



**AFRICAN CENTRE FOR LEADERSHIP,
STRATEGY & DEVELOPMENT**

(Centre LSD)

Centre LSD Strategy Plan

2024 - 2028



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ACKNOWLEDGEMENTS

A well-crafted organizational Strategy Plan (SP) is always the output of a collective effort. This one is no exception.

Overall, we acknowledge the wisdom that the Almighty God imbued in us to develop this plan; the Holy Muse was the invincible factor that provided the inspiration.

Significant contributions were made by the Centre LSD Staff, both at Strategy brainstorming sessions and in the writing of various sections of the Plan.

We extend our gratitude to our esteemed Board of Trustees members who participated in the Strategy Development Retreat and subsequent Validation meetings. Your unwavering commitment to ensuring we craft the best document was remarkable.

A special acknowledgement goes out to our diverse Stakeholders who contributed at various stages of the Plan's development. Some of you took the time to participate in the Strategy Plan Validation workshop held on January 31st, 2024. Your continued collaboration, partnership, and support are deeply appreciated.

We recognize the invaluable role of Mr. Abdulrauf Aliyu, a renowned organizational development consultant and strategist. His facilitation of our Strategy Plan Development Retreat provided a solid foundation in reframing, rethinking, and refining our vision aspiration and how to refocus our work for the next five years.

Our Founding Executive Director, Dr. Otive Igbuzor, was a pillar of support at various stages of the Plan Development. We benefitted immensely from his years of experience in developing organizational Plans.

Monday Osasah FSM

Executive Director

FOREWORD

The African Centre for Leadership, Strategy & Development (Centre LSD) is a nonprofit, nongovernmental organization established in 2010 to build strategic leadership for sustainable development in Africa (See www.centrelsd.org). The Centre was formally registered with the Corporate Affairs Commission on January 17, 2010, with registration number CAC/IT/No. 36563. Over the course of its thirteen years of existence, the Centre has evolved to become a leading national non-governmental organization (NGO) and think tank in Nigeria.

In today's dynamic and rapidly evolving global landscape, the imperative for strategic vision and direction cannot be overstated. Joel Ross & Michael Kami's poignant analogy aptly captures the essence of this truth: **"Without a Strategy, the organization is like a ship without a rudder."** It is against this backdrop that Centre LSD proudly presents its meticulously crafted Strategy Plan (2024-2028), a roadmap designed to navigate the complexities of the coming years and seize the myriad opportunities that lie ahead.

This Strategy Plan serves as a testament to Centre LSD's unwavering commitment to excellence and innovation. It represents the culmination of extensive deliberation, analysis, and collaboration, drawing upon the collective wisdom and expertise of our dedicated team, esteemed partners, and stakeholders. By meticulously examining both the external landscape and our internal capabilities, we have crafted a strategic framework that not only addresses the challenges of today but also lays the foundation for a future characterized by resilience, adaptability, and sustainable success.

As we embark on this transformative journey, it is essential to reflect on Centre LSD's remarkable evolution over the past thirteen years. From its humble beginnings to its current stature as a leading national NGO and think tank, Centre LSD has continually demonstrated the power of vision, perseverance, and collective action. The successive iterations of our Strategy Plans, spanning from 2013 to 2017 and from 2019 to 2023, bear testament to our unwavering commitment to strategic foresight and proactive planning.

In the years ahead, the Board of Trustees will continue to play a pivotal role in providing governance oversight and strategic guidance to the Management team. Their steadfast commitment to excellence and integrity ensures that Centre LSD remains steadfast in its mission to effect positive change and drive sustainable development across Africa.

As we embark on the implementation of this Strategy Plan, we recognize that success will require not only vision and ambition but also diligence, collaboration, and adaptability. By skillfully executing the strategies outlined within this plan, Centre LSD will continue to serve as a catalyst for progress, empowering individuals, and communities to realize their full potential and create a future of prosperity and opportunity for all. Together, we will chart a course towards a brighter tomorrow, guided by our shared values of Diversity, integrity, feminism, dignity of the human person, pan-Africanism, accountability, transparency, and transformative change.

I extend my heartfelt gratitude to all those who have contributed to the development of this Strategy Plan. Your dedication, expertise, and unwavering support have been instrumental in shaping Centre LSD's vision for the future. Together, we will build an Africa society where sustainable development is not just a lofty ideal but a tangible reality for generations to come.

Kyauta Giwa

Chair, Board of Trustees

February 2024.

ABBREVIATIONS

Acronym/ Meaning

AEPB	Abuja Environmental Protection Board
AMAC	Abuja Municipal Area Council
ATR	African Traditional Religion
BOT	Board of Trustees
BMOs	Business Membership Organizations
CBMC	Centre-Based Management Committee
CSOs	Civil Society Organizations
CDA	Community Development Agreement
COMEN	Community Empowerment Network
C-CAGE	Community Led Collective Action for Girl-Child Education
CAC	Corporate Affairs Commission
EFCC	Economic and Financial Crimes Commission
ERGP	Economic Recovery and Growth Plan
EAC	Educate A Child
FCT-IRS	Federal Capital Territory Inland Revenue Service
JADOC	Journalists Against the Delay of Ogoni Clean-Up
FMoJ	Federal Ministry of Justice
GBV	Gender-Based Violence
GESI	Gender Equality and Social Inclusion
GDP	Gross Domestic Product
HPs	Harmful Practices
ISMNC	Institute of Strategy Management of Nigeria Chartered
IAC	International Advisory Council
KAS	Konrad Adenauer Stiftung
MTEF	Medium-Term Expenditure Framework
MITEI	Media Initiative on Transparency in Extractive Industries
MDGs	Millenium Development Goals

MDAs	Ministries, Departments and Agencies
NBS	National Bureau of Statistics
MMSD	Ministry of Mines and Steel Development
NEEDS	National Economic Empowerment Development Strategy
NOSDRA	National Oil Spill Detection and Regulatory Agency
NOA	National Orientation Agency
NoML	Network of Men Leaders
NFIU	Nigerian Financial Intelligence Unit
NITDA	National Information Technology Development Agency
NHF	National Housing Fund
NGO	Non-Governmental Organization
OGP	Open Government Partnership
PWDs	Persons with Disabilities
PACAC	Presidential Advisory Committee Against Corruption
SBMC	School-Based Management Committee
SRHR	Sexual and Reproductive Health and Rights
SMEs	Small & Medium Enterprises
SAP	State Action Plan
SP	Strategic Partners
SRMA	Strategic Resource Mobilization Architecture
SWOT	Strengths, Weaknesses, Opportunities and Threats
SDGs	Sustainable Development Goals
TOR	Terms of Reference
TI	Transparency International (TI)
USP	Unique Selling Point (USP)
VAWG	Violence Against Women and Girls
WASH	Water Sanitation and Hygiene
DMO	Debt Management Office
NSITF	Nigeria Social Insurance Trust Fund

NHIS	National Health Insurance Scheme
SCUML	Special Control Unit Against Money Laundering
PENCOM	Pension Commission
FRCN	Financial Reporting Council of Nigeria
Centre LSD	African Centre for Leadership, Strategy & Development
SCALE	Strengthening Civic Advocacy and Local Engagement
SERVICOM	Service Compact
UNEP	United Nations Environment Programme

EXECUTIVE SUMMARY

The African Centre for Leadership, Strategy & Development (Centre LSD) is a non-profit, non-governmental organization established in 2010 to build strategic leadership for sustainable development in Africa (See 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 objectives of the Centre include among other things to promote ideas, policies and actions that lead to transformative change in Africa; to promote leader development (expanding capacity of individuals for effective leadership roles and processes) and leadership development (expansion of organization's capacity to enact basic leadership tasks including setting direction, creating alignment and maintaining commitment); develop capacity for strategic thinking, formulation, implantation, implementation, and evaluation; deploy technology and civic innovation in addressing social problems and collaborate with Governments, individuals, organizations, Institutions, networks, coalitions, and movements that will contribute to its achieving the Centre's objectives.

The vision of the Centre is an African Society with Strategic Leadership and Sustainable Development. The mission of Centre LSD is to work with forces of positive change to empower citizens to transform society. The Centre is guided by the values of Diversity, Feminism, Integrity, Dignity of the Human Person, Pan Africanism, Accountability, Transparency and Transformative Change.

Centre LSD has a niche in providing strategic leadership, strategic management (including certification), and advancing a people centered development approaches with a clear identity and edge in Natural Resource Governance, Open Governance, male engagement for reduction of gender-based violence, and policy advocacy. It also has strong convening power, adept at uniting stakeholders from various sectors, and remains an authority in organizational development. The theory of change is anchored on the fact that if Centre LSD builds the capacity of citizens on leadership and Strategic Management, establishes local, national, and international linkages, mobilizes, and empowers stakeholders to participate and deepen engagements on national and regional developments, with a clear mechanism to ensure even distribution of opportunities and access to resources in existence, then this will lead to a people-centered development and transformed society.

The aim of this strategy plan is to establish a strategic trajectory for Centre LSD, positioning the Centre to harness opportunities and devising a playbook for successful engagements from 2024-2028. The strategy plan outlines Centre LSD's

agenda for the next five years, delineating the path towards fulfilling its mandate, while also furnishing a structured framework for monitoring and evaluating its performance. The process of developing the strategy plan was participatory involving management and all staff, Board of Trustees, and external stakeholders.

All over the world, the role of leadership in determining the success or failure of countries and organization's is well recognized. Meanwhile, the challenge of eradicating poverty and human misery and ensuring sustainable development is a major challenge. In spite of the launch of Millenium Development Goals (MDGs) in 2000 and Sustainable Development Goals (SDGs) in 2015, about 628 million people continue to live in extreme poverty.

The 54 countries in Africa continue to grapple with the challenges of governance, conflict, economic growth, and political stability. Regional organizations like the African Union and subregional organizations like the Economic Community of West African States (ECOWAS) continue to address these challenges. The youth bulge in Africa with median age of 19 years presents both opportunities and challenges for development. Provision of education and health remain huge challenges.

Nigeria, the most populous country in Africa continues to grapple with challenges of electoral process, insecurity, sluggish economic growth, poor development indices and negative dimension of technology such as identity theft, terrorism, cyber security, and fake identity.

Centre LSD was established in 2010 to address the challenges of leadership failure, inappropriate strategies, and wrong development approaches in Africa. Since its establishment, the Centre has achieved remarkable milestones including graduating 2,165 students from its leadership schools; accreditation to train and certify Strategic Leaders; building the capacity of Civil Society Organizations (CSO) leaders; observing elections; engaging in budget work and advocacy; promoting accountable natural resources governance through #DoMiningRight; advocating against the constriction of the civic space; promoting Open Government Partnership (OGP); voice and accountability of the citizens; participatory constitution making and constitutionalism; clean-up of the Niger Delta; improved livelihood, education and health; gender justice and Water, Sanitation and Hygiene (WASH).

The Centre has built reputation over the years becoming a leading NGO with diverse staff and a track record of achievements with proven unique selling point. This strategic plan is therefore hinged on **strategic planning leveraging our unique selling point and competitive advantages for quantum resource mobilization for sustainable success**. The strategic objectives for the next five years (2024-2028) are to promote leader development and leadership development in Africa; develop capacity for strategy analysis, strategic management and engagement with

global, regional and national development strategies; promote just, transparent, accountable, inclusive and active citizen engagement in governance across Africa; promote a clean and healthy environment and mitigate the challenges of climate change; improve peoples standard of living through human capital development and poverty eradication and reposition Centre LSD as the leading organization for building strategic leadership and sustainable development in Africa.

The organization will be repositioned to implement the strategy plan. The Board of Trustees and Governing Council will continue to provide strategic leadership and policy direction for the work of the organization and implementation of the strategy plan. Human resources and organizational development will be given priority during the strategy period. Staff capacity will be enhanced through continuous training, experience, delegation, attendance of meetings, coaching and mentoring. Staff welfare will be prioritized. Inter-departmental synergy and co-ordination will be strengthened. A Management Information System (MIS) will be put in place. Documentation Management will be improved. Resource mobilization will be prioritized with a target of \$9 million USD in the next five years. The Centre will expand its activities to other regions of the African continent. Internal and external communication will be improved.

One of the critical components of the strategy plan is the section on Monitoring, Evaluation and Learning, which provides the framework for tracking and assessing the results and progress of the organization throughout the implementation of the Strategy plan, using the indicators, targets, and the means of verification in the plan. There is also a risk management matrix indicating the type of risk, likelihood of occurrences and mitigating strategies for addressing the risk.



CHAPTER ONE: INTRODUCTION

1.1 Background

The African Centre for Leadership, Strategy & Development (Centre LSD) is a non-profit, non-governmental organization established in 2010 to build strategic leadership for sustainable development in Africa (See 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 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. From their cumulative experiences, it was clear that the challenges constraining Africa's development can be located in three areas including the absence of a dynamic, strategic and visionary leadership; ineffective strategies; and inappropriate development approaches.

Africa is very rich and diverse with abundant human and natural resources. But the continent has the worst development indices in the world: maternal mortality, infant mortality, literacy rate, diseases, poverty rate, life expectancy etc. More than half of the populations of African people are living in abject poverty. Many African countries continue to suffer food shortages. Some countries are in conflict. There are issues of 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, globalization, leadership failures and adoption of development approaches that have been proved to be inadequate.

