CENTRE LSD STRATEGY PLAN
2019-2023

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AFRICAN CENTRE FOR LEADERSHIP, STRATEGY AND DEVELOPMENT
(Centre LSD)

Contents

CHAPTER 7

Acknowledgements

The Centre had significant help from the Almighty in actualising first, all that we set out to do in the first strategy document 2013-2017 and in putting this current one together, that will guide the actions and engagements of the Centre from 2019-2023. Indeed, the inspiration from the Almighty has remained overwhelming.

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We appreciate and thank the staff of the Centre who contributed to the birth of this strategy including Monday Osasah, Victoria Udoh, Amodu Lawal, Nwahiri Emmanuella, Frances Igwilo, Nwodo Adaora, Martina Nomsule, Omaojor Ogedoh, Vincent Dania, Uchenna Arisukwu, Essien Nyong, Eucharia Okechukwu, Monday Sandra, Akpore Foster and Felix Kohol for their commitment and support towards the activities of the Centre. We also appreciate the support of Garuba Salihu and Susan Akande in our Kebbi Office. We appreciate them for their support during the validation of the document. We feel blessed by their presence.

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Foreword

The idea and impetus to set up the African Centre for Leadership, Strategy & Development (Centre LSD) was borne out of commitment of over three decades working for the transformation of Africa. The founding and current members of the Board of Trustees (BOT) and International Advisory Council (IAC) 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;
3. Inappropriate development approaches.

The vision of Centre LSD is an African society with strategic leadership and sustainable development and the mission is to work with forces of positive change to empower citizens to transform society.

In the past nine years, the centre has built a reputable organisation that is well known for its integrity and professionalism with specialty in the areas of Leadership, Advocacy, Capacity building, working with government, Livelihood/Social Protection; and Monitoring and Evaluation.

In the first year of operation (2010), we laid the foundation for the takeoff 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 capacity of staff. It also included introduction of the organisation to funding partners and potential partners. In 2011, we focused on 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 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 focus to raise the bar; focus on results; improve communication and documentation; and consolidate our areas of strength. At the end of the first strategic plan in 2017, we have built a reputable organisation with track record and unique selling points.

The events around Africa in the last decade of the operation of the African Centre for Leadership, Strategy & Development have confirmed our diagnostics that the three fundamental challenges to Africa's development are poor leadership, absence of correct strategies and inappropriate development approaches.

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.

We are confident of the future given the solid foundation and the achievements made in the past nine years by the Centre.

Ms. Kyauta Giwa   **Dr Otive Igbuzor**
Chairperson, Board of Trustees   Founding Director
September, 2018   September, 2018

Acronyms

AIDS: Acquired Immune Deficiency Syndrome
AU: African Union
CAC: Corporate Affairs Commission
Centre LSD: African Centre for Leadership, Strategy & Development
CSO: Civil Society Organisations
CPI: Corruption Perception Index
DFIDPATT: Diversity, Feminism, Integrity, Dignity of the human person, Pan-Africanism, Accountability, Transparency, Transformative Change
ED: Executive Director
EU: European Union
FATF: Financial Action Taskforce
GDP: Gross Domestic Product
HQ: Headquarters
HIV: Human Immunodeficiency Virus
ICT: Information and Communications Technology
IMF: International Monetary Fund
IPOB: Indigenous People of Biafra
JAMB: Joint Admission and Matriculation Board
LDCs: Least Developed Countries
MDAs: Ministry, Departments and Agency
M & E: Monitoring and Evaluation
MDG: Millennium Development Goals
MIS: Management information system
NBS: National Bureau of Statistics
NCC: Nigerian Communications Commission
NGO: Non-governmental organisation
OGP: Open Government Partnership
OSSAP: Office of the Senior Special Assistant to the President on MDGs
PEST: Political, economic, socio-cultural and technological
SDGs: Sustainable Development Goals SDGs
TI: Transparency International
UNDP: United Nations Development Programme
UN: United Nations
USAID: United States Agency for International Development

Executive Summary

The African Centre for Leadership, Strategy and Development (Centre LSD) is a non-profit, non-governmental organisation established under Nigerian laws to build strategic leadership for sustainable development in Africa. Since the inception and registration of the Centre with the Corporate Affairs Commission (CAC) in year 2010, Centre LSD has been resolute in the implementation of its leadership, strategy and development programmes. This strategic plan is the second strategic plan since the establishment of the Centre.

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) expired at the end of 2017. Prior to its expiration, a strategic review was done. The overarching philosophy behind the second strategic plan is to carefully delineate a course of action to guide the operations of the Centre for the next five years (2019-2023).

The Centre is reputed for its leadership training, strategy development and its governance work built on Rights Based Approach to programming and catalytic partnership. For ten years, the Centre has continuously trained people from all works of life on leadership. By 2018, we have successfully trained and graduated 10 sets from the leadership school, adding up to a total of about 650 persons.

Centre LSD is happy with its work and contribution to the building of strategic leadership for sustainable development in Africa. Producing leaders who can mobilise others to get extraordinary things done in organisations and nations. Able to transform values into actions; visions into realities; obstacles into innovations; separateness into solidarity and risks into rewards.

Despite these efforts, the push for economic growth in recent decades has led to substantial increases in wealth for large numbers of people across the globe. At the moment, there is evidence that the current social, political and economic systems are exacerbating inequalities, rather than reducing them. The United Nations General Assembly in September 2015 in its quest to mobilise the world towards confronting the many problems facing the people, came up with the Sustainable Development Goals (SDGs).

Nigeria in the last fifty years has been battling with the problems of development despite the huge human, material and natural resources in her possession. The year 2016 went down as one of the toughest and most challenging year for most Nigerians. The challenges experienced by most citizens and business operators in the country in 2016 may not be quickly forgotten. The United Nations Development Programme 2016 Global Human Development Index report, ranked Nigeria low at 152nd out of the 188 countries surveyed. The number of internet users in Nigeria has hit 91.6 million. Nigeria currently ranks third globally in cybercrimes behind the UK and the U.S. About N127 billion was the estimated loss to cybercrime in Nigeria in 2015.

