execution of the 21st century. Using a team-based structure, staff are able to hone their leadership ability by leading small teams. This has also ensured that the size of the organisation doesn't stifle innovation as teams have the freedom to innovate and champion new approaches in their projects.



## CHAPTER V: WHAT MAKES US THICK

### A brief overview of all stakeholders

The African Centre for Leadership, Strategy and Development (Centre LSD), has an array of stakeholders and they include:

- a) Donor organisations - Centre LSD donor and partners includes the UK Department for International Development (DfID), Christian Aid, United States Agency for International Development (USAID) through Pact Nigeria, Konrad Adenauer Stiftung, Friederich Ebert Stiftung and Canadian International Development Agency (CIDA), Open Society Initiative for West Africa (OSIWA), MacArthur Foundation, Ford Foundation, FOSTER, NNRC, IBP Spark, Malala Fund, United Nations Development Programme (UNDP), UN Women, Cordaid, PLAN and Partnership Initiative in the Niger Delta (PIND).
- b) Government – Centre LSD relates and engages government, particularly in its advocacy work. The Centre often engages the National Assembly, including its relevant committees. The Centre collaborates with key MDAs, including Ministry of Mines and Steel Development (FMMSD), National Orientation Agency (NOA), National Oil Spill Detection and Response Agency (NODSRA), Ministry of Budget and National Planning, etc.
- c) Other civil society organisations – The Centre also works with other civil society organisations, including the Civil Society Legislative Advocacy Centre (CISLAC), Policy and Legal Advocacy Centre Parliamentary Legislative Action (PLAC), African Network for Environment and Economic Justice, HEDA Resource Centre, Community Life project, GATES, Praxis Centre, Partners for Electoral Reforms, Women Empowerment and Reproductive Health Centre, Environmental and Rural Mediation Centre, Value Rebirth and Empowerment Initiative, Neferok Development Initiative, Development Initiative for Community Impact, New Foundation, New Initiative for Social Development, Priest Peace Justice Initiative, BANGOF, Stakeholders Democracy Network, Publish What You Pay, Kebetkache Women Development Centre, JDPC Nnewi, etc.
- d) Communities, Media – The Centre has enjoyed a lot of support from the media, including Nigeria Television Authority, Radio Nigeria, News Agency of Nigeria, Aso Radio, AIT/Raypower FM, Silver Bird Television, TVC, Rave TV, Core TV, Galaxy Television, Vision FM, Greetings FM, VON, Quest TV, Cool FM/Wazobia, Leadership Newspaper, Guardian Newspaper, Business Day, ThisDay

Newspaper, Daily Trust Newspaper, BluePrint and Daily Independent Newspaper.

e) International organisations – CIVICUS World Assembly, On Think Tanks

### **International Advisory Council**

1. Pharm. Joel Omonigho
2. Dr Omano Edigheji
3. Dr John Ojedian
4. Mr John Samuel
5. Mr Brian Kagoro

### **Board Members**



**Comfort Obi**



**Ernest Kemekolom**



**Hauwa Mustapha**



**Kyauta Giwa**







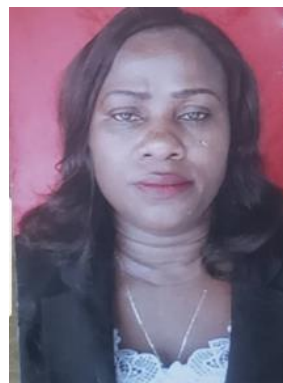
**Otive Igbuzor**



**Pamela Esiri**



**Monday Osasah**



**Ufuoma V. Awhefeada**



### Centre LSD Donors Since Inception (Past & Present)

| S/N | Donor Name   | Period      |
|-----|--|-------------|
| 1   | Action Aid   | 2011        |
| 2   | Catholic Relief Services                                 | 2014-2018   |
| 3   | Christian Aid  | 2013 - date |
| 4   | CIDA   | 2010-2012   |
| 5   | CordAid  | 2016 - date |
| 6   | Ford Foundation  | 2017 - date |
| 7   | OSIWA  | 2017 - 2018 |
| 8   | IBP SPARK  | 2019 - date |
| 9   | Konrad Adenauer Foundation                               | 2010 - date |
| 10  | Macarthur  | 2017 - date |
| 11  | MALALA   | 2019 - date |
| 12  | NACGOND  | 2017 - date |
| 13  | OSIWA  | 2012 - date |
| 14  | PACT   | 2011 - 2013 |
| 15  | PIND   | 2014        |
| 16  | UN Women   | 2019 - date |
| 17  | UNDP   | 2015        |
| 18  | Facility for Oil Sector Transparency and Reform (FOSTER) |             |
| 19  | Nigeria Natural Resource Charter (NNRC)                  | 2017-2019   |
| 20  | UNICEF   | 2018        |

Table 3

### Media Partners

| S/N | ORGANISATION          |
|-----|-----------------------|
| 1   | Radio Nigeria         |
| 2   | Armed Forces Radio    |
| 3   | The Sight Online news |

|    |                      |
|----|----------------------|
| 4  | AIT/Raypower         |
| 5  | SUN Newspaper        |
| 6  | Love FM              |
| 7  | Silverbird TV        |
| 8  | Eko FM/Radio Lagos   |
| 9  | Leadership Newspaper |
| 10 | Newsday online       |
| 11 | Guardian Newspaper   |
| 12 | TVC                  |
| 13 | Galaxy TV            |
| 14 | Quest TV             |
| 15 | Aso Radio            |
| 16 | ThisDay              |
| 17 | Peoples TV           |
| 18 | Daily Trust          |
| 19 | Core TV              |
| 20 | Wazobia/Info         |

Table 4



## CHAPTER VI: CONCLUSION

### OUR CHALLENGES

Our challenge is basically funding institutional development and work beyond Nigeria

### Conclusion

The Centre's strides, stories and successes this decade can be aptly and sufficiently described as nothing but compound effect of strategies, combined with consistency and positive actions. As the Centre matches into the next decade of its operation, the need to consolidate and deepen all that worked with a mix of the content of its latest strategy document cannot be overemphasised. The protocols and values that were laid down will be respected and maintained as they shaped and dictated the modus operandi of the Centre, the performance of its tasks and activities and ultimately the successes and strides that are being celebrated. The decade certainly is one of a steady and slow ride, though not without challenges but the tenacity of purpose, combined with right persons, right strategies and good thinking made all the difference. More partnerships will be explored, and we are confident of brokering support that will help in the resolution of the Centre's major challenge - funding institutional development and work beyond Nigeria.







# A Decade of **EMPOWERING** citizens to transform society



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(Centre LSD)**

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