All of these highlight the primacy of leadership and strategy in addressing these developmental challenges. A dynamic and visionary leadership combined with an appropriate strategy execution will lead to prosperity and sustainable development of Africa. As a result, the Centre interrogates development from the prism of leadership and strategy. The major focus of its work is on Africa.

The Objectives of African Centre for Leadership, Strategy & Development (Centre LSD) are:

- a) Promote ideas, policies and actions that lead to transformative change in Africa.
- b) Promote leader development (expanding capacity of individuals for

effective leadership roles and processes) and leadership development (expansion of organization's capacity to enact basic leadership tasks including setting direction, creating alignment and maintaining commitment.

- c) Develop capacity for strategic thinking, formulation, implantation, implementation, and evaluation.
- d) To deploy Technology and Civic innovation in addressing social problems.
- e) To collaborate with Governments, individuals, organizations, Institutions, networks, coalitions, and movements that will contribute to its achieving the Centre's objectives.

1.2 Vision

An African Society with Strategic Leadership and Sustainable Development.

1.3 Mission

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

1.4 Values

Centre LSD is guided by Eight (8) values, the acronym “**DFIDPATT**” defined below.

- a) **Diversity:** embracing all human beings irrespective of race, religion, sex or disability 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 to 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 organizations.
- g) **Transparency:** ensuring that our actions are open and verifiable.
- h) **Transformative Change:** acting as catalytic change agents to bring about positive political, economic, social and cultural changes.

1.5 Our Identity

Centre LSD is renowned for leadership (leader and leadership development), strategy (strategic management and certification), and sustainable development. Over the years Centre LSD has built expertise in capacity building - process of developing and strengthening skills, instincts, abilities, processes, and resources that individuals, organizations, and communities need to survive, adapt, and thrive in a fast-changing world. Further, the Centre has quality professional staff, strong systems and structures, good programming approaches, strong values, credible reputation, and goodwill.

1.6 Our Competitive Edge

Centre LSD has a niche in providing strategic leadership, strategic management (including certification), and advancing a people centered development approaches with a clear identity and edge in Natural Resource Governance, Open Governance, male engagement for reduction of gender-based violence, and policy advocacy. It also has strong convening power, is adept at uniting stakeholders from various sectors, and remains an authority in organizational development.

1.7 Our Theory of Change (TOC)

If Centre LSD builds the capacity of citizens on leadership and Strategic Management, establishes local, national, and international linkages, mobilizes, and empowers stakeholders to participate and deepen engagements on national and regional developments, with a clear mechanism to ensure even distribution of opportunities and access to resources in existence, then this will lead to a people-centered development and transformed society.

1.8 Purpose of Strategy

The aim of this strategy plan is to establish a strategic trajectory for Centre LSD, positioning the Centre to harness opportunities and devising a playbook for successful engagements. The strategy plan outlines Centre LSD's agenda for the next five years, delineating the path towards fulfilling its mandate, while also furnishing a structured framework for monitoring and evaluating its performance.

Since its inception and subsequent registration with the Corporate Affairs Commission (CAC) in the year 2010, Centre LSD has remained steadfast in the implementation of its Leadership, Strategy, and Development Programmes. Notably, the Centre has exhibited unwavering dedication to its leadership training programs, including the Leadership School, leadership programming, and strategic

leadership training (youth leadership, women's leadership, ecclesiastical leadership, political leadership, SME leadership, humanitarian leadership and educational leadership).

In the realm of strategy, the Centre has consistently deepened its engagement, providing invaluable training in strategic management and support to organizations in crafting winning strategies. It has developed a bespoke Strategy Plan development template accompanied with complementary training modules that various organizations have used in developing their unique organizational strategy plan. With accreditation from the Institute of Strategic Management of Nigeria Chartered, the Centre has been instrumental in training and certifying numerous individuals in strategic management. Through its consulting unit, it has also expanded this training into the African continent with five organized strategic management retreats, two in Johannesburg South Africa and three in Kigali, Rwanda.

Meanwhile, the Centre's development efforts remain unwavering, advocating for just, transparent, accountable, and inclusive governance through a variety of programs ranging from voice and accountability initiatives to addressing concerns in the extractive ecosystem, youth empowerment, sanitation and hygiene, social protection, and gender equality.

This strategy plan marks the Centre's third iteration since its establishment. The leadership and management of Centre LSD have identified the imperative for a strategy plan to serve as the bedrock and compass for its actions. This plan is meticulously crafted, considering both the external and internal environments within which Centre LSD operates. Additionally, it entails a thorough analysis of the organization's strengths, weaknesses, opportunities, and threats.

1.9 Strategy Development Process

In its thirteen (13) years of existence, the Centre has implemented two Strategy Plans. The first was for the period 2013-2017. The second was from 2019 – 2023. The second plan envisaged a midterm review which was conducted on 28th & 29th of July 2021 in Abuja. This review highlighted some gaps that were attended to in the few years preceding the expiration of the document. A Centre LSD Strategy Plan Development Committee was set up on 10th January 2023 with the following as members:

- a) Monday Osasah - Chairman
- b) Itia Otabor - Secretary

- c) Emenike Umesi – Member
- d) Victoria Udoh – Member
- e) Martina Nomsule – Member
- f) Vincent Dania – Member
- g) Lawal Amodu – Member
- h) Praise Ocheikwu – Member

The terms of reference were:

- i. Lead the process of the development of the Centre LSD 3rd Strategy Plan.
- ii. Organize a retreat for the development process to give ample time for discussion.
- iii. Take into cognizance the issues thrown up during the midterm review of the current plan 2019 - 2023.
- iv. Liaise with key stakeholders in the plan's development, including organizing a validation session in the last quarter of the year 2023.
- v. Get an external Consultant to facilitate the sessions.



Staff members at the Strategy Plan (2019-2023) midterm review workshop

The Committee crafted its operational workplan and engaged an external consultant to facilitate the Board & Staff strategy plan development retreat. This held from 13th to 14th July 2023 in Keffi, Nasarawa State. The retreat was organized amongst others to reflect on the environment of operations, assess the organization, identify the gaps, and identify what “winning” means for the organization. The draft strategy was produced by the Strategy Plan Development Committee and subjected to an intense staff reflection exercise held on Thursday 24th & Friday 25th August 2023 in Abuja. This enhanced draft was then reviewed and validated by staff at its annual 2024 programme meeting on Wednesday 10th January 2024. The draft was sent to the Board of Trustees for review. An enlarged stakeholders' validation meeting was held on Wednesday 31st January 2024 and was attended by the Centre LSD board members, staff, development partners and peer organizations.



Cross-section of participants at the SP Stakeholders Validation Meeting



CHAPTER TWO: CONTEXTUAL ANALYSIS:

2.1 INTERNATIONAL CONTEXT

The absence of a dynamic, strategic, and visionary leadership, lack of appropriate strategy and inappropriate development approaches are major challenges for the world and particularly the African continent.

The near absence in the world of effective and transformational leadership can be considered as one of the major drivers of developmental challenges in the world. Particularly, the leadership recruitment process in most countries is fraught with a lot of concerns, which may be traced to the various setbacks.

The system is such that it foists unqualified leaders on the citizenry. There is a truism that the progress a nation, state and country can make is dependent on the quality of its political leadership. But where the electioneering process that throws up leaders is characterized with irregularities; the beneficiary of that process can never be relied on to deliver good governance to the people.

Election where capacity to win is not based on antecedent and capacity to deliver, but on the ability to outrig one's opponent by any means possible, cannot in any way deliver development. This situation unleashes a culture of impunity, inefficiency, and ineffectiveness in the implementation of government policies, programmes and projects. Contracts for the execution of government projects are given based on party patronage and not based on meeting the skills and or eligibility criteria. The result is usually shoddy execution of government contracts.

The Role of Leadership

The leadership of any organization or country determines its success or failure. It is the process of providing guidance to followers- the art of influencing human behaviour to strive willingly for mutually compatible objectives. John C. Maxwell postulates that "*A leader is one who knows the way, goes the way, and shows the way*". The Core Leadership responsibilities include achieving the task, building and maintaining the group and developing the individual. In any organization or country, it is the leadership that mobilizes people to get things done. The bridging of the gap created by these challenges is a major thrust of our programming.

Poverty Eradication

The challenge of eradicating poverty and human misery and ensuring sustainable development is a major challenge in the world today. Historically, the global community has been interested in promoting empowerment of citizens and promoting development.

In September 2000, the United Nations Millennium Declaration was adopted committing countries both rich and poor to do all they can to eradicate poverty, promote human dignity and equality and achieve peace, democracy, and environmental stability.

This led to the adoption of the eight millennium development goals (MDGs) with targets to eradicate poverty, achieve universal primary education, promote gender equality, reduce child mortality, improve maternal health, combat HIV, malaria, and other diseases, ensure environmental sustainability and develop a global partnership for development.

As at the end date of 2015, there was a lot of progress, according to data from the World Bank 702million people were still living below the poverty line of \$1.25 per day and denied a life of dignity with rising inequality within and among countries. In September 2015, the Sustainable Development Goals (SDGs) was adopted to replace and complete the unfinished business of the MDGs.

SDGs Intervention

The Sustainable Development Goals (SDGs) proposes a new global partnership requiring people, countries, and participants in the global partnerships to play specific roles to achieve the SDGs. The SDGs is a resolve to between 2015 and 2030 end poverty and hunger everywhere, to combat inequalities within and among countries; to build peaceful, just and inclusive societies; to protect human rights and promote gender equality and the empowerment of women and girls; and to ensure the lasting protection of the planet and its natural resources.

It is also a resolve to create conditions for sustainable, inclusive and sustained economic growth, shared prosperity and decent work for all, taking into account different levels of national development and capacities.

The challenge of poverty and human misery is a global one and has attracted the attention of development theorists and practitioners over time. Estimates for 2022 indicate that poverty rates have likely returned to 2019 levels, with about 682 million people (8.5% of the world population) living in extreme poverty struggling to survive on less than \$1.90 a day. This goes with hunger, lack of access to quality healthcare, education, clean water, hygiene, and electricity. Despite efforts by governments, international development partners, civil society organizations and Philanthropists over the years, poverty has persisted amid plenty.

2.2 REGIONAL CONTEXT

Africa comprises 54 countries, each with its own political landscape, governance structures, and challenges. Political stability varies across the continent, with some regions experiencing ongoing conflicts and others enjoying relative peace and stability.

The emergence of regional blocs such as the African Union (AU) and the Economic Community of West African States (ECOWAS) presents opportunities for collaboration and regional integration. Africa is home to some of the world's fastest-growing economies, fueled by natural resources, a young and growing population, and increasing foreign investment. However, challenges such as poverty, unemployment, income inequality, and infrastructure deficits persist in many parts of the continent.

The rise of entrepreneurship and innovation hubs in cities like Nairobi, Lagos, and Cape Town underscores the potential for economic development and diversification. Africa's population is characterized by its youthfulness, with a median age of around 19 years, presenting both opportunities and challenges for development. Education and healthcare remain key priorities for many African countries, with efforts underway to improve access and quality. Cultural diversity is a hallmark of Africa, with a rich tapestry of languages, traditions, and belief systems shaping social dynamics across the Continent.

The proliferation of mobile technology has transformed communication, commerce, and access to information in Africa, even in remote areas. However, the digital divide remains a significant challenge, with disparities in internet access and digital literacy between urban and rural areas and among different socioeconomic groups. Initiatives such as the Smart Africa Alliance aim to harness technology for socioeconomic development and digital transformation across the continent.

Africa is vulnerable to the impacts of climate change, including droughts, floods, and desertification, which pose threats to food security, water resources, and livelihoods. Sustainable development initiatives, such as renewable energy projects and conservation efforts, are gaining momentum in response to environmental challenges. The Paris Agreement and other international frameworks provide opportunities for African countries to collaborate on climate action and environmental stewardship.

2.3 NATIONAL CONTEXT

Introduction

Nigeria occupies a land area of 923,768 square kilometers, with an estimated population of 224,427,233 inhabitants (World Development Index (WDI) August 13, 2023). Nigeria is a diverse country with several ethnic groups estimated at over 250 and 400 languages and dialects. ^[ii] The country is multi religious with Christianity, Islam and African Traditional Religion (ATR) as the main religious groups. Nigeria is a federation which has 36 states and a Federal Capital Territory (FCT).

The states are broadly grouped into six geo-political zones namely: North Central, Northeast, Northwest, South-East, South-South and South-West zones. There are 774 local government areas in the states and six area councils in FCT. The country is endowed richly with oil and gas and solid minerals. GDP is estimated at US\$477.39Billion (Dec. 2022 WDI estimate), Agriculture (24.17%), Industry (31.40%), Services (53%). GDP per capita is estimated at US\$2440.59 (Dec. 2022 WDI estimate).

Over the years the Nigerian government has also initiated several development plans aimed at poverty alleviation, from Vision 20-20 to the National Economic Empowerment Development Strategy (NEEDS) to Economic Recovery and Growth Plan (ERGP) for 2017-2020, Agenda 2050, and the recently launched National Development Plan.