The African Centre for Leadership, Strategy and Development (Centre LSD) is governed by a Management Team headed by the Executive Director. Management decisions are ratified by the Board. Human resource and organisational development is an essential part of this strategy. The staff quality will be improved upon through different socialisation means including training, delegation and attendance of meetings. The Centre will improve on its deployment and utilisation of ICT for development. Centre LSD will upgrade its system to ensure that relevant data is collected from the various sources, processed and sent upward for management decision making. Centre LSD presently has one source of funding, donor funding. Beginning from now, Centre LSD will intensify its fund-raising effort by engaging more aggressively in exploring other alternative funding for NGO. The visibility of the organisation will be enhanced through strategic communication and external relations. The skill of Centre LSD staff shall be

improved upon through hand holding and outright capacity building for documentation.

Centre LSD has a monitoring and evaluation framework which will be adapted to the new strategy. A key step towards the institutionalisation of monitoring and evaluation in Centre LSD is the development of a monitoring and evaluation (M&E) framework for the new strategic plan. Centre LSD will introduce a framework that will ensure that risk management is integral to all aspects of the organisation, to make more efficient use of its resources, increase performance and minimise harm to staff and stakeholders.

Graduation of the 9th Set and the Governor of Set 9, Mr Adekunle Alaba giving the valedictory speech at their graduation ceremony held in Abuja

Chapter

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ABOUT THE STRATEGY

1.1   Background

The African Centre for Leadership, Strategy and Development (Centre LSD) is a non-profit, non-governmental organisation established under Nigerian laws to build strategic leadership for sustainable development in Africa.

The African continent is very rich and diverse. There are abundant human and natural resources in the continent. But the continent has the worst development indices in the world: maternal mortality, infant mortality, literacy rate, HIV/AIDs prevalence, poverty rate, life expectancy etc. More than half of the populations of African people are living in abject poverty. Most countries in sub-Saharan Africa could not achieve the modest Millennium Development Goals (MDGs) adopted by World leaders at the UN Millennium Declaration in 2000. Many African countries continue to suffer food shortages. Some countries are in conflict. We have experienced democratic reversals in some countries with the military coming to power. All of these make the development of Africa a huge challenge. The continent's efforts to grapple with the developmental challenges have been complicated by its colonial history, globalisation, leadership failures and adoption of development approaches that have been proved to be inadequate.

The importance of leadership for the success of organisations and nations cannot be overemphasised. Some scholars have pointed out that everything rises and falls on leadership. Despite this recognition, there is scarcity of leaders all over the world. There is a saying that the world is filled with followers, supervisors and managers but very few leaders. There are four kinds of people in the world: those who watch things happen; those who let things happen; those who ask what happened and those who make things happen. Leaders are those who make things happen. A visionless, insecure and incompetent leadership is a killer of organisation and nations.

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

A dynamic and visionary leadership combined with appropriate strategy process will produce a correct development approach that will lead to the prosperity and development of Africa. Centre LSD is poised to contributing to the transformation of Africa through building dynamic and visionary leadership and proposing appropriate strategies and development approaches.

The major focus of work will be in the giant of Africa –Nigeria but the centre will work across Africa with a Pan-African perspective with partners in all the sub-regions in Africa. The Centres' strategy, programme and actions will focus on Africa with the operations being run from Nigeria partnering with organisations across Africa. Centre LSD is registered with Corporate Affairs Commission as an NGO in Nigeria.

The Purpose of Strategy

The fundamental purpose of strategic planning broadly is to align the mission and the vision of an organisation. Without mission and vision, the plan exists in a vacuum. And organisations that develop plans without considering mission and vision usually fail in their execution. To provide a strategic direction for Centre LSD and the actions to be taken, the plan proposes what needs to be done to the organisation to achieve its mandate and will also provide a monitoring and evaluation framework for measurement of the performance of the Centre.

Since the inception and registration of the Centre with the Corporate Affairs Commission (CAC) in year 2010, Centre LSD has been resolute in the implementation of its leadership, strategy and development programmes. The Centre has been consistent on its leadership training programme namely; leadership school, executive leadership course and leadership Institute. On strategy, the Centre has continued to offer an olive branch to several State governments, MDAs and organisations on strategy development. Its work on development has essentially been around governance including; voice and accountability programmes, extractive, youth, sanitation and hygiene, social protection, gender and women issues.

This 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). 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.

The Process of Development of Strategy

The first Strategic Plan (2013-2017) expired at the end of 2017. Prior to its expiration, a strategic review was done. The review highlighted some issues that should be considered and taken onboard when the second strategy shall be developed including; inability to get multi-year project(s), fundraising largely based on the ED's contacts, M & E framework shows a preponderance of output indicators and the PEST analysis carried out in the first strategy excluded the technological component. A Strategic Plan Committee was subsequently set up with the following as members:

1. Mr. Monday Osasah – Chairman
2. Ms. Victoria Udoh – Secretary
3. Mr. Uchenna Arisukwu – Member
4. Ms. Martina Nomsule – Member
5. Mr. Henri-Paul Eitokpah – Member

6.   Mr. Garba Salihu Abubakar – Member
7.   Ms. Susan Akande – Member
8.   Mr. Foster Akpore – Member

The terms of reference were:

1.   To lead the process of development of the second strategic plan for Centre LSD
2.   To organise retreat for staff at HQ; Northern office and Niger Delta office on the Centre LSD Strategic Plan
3.   To liaise with key stakeholders in the development of the strategic plan
4.   To take into cognizance the midterm review report in the development of the second strategic plan.
5.   To ensure that the new strategic plan is validated before the end of the year. The overarching philosophy behind the second strategic plan is to carefully delineate a course of action to guide the operations of the Centre for the next five years (2019-2023). Staff retreats were held at Centre LSD Headquarter and all its annexes on October 29, 2017 to examine the vision, mission, values, competences, its internal and external environment of operation and a review of its strategic priorities going forward.
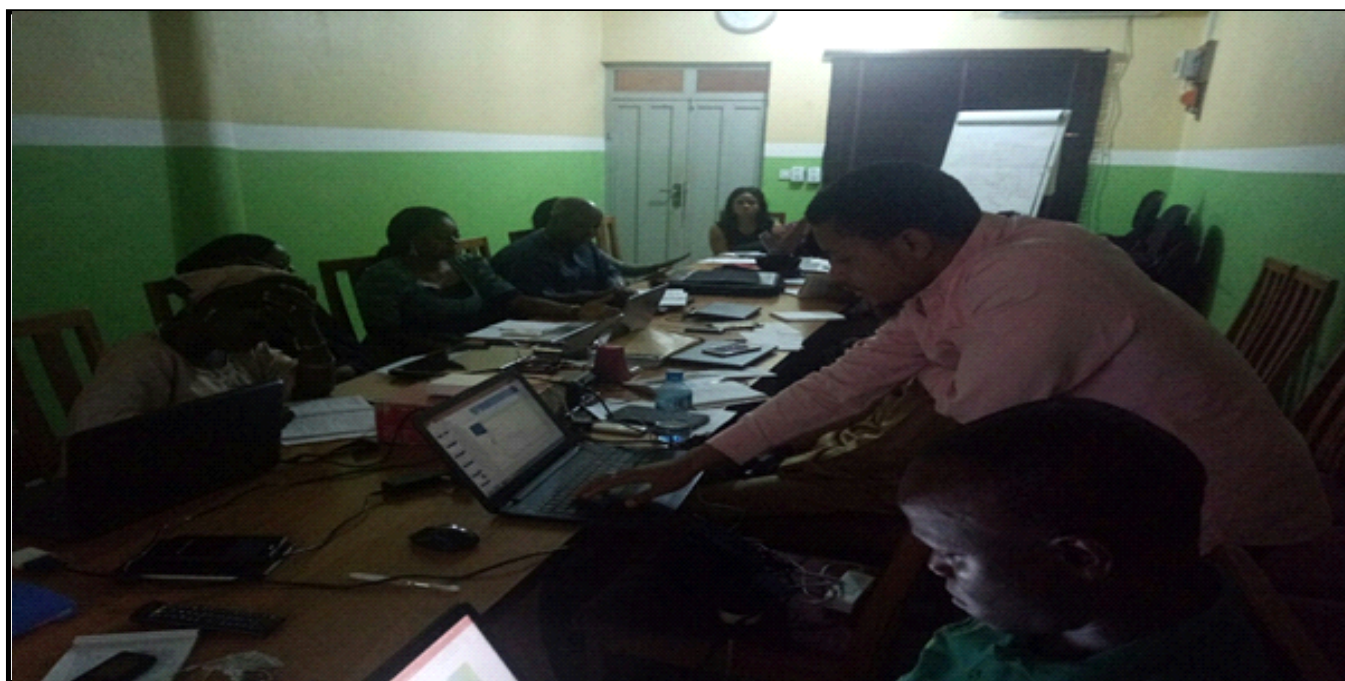
Centre LSD In-house Staff Capacity Building Session

1.2   Our Identity

The African Centre for Leadership, Strategy & Development (Centre LSD), is renowned for leadership (leader and leadership development), capacity building (process of developing and strengthening the skills, instincts, abilities, processes and resources that individuals, organisations and communities need

to survive, adapt, and thrive in the fast-changing world[i]), quality staff, goodwill, professional, humane and connected Executive Director. The Centre also has strong systems and structures, good programming approaches and strong values.

Vision

An African Society with Strategic Leadership and Sustainable Development.

Mission

The mission of Centre LSD is to work with forces of positive change to empower citizens to transform society.

Values

Centre LSD is guided by 8 values, the acronym "DFIDPATT" defined below;

a) **Diversity:** embracing all human beings irrespective of race, religion, sex, disability or HIV/ AIDs status.
b) **Feminism:** promoting the full equality of men and women to opportunities and rights.
c) **Integrity:** by striving to ensure that we match our words with action and that we walk the talk.
d) **Dignity of the human person:** respecting the rights of all persons and according everyone respect without discrimination.
e) **Pan-Africanism:** promoting African unity (of the continent and people), political and economic independence, African perspectives and searching for African solution to African problems.
f) **Accountability:** the willingness to provide information and explanations to stakeholders, donors and statutory organisations.
g) **Transparency:** ensuring that our actions are open.
h) **Transformative change:** acting as change agents to bring about positive political, economic, social and cultural change.

1.3 Our Edge

The African Centre for Leadership, Strategy & Development (Centre LSD) is reputed for its leadership training, strategy development and its governance work built on Rights Based Approach to programming and catalytic partnership. It is known for people-centred programming, excellent execution culture and media relations, staff socialisation, mobilisation and strong lobby and advocacy approaches. The Centre also prides itself as an organisation with reputable Executive Director, quality staff, good management practices, good values, brand name, good systems and structure, good online presence and an organisation running with a tactile strategy.

Looking Back

Centre LSD is happy with its work and contribution to the building of strategic leadership for sustainable development in Africa. Producing leaders who can mobilise others to get extraordinary things done in organisations and nations. Able to transform values into actions; visions into realities;

obstacles into innovations; separateness into solidarity and risks into rewards. The Centre is hopeful that within the not too distant future, exploits of the country's political leadership will draw heavily from learnings from the Centre LSD Leadership School and programming.

Roundtable Meeting with the Federal Ministry of Mines and Steel Development

Advocacy visits on Open Government Partnership (OGP)

Chapter

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THE CONTEXT

2.1   International Context

The push for economic growth in recent decades has led to substantial increases in wealth for large numbers of people across the globe. Despite the huge gains in global economic output, there is evidence that the current social, political and economic systems are exacerbating inequalities, rather than reducing them[ii]. Rising income inequality is the cause of economic and social ills, ranging from low consumption to social and political unrest, and is damaging to our future economic well-being.

Achieving gender equality isn't just a moral issue – it makes economic sense. Equality between men and women in all aspects of life, from access to health and education to political power and earning potential, is fundamental to whether and how societies thrive. Although we are getting closer to gender parity, change isn't happening fast enough. The Global Gender Gap Index 2015 ranks 145 economies according to how well they are leveraging their female talent pool, based on economic, educational, health-based and political indicators. With a decade of data, the Global Gender Gap Report – first published in 2006 – shows that while the world has made progress overall, stubborn inequalities remain[iii].

In 1970, the world's rich countries agreed to give 0.7% of their gross national income as official international development aid, annually. Since that time, billions have certainly been given each year, but rarely have the rich nations met their promised target. For example, the US is often the largest donor in dollar terms but ranks amongst the lowest in terms of meeting the stated 0.7% target[iv]. The Trump administration is yet to elaborate significantly on its policy towards Africa and the top Africa position in the Department of State for African affairs, remains vacant. Africa is the biggest regional recipient of U.S. foreign aid, drawing 32 percent of the total spent in the 2015 fiscal year. U.S. President Donald Trump outlined his economic vision for America with a "skinny budget" proposal in 2017, which envisioned cutting resources for the Department of State and USAID—the U.S. government's main disbursers of foreign aid—by 28 percent, partially to fund a $52 billion increase in military spending[v]. Consequently, there is the fear that cutting U.S. foreign aid to Africa could turn the continent into "a recruiting field for terrorists". It was exacerbated with Donald Trump's threat to withhold "billions" of dollars of US aid from countries which voted in favour of a United Nations resolution rejecting the US president's recognition of Jerusalem as the capital of Israel[vi].