These plans and strategies have failed to address the issues plaguing the nation or the strategy of execution has not been thoroughly followed through. The inequality in terms of access to economic opportunities reflects the expanded disparity in income and expenditure hampering the standard of living of poor and vulnerable people.

Political Context

Nigeria attained political independence in 1960 after 99 years of British colonial rule. It has an estimated population of 226.2million as at December 2023. ^[iii] Out of the 62 years of post-independence Nigeria, the military has ruled for 30 years. Nigeria is endowed with human and natural resources, but years of authoritarian and debilitating military rule rendered the country vulnerable to arbitrary and often poor governance, lack of transparency and accountability, lawlessness, economic instability, and human rights violations of a severe magnitude.

Since return to civil rule in 1999, Nigeria has experienced over 20 years of unbroken civilian rule. In 2015, there was a change of government from one political party to another. The election marked the defeat of an incumbent president and ushered in the

second transfer of power from a democratically elected government to another. It also marked the transfer of power from one political party to another. But the challenges remain with high level of insecurity, banditry, kidnapping and terrorism. The civic space is shrinking and there is rise of separatist organizations and increasing call for restructuring of the country.

Economic Context

Nigeria is a country of paradox with widespread poverty in the midst of plenty. It is the 7th largest oil producer in the world, yet it hosts the largest number of poor people globally.

From 1990-1999, the economic growth rate of Nigeria was between 2-3 percent. But from 2000-2015, the economic growth rate more than doubled at between 6-8 percent. But in 2016, as a result of fall in the price of oil and renewed militancy in the Niger Delta where oil is produced, Nigeria slipped into recession.

But the country has exited recession and is on the path of renewed economic growth. The country recorded an annual Gross Domestic Product (GDP) growth of 3.4 percent in 2021 representing the strongest growth rate in seven years since 2014. Nigeria has the awful distinction of being the world capital of poverty, with 71,280,925 million people living in extreme poverty today (World Poverty Clock, 2023) and a total of 133 million people classed as multidimensionally poor according to National Bureau of Statistics data. The country is still experiencing challenges in areas of effective management of the national budgeting system, oil spillage and gas flaring, effective resource governance and open governance.

It is instructive to note that by 2014, Nigeria ranked third in hosting the largest number of poor people in the world after India (first position) and China (second position). But by 2018, Nigeria was declared as the world poverty capital with around 87 million people living in extreme poverty compared with India's 73 million according to the World Poverty Clock. It is important to note that the population of Nigeria in 2018 was estimated to be about 195.9 million which is about 15 percent of the population of India (1.353 billion) and 14 percent of China (1.393 billion), yet it hosts the largest number of poor people in the world.

The change was partly as a result of social protection policies implemented by China and India combined with enlightened leadership and pressure from below. According to the McKinsey Global Report, 2018, China lifted 713 million people and India 170 million people out of poverty between 1990 and 2013. They achieved this feat through inclusive, pro-poor growth; fiscal policies for wealth redistribution; employment generation; public service provision and social protection.

Social Context

Nigeria ranks very low in all socio-economic and development indices. The country has been consistently rated by Transparency International (TI) to be among the most corrupt countries in the world in its Corruption Perception Index. In the 2022 Corruption Perception Index, Nigeria ranked 150 out of 180 countries. In addition, several probes by the National Assembly indicate that there is a high level of corruption in the country.

Nigeria has very poor social indicators with over 20.2 million (UNICEF Dec. 2023) children of school going age are out of school. In Nigeria, poverty is increasing. In 1980, the incidence of poverty in Nigeria using the rate of US \$1 per day was 27.2 percent with only 17.7 million people but by 2010, it has increased to 69 percent with 112.5 million people.

According to the National Bureau of Statistics (NBS), in 2020, 40 percent or 83 million Nigerians were living below poverty line, however, in 2023, the figure has increased to 63% or 133 million Nigerians are now multi-dimensionally poor.

The Nigeria Human development index value as at 2022 is at 0.539 and ranked 161 out of 186 countries in the world, with a life expectancy of 54 years compared to the Global average of 73. Despite vigorous planning on the social environment, climate change, environmental degradation and pollution, rapidly expanding desertification, poor water sanitation and hygiene (WASH), social protection, health and gender related issues and child trafficking and labour are still issues requiring intervention.

Technological Context

The rapid pace of technological development in the area of communications is one of the major drivers of the contemporary phase of globalization. Advancement in various communication technologies has brought about increased efficiency in the dissemination of information worldwide.

There is growing telecom network and internet businesses in Nigeria. But there is poor communication services and networks in rural and urban areas. With the experience of COVID-19, more people are now working from home. A positive aspect of this development is that a growing number of grassroots people are able to use social media and Automated Teller Machine (ATM). A negative dimension is that technology is now deployed extensively in crime such as identity theft, terrorism, cybersecurity, fake identity etc.

CHAPTER THREE: ORGANIZATIONAL ASSESSMENT

3.1 History of Organization

The African Centre for Leadership, Strategy & Development (Centre LSD) was established in 2010 as a leading African non-profit organisation based in Nigeria. The founding staff and Board of Directors were motivated to addressing the challenges of leadership failures, inappropriate strategies and wrong development approaches.

The Centre was founded in 2010 by Dr. Otive Igbuzor and the Centre started with two other inaugural staff, Mr. Monday Osasah as Programme Officer and Mrs. Elizabeth Esu as Finance and Admin Officer. Since then, the Centre has grown to over twenty staff with headquarters in Abuja and two regional offices in Northern Nigeria and Niger Delta.

One of the key milestones in the Centre's history is the acquisition of the Leadership School established by the Ejiro & Otive Igbuzor Foundation. The school now has five satellite campuses in Warri in Delta State; Benin in Edo State; Port Harcourt in Rivers State; Abakaliki in Ebonyi State and Jos in Plateau State. The school has graduated over 2,000 students with students from across Africa.

Another important milestone in the Centre's work is accreditation by the Institute of Strategic Management Nigeria (Chartered) to train and certify Strategic Managers. This is in addition to supporting organisations to develop strategy plans and interrogating global, regional, national and sectoral plans.

The Centre's development work over the years have become very expansive covering the areas of elections, budget, natural resource governance, civic space, anti-corruption. Open Government Partnership (OGP), Voice and Accountability, Constitutions and Constitutionalism, Environment and Climate Change, Livelihood, Water, Sanitation and Hygiene (WASH) and education.

Overall, the African Centre for Leadership, Strategy & Development has made a significant impact by promoting strategic leadership, appropriate strategies and good development approaches. The Centre through its various programmes and initiatives continues to play a crucial role in shaping the future of the continent.

An approach that captures the historical trajectory of the Centre is its yearly areas of focus as indicated in the table below:

YEAR	STRATEGIC OBJECTIVE
2010	Laid the foundation for the take-off of the Centre
2011	Focused on consolidation and expansion of our work
2012	Focused on improvement of the quality of our work; Improved documentation, communication, and publication as well as planning, scheduling, and execution
2013	Developed the first Strategy Plan for the organization to promote organizational effectiveness and improve the systems and structures
2014	Continued with operationalization of the Strategy Plan with emphasis on institutionalizing the structures, systems, and procedure
2015	Focused on building a high-performance organization by providing committed leadership with clear ways of communication throughout the organization and building an adaptive, agile and flexible organization
2016	Instituted a system that gave staff at all levels in the organization the authority to make decisions, be responsible for their outcomes, improve quality and cut costs as well as empowering teams to have the responsibility and autonomy to complete identifiable pieces of work
2017	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
2018	Focused 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 comprehensive implementation plan
2019	Emphasis was on upgrade. Focus was on building a culture of excellence (punctuality, timeliness, mutual respect, transparency, and accountability) and maintaining robust media visibility (Conventional and social media)
2020	Focused on strategic consolidation, and concentrated on deepening and expanding its Programmes and ensured strict implementation of its policies, consolidated formal and informal systems and institutionalized its operations
2021	Focused on innovation and institutional positioning dealing with new ideas in programme design, refining and institutionalizing procedures and systems
2022	Focused on resilience improving staff thoughts, behaviours and actions; emphasizing disciplined people (right staff), disciplined thought (honest about facts) and disciplined action (focus on what is important) while improving project implementation, culture change and approach to work
2023	Focused on our Unique Selling Point (USP) especially in the areas of leadership, strategy, Natural Resource Governance, regional hub, convening power, social enterprise, women's rights, youth programme, social protection and advocacy.

With this rich history of the Centre, we are confident of the future.

3.2 Centre LSD's Impacts and Achievements from 2010 till 2023

In the dynamic landscape of African leadership and development, the African Centre for Leadership, Strategy & Development (Centre LSD) stands as a beacon of success, achieving remarkable milestones in its thirteen-year journey towards fostering a society characterized by strategic leadership and sustainable development.

1. LEADERSHIP

At the heart of Centre LSD's success story is its unwavering commitment to redefining leadership in Africa. Recognizing the critical role of leadership in overcoming the challenges faced by the continent, the organization established a leadership school as a catalyst for change. This initiative, deeply embedded in Centre LSD's DNA, aims to address the historical leadership failures that have hindered progress in Africa.

Through strategic leadership training efforts, the Centre has not only produced visionary leaders but has also expanded its reach with annexes across different regions in Nigeria. Since its inception in Abuja in 2009, the leadership school has graduated 2,165 students from Centres in Warri, Port-Harcourt, Benin, Ebonyi, Jos and Abuja. The graduation ceremonies, marked by a long-standing partnership with Konrad Adenauer Stiftung (KAS) since 2010, symbolize a commitment to excellence.

2. STRATEGY

Centre LSD's success story is further exemplified by its strategic capacity-building initiatives, recognizing the pivotal role of appropriate strategies in driving Africa's development. With a decade-long commitment to promoting strategic thinking, the Centre obtained an operating license from the Institute of Strategy Management of Nigeria, Chartered (ISMNC) in 2021, solidifying its engagement in strategy programming and training. The Centre's impact is evident in the 165 participants trained on strategic thinking, Strategy development & Execution, Change management amongst others. Furthermore, Centre LSD facilitated the certification of fellows, full members, and associates into the ISMNC, contributing to a pool of strategically adept professionals.

In challenging the narrative of inappropriate strategies, Centre LSD actively engaged with regional and national strategies, including the MDGs, SDGs, Agenda 2063, Agenda 2030, Nigeria Vision 20-20, Nigeria Agenda 2050, and other key sectoral strategies. By interrogating and contributing to these frameworks, the organization plays a vital role in shaping the strategic landscape of Africa's development.

3. DEVELOPMENT

The achievements under this pillar include the following:

➤ **Capacity Building**

Centre LSD has sustained capacity building for individuals and organizations in several developmental and organizational issues.

The Centre has actively engaged in enhancing the capacity of individuals and organizations in critical areas such as leadership, strategy, entrepreneurship, conflict sensitivity, gender, social inclusion, livelihood, open government partnership, and leadership training for miners and indigenous communities. Notably, the Centre focused on youth capacity building in politics, aligning with the African Youth Charter's principles. Over the years, Centre LSD has successfully trained and empowered youths in Edo, Delta, and Bayelsa States, leading to increased youth participation in governance and the election of several youths to political positions. The Centre's initiatives have also contributed to advancements in women's involvement in leadership roles, increased organizational resilience, sustainability, and the promotion of gender justice.

➤ **Governance**

Creating a just, accountable, and responsive governance system, coupled with active citizen engagement, is essential for an inclusive society that is responsive to the needs and aspirations of its citizens. This constitutes the thrust of the governance work of the Centre defined by the following themes:

1. Elections

i. Election Observation:

Nigeria has held 7 consecutive general elections since the return to civil rule in 1999. Centre LSD since its inception in 2010 engaged the electoral process including observations beginning with the 2011 general elections. The Centre has a pool of over 454 volunteers across Nigeria, among which it draws for its observation efforts. It successfully observed the 2023 Presidential & National Assembly general elections that held on Saturday February 25th, 2023. It also observed the off cycle Gubernatorial elections in Bayelsa and Kogi states held on Saturday 11th November 2023.



2023 Presidential & National Assembly Election process ongoing at Sangere Primary School PU in Girei LGA, Adamawa State

ii. Election Programming:

Apart from election observation, the Centre also engaged in election programming including election-related capacity building. Between 2017-2019, youths interested in politics in Niger Delta were trained. The focal states were Edo, Delta and Bayelsa states. Initial target was 80 per state but ultimately 261 (male and female) youths were capacitated including vying for elective and appointive positions. Over 120 impact stories of change stemmed from this training.

In 2023, it also implemented the **STRENGTHENING TRANSPARENCY, ACCOUNTABILITY IN GOVERNANCE AND ELECTORAL PROCESS (STAGE)** project. The core aspiration of that programme was to mobilize citizens and stakeholders in Anambra State to demand the conduct of Local Government Elections in the State. This is against the background that such elections in the third tier of administration was last conducted in January 2014.

➤ Budget

Budget is another key area of the Centre's governance work. The Centre promotes a participatory approach to budgeting to ensure that the needs and aspirations of citizens as it relates to agriculture, health, education, and infrastructure are captured in the budget. The Centre serves as the secretariat of the National Budget Group (NBG), a group of Civil Society and NGOs working on the budget. The group analyzes and engages government and citizens on the outcomes of its analysis and make recommendations for improvements.