That said, the World faced with the challenge of tackling a new development framework, the

Sustainable Development Goals (SDGs) were set at the September 2015, United Nations General Assembly to mobilise the world towards confronting the many problems facing the people. The new 17 goals for sustainable development are expected to be met by the year 2030. The goals include;

Centre LSD's Meeting on Civic Space

1. End poverty in all its forms everywhere
2. End hunger, achieve food security and improved nutrition and promote sustainable agriculture
3. Ensure healthy lives and promote well-being for all
4. Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all
5. Achieve gender equality and empower all women and girls
6. Ensure access to water and sanitation for all
7. Ensure access to affordable, reliable, sustainable and modern energy for all
8. Promote inclusive and sustainable economic growth, employment and decent work for all
9. Build resilient infrastructure, promote sustainable industrialisation and foster innovation
10. Reduce inequality within and among countries
11. Make cities inclusive, safe, resilient and sustainable
12. Ensure sustainable consumption and production patterns
13. Take urgent action to combat climate change and its impacts
14. Conserve and sustainably use the oceans, seas and marine resources, life below water
15. Sustainably manage forests, combat desertification, halt and reverse land degradation, halt biodiversity loss

16. Promote just, peaceful and inclusive societies
17. Revitalise the global partnerships for sustainable development

The SDGs are a new universal set of goals, targets and indicators that the UN member states (Nigeria inclusive) are expected to use to frame their agenda and political policies over the next 15 years (2015-2030). The National Bureau of Statistics, in collaboration with the Office of the Senior Special Assistant to the President on SDGs (OSSAP-SDGs), collaborated with other stakeholders to establish a baseline for the SDG indicators that are domesticated in Nigeria. The early commencement of this programme was to avoid the challenges faced during the implementation of the MDGs, including the challenges of generating the required baseline data[vii]. The approach also highlights the importance of using data to confirm the progress made in the implementation of the SDGs.

Centre LSD OGP Team with the SSA to the President on Media

2.2 Nigeria Context

Nigeria in the last fifty years has been battling with the problems of development despite the huge human, material and natural resources in her possession[viii]. Corruption is at the root of many of Nigeria's problems and the country is accordingly rated as one of the most corrupt nations in the world. Transparency International (TI), in its current ranking, ranked Nigeria low in its 2017 Corruption Perception Index (CPI). The latest ranking has Nigeria in the 148th position out of 180. The country, according to the CPI, scored 28 out of 100, a figure lower than the average in the Sub-Saharan region. CPI score relates to perceptions of the degree of corruption as experienced by business people and analysts and ranges between 100 (highly clean) and 0 (highly corrupt).

Nigeria's latest placement indicates that the country has not made progress in its fight against graft, despite the effort of the Muhammadu Buhari administration in the fight against the menace. In the 2016 rankings, Nigeria scored 28. In 2015, it scored 26. The year before that, it scored 25. In 2014, the country scored 27 and 25 in 2013[ix]. The level of corruption has tended to widen the level of inequality in the country.

Economic inequality in Nigeria is at extreme levels, despite being the largest economy in Africa. The country has an expanding economy with abundant human capital and the economic potential to lift millions out of poverty. The combined wealth of Nigeria's five richest men – $29.9 billion – could end extreme poverty at a national level yet 5 million face hunger[x]. More than 112 million people are living in poverty in Nigeria, yet the country's richest man would have to spend $1 million a day for 42 years to exhaust his fortune. The amount of money that the richest Nigerian man can earn annually from his wealth is sufficient to lift 2 million people out of poverty for one year.

Women represent between 60 and 79 percent of Nigeria's rural labour force but in terms of access to land, they are five times less likely to own their own land than men. Women are also less likely to have had a decent education. Over three-quarters of the poorest women in Nigeria have never been to school and 94% of them are illiterate.

Nigeria, the largest African oil exporter, has earned an estimated $6 trillion from oil, yet 70 percent of its citizens live in poverty. Kidnapping and violence in the Niger Delta is widespread[xi]. According to Oxfam report 2017, between 1960 and 2005, about $20 trillion was stolen from the treasury by public office holders. This amount is larger than the GDP of United States in 2012 (about $18 trillion). It noted, poverty and inequality in Nigeria are not due to a lack of resources, but to the ill-use, misallocation and misappropriation of such resources. At the root is a culture of corruption combined with a political elite which is out of touch with the daily struggles of average Nigerians. In 2012, Nigeria spent just 6.5 percent of its national budget on education and just 3.5 percent on health (by comparison, Ghana spent 18.5 percent and 12.8 percent respectively in 2015). As a result, 57 million Nigerians lack safe water, over 130 million lack adequate sanitation and the country has more than 10 million children out of school.

One of the Centre's Radio Engagement

Centre LSD Strategy Meeting on Joint CSO position on the 2017 Constitution Review

2.4   Economic Context

The year 2016 went down as one of the toughest and most challenging years for most Nigerians. The challenges experienced by most citizens and business operators in the country in 2016 may not be quickly forgotten. Their effects may even linger for the foreseeable future. This is due to the far-reaching implications of some underlying factors in the macro environment such as the devaluation of the naira, high inflation, amongst others. The shock waves arising from the crude oil price drop and the slide in domestic output were the major factors responsible for the recession. Nevertheless, the weak policy response from the government made macroeconomic conditions worse[xii]. As a result, poverty has risen in Nigeria, with almost 100 million people living on less than a $1 a day. The National Bureau of Statistics said 60.9% of Nigerians in 2010 were living in "absolute poverty" – this figure had risen from 54.7% in 2004. The bureau predicted this rising trend was likely to continue. Nigeria is Africa's biggest oil producer, but the sector has been tainted by accusations of corruption.

No fewer than 112million Nigerians now live below poverty level as global poor hits one billion mark. According to the latest poverty report by the National Bureau of Statistics, NBS, about 112 million Nigerians (representing 67.1 per cent) of the country's total population of 167million live below the poverty line[xiii]. Apparently, Nigeria's rising overpopulation will pose a problem now, rather than in 2030 or 2050. It is estimated that by February 2018, Nigeria will overtake India as the country with the most people in extreme poverty. For context, India has 5 times the population of Nigeria. According to World Bank standards, living in extreme poverty is living on less than $1.90 (N680) per day. People living in extreme poverty are unable to meet even the barest minimal needs for survival. In 2015, the UN set up

the Sustainable Development Goals, and the first of them is to "eradicate extreme poverty for all people everywhere by 2030". However, to achieve this globally, 90 people need to leave poverty every minute to eradicate poverty totally by 2030; and to achieve this in Africa, 57 people have to leave every minute; and in Nigeria, 12 people per minute.