Between 2011 and 2013, Centre LSD facilitated and enhanced citizens' participation in the budgetary process in Bayelsa State. It analyzed the Bayelsa State budget from 2007-2011 and proffered recommendations for an improved and inclusive budgeting process. The result of this engagement was a declaration of a state of emergency in the educational sector in Bayelsa state in 2012. It also influenced the embrace of the Medium-Term Expenditure Framework (MTEF) by the Bayelsa State Government, and this led to improved budgetary allocation to Education, Health, Agriculture, and infrastructure for the first time. The invitation and involvement of civil society organizations in budget defense by Ministries became a practice in Bayelsa State.

➤ **Natural Resource Governance**

Natural Resource Governance is one of Centre LSD's core programming areas. Over the past eight years, Centre LSD has deepened its engagement in the sector by conceptualizing and implementing the **"Strengthening civic engagement and advocacy for effective natural resource governance in Nigeria"** project in Ebonyi, Ekiti, and Taraba States. Centre LSD mentored Women in Mining in Nigeria (WIMIN) and supported them in establishing state chapters in the three states, integrating them into the national body. The development and popularization of the 20 principles of doing mining right (#DoMiningRight) were undertaken, alongside the mobilization of artisanal miners into forming Mining Cooperatives to access capital and other incentives from the government and development partners and facilitating the linkage between miners and the government.

Under the **"Strengthening an Intersectional Approach to Natural Resource Governance"** project, Centre LSD also collaborated with the National Bureau of Statistics (NBS) to produce the first nationally accepted evidence of the forms and prevalence of Gender-Based Violence (GBV) in the extractive sector. Centre LSD played a pivotal role in enhancing the legal and institutional framework of the Nigerian extractive sector through strategic collaboration with the Ministry of Solid Mineral Development. The two entities jointly undertook a comprehensive review and subsequent launch of updated guidelines for the drafting of Community Development Agreements (CDAs) in the solid mineral sector.

The revised CDA guideline, in sync with Centre LSD's quest to strengthen an intersectional approach to natural resource governance in Nigeria, mandates the inclusion of all demographics such as women, persons with disabilities, youths, and other marginalized groups in the preparation of CDAs. This inclusive approach ensures that these erstwhile groups are actively involved in the planning, execution, and oversight of community development projects by mining companies in host communities.

Additionally, the Centre produced a documentary titled “Voices from the Pits” to increase awareness of gender and intersectional issues in the natural resource sector and to draw the attention of policymakers and relevant stakeholders to key concerns. The video documentary captured the experiences of 12 mining host communities from six states in the six geopolitical zones of Nigeria.

Summary of Centre's achievements in the natural resource governance sector:

- Championed and popularized the 20 principles of doing mining right, #DoMiningRight.
- Advocated for the creation of a Solid Mineral Ministry in Taraba State.
- Formed the Mambila Mining Cooperative and Magakap Cooperative in Ngoroje Community of Sardauna Local Government of the State.
- Facilitated the linkage between miners and the government, leading to one of the trained miners under Bipem Gashaka Miners Multi-Purpose Cooperative Society Mining in Gashaka, Taraba State, obtaining a grant from the Central Bank of Nigeria through the Directorate of Employment to boost his mining activities. He has also registered his own company (WEZAN multipurpose company) with the Mining Cadastral Office to obtain a small-scale mining lease.
- Brokered peace and collaboration between the Ministry of Solid Minerals in Ebonyi State and the miners in the state. A forum for regular dialogue with Miners, Companies, and Traditional Rulers was consequently created.
- Artisanal miners and elders in the Agalegu Ndifu Alike community were able to use lessons from Centre LSD training to engage and negotiate 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 of this engagement, Royal Salt provided employment to 355 youths of the community, constructed roads, gave scholarships to five community youths in higher institutions, and opened a N600,000 annual education endowment fund.
- In Ekiti State, miners formed and established two major cooperatives, Ekiti State Alliance Gems Miners Association, and Ijero Feldspar Miners Multi-Purpose Cooperative Society. The relationship between the State government and the miners has become very cordial.
- Through the Centre's intervention, the Ministry of Solid Minerals in Ebonyi State developed a database of miners in the State.
- Established Ameri Miners Cooperative in Agalegu Ndifu Alike in Ebonyi State.
- The State government also developed a database of miners, and they meet every Tuesday of the week. For ease of communication with the miners, the then Ekiti State Governor, Dr. Kayode Fayemi, appointed a Liaison Officer to

liaise with the Miners from time to time.

- As a result of the training on negotiation, the relationship between the Federal Mines Office at the State level and the miners has improved. The office supervises the development of the Community Development Agreement (CDA) between the miners and the Leadership of the Ijero Community.
- Registration and formalization of Ekiti state miners' operations with the Artisanal and Small-Scale Mining Office.

➤ **Civic Space**

In recent times, the civic space in countries around the world is 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 past government activities contravened the international human rights law and the fundamental rights provisions in the Nigerian Constitution which guarantees freedom of peaceful assembly and expression. In Nigeria, between 2015 and 2023, citizens, especially journalists and bloggers were arrested merely for expressing critical opinions on both conventional and social media platforms. Intimidations and arrests of journalists and bloggers, protesters, activists, etc. have become problematic and a concern to peaceful assembly and freedom of speech.

Accordingly, the African Centre for Leadership, Strategy & Development over the period 2016 - 2018 intensified its engagement and activities to expand the civic space in Nigeria. A key action in this regard was the mobilization of a joint CSO action for the public hearing on the NGO Bill. A joint Press Release was produced with the Centre facilitating and leading the process of quashing the Nigerian NGO bill. Organizations and individuals outside Nigeria were part of the engagement. Allies from South Africa, Kenya, and Uganda linked up with the Centre LSD social media campaign on the Bill. The ultimate result was that the National Assembly quashed the NGO bill and other anti-people bills.

➤ **Anti-Corruption, Transparency and Accountability**

Centre LSD's anti-corruption work is focused on promoting transparency, accountability, citizen 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 its effort to contribute to the fight against corruption in the country. One such effort was with the CLEEN Foundation on the "Access Nigeria Project," aimed at building a relationship with the Economic and Financial Crimes Commission (EFCC) and accessing information and promising practices to push for more effectiveness in public organizations.

From 2013 to 2016, the Centre monitored the Debt Relief Gains of the Millennium Development Goals (MDGs) projects in Delta State and ensured that the MDGs projects and programs implemented using the debt relief gains were delivering value and improving the lives of ordinary Nigerians and bettering communities.

Centre LSD's engagements on open government partnership (OGP) were a major contributor to the Act by the national assembly that made the Nigerian Financial Intelligence Unit (NFIU) a separate body from the EFCC. Advocacies on the OGP were also instrumental in the addition of a section on beneficial ownership in CAC registration requirements. These measures have gone a long way toward reducing corruption in the public sector.

➤ **Open Government Partnership (OGP)**

Through the Open Government Partnership (OGP), Centre LSD, between 2017 – 2023 increased citizens' awareness and participation in governance; deepened the co-creation principle; improved synergy and mutual collaboration between state and non-state actors. It influenced twenty-five (25) states of the federation to sign up to the OGP and embraced its principles. In these years, Centre LSD built the capacity and knowledge of over 500 Civil Society Organizations on the OGP; supported the development of State Action Plans (SAP); strengthened the Open Alliance both at the national and sub-national levels.

In addition, the Centre contributed to the culture of openness, accountability, and inclusion in governance across Nigeria; provided a framework that currently supports the anti-corruption fight through enhanced laws and regulations with the review of relevant anti-corruptions laws where it also made necessary recommendations to stakeholders. The Centre also provided support to MDAs in achieving their commitments on the OGP including National Orientation Agency (NOA), Federal Ministry of Justice (FMoJ), SERVICOM, National Information Technology Development Agency (NITDA). It expanded its OGP focus beyond the state level to the local governments by collaborating with other like-minded NGOs, to influence the onboarding of Federal Capital Territory (FCT) Area Councils (AMAC, Gwagwalada, and Kwali). Through rallies, new and traditional media engagements, the Centre popularized the OGP principles to reach twenty million citizens across Nigeria.

➤ **Voice to the People (V2P)**

The Voice to the People (V2P) project, funded by UKAID in partnership with Christian Aid was aimed at enabling communities and citizens to hold duty bearers to account, for improved responsiveness and service delivery, supported by evidence-based learning and advocacy in the Southeast and Kaduna State in the

Northwest.

Under this project, the Centre commissioned, produced and published a total of Eleven (11) research reports on annual budgets, procurement, due process, internally generated revenue, Paris club refund, bailout funds, southeast regional development, southwest regional development, and Local Government Elections Manual. These led to issue-based advocacy and stakeholders' engagement. Apart from bringing issues that affect the poor and marginalized groups to the limelight, the Centre improved the skills of partners in different areas of programming. It enabled community groups like the Community Empowerment Network (COMEN) to effectively monitor projects in their respective communities. COMEN got organized and actively used the community charter of demand developed to engage their duty bearers and hold them to account.

The collaboration between traditional rulers and government officials in this project further upped COMEN visibility at the grassroots and in the State. This ensured more inclusive programming, involvement of women in governance and decision-making at the local level in Anambra, Enugu, and Kaduna states.

➤ **Constitution and Constitutionalism**

Centre LSD always advocates for citizen participatory and process-led constitutional review processes. The Centre contributed to constitutional review processes in Nigeria, particularly on issues of federalism, local government autonomy, and women's participation in governance and decision-making. Centre LSD in 2018 campaigned for local government autonomy, where it mobilized civil society organizations across the country for a national engagement. Representatives from across each state were given the responsibility to coordinate and mobilize other CSOs in their states to engage lawmakers to vote for the Local Government autonomy bill during the concurrence at the state level.

➤ **Environment and Climate Change**

Centre LSD has done extensive work in environment and climate change in Nigeria. As part of Centre LSD's effort to restore the social contract in the Niger Delta and particularly on the clean-up of Ogoni land and the Niger Delta region, the Centre implemented the project "Achieving a Healthy and Sustainable Environment in the Niger Delta." This project was a lobby and advocacy project that engaged critical stakeholders in the Niger Delta, including government, hydrocarbon pollution remediation programme (HYPREP) traditional and community gate keepers, women, youths, and persons with disabilities on the challenges of resource governance in Niger Delta – impacts of Oil Spillage and Gas Flaring; (Pollution, Desertification, and

Climate Change).

The Centre championed a campaign for the clean-up at both national and community levels. This engagement produced results including the birthing of Journalists Against the Delay of Ogoni Clean-Up (JADOC) charged with the responsibility of reporting around the clean-up, triggered a mutual push and support for the amendment of the NOSDRA Act, created a platform for interaction and harmonization of the Strategic Partners (SP) position on the Environmental, Social, Human, Rights, Impact Assessment (ESHRIA),-which was presented at the House Committee on Environment and Habitat public hearing on the review of the 1992 EIA Act in 2018, instituted an annual National Summit which provided room for the discourse on the clean-up of the Ogoni land, and adopted a quarterly press briefing on the UNEP report to influence stakeholders including the government and its agencies, and oil companies to take their roles forward.

➤ **Strengthening an Intersectional Approach to Gender and Natural Resources Management**

Centre LSD in 2021, commenced the implementation of the 4-year Ford Foundation grant titled “General Support for Strengthening an Intersectional Approach to Gender and Natural Resources Management, and Project Support for Institutional Strengthening (**BUILD**)” In the first year, Centre LSD operationalized her 3 pillars of leadership, strategy, and development, by appointing/engaging 3 new directors. Other results in this first year were the establishment of the IT department; system strengthening; staff capacity building; produced research on the forms and prevalence of gender-based violence in the extractive sector, which was done in collaboration with National Bureau of Statistics (NBS); capacity building for women in the extractive sector; influenced the increase of the number of women working in the extractive sector in Ekiti, Ebonyi and Taraba state; and many more.

In 2022, Centre LSD continued the implementation of the BUILD+4, between that period and now, Centre LSD's efforts resulted in collaboration with the Ministry of Mines and Steel Development (Now Ministry of Solid Minerals Development) and stakeholders' review, and official launch of the revised guidelines for Community Development Agreement in Nigeria. The ceremony was presided over by the Minister of Solid Minerals Development, Mr. Dele Alake, on November 16, 2023, in Abuja. The meticulous process of revising the CDA guidelines involved extensive consultations with key stakeholders, including host community members, the Miners Association of Nigeria, women in mining, civil society groups, academia, legal practitioners, youths, persons with disabilities, and government representatives across all the six geopolitical zones of Nigeria.

The Centre under this grant established the Natural Resource Governance Group to promote the uptake and harmonization of mining best practices in the West Africa sub-region. The group currently has eighty-five active members who engage via WhatsApp. The members were drawn from Civil Society Organizations, the Miners Association of Nigeria, Women in Mining, the Ministry of Mines and Steel Development, the Federal Ministry of Environment, the Media Initiative on Transparency in Extractive Industries (MITEI), Persons with Disabilities (PWDs), and community leaders.