On the average, 9 people are entering extreme poverty every minute, and Nigeria and the Democratic Republic of Congo are both responsible for the 9. And individually, Nigeria has about 7 people going into poverty every minute. For Nigeria, this is due to many reasons, first, population. Nigeria's population is growing faster than its economy[xiv]. Between 1990 and 2013, Nigeria's population increased by 81 percent. And by 2050, according to the UN, Nigeria will be third most populous country in the world. Only behind India and China.

And while poverty is billed to wildly increase in 2018, the IMF projects Nigeria's GDP to rise by only 0.8 percent in 2018, after the 2016 recession slowed down the economy.

Despite its vast resources, Nigeria ranks among the most unequal countries in the world, according to the UN. The poverty in the north is in stark contrast to the more developed southern states.

A recap session in one of our Capacity Building Workshop on DoMiningRight in Taraba State

2.5   Social Context

The United Nations Development Programme 2016 Global Human Development Index report ranked Nigeria low at 152nd out of the 188 countries surveyed. The 2016 Human Development Report focuses on those communities that have been left behind, despite development progress over the last 25 years[xv]. Between 2005 and 2015, Nigeria moved from a human development index of 0.466 to 0.527, an increase of 13.1 per cent. There are suggestions that the country needs to redouble its effort in making

sure that it addresses the factors that were impeding its improvement on the index. Amongst them are the issue of inequality, education, discrimination among women, promotion of social inclusion, accountability and the upholding of human rights.

Nigeria has the highest number of out-of-school children in the world. The figure currently is put at 10.5million of the cumulative 20million out of school children in the world. The new cut off mark of 120 by JAMB signifies nosedive of the quality and standard of education in Nigeria. The situation is worrisome and can affect the country's efforts to meet the sustainable development goals on inclusive education for all if not addressed. As a matter of fact, no nation can achieve economic prosperity without a sound, inclusive and functional education system. The security and stability of the country, to a large extent, depends on its ability to provide functional education to its citizens.

This explains why insecurity is the greatest challenge facing the administration of President Muhammadu Buhari. Since the return to democracy in 1999, traditional security threats such as violent conflicts, militancy, armed robbery and kidnapping have assumed worrisome dimensions in Nigeria. Evolving threats such as insurgency and terrorism have further complicated the situation. The outbreak of violent conflict has become a major source of insecurity in Nigeria[xvi]. It is estimated that Nigeria has "witnessed over 300 violent ethno-religious, communal and political conflicts of varying intensity and magnitude". Clashes between farmers and pastoralists have increased in frequency in recent times, resulting in the death of about 3,732 persons between 1998 and 2014. The spate of violent crimes has become alarming. The escalation of terrorist activities is the gravest security challenge facing Nigeria. Particularly worrisome is the activities of the Boko Haram, which seeks to impose Islamic law in Nigeria. Since stepping up its activities in 2009, the group has killed over 18,000 people and displaced about 1.5 million people. President Buhari has vowed to eliminate the Boko Haram. The extremist group has responded with a series of deadly suicide bombings and attacks on soft targets that have killed over 444 Nigerians in the first 39 days of Buhari's administration. Killings by the Boko Haram since 2009 is largely responsible for Nigeria's decline from 7th of 115 countries in 2012 to 4th of 121 countries in 2014 in the Global Terrorism Index.

Centre LSD's capacity building workshop on DoMiningRight

2.6   Technological Context

The internet is changing the way we live, work, produce and consume. With such extensive reach, digital technologies cannot help but disrupt many of our existing models of business and government. The world is entering the age of the Fourth Industrial Revolution, a technological transformation driven by a ubiquitous and mobile internet. The challenge is to manage this seismic change in a way that promotes the long-term health and stability of the internet.

Within the next decade, it is expected that more than a trillion sensors will be connected to the internet. By 2025, 10% of people are expected to be wearing clothes connected to the internet and the first implantable mobile phone is expected to be sold[xvii]. If almost everything is connected, it will transform how we do business and help us manage resources more efficiently and sustainably.

By the end of this year, 46% of households globally will have internet access at home, up from 44% last year and just 30% five years ago, in 2010. In the developed world, 81.3% of households now have home internet access, compared to 34.1% in the developing world, and just 6.7% in the 48 UN-designated Least Developed Countries (LDCs).

Latest data show that growth in internet use has slowed down, however, posting 6.9% global growth in 2015, after 7.4% growth in 2014. Nonetheless, the number of internet users in developing countries has almost doubled in the past five years (2010-2015)[xviii], with two thirds of all people online now living in the developing world. Fastest growth continues to be seen in mobile broadband, with the number of mobile-broadband subscriptions worldwide having grown more than four-fold in five years, from 0.8 billion in 2010 to an estimated 3.5 billion in 2015. The number of fixed-broadband subscriptions has risen much more slowly, to an estimated 0.8 billion today.

The number of internet users in Nigeria has hit 91.6 million. The Nigerian Communications Commission, NCC, says Nigeria currently ranks third globally in cybercrimes behind the UK and the U.S. About N127 billion was the estimated loss to cybercrime in Nigeria in 2015[xix].

One of our Press Briefings on the Petroleum Industry Bill

2.7   Opportunities in Nigeria

- Challenges of governance in Africa
- Consolidate our grip on the Open Government Partnership (OGP)
- Shrinking civic space
- Network of partners
- Insecurity in Nigeria especially North East
- Rise in civic technology
- Increase in gender-based violence

Chapter

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CENTRE LSD THEMATIC

The African Centre for Leadership, Strategy & Development (Centre LSD) as a leading national NGO and think tank in Nigeria is registered to build strategic leadership for sustainable development in Africa. The Centre as her name suggests, stands on three main pillars of Leadership, Strategy and Development and since inception has carried out its programmes along these thematic. These programmes are implemented through research, capacity building, advocacy and campaigns built on the principles of catalytic partnership and rights-based approach, with youth and women's rights issues as cross cutting, and are mainstreamed in all our programming.