While most members are from Nigeria, more West African countries are currently being included to the group. The WhatsApp group link is: <https://chat.whatsapp.com/Hgd6e2xDKzmKfhjyKTZd8x>

Additionally, the Centre produced a documentary titled “Voices from the Pits,” to increase awareness of gender and intersectional issues in the natural resource sector and to draw the attention of policymakers and relevant stakeholders to key concerns. The video documentary captured the experiences of twelve mining host communities from six states in the six geopolitical zones of Nigeria. The documentary trailer released in mid-November 2023, was shared by 131 individuals on Facebook, viewed by 39,000 persons, and reached a total of 107,189 people on Facebook and Instagram.

➤ **Improved Livelihood for Poverty Eradication and Social Security in Nigeria.**

Over the last decade, Centre LSD has played a pivotal role in contributing to poverty eradication, advancing human capital development, and enhancing the standard of living for people across Nigeria and Africa. This impact has been particularly pronounced through key projects such as the Feed the Future Nigeria Livelihoods Project implemented from 2014-2019. This initiative focused on improving agricultural practices, including post-harvest storage for nutrient-rich crops and livestock. The project adopted a market-oriented approach, diversifying production, and assisting vulnerable families in broadening their income sources. Focal area was Dange/shuni, Rabah LGA (Sokoto state), Danko Wasagu, Birnin Kebbi LGA (Kebbi State) and Bwari LGA in the Federal Capital Territory (FCT).

Notably, between 2021-2022 Centre LSD facilitated strong and comprehensive nutrition and entrepreneurial training in Adamawa, Taraba & Ekiti States activities. Through these efforts, numerous vulnerable families successfully graduated into the Prosperity pathway. The distribution of cash transfers played a crucial role in meeting nutritional needs, recovering assets, and overcoming barriers to income-generating activities. Additionally, the project significantly enhanced the institutional capacity of

government systems to implement poverty reduction programs, fostering mutual accountability between the government and citizens.

The Centre LSD Feed the Future project, achieved substantial milestones, including:

- ✓ **Capacity Building:** Centre LSD supported 8 caseworkers, 64 liaison supervisors, and 281 liaisons through training and mentoring. This effort aimed to deliver services and key messages on nutrition and hygiene to twelve thousand households.
- ✓ **Livestock Management Training:** Collaboration with community agricultural field agents led to the training of 281 liaisons on livestock management, covering aspects such as housing, breed identification, fattening, and addressing common health challenges.
- ✓ **Homestead Gardening:** The capacity of 345 liaisons was built on homestead gardening, enabling them to mentor households through the establishment of demonstration plots. As a result, 2168 households established home gardens, contributing to increased nutrition and dietary diversity scores.
- ✓ **Cash Transfer Impact:** The successful cash transfer cycle of 15 months benefited 1240 households, initiating 279 new businesses and improving 348 existing ones. This economic boost was particularly impactful in Danko Wasagu and Birnin Kebbi, with detailed analyses of new and improved businesses.
- ✓ **Community Engagement:** Over the 3-year engagement process, Centre LSD reached out to 3,047 Class B Households (Year one) and 5,825 Class C Households (Year two), fostering a comprehensive and sustained impact on communities.
- ✓ **Child Health and Nutrition:** A total of 122,410 beneficiaries were trained on child health and nutrition, with a focus on reaching 5,099 caregivers through households and caregiver group sessions. Furthermore, 23,524 children under 5 received essential nutrition and health services, including malnutrition screening and referrals.

➤ **Strengthened Water, Sanitation, and Hygiene (WASH) practices in Communities.**

Centre LSD through her community-led total sanitation project eradicated open defecation and introduced regular sanitation exercise in Durunmi 3 and Ruwan Fulani in Abuja Municipal Council Area (AMAC) and Kuyizhi Community in Kuje Area Council of the FCT. At the point of entry into the communities, there was a clear absence of toilets in Durunmi 3 and Ruwan Fulani. Open defecation was the order of the day. Residents defecate and fling the same through their windows 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 faces and other waste adorning the heap. The only toilet in the community was located close to a borehole where they get water.

At Kuyizhi Community, the baseline findings were not remarkably different. Only one household had a toilet out of thirty-four 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 fecal transmission was rampant, causing Malaria, typhoid fever, etc. All of these changed after Centre LSD intervened in these communities. Some of the results were:

- **Improved hygiene practices** – All 34 households in Kuyizhi Community now have toilets built and maintained by themselves with hand washing facilities.
- **Institutionalized bi-weekly sanitation exercise** - There is a regular bi-weekly sanitation exercise in the community. It started in 2012 and it is still maintained to date.
- **Provision of a mini-clinic** – Centre LSD in one of its outside meetings with civil society organizations shared the Kuyizhi community success story of hygiene and cleanliness, and the Nigeria Red Cross immediately took special interest in the community and built a two-bedroom clinic and maternity for them. The facility is functioning effectively and has been taken over by the Kuje Area Council with a Nurse posted to the facility since 2013.
- **Removal of the waste in Durumi 3:** After the successful advocacy visit by Centre LSD to the Abuja Environmental Protection Board (AEPB), it led to the introduction and enforcement of the use of waste bags by residents for effective waste disposal and evacuation. Officials of the AEPB also evacuated the heap of waste that had been in the community for a long time.

➤ **Education: *Strengthening the Educational System in Nigeria.***

Centre LSD has contributed to the improvement of the Nigerian educational system through increased school enrolment, retention, and completion in northern Nigeria.

(i) Educate A Child Project (EAC)

In 2017, the Centre began the implementation of the 'Educate A Child Project (EAC)' in Kebbi State. This project was conceptualized 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 an improved system of accountability and transparency in the management of schools in Kebbi state; Contribution to the enhancement of life chances for OVCs through education by coordinating the

enrolment drive in Shanga and Suru LGA of Kebbi state; developed Bill of Quantity for 15 micro grant benefiting the school and monitored the grant implementation; improved transparency and accountability for the 267 School Based Management Committees (SBMC) and Centre Based Management Committees (CBMC); improved learning environment and education quality in the state and many more.

(ii) Community Led Collective Action for Girls Education (C-CAGE)

The Community Led Collective Action for Girls Education (C-CAGE) project in Adamawa state was conceptualized to address the barriers to girl child education across Numan, Song, and Maiha local government areas (LGA), each representing the three senatorial districts. The project was targeted at girl child enrollment, retention, and completion in public primary and secondary schools in the state.

The Centre under this project built the capacity of 275 education stakeholders through training on leadership, Advocacy, and community mobilization. A total of 1,451 girls were enrolled back to school and the perception that boys' education was of more value than those the girls changed. Before the training, most community leaders felt the education of boys was of more value compared to that of the girl child.

The Centre created 25 Safe Spaces with 1072 girls spread across the safe spaced otherwise known locally as “Masu Son Ilimi” (Advocate/Lovers of Education). The 1072 girls in the safe spaces were taught how to read and write, numeracy, hygiene and reproductive health, and livelihood skills. Scholastic materials were distributed by the Centre LSD to 952 girls and paid levies for 140 girls.

This model was adopted by the critical stakeholders in the state including state and national legislators, Council Chairmen and well-meaning individuals to support cause of girlchild education in their respective LGAs. Centre LSD's advocacy contributed to the improvement in education infrastructure and employment of more teachers in the state. Centre LSD in collaboration with 5 members of Education Champion Network (ECN) in Nigeria, developed an education manifesto which has been adopted by Adamawa State government.

(iii) The Centre also facilitated the review” of education policy on quota System:

The project, “Quota system - research and convening on the effectiveness of affirmative action policies in Nigeria's education system” was implemented with support from the Ford Foundation from 2018 – 2019. This project produced research that initiated the conversation on reviewing the national quota system in the education sector, in Nigeria.

➤ **Gender: Centre LSD, contributing to the pursuance of transformational change for gender justice in Nigeria.**

Centre LSD has been instrumental in spearheading transformational change for gender justice in Nigeria since 2012. Recognizing the deeply ingrained patriarchal and religious dynamics within Nigerian society, the Centre's focus has been on addressing the root causes of gender-based violence and discrimination.

One of the primary areas of intervention for Centre LSD has been the eradication of sexual and gender-based violence (SGBV) in Nigeria. Given Nigeria's religious diversity, with approximately 50% Muslim, 40% Christian, and 10% adhering to African Traditional Religion, cultural and religious beliefs often perpetuate discriminatory attitudes towards women. Legislation and women's empowerment initiatives alone are insufficient without tackling the underlying patriarchal structures that sustain such norms.

Centre LSD adopts a multifaceted approach to promote gender justice and combat SGBV. This approach involves engaging men as champions of gender equality, collaborating with traditional and religious leaders to advocate for gender-equitable norms and laws, and harnessing the power of social and traditional media to challenge negative gender narratives.

Some of the key results in Centre LSD gender related interventions include:

1. Network of Men Leaders to End Violence Against Women in Nigeria (NML): Centre LSD has played a pivotal role in establishing and coordinating the NML, which comprises 450 members across twenty-three states in Nigeria. This network includes diverse stakeholders such as security agents, religious leaders, and community elders. Through various initiatives, including partnerships with UN Women and other organizations, the NML has successfully intervened in cases of intimate partner violence, leading to no repeat offenders between 2013 and 2018.

2. Side by Side Faith Movement for Gender Justice: Centre LSD serves as the national secretariat for this global movement, which mobilizes faith and traditional leaders to advocate against gender injustice. By engaging religious and traditional leaders, Centre LSD has facilitated significant changes, such as the inclusion of women in traditional councils and the denouncing of gender-based violence by prominent traditional figures.

2. Spotlight Initiative: Centre LSDs participated in the EU-UN-funded Spotlight Initiative as an implementing partner on male engagement in Lagos and Cross

River state from 2020 – 2023 has put many men in the driver's seat in advocating for gender justice and women empowerment. In Implementing the project, Centre LSD collaborated with male-dominated groups and traditional councils to promote gender-equitable norms and behaviours.

- **(i) Abolition of the "Money Woman" Practice:** Centre LSD's intervention led to the eradication of the "money woman" practice in the Becheve kingdom of Obanliku LGA of Cross River State. This harmful practice, resembling child-bride/infant marriage, perpetuated injustice against young girls. By mobilizing local stakeholders and community leaders, Centre LSD facilitated the signing of a law abolishing this practice. This significant achievement marked a critical step towards protecting the rights of women and girls in the region.
- **(ii) Legislative Reforms:** In collaboration with local government legislative councils, Centre LSD contributed to the enactment of a by law prohibiting child marriage and other forms of harmful practices against women and girls in Obanliku LGA of Cross River State. This legislative reform represents a tangible commitment to upholding gender justice and safeguarding the rights of vulnerable populations in the LGA.

Centre LSD 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 the 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. Legislation 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 fueled by a 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 custodians of cultural and religious beliefs and making them advocates of gender-equitable norms and laws and 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.

Side by Side Faith Movement for Gender Justice

To consolidate the gains of the gender interventions, the Centre in 2013 began to mobilize and work with faith and traditional leaders to speak and advocate against all forms of gender injustice in their various localities. 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, of which Dr Otiye Igbuzor a member, was inaugurated in Nigeria and a Network was formed. The aim was to mobilize men and boys to Act, Advocate, and Unite to change the practices and attitudes that incite, perpetuate, and condone all forms of violence against women and girls in Nigeria.

From the time of the inauguration till now, Centre LSD has been the Secretariat of the network. NML currently has 450 members across twenty-three 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 NML has executed projects in partnership with UN Women, the National Agency for the Control of Aids, and Cordaid at separate times. The major task of this network is to mobilize male champions to eliminate all forms of violence against women and girls in Nigeria. Members of the network also engage in mediation and provision of alternative dispute resolution in cases of domestic violence between intimate partners.

Between 2013 and 2018, members of the NML have intervened in at least ten cases of intimate partner violence with no repeat offenders. Centre LSD also serves as the national secretariat for 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/>).

Some of the major outcomes recorded in the project include Government, Faith leaders, Traditional Leaders, media, and Citizens are now committed to challenging barriers to gender justice in Nigeria; deepened knowledge of Faith and Traditional leaders on gender justice in Nigeria; inclusion of women in traditional councils.

A typical example is in Ekiti State, where the Ajero of Ijero Kingdom now appoints female traditional leaders; through Centre LSD's intervention, the Tor-Tiv of Benue State placed a sanction on any person caught in the act of gender-based violence; the then Emir of Kano, 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 produced a bill to take care of all forms of gender injustice in Kano State.

In 2020-2023 Centre LSD was part of the implementing partners in the EU-UN-funded Spotlight Initiative. As one of the Implementing Partners under UN Women, Centre LSD implemented the project in Lagos and Cross River States and worked with men and boys to promote gender equality, elimination of Violence Against Women and girls (VAWG), Sexual and Reproductive Health and rights (SRHR), Gender Based Violence (GBV), and Harmful Practices (HPs). During its implementation, the Centre collaborated with key male-dominated groups and the traditional council of chiefs in Calabar, Odukpani, Yaba, and Ikorodu communities to promote gender-equitable norms, attitudes, and behaviours.

Some of the key stakeholders the Centre worked with included the Traditional Council of Chiefs of Obanliku LGA to host town hall meetings with all the clan heads and village heads; the community development committee of Igbogbo-Bayeku local council development area (LCDA) of Lagos state, where we reached about 170 household heads; the Iwaya council of Imams and scholars and reached about 40 Islamic clerics; Becheve youth congress, with 92 youth leaders reached; town hall meeting with leaders of male-dominated groups in Odukpani LGA of Cross River State and reached about 72 persons. We also organized a Train-the-Trainer workshop for 173 leaders of male-dominated groups in Calabar, Obanliku, Yaba, and Ikorodu.