Pillar 1: Leadership

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. Despite this recognition, there is scarcity of leaders all over the world. According to Myles Munroe, the world is filled with followers, supervisors and managers but very few leaders. However, Centre LSD's experience in the last 10 years shows that it is possible to train leaders. It has been proven 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. Additionally, leaders can be trained to manage through people, policies, programmes and principles.

To map out these strategies, Centre LSD set up her Leadership School in 2009. The aim was 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)[xx]. 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.

To this end, the Centre will run her three leadership training progammes 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.

The leadership school runs two batches, that holds every first and third Saturday of every month. 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).

For this strategic period of 2019-2023, the Centre will continue with the running of all her leadership programmes with the finalisation of plan to open more satellite centres in Lagos and Benue. While Effurun and Port Harcourt centres are presently blazing the trail.

Pillar 2: Strategy

Centre LSD has worked extensively on issues of appropriate strategy. It has engaged issues of strategy including national development strategies (National Economic Empowerment and Development Strategy (NEEDS) and Vision 20:2020); sectoral strategies and strategy for the development of the Niger Delta through policy dialogue series, policy briefs and media advocacy. Centre LSD staff have supported several organisations to develop strategy including developing a 4 year strategic plan for the United Nations Development Fund for Women (now UN Women); WaterAid Nigeria Strategy (2011-2015); ActionAid Nigeria Partnership Against Poverty Strategy; National Coalition on Women and AIDS (NAWOCA) 6 year strategic plan (2010-2016) and Ekiti State Development Strategy (2011-2015), Independent National Electoral Commission (20..-20..) and many more.

The Centre within this period will consolidate her plan for the training and building the capacity of both national and international organisations to build their organisational strategic plan, public organisations (MDAs) inclusive.

Pillar 3: Development

Centre LSD implements development programmes across Nigeria from community level and state to national and international levels with the strategy of maintaining local-national-international linkage. The Centre's development programmes are subdivided into two, namely governance and livelihood programmes. They were conceptualised to improve transparency and accountability and increased citizens' participation in governance especially in budget formulation and implementation. The Centre implements projects along these two and they are:

Governance

- Elections: The Centre engages the electoral process with a view to promoting credible, free and fair elections. This is done through providing technical assistance to the Independent National Electoral Commission (INEC) and supporting INEC for a visionary strategy to conduct credible, free and fair elections. In addition, the Centre has been monitoring the electoral process and observes elections since 2010. So far, the centre has observed elections conducted in the states of Anambra, Delta, Kaduna, Ekiti, Osun, and across the country, including the general elections.
- Budget Analysis and Monitoring: The Centre interrogates both sub-national and national budgets with the aim of enhancing citizens' participation in the budgetary process.

- Natural Resource Governance: Centre LSD serves as the secretariat of the Nigeria Resource Governance Group (NRGG), a consortium of 23 organisations and scholars across the six geo-political zones in Nigeria committed to resource and environmental governance. The group was formed to adopt comprehensive, holistic and programmatic approach to dealing with the challenges of resource governance in Nigeria through advocacy, campaigns, capacity building, research, monitoring and evaluation.
- Environment, Oil and Gas: The Centre's environment programme is focused on environmental health and climate change. In addition, the Centre is implementing a project on transparency and accountability in the oil and gas sector in Nigeria to strengthen citizens' voice for accountability and reforms in the Nigeria's oil and gas sector and the clean-up of Ogoni land.
- Policy Analysis, Engagement and Policy Dialogue: Since January 2010, Centre LSD has been organising quarterly policy dialogue series to examine the content of public policies and institutions that formulate and implement them with a view to examining the implementation and impact of the policies. More importantly, the policy dialogue is not only diagnostic of the policy problems but also suggests alternative approaches to dealing with the problems. Issues that have been dealt with include Political Succession, Development Strategy and Management of Public Enterprises. Proceedings from the policy dialogue series have been published into books.
- Constitution review
- Transparency and Accountability
- Research
- Civic space

Livelihood

- Water Sanitation and Hygiene WASH: The strategy is to promote community participation in environmental health through Community Led Total Sanitation (CTLS) and increase community's capacity for adaptation to the vagaries of climate change.
- Girl Child Education
- Conditional cash transfer
- Sustainable development goals

Cross Cutting Themes

- Monitoring and Development: Centre LSD places lots of emphasis on result-based monitoring and evaluation. Centre staff have supported several organisations in the design of result based monitoring and evaluation framework and have conducted evaluation for several organisations including Presidential Amnesty Programme on the Niger Delta; HIV/AIDS response in Malawi; Women's Rights portfolio of the Heinrich Boell Siftung in Nigeria; UN Development Assistance Framework (UNDAF) in Nigeria and States Peer Review Mechanism for all states in Nigeria; DfID Coalitions for Change Project and Monitoring and Evaluation for Kaduna State through the DfID funded SPARC project.
- Gender and Women Right
- Youths
- People living with disability.

CENTRE LSD STRATEGY DIRECTION FROM 2019-2023

THEMATIC AREA	PROJECTS	2019 Y1 H1	H2	2020 Y2 H3	H4	2021 Y3 H5	H6	2022 Y4 H7	H8	2023 Y5 H9	H10	PROSPECTIVE DONORS	GEOGRAPHICAL LOCATION	CENTRE OFFICE RESPONSIBLE
LEADERSHIP	Annual leadership school											*Adenuer	Abuja, and PH	Abuja and Delta offices
	Executive Leadership School											*Participants	Abuja	Abuja
	Young Ambassador for Development												Abuja, Delta and Yola	All Centre LSD Offices
STRATEGY	Capacity building on Strategy plan development for CBOs											*Organisations	National	All Centre LSD Offices
	Strategic Plan development for international organisations											*Organisations	National	All Centre LSD Offices
	Strategic Plan development for national organisations											*Organisations	National	All Centre LSD Offices
Development	Elections monitoring and observation											*UNDP *OSIWA	National	All Centre LSD Offices
	Annual Budget Analysis and Monitoring													
	Natural Resource Governance											OSIWA		Abuja Office
	Environment, Oil and Gas:											CORDAID	Niger Delta	All Centre LSD Offices
	Policy analysis, Engagement and Policy Dialogue											CA CRS	National	All Centre LSD Offices
	Constitution review											UNDP	National	All Centre LSD

Thematic Area	Funder	Level	Office
Open Government Partnership (Transparency and Accountability)	MAF	National	Abuja Office
Research	ALL CLSD FUNDERS	National	All Centre LSD Offices
Civic space	CIVICUS	National	Abuja Office
Water Sanitation and Hygiene WASH	USAID	National	Abuja Office
Girl Child Education in the North East	MALALA	Yola	Norhern Office
Social Investment Project	ACTIONAID	Delta	Delta Office
Conditional cash transfer	CRS	Delta and North	Delta and Northern offices
Sustainable development goals	UNDP, UNMC	National	All Centre LSD Offices

Chapter

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STRATEGIC FOCUS

In line with our contextual analysis, vision and mission, the strategic focus of the African Centre for Leadership, Strategy & Development (Centre LSD) include the following;

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 organisations' 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.