One of the key results of this intervention is the **abolition of the “money woman”** practice in the Becheve kingdom. It was a cultural practice in the form of a child-bride/infant marriage, where incredibly young girls were traded and exchanged for commodities, debts, livestock, foodstuff, etc. These little girls as young as 6 years old are made to live with the old man who “purchased them” and marry them as wives. At the demise of the original owner, she is then passed to another eligible male in the man's lineage. She is passed from hand to hand until she eventually joins her ancestors. But with

this abolition, a decree was made and signed into law, abolishing this barbaric practice in Becheve kingdom, of Cross River State.

3.3 Organizational Analysis

A forensic evaluation of the Strength, Weakness, Opportunities and Threat (SWOT) analysis of the Centre reveals that it has established itself as a leading national NGO and think tank in Nigeria. Its reputation and work on advancing Strategic Leadership training, Strategy development and sustainable Development programming and interventions has over its thirteen years of existence earned it a recognition that it

leverages on. Centre LSD possesses specialized knowledge and expertise in strategic leadership, positioning it as a top key player in addressing leadership failures in Africa.

The diverse background of its staff, each uniquely contributing their skills, complemented by an effective management superintended by a supportive Board has ensured that the Centre has over the years maintained a track record of achievements with proven unique selling points (USP). This attribute has positioned it as a desirable partner for Donors and Funders. However, the Centre needs to put in place and expand current structural and institutional mechanisms that will assure sustainable resource mobilization for organizational growth. It must also address the human capital development of its staff to align with identified gaps that build the staff capacity in tandem with organizational strengthening and growth.

The Centre should break fallow grounds by vigorously targeting and explore apart from its traditional focus entities, new funding sources such as partnerships with philanthropic organizations, regional bodies, impact investors, and international development agencies. It must continue to harness opportunities that will augur for it to contribute to the goal of sustainable development in Africa.

The operating environment has a preponderance of threats that can impact the Centre. This includes penchant for political instability, both within Nigeria and in neighbouring countries. This may impact the regulatory environment and thus affect programming and project implementation. Fluctuations in the national and global economies can affect funding flow and availability and this could portend drastic consequences on Centre LSD operations. Current NGO's and Think Tanks working in similar thematic areas also provide competition for the pool of available resources. Embracing the full range of available technology may expose Centre LSD to cybersecurity threats and data privacy concerns.

3.4 Stakeholder Analysis and Engagement

Since its establishment in 2010, Centre LSD has been actively involved in engaging with diverse stakeholders to achieve its mission of empowering citizens and fostering societal transformation. These stakeholders span across various governmental ministries, agencies, regulatory bodies, and civil society organizations, each playing a crucial role in Centre LSD's endeavours.

Centre LSD's engagement extends to ministries such as Education, Health, Agriculture, Solid Minerals Development, Youth and Sports, Petroleum Resources, Water Resources, Rural Development, Finance, Environment, Labor and Productivity, Justice, Budget and Economic Planning/Statistics, Human Rights Commission, and Women's

Affairs and Social Development. Additionally, regulatory bodies like the Debt Management Office (DMO), National Bureau of Statistics (NBS), National Orientation Agency (NOA), National Social Insurance Trust Fund (NSITF), National Housing Fund (NHF), National Health Insurance Agency (NHIA), Economic and Financial Crimes Commission (EFCC - SCUML), Federal Inland Revenue Service (FIRS), FCT Internal Revenue Service (FCTIRS), Pension Commission (PENCOM), National Health Insurance Scheme (NHIS), Financial Reporting Council of Nigeria (FRCN), and the Corporate Affairs Commission (CAC) are actively engaged.

A considerable number of stakeholders exhibit both high power and high interest in Centre LSD's activities. This group includes regulatory bodies such as NSITF, NHF, NHIA, EFCC - SCUML, FIRS, FCTIRS, PENCOM, NHIS, FRCN, and CAC, alongside Board Members, Management, and Donors. Knowing this, Centre LSD engages them regularly through regular reports, onsite engagements, online platforms, ensuring strict adherence to statutory regulations, tax compliance, and certifications. For stakeholders with high power but relatively lower interest, like various ministries and civil society organizations, Centre LSD adopts strategies like regular meetings, collaborative policy reviews, framework development, and knowledge-sharing initiatives to maintain engagement.

Centre LSD in the new plan underscores multiple focal points, encompassing Natural Resource Governance, Open Government Partnership, Gender Justice, Organizational Development, Youth Engagement, Education (with a particular emphasis on in-school and out-of-school adolescents), Leadership Development, Strategy Implementation, Capacity Building, WASH (Water, Sanitation, and Hygiene), Livelihood and Social Safety Net, Health, Climate Justice, and Civic Space. Leveraging these areas will not only facilitate expansion into other African countries but also enhance resource mobilization, visibility, and rejuvenation of Centre LSD's partnerships and networks.

By deploying comprehensive approaches of engaging stakeholders, Centre LSD will not only impact its resource mobilization effort positively but also strengthen its partnerships and networks, ultimately advancing its mission of empowering citizens and driving societal transformation.

CHAPTER FOUR: THEMATIC FOCUS & STRATEGIC DIRECTIONS

The Centre is founded and built up on the bedrock of its three main pillars of Leadership, Strategy and Development. It has refined its interventions under these pillars to the following:

LEADERSHIP PILLAR: Centre LSD Leadership programmes has been restructured into three areas:

- Leadership School: One-year free leadership School training
- Leadership Programming e.g. SCALE, Leadership Mentoring etc
- Strategic Leadership Training under the Enterprise arm (ACLSD Global Consulting Ltd)

STRATEGY PILLAR: The programming under this Pillar are constructed around:

- Strategy Certification programmes e.g. ISMNc
- Strategy Programming on SDG, Africa Strategy 2063; Nigerian National Development Plan and Sectoral Strategies.
- Strategic Management Training Programmes under the Enterprise arm (ACLSD Global Consulting Ltd).

DEVELOPMENT PILLAR: 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 governance programmes are conceptualized to improve transparency and accountability and increase citizens' participation in governance, especially in budget formulation and implementation.

The Centre's development programmes are organized around three areas:

1. Governance- just, accountable, and responsive governance and active citizen engagement.
2. Environment and Climate Change- Promote clean and healthy environment and advocate for Climate Change Justice.
3. Livelihood and Social Services- pursue human capital development, eradicate poverty, and improve the standard of living of the people.

This is further detailed below.

- ✓ **Governance**- just, accountable, and responsive governance and active citizen engagement. The following areas would be of primary focus:
 - Election
 - Budget
 - Resource Governance
 - Constitutions and Constitutionalism
 - Civic Space
 - Anti-Corruption, Transparency and Accountability
- ✓ **Environment and Climate Change**- Promote clean and healthy environment and mitigate the challenges of climate change. Emphasis will be placed on:
 - Niger Delta
 - Oil Spillage and Gas Flaring
 - Ogoni Clean Up and Clean-up of other Niger Delta areas.
 - Desertification
 - Pollution
 - Climate Change
- ✓ **Livelihood and Social Services**- pursue human capital development, eradicate poverty and improve the standard of living of the people.
 - Water, Sanitation and Hygiene (WASH)
 - Social Protection
 - Education
 - Health

Cross cutting themes indicated below will be mainstreamed in our programming.

1. Monitoring, Evaluation and Learning (MEL)
2. Gender and Women Rights
3. Youth
4. Disability

Our Strategy

Centre LSD Strategy Plan (2024-2028) is hinged on “Strategic Programming” leveraging our Unique Selling Propositions (USP) and Competitive Advantage for quantum resource mobilization for sustainable success.”

For the next five years, the Strategic focus of our programming and activities and the choices we will make among competing options will be guided and centred mainly along the following as detailed below.

1. To promote leader development and leadership development in Africa. Key Actions

- Promote mentoring and coaching.
- Establish more leadership school centres across Africa.
- Design leadership programs for individuals & organizations.
- Develop bespoke sectorial leadership training programs for youth, SMEs, ecclesiastical, women, political, education and the Humanitarian.
- Translate leadership training materials into pidgins and other native languages for citizen engagements.

Outcomes

- Improved individual and organizational leadership capacities within various spheres of influence across Africa.
- Improved participation of youths and marginalized groups in decision-making in Africa.
- Increased functional leadership school annexes in Nigeria and Africa.
- Improved leadership knowledge among citizens without language barriers.

2. To develop capacity for strategy analysis, strategic management, and engagement with global, regional, and national development strategies.

Key Actions

- Design, facilitate and implement strategic management training programmes for individuals and organizations across Africa.
- Collaborate with Institutions/organizations for ISMN certification in Nigeria.
- Facilitate the development of Strategy Plans (SP) for organizations across Africa.

- Develop programming for National, Regional, and Global development plans/agenda, such as SDGs, Nigeria Agenda 2050, African Mining Vision, Africa 2063, etc.

Outcomes

- Enhanced skills for strategic thinking and management.
- Increased ISMN Certification in Nigeria.
- Improved capacity for strategy development in Nigeria and across Africa.
- Improved organizational capacity for strategy plans design and implementation.
- Increased National and sub-national level implementation of development plans.

3. To promote just, transparent, accountable, inclusive, and active citizen engagement in governance across Africa.

Key Actions

- Promote citizens' participation in electoral processes in Nigeria and Africa.
- Engage electoral management bodies for free, fair and transparency elections in Nigeria.
- Promote stakeholders' participation in the budgetary processes in Nigeria.
- Engage policymakers for enhanced policy formulation and analysis.
- Design programmes to protect civil actions and civic spaces.
- Design programme for marginalized and excluded group (women, girls, youths, PWD, etc.)
- Engage in constitutional reviews.

Outcomes

- Strengthened democratic processes in Nigeria.
- Improved budget processes, budgetary allocations in critical sectors and efficiency in public funds utilization.
- Improved people-centric policies.
- Improved civil liberty.
- Strengthened implementation of policies on issues of GBVs, VAWS, etc.
- Improved constitution for good governance.

4.To promote a clean and healthy environment and mitigate the challenges of climate change.

Key Actions

- Sensitize communities on WASH and waste reduction.
- Promote stakeholders' participation in natural resources and environmental governance and management.
- Deepen the Centre's work in the Niger-delta, particularly around gas flaring, oil spillage, climate change, while broadening its scope to include issues around desertification.
- Promote communities land use planning and support practices that promote soil health and reduce greenhouse gas emissions.
- Design bioenergy projects and initiatives that allow communities to invest in and benefit from shared solar installations.

Outcomes

- Improved community WASH practices.
- Improved management and governance of the environment and natural resources in Africa.
- Enhanced productivity of community lands for agriculture.
- Improved sustainable environmental practices and Land Management in Nigeria.
- Increased investment & use of green energy solutions.
- Increased collective investment and benefits from solar installations.

5.To improve peoples' standard of living through human capital development and poverty eradication.

Key Actions

- Promote poverty alleviation strategies such as social protection, CCT, etc.
- Promote Small & Medium Enterprises (SMEs) initiatives in Nigeria and across Africa.
- Promote education that empowers individuals for self-reliance and economic development and empowerment.

Outcomes

- Improved livelihood of citizens.
- Improved management of SMEs in Africa.
- Improved standard of living for Nigerians and Africans.

6.To reposition Centre LSD as the leading organization for building strategic leadership for sustainable development in Africa

Key Actions

- Promote Centre LSD's visibility across Africa through conventional and social media.
- Strengthen the organizational systems for organizational resilience.
- Build and foster a healthy organizational culture that will attract and retain quality staff.
- Build capacity of Centre LSD's staff for programming along the three thematic Pillars (leadership, Strategy and Development) of the organization.
- Deploy up-to-date technological tools and applications to enhance the Centre's work.
- Foster innovative organizational culture that fosters teamwork and values experimentation, risk-taking, and continuous learning.
- Recognize and objectively reward employees' innovative efforts and contributions to organizational development.
- Implant, Implement and evaluate the new strategy plan.

Outcomes

- Improved Centre LSD's visibility across Africa
- Improved organizational resilience.
- Strengthened organizational culture.
- Improved staff capacity for multi-sectorial programming.
- Recognized as a real-time and technologically driven organization.
- Improved innovative solutions.
- Improved staff retention.
- Improved organizational reputation and impacts across Nigeria and in Africa.

**CHAPTER FIVE:
ORGANIZATIONAL IMPLICATIONS**

5.1 Governance and Management

Centre LSD has a clear governance and management structure that ensures accountability, transparency, and effective decision-making. The Board of Trustees of the Centre will provide strategic leadership and policy direction for work of the organization and implementation of this strategic plan. Within the strategy period, the meetings of the Board of Trustees will continue to be at least twice yearly. During the period of this strategy plan, there will be increased communication between the board, management, and staff. The board will approve the new policies and plans of the Centre.

The management of the organization will be led by the Executive Director with support from the Management Committee. The management committee is made up of the Directors of the Centre.