Advocacy Visits on Our OSIWA Project

3.1 Key Actions and Outcomes

Strategic Objective One

Promote ideas, policies and actions that lead to transformative change in Africa.

Key Actions

- Advocacy for participatory and inclusive budgeting.
- Advocacy for transparency and accountability in governance.
- Advocacy for effective natural resource governance in Nigeria.
- Promotion of participatory and inclusive governance in Nigeria.
- Promote and advocate for gender equality and equity in governance.
- Promote free, fair and credible election.
- Promotion of nutritional and livelihood education.

Outcome

- Improved budgetary processes and procedures
- Improved transparency and accountability in governance
- Improved policies and practices in support of the rights of poor and excluded people to resources
- Improved electoral system
- Improved government responsive to citizens' demand
- Improved family level food security.

A cross session of traditional rulers in one of our Policy dialogues

Strategic Objective Two

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).

Key Actions

- Promote leader and leadership development
- Promote strategic thinking and process
- Promote mentoring and coaching
- Promote team building.

Key Outcomes

- Improved capacity for leadership and organisational development
- Improved capacity for organisation
- Improved capacity for strategic thinking
- Improved capacity for execution, mentoring and coaching
- Improved capacity for team work.

2018 class of Centre LSD Executive Leadership Course

Strategic Objective Three

Develop capacity for strategic thinking, formulation, implantation, implementation and evaluation.

Key Actions

- Promote strategy development in organisations.
- Promote session for reflection and strategic thinking in organisations.
- Advocate and promote the institutionalisation of execution culture in organisation.
- Advocate and promote the practice of monitoring and evaluation in organisations.
- Research, documentation and advocacy.

Outcome

- Improved capacity for strategy development.
- Improved skill for execution.
- Improved capacity for monitoring and evaluation.
- Enhanced knowledge on research, documentation and advocacy.

Strategic Objective Four

To collaborate with individuals, organisations, networks, coalitions and movements that will help in achieving the Centre's objectives.

Key Actions

- Join relevant networks, platforms and coalitions
- Initiate new networks and coalitions
- Promote joint advocacy actions

Outcome

- Increased synergy for advocacy on pro-poor issues.
- Increased organised actions in support of rights of poor and excluded people;
- Increased mobilisation of civil society and other stakeholders in support of rights of the poor and excluded people.

Strategic Objective Five

To deploy technology and civic innovation in addressing social problems.

Key Actions

- Leverage on online platforms to reach more persons
- Adopt new tech tools and platforms for modern non-profits
- Maintain active presence on the web

Outcome

- Increased beneficiaries of project activities
- Increased collaboration and uptake of new ideas
- Improved reputation on the world wide web

Chapter

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RESOURCING THE WORK

4.1   Governance and Management

Centre LSD is governed by a management team headed by the Executive Director. Management decisions are ratified by the Board. The Board is the policy making arm of the organisation and it manages, represents and supervises, as may be necessary, to ensure that the Centre fulfils its corporate objectives. The Executive Director also doubles as the Secretary of the Board. The Board meets two times in a year. In 2017 during the last meeting of the Board, four of the members whose tenure has expired were removed and replaced by four new members. The organs of the Centre namely international advisory council, board of trustees and secretariat will be made functional, efficient and effective.

4.2   Human Resource and Organisational Development

Human resource and organisational development are an essential part of this strategy. The staff quality will be improved upon through different socialisation means including training, delegation and attendance of meetings. There will be induction for every new staff, interns and volunteers on the plan and programmes of the Centre, as well as on the system and procedures in the organisation. The values of the organisation will be operationalised to ensure that staff internalise the core values of the organisation. Operationalisation shall commence from the different implantation sessions at the Centre including at the regular Monday morning meetings, annual programme meeting, and monthly programme review meetings.

The staff of the organisation will be trained and made to internalise the three core processes of execution including; people process, strategy process and operations. This is deliberately made so to entrench execution culture. Staff appraisal process will be standardised, and staff will be trained on the virtues of team work, fund raising, Rights Based Approach to programming, project management, advocacy and monitoring and evaluation.

4.3 ICT

The Centre will improve on its deployment and utilisation of ICT for development. The capacity of staff will be continuously built on new approaches to ICT. New media will be given priority and the centre will maintain unlimited online presence.

4.4 Management Information System

Management information system is one of the most important tools in any organisation, which aims to provide reliable, complete, accessible, and understandable information in a timely manner[xxi]. Managers use an MIS to create reports that provide them with a comprehensive overview of all the information they need to make decisions on a day-to-day basis. Centre LSD will upgrade its system to ensure that relevant data is collected from the various sources, processed and sent upward for management decision making. Centre LSD will use the system to meet the information needs of individual staff, communities and other of its stakeholders. This way, Centre LSD uses the MIS to foster collaboration and communication.

4.5 Resource Mobilisation

Resource mobilisation involves securing new and additional resources for the organisation. It also extends to maximising existing resources. This is crucial because finance is the backbone of any organisation. Centre LSD presently has one source of funding – donor funding. Beginning from now, Centre LSD will intensify its fundraising effort by engaging more aggressively in proposal writing. Effort will be made to follow up on already written and submitted proposals and scout for new ones. The Centre will engage in intense mentoring and coaching for its staff on proposal writing and monitoring and evaluation. The goal of fundraising in the strategy period is to build a diversified funding base. Donor mapping will be carried out and strategic relationship will be built with donors. Emphasis will be on multi-year projects to help stabilise personnel and the organisation. The idea of the fundraising drive is to amongst others reduce the challenges of renting an office space and to improve the convenience of staff, and earn respect and prestige for the organisation. The Centre aspires to have presence in the UK and US with a view to tackling developmental issues in Africa at the global stage. Centre LSD alliance with international organisations like the AU, EU, UN and other donor organisations will help fast track development in Africa. Additionally, the aspiration to expand its offices to other states in the North will be given the required attention. Already the Centre has two offices in the North, Kebbi and Yola, the need for Centre LSD to have its own property in the North, cannot be overemphasised considering property procurement realities in the region.