MEMBERS OF BOARD OF TRUSTEES

Kyauta Agmadalo Giwa	Chairperson	Female
Comrade Hauwa Mustapha	Vice Chairperson	Female
Kemakolam Ernest Okechukwu	Secretary	Male
Ms. Pamela Esiri	Member	Female
Dr. (Mrs) Ufuoma Awhefeada	Member	Female
Alaba Adekunle	Member	Male

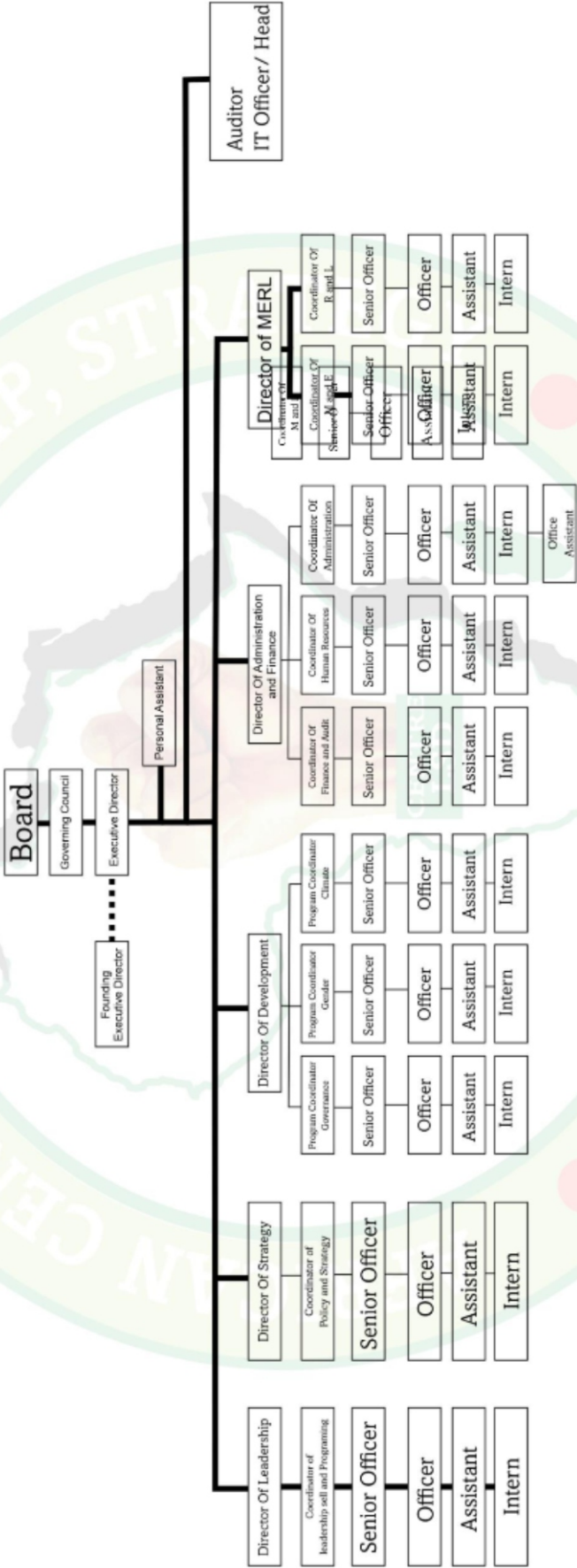
MEMBERS OF THE MANAGEMENT TEAM

Monday Osasah	Executive Director	Male
Dr. Emenike Umesi	Director of Leadership	Male
Itia Otabor	Director of Strategy	Male
Margret Fagboyoye	Director of Development	Female
Martina Nomsule	Director of Finance & Administration	Female
Victoria Udoh	Director of Monitoring, Evaluation & Learning	Female



Board of Trustee meeting in session

Organogram Of CentreLSD



5.2 Human resources and organizational development

This will be a key priority during this strategy period. The staff quality will be enhanced through improving staff thoughts, behaviour and action through training and experience. Every new member of staff will be given a comprehensive induction on the strategic plan and programme focus on the organization as well as the systems and procedures in the organization. The values of the organization will be operationalized to ensure that staff internalize the core values of the organization. The vision, mission and values of the organization will be revisited regularly.

The staff of the organization will be trained to implement the strategic plan focusing on strategy, people and work plans. The Strategy plan will guide development of proposals and annual report. Staff capacity will be enhanced through continuous training, experience, delegation, attendance of meetings, coaching and mentoring. Staff will be trained on leadership, strategic management, rights-based approach, project management, catalytic partnership, advocacy and campaigns, fund raising, monitoring, evaluation and learning and other areas that will be identified by appraisal. A capacity development programme will be prepared and implemented. Staff appraisal will be given more attention.

Staff welfare will be prioritized. Efforts will be made to improve salaries occasioned by the increasing cost of living. New policies identified by organizational Capacity Assessment in 2023 will be prepared under the guidance of the board.

Inter-departmental synergy and co-ordination will be strengthened through departmental Monday Morning meetings, Steering Committee meetings, management meetings, joint planning and implementation. The procurement system will be strengthened in line with the Centre's procurement policy. The procurement committee will ensure transparent accountable procurement in line with international best practices.

The regular Monday Morning Meetings, Monthly Project Steering Committee Meetings, Annual Programme Meetings, and the Centre's performance management system will be sustained.

The Centre will continue to implement all its policies including gender equality and social inclusion (GESI) policy in all its programmes and processes to ensure diversity, inclusion and effective human resource management.

5.3 Management Information System

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 store and retrieve information easily and also to foster collaboration and communication.

5.4 Documentation

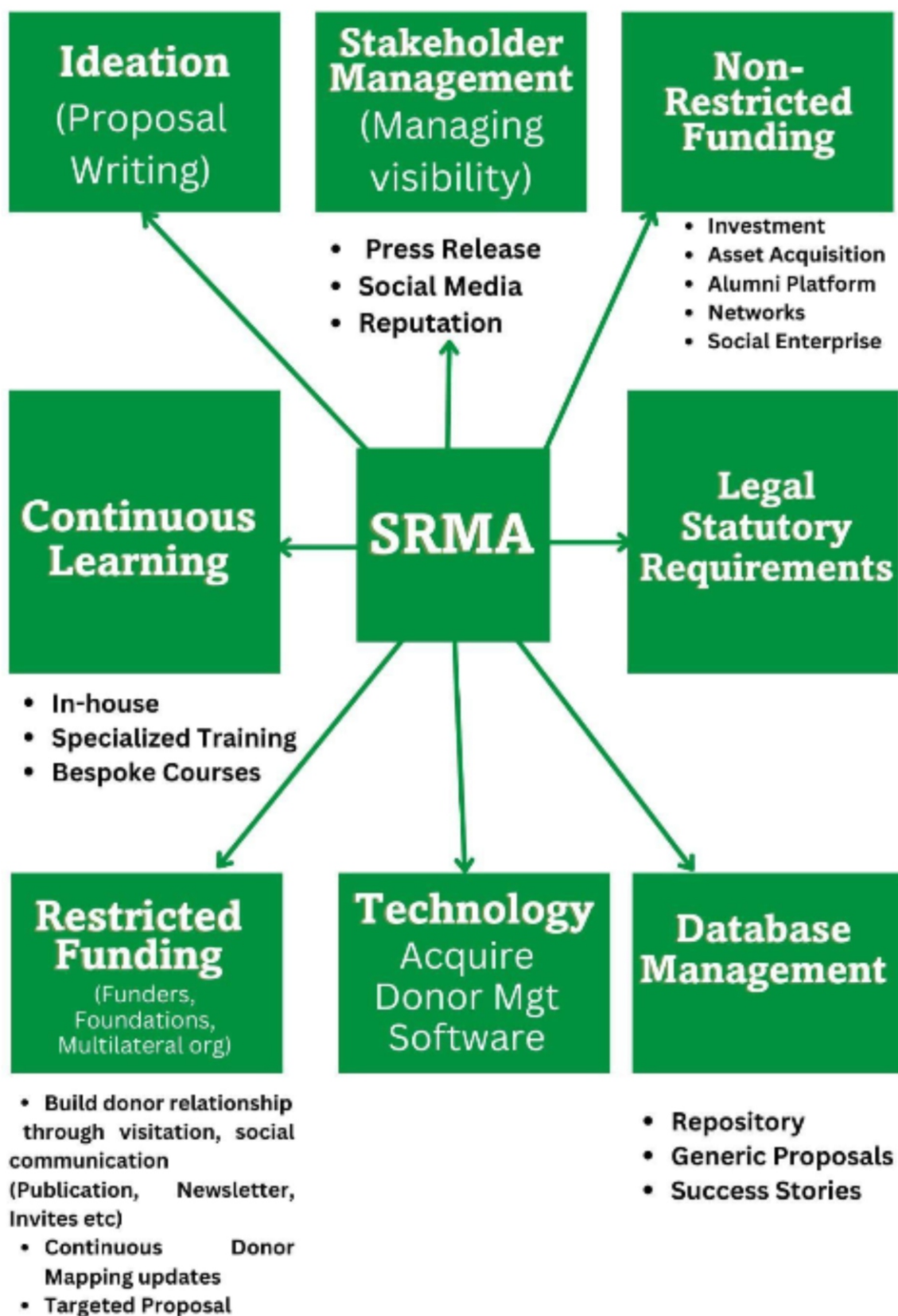
Centre LSD will improve its document management system. Documents will be properly labelled and filed. The capacity of staff to document activities and reports will be built. The skill of Centre LSD staff shall be improved upon through hand holding and outright capacity building for documentation. Staff 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 formalization of systematic filing, archiving and retrieval of documents. This shall be the responsibility of every staff of the organization.

5.5 Resource Mobilization

CENTRE LSD Organization's goal is to raise the total sum of Twelve Billion Naira (\$9 million dollars) within the next five years. Centre LSD will thus intensify its fund-raising effort by engaging more aggressively in proposal writing. An effort will be made to follow up on already written and submitted proposals and scout for new ones. Donor mapping will be carried out continuously and strategic relationships will be built with donors. Emphasis will be on multi-year projects to help stabilize personnel and the organization while also helping to earn respect and prestige for the organization.

From its initial work in Johannesburg (SA), Kigali (Rwanda) and Banjul (Gambia), the Centre will expand its activities to other regions of the African Continent building alliances to increase its presence and visibility towards attracting more resources. The Centre will establish its offices in at least two African countries during the period of this strategy plan. In furtherance of this aspiration, the Centre's has developed its bespoke Strategic Resource Mobilization Architecture (SRMA) shown below. This is complemented by a Resource Mobilization Plan.

Strategic Resource Mobilization Architecture (SRMA)



5.6 Communication and Media

In the next five years, the African Centre for Leadership, Strategy and Development (Centre LSD) will strategically leverage various tools and approaches to bolster its visibility and civic engagement, both internally and externally.

1. **Enhanced ICT Integration:** Centre LSD will intensify its utilization of Information and Communication Technology (ICT) for development purposes. Continuous capacity-building initiatives will ensure that staff are proficient in utilizing the latest ICT tools and platforms. This includes leveraging emerging technologies and trends to enhance organizational efficiency and outreach.
2. **Prioritizing New Media:** Recognizing the transformative potential of new media, the Centre will prioritize its engagement on digital platforms. This involves maintaining a robust online presence across various social media channels and digital platforms to amplify its message and engage with a wider audience.
3. **Deployment of Artificial Intelligence (AI):** Centre LSD will embrace AI technologies to augment its operations and decision-making processes. By harnessing AI-driven insights from reliable datasets, the Centre will enhance its effectiveness and gain a deeper understanding of contextual nuances and cultural dynamics, thereby refining its strategies and interventions.
4. **Diversification of Communication Products:** The Centre will diversify its communication products to cater to varied audience preferences and demographics. This includes producing podcasts, animations, infographics, and human-interest stories that resonate with different segments of society. These engaging formats will be disseminated through both new and traditional media channels to maximize reach and impact.

5.7 ICT

The Centre will improve on its deployment and utilization of ICT to improve efficiency and civic engagements. The capacity of staff will be continuously built on new approaches to modern ICT tools and platforms. Cybersecurity and the New media will be given priority, and the Centre will maintain an active online presence. Centre LSD will leverage digital tools to produce and manage virtual learning platforms to advance other Centre's objectives.

CHAPTER SIX: MONITORING, EVALUATION & LEARNING (MEL)

6.1 Introduction

One of the critical components of a strategy plan is the section on Monitoring, Evaluation and Learning, which provides the framework for tracking and assessing the results and progress of the organization throughout the implementation of the Strategy plan, using the indicators, targets, and the means of verifications in the plan. Therefore, the Centre LSD monitoring, evaluation and learning framework outlined how the Centre will monitor its resources, activities, and results throughout the lifespan of this strategy.

Amongst other things, it also shows how periodic assessments and analysis by the management will guide the implementation of the plan and guides how information generated from monitoring, evaluation and learning will be reflected on and used to improve organizational performance.

This framework will therefore enable the Centre to generate and document evidence-based results from its programming, drawn from the 3 pillars (Leadership Strategy and Development) of the organization and across all their program cycles in its 5 years of implementation.

6.2 Monitoring and Evaluation Framework

The Monitoring, Evaluation and Learning framework of Centre LSD's strategy plan 2024- 2028 links the overall goal of the plan with the strategic objectives, outputs and their outcomes.

This framework, therefore, draws from the Centre's Theory of Change and the Centre's MEL framework. The implementation of this framework will be the responsibility of all the staff of the Centre with the leadership of the MEL department. Below is the detailed representation:

STRATEGIC OBJECTIVE	EXPECTED OUTCOMES	OBJECTIVELY VERIFIABLE	MEANS OF VERIFICATION	RISK/ASSUPTIONS
Objective 1: To promote development leadership development in Africa.	*Improved individual and organizational leadership capacities within various spheres of influence across Africa.	*Number of mentoring and coaching executed or facilitated by the Centre (disaggregated by gender, location, occupation, career level).	*Training reports *Annual leadership school report incorporating the report of all the training Centres.	Centre LSD's lead in the leadership pillar able to drive and accommodate this planned expansion in the leadership arm.
	*Increased functional leadership school annexes in Nigeria and Africa.	*Number of persons mentored by the Centre (disaggregated by sex, age, location).	*A database of all trained participants (disaggregated by sex, age, location).	
	*Improved participation of youths and marginalized groups in decision-making in Africa.	*Number of leadership School Centres established and supervised by the Centre in the next 5 years.	*A database of all organizations and individuals mentored and coached by the Centre. (Disaggregated by sex, age, location).	
	*Improved leadership knowledge among citizens without language barriers.	*Number of persons trained on leadership skills (disaggregated by gender, location, occupation, career level) *Number of organizations trained by Centre LSD on leadership skills (disaggregated by gender, location, occupation, career level)	*Participants recommendations from their places of work after training at/with the Centre. *Promotions (workplace) received by participants at their workplace after the training. *Training replicated by beneficiaries of the Centre. *Monthly reports and annual reports of progress of the leadership department.	

<p>Objective 2: To develop capacity for strategy analysis, management, and engagement with global, regional, and national development strategies.</p>	<p>*Enhanced skills for strategic thinking and management.</p> <p>*Improved capacity for strategy development in Nigeria and across Africa.</p> <p>*Improved organizational capacity for strategy plans and development implementation.</p> <p>*Increased ISMNC Certification in Nigeria.</p> <p>*Increased National and sub-national level implementation of development plans.</p>		<p>*Number of Bespoke sectorial leadership training programs executed by the Centre in the next 5 years.</p> <p>*Number of beneficiaries that have translated learnings into action.</p> <p>*Number of translations of leadership training materials.</p> <p>* Number of strategic management programmes executed for individuals.</p> <p>* Number of strategic management programmes executed for organizations.</p> <p>*Number of collaborations with Institutions/organizations for ISMNC certification.</p> <p>*Number of ISMNC certification facilitated by the Centre.</p>	<p>*Attendance sheet.</p> <p>*Activity reports</p> <p>*Training reports</p> <p>*Media reports.</p> <p>*Photographs</p> <p>*Copies of final strategy plans developed by organizations, facilitated by the Centre.</p> <p>*List and records of ISMNC certification facilitated by the Centre, with proof.</p> <p>*Database of organizations and individuals trained in strategy.</p> <p>* Details of National, Regional, and Global development plans/agenda programmes executed by the Centre.</p>			<p>Centre LSD's lead in the strategy pillar able to drive and accommodate this planned expansion in the strategy arm of the Centre.</p>
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			<p>*Number of Strategy Plans (SP) facilitated for organizations across Africa.</p> <p>* Number of designed and executed programming for National, Regional, and Global development plans/agenda, such as SDGs, Nigeria Agenda 2050, African Mining Vision, Africa 2063, etc.</p>	<p>*Monthly reports and annual reports of the Strategy department.</p>	
<p>Objective 3: To promote just, transparent, accountable, inclusive, and active citizens engagements across governance Africa.</p>	<p>*Strengthened democratic processes in Nigeria.</p> <p>*Improved budget processes, budgetary allocations in critical sectors and efficiency in public funds utilization.</p> <p>*Improved people-centric policies.</p> <p>*Improved civil liberty.</p> <p>*Strengthened implementation of policies on issues of GBVs, VAWS, etc.</p> <p>*Improved constitution for good governance.</p>	<p>* Number of election related projects/activities implemented in 5 years.</p> <p>*Number of stakeholders interfaced with on election related project/activities.</p> <p>*Number of interface/activities implemented on Nigerian budgetary process.</p> <p>* Number of Advocacy visits to relevant stakeholders and the commitments made.</p>	<p>*Reports of election related projects and activities.</p> <p>*Database of participants of Centre LSD's election related activities.</p> <p>*Annual Advocacy sheets with commitments.</p> <p>*Centre LSD Policy Papers and documents produced.</p> <p>*Advocacy attendance sheet.</p> <p>*Reports and database of civic space related projects/activities and their participants.</p>	<p>*Political stability</p> <p>*Willingness of decision makers to embrace transformative change.</p>	

		<p>* Number of commitments that translated into actions and policies.</p> <p>*Number of policy documents produced.</p> <p>*Number of policy change Centre LSD initiated, influenced, and contributed to, within and across Africa.</p> <p>* Number of civic space activities implemented in 5 years.</p> <p>*Number of programme/activities specifically designed for marginalized and excluded group (women, girls, youths, PWD, etc.)</p> <p>*Number of Constitutional reviews activities/projects/programmes carried out by the Centre in 5 years.</p>	<p>*Reports and database of programmes/ projects/activities specially designed for marginalized/excluded groups and their participants.</p> <p>*Reports and database of constitutional review and related projects/activities and their participants.</p>	

Objective 4: To promote clean and healthy environment and mitigate the challenges of climate change.	<p>*Improved community WASH practices.</p> <p>*Improved management and governance of the environment and natural resources in Africa.</p> <p>*Enhanced productivity of community lands for agriculture.</p> <p>*Improved sustainable environmental practices and Land Management in Nigeria.</p> <p>*Increased investment & use of green energy solutions.</p> <p>*Increased collective investment and benefits from solar installations.</p>	<p>*Number of sensitization activities implemented on WASH and waste reduction.</p> <p>*Number of Centre LSD's new project/work/activities in the Niger-delta around gas flaring, oil spillage, climate change and desertification.</p> <p>*Number of community land use intervention designed and implemented by the Centre in 5 years.</p> <p>*Number of bioenergy projects and initiatives designed and implemented by the Centre in 5 years.</p>	<p>*Reports, results and database of WASH related projects/activities and their participants.</p> <p>*Reports, results, and database of the Centre's projects/activities around natural resources in the Niger Delta and their participants.</p> <p>*Reports, results, and database of projects/activities around community land use in Nigeria and their participants.</p> <p>*Reports, results, and database of Centre LSD's projects/activities around bioenergy and green energy and their participants.</p>	<p>*Availability of sufficient internal and external expertise needed to deliver on this objective.</p>
	<p>*Improved livelihood of citizens.</p> <p>*Improved management of SMEs in Africa.</p> <p>*Improved standard of living for Nigerians and Africans.</p>	<p>*Number of poverty alleviation activities/projects initiated and executed by the Centre.</p> <p>* Number of Small & Medium Enterprises (SMEs) initiatives designed and implemented by</p>	<p>*Reports, results, and database of Centre LSD's projects/activities on poverty alleviation and their participants.</p> <p>*Reports, results, and database of Centre LSD's SME projects/activities and their participants.</p>	<p>*Political stability</p> <p>*Availability of funds.</p> <p>*Political will.</p>
Objective 5: To improve peoples' standard of living through human capital development and poverty eradication. Key Actions				

Objective 6 To reposition Centre LSD as the leading organization for building leadership sustainable development in Africa	<p>*Improved Centre LSD's visibility across Africa.</p> <p>*Improved organizational resilience.</p> <p>*Strengthened organizational culture.</p> <p>*Improved staff capacity for multi-sectorial programming.</p> <p>*Recognized as a real-time and technological driven organization.</p> <p>*Improved innovative solutions.</p> <p>*Improved staff retention.</p>	<p>*Level of Centre LSD's visibility in Nigeria and across Africa.</p> <p>*Number of systems strengthened with new initiatives/innovations.</p> <p>*Number of new, high and mid-level staff engaged and retained by the Centre.</p> <p>*Number of trainings organized for Centre LSD's staff in 5 years.</p> <p>*Number of technological innovations in the Centre for 5 years.</p> <p>*Number of organizational innovations in the Centre for 5 years.</p>	<p>*Reports, results, and database of Centre LSD's projects/activities on education and their participants.</p> <p>*Annual analytics report showing Centre LSD's geographical visibility across African Countries.</p> <p>*Annual System Strengthening results and reports.</p> <p>*Centre LSD annual staff training needs prepared and submitted by HR at the beginning of every year.</p> <p>*Centre LSD annual staff training reports submitted at the end of every year.</p> <p>*Departmental annual reports show-casing the various departmental innovations.</p> <p>*Annual Database of new contacts/grants signed by the Centre.</p>	<p>*Availability of funds</p> <p>*Political will.</p> <p>*Availability of staff with a transformative mindset.</p>
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	<p>*Improved organizational reputation and impacts across Nigeria and in Africa.</p>	<p>*Number of new grants received by Centre LSD for each year of the strategy plan.</p> <p>*Number of staff awards in the 5years.</p> <p>*Number of implementation status and evaluation report developed through the life span of this strategy plan in the next 5 years.</p>	<p>*Annual documentation of Centre LSD’ Publications/Books produced.</p> <p>*Centre LSD Newsletter/Periodicals.</p> <p>*Annual Centre LSD’s result sheets and MEL report.</p>	
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6.3 Risk Management Matrix

Centre LSD, like every other organization, faces the risk of unexpected, harmful occurrences and events that are often not within the control of the organization. This risk can cost the organization the loss of human and financial resources. Unfortunately, if these are not well managed, they may cause the organization to close operations and fold up. Centre LSD understands that these risks can be avoided, reduced, or taken. Invariably, some risk must be taken by the organization. This is because risks untaken can spell trouble and disrupt the organization.

Therefore, risk management has become crucial for the Centre because the risks faced by Civil Society have become more complex. No thanks to the VUCA nature of the environment in which we operate, and this risk could be internal or external. A typical example of external risk is the threats to organizational effectiveness arising from the coronavirus pandemic and Nigeria's "poverty pandemic", caused by the abrupt removal of fuel subsidy by the Tinubu-led Administration.

As organizations continue to grapple with these internal and external crises, the management and boards of Centre LSD have taken a fresh look at our risk management and how it will affect our operations and existence in the next five years.

6.4 Risk Matrix

The table below captures the risks identified when developing this strategy plan. The Centre analyzed her organizational SWOT and contextual analysis of the environment we operate.

S/N	RISK IDENTIFIED	PROBABILITY	IMPACT	MITIGATING ACTIONS	STAFF RESPONSIBL
INTERNAL RISK					
1	Non-aggressive fundraising strategy	High	High	The Centre will be deliberate in its fundraising drive and ensure that it attract at least 2 multi- years projects annually	The Executive Director
2	High staff attrition	Low	High	Management will ensure that staff are motivated, and staff benefits attractive enough to retain key staff.	Management
3	Poor project delivery	Medium	High	Improved project management and embrace an execution culture of managing for impacts.	All project and support staff.
4	Decline in the quality of leadership school outputs and outcomes.	Medium	Low	The Centre will work to maintain standard through engagement of quality resource persons and a	Director of Leadership
				close supervision of the leadership school Centers.	
5	Poor social relationship with funders	Medium	High	Strengthen informal and social relations with funders and prospective funders.	Resource Mobilization lead.
External Risks					
6	Environmental and technological trends	High	High	The Centre will make conscious efforts to adapt to changes as they occur	All staff of the organization.
7	Actions of regulatory bodies.	Medium	High	Conscious efforts will be made by relevant departments to judiciously satisfy all the regulatory bodies in this sector	Relevant staff.
8	Competitors' actions	Medium	Medium	The Centre will continue to foster and strengthen collaborations with national and international organizations.	Management and Board of Centre LSD.
9	Meeting Stakeholder needs.	Medium	High	Stakeholders' satisfaction will be prioritized.	Entire staff and management of Centre LSD.

10	Probable war (Niger ECOWAS) that can lead to high inflation rate, economy woes, etc.	Low	High	The Centre will constantly scan the horizon and adapt to changes accordingly.	Management and Board of Centre LSD.
11	Political instability and insecurity	Medium	High	Consciously track political trends, identify threats and develop policies and measures to ensure continuity, relevance and resilience.	Management and Board of Centre LSD.
12	Possible reoccurrence of COVID-19 outbreaks or another global pandemic.	Medium	High	Diversify into health as one of our thematic areas in the development pillar, to educate and programme on the prevention, spread and management of any future pandemic.	Staff, Management and Board of Centre LSD.
13	Negative impact of digitization leading to exclusion of marginalized communities from	High	Medium	Centre LSD's information dissemination techniques should be design to factor- in this marginalize group and ensure that information	Staff, Management and Board of Centre LSD.
	accessing Centre LSD services and information.			is available digitally and in analogue forms.	
14	Cyber-attacks and threats	High	High	Build the organization's resilience and staff capacity against possible cyber-attacks. Additionally, make cyber security every staff's business.	IT department of the Centre.



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