4.6 Communication and Media

The communication strategy of Centre LSD is based on the necessity to provide useful information that will help to build strategic leadership for sustainable development in Africa. Communication between the board of trustees, management and staff will be improved. The visibility of the organisation will be enhanced through strategic communication and external relations. Key programme staff of the Centre will appear and comment on issues regularly in the media including attending talk shows, granting interviews etc. Centre LSD shall also within the time of this strategy, groom and ensure increased staff media engagement and improve its internal and external communications.

4.7   Documentation

The skill of Centre LSD staff shall be improved upon through handholding and outright capacity building for documentation. Staff will be trained on the use of the newly developed dissemination plan for reports and other published material. There will also be nuanced knowledge management through the formalisation of systematic filing, archiving and retrieval of documents. This shall be every staff's responsibility to entrench the process in the organisation.

Policy Dialogue in Taraba on DoMiningRight

OGP Week in Abuja

Chapter

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MONITORING AND EVALUATION OF THE CENTRE LSD'S 2019-2023 STRATEGY PLAN

5.1   Introduction

The Centre already has a monitoring and evaluation framework which will be adapted to the new strategy. The key indicators in the strategic plan will be monitored and evaluated. Management will operationalise the monitoring and evaluation framework through routine data collection, progress monitoring, management review, and annual reviews.

5.2   Monitoring and Evaluation Framework

A key step towards the institutionalisation of monitoring and evaluation in Centre LSD is the development of a monitoring and evaluation (M&E) framework for the new strategic plan. Monitoring and Evaluation are key functions of management. It starts from the strategy process where key indicators are determined to be monitored and evaluated.

The framework used for this strategy highlights the strategic objectives, indicators, means of verification and assumptions.

Management will operationalise the monitoring and evaluation framework through routine data collection, surveys, progress monitoring, management review, stakeholder meetings and annual reviews.

MONITORING AND EVALUATION FRAMEWORK FOR CENTRE LSD 2018-2022 STRATEGIC PLAN

STRATEGIC OBJECTIVES	OBJECTIVE VERIFIABLE INDICATORS	MEANS OF VERIFICATION	RISK/ASSUMPTIONS
Promote ideas, policies and actions that lead to transformative change in Africa.	* Number of researches conducted. * Number of policy documents produced. * Number of Advocacy visits to relevant stakeholders. * Number of stakeholders interacted with. * Number of commitments extracted from stakeholders. * Number of commitments that translated into actions and policies. * Number of policy change Centre LSD initiated, influenced and contributed to, within Africa.	*Centre LSD Publications/Books *Centre LSD Policy Papers. *Annual Advocacy sheets. *Advocacy attendance sheet. *Centre LSD Newsletter/Periodicals. *Centre LSD's result sheet.	*Political stability *Availability of transformative change agents. *Willingness of decision makers to embrace transformative change.
Promote leader development and leadership development.	*Number of persons trained on leadership skills (disaggregated by gender, location, occupation, career level) *Number of beneficiaries that have translated learnings into action. *Number of persons mentored by the Centre (disaggregated by sex, age, location)	*Participants recommendations from their places of work after training at/with the Centre. *Promotions (workplace) received by participants at their workplace after the training. *Trainings replicated by beneficiaries of the Centre. *Training reports *Annual leadership school report.	Centre LSD able to expand to accommodate the number of request and applications for leadership trainings.
Develop capacity for strategic thinking, formulation, implantation, implementation and evaluation	*Number of capacity building programme executive by the Centre. *Number of research and documents initiated by the Centre. * Number of research and documents produced by the Centre. *Number of projects initiated and completed by the Centre. *M&E system established and institutionalised at the Centre and other organisations with the influence of Centre LSD.	*Attendance sheet. *Activity reports *Media reports. *Photographs *Research dissemination records. *TORs and sign out forms for researcher. *Monthly and annual reports of the Centre. End of project reports.	There will be no security threats in the implementation of Centre's projects and programmes.

To collaborate with individuals, organisations, networks, coalitions and movements that will help in achieving the Centre's objectives.	* Centre LSD membership of existing networks, platforms and coalitions. *Number of new networks and coalitions initiated and established/launched by the Centre. *Number of networks, platforms and coalitions led by the Centre LSD. *Number of joint CSOs advocacy actions led, initiated, participated in by the Centre. *Number of organised joint actions by Civil Society and stakeholders because of Centre LSD.	*Meeting reports *MOUs * Joint engagement report *Media report	*Political stability * Availability of funds
To deploy technology and civic innovation in addressing social problems.	*Number of persons benefiting from Centre LSD's project activities virtually *Number of activities migrated to the virtual space. *Number of processes digitalised *Number of unique and returning visitors on Centre LSD's website and online forums *Number of failed hack attempt of the Centre's online platforms	*Testimonials *Web analytics *Subscriptions *Activity Attendance sheets	

Chapter

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RISK MANAGEMENT

6.1   Managing Risk

Responding to risk is one fundamental way the organisation can achieve its objectives. Centre LSD will introduce a framework that will ensure that risk management is integral to all aspects of the organisation, to make more efficient use of its resources, increase performance and minimise harm to staff and stakeholders. This measure shall be taken against the background that some of the identified risks in the old strategy are still present. Centre LSD will make risk management part of every process at every level and a responsibility of every staff.

6.2   Risk Matrix

Risk Identified	Probability	Impact	Mitigating Action
Unavailability of fund	Low	Medium	Rigorous fundraising drive including engagement with donors and proposal writing.
Insecurity in the regions	Medium	High	Carrying out security scan and conflict sensitivity analysis at regular intervals.
Inadequate project in the regions	Medium	Medium	Proposal writing.
Decline in the quality of leadership school	Low	Low	Maintaining standard through the engagement of quality resource persons.
Non-aggressive fundraising strategy	Medium	Medium	Adoption of more informal and calculated approaches to fundraising.

The probable exit of the founding ED of the Centre	Medium	High	Strong succession plan and mentoring.
Poor social relationship with funders	Medium	High	Improved visit and social relations with funders.
Non-adherence to funders' policies and timelines	Medium	High	Strict observance and adherence to funders' policies and timelines.
Poor project delivery	Medium	High	Improved project management and embrace of execution culture.

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