

**OPERATIONALIZATION OF THE EMERGENCY
MEASURES & CLEAN-UP OF THE NIGER DELTA:
ISSUES, CHALLENGES AND THE
WAY FORWARD**



OCTOBER 2018
Centre LSD Policy Brief No. 13

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Centre LSD

October 2018

EXECUTIVE SUMMARY

Hydrocarbon contaminated sites in the Niger Delta region of Nigeria are commonplace due to over five decades of oil exploitation activities. The Niger Delta suffers from an epidemic of oil spills. Annually hundreds of oil spills damage the environment and devastate the local population whose livelihood are dependent on farming and fishing. Neither the oil industry operators nor the Nigerian Government have been able to initiate lasting practical solution to prevent new oil spills and address existing polluted sites. Owing to civil society protests and drastic demand for environmental remediation in parts of the Niger Delta, specifically Ogoniland, the Nigerian Government commissioned the United Nations Environment program (UNEP) to undertake an environmental assessment in Ogoniland. In 2011, UNEP released the most comprehensive and authoritative report on Ogoniland. The report details massive environmental neglect and degradation and recommended immediate remediation of polluted sites in the area. Recently, the Nigerian Government re-established the Hydrocarbon Pollution Remediation project (HYPREP) to undertake the remediation and restoration of polluted sites in Ogoniland and the Niger Delta.

This report presents a seminal investigation of the operationalization of the emergency measures and clean-up exercise in Ogoniland. Almost two years after the establishment of HYPREP, certain recommendations UNEP considered urgent and tagged Emergency Measures are yet to be implemented while the status of the remediation exercise is far from stakeholders expectations. While some of the emergency measures seem to be misunderstood by the implementing agency (HYPREP) the status of others is still incomplete (e.g. HYPREP advertised for health impact assessment for over a year now no result yet). Specifically, oil polluted communities in Eleme local council continue to consume benzene polluted water despite UNEP's recommendation for the provision of potable

drinking water to such impacted communities. There is no short-, mid- or long-term plan to provide potable water in the impacted communities.

With regard to the clean-up exercise, there are indications that the remediation of polluted sites would begin in October 2018. However, there are no plans for the management of waste that would be generated during the process. Stakeholders have expressed concerns over the likelihood of digging and dumping clean-up waste on clean sites. While stakeholders appreciate the political will expressed by the current government so far, there are also concerns about the financial commitment of the Federal Government and oil industry operators, and the sustainability of such, during the 25 to 30 years lifecycle of the remediation and restoration exercise in Ogoniland. This research recommended amongst others a sustainable funding regime, an independent HYPPREP, simultaneous implementation of the emergency measures and clean-up exercise, and an economic empowerment/livelihood package to ensure the local population in Ogoniland acquired life skills for a better future. The report will be of significant benefit to civil society organizations, contaminated land researchers, contaminated land regulators, scientist, and the media.

1 SECTION 1: Introduction

SECTION 1: INTRODUCTION

Nigeria is Africa's biggest producer of petroleum and the sixth largest producer in the world. Crude oil production capacity of the country, which is concentrated in the Niger Delta and adjoining offshore wells stands at 2.3 million barrels per day. There is at least 38.2 billion barrels of crude oil reserves in Nigeria. Thus, Nigeria's reliance on crude oil as the mainstay of the economy will linger, while the consequential impact of oil exploration and exploitation on both the environment and the public health in the Niger Delta, would likely continue.

Hydrocarbon contaminated sites in the Niger Delta region of Nigeria are commonplace due to over five decades of oil exploitation activities. The Ogoniland area in the Niger Delta region hosts many oil facilities (including four flow stations, numerous wellheads and Trans Niger pipelines) and has vast number of legacy sites contaminated with petroleum hydrocarbons. Crude oil exploration and exploitation in the region is undertaken with somewhat disregard to the basic principles of sustainable environmental management - leaving behind potentially polluted sites with various toxic hazardous chemicals, which has resulted to loss of livelihood and deprivation, and the general lack of development in the region. While the impact of oil exploration lingers, livelihood structures have been destroyed and a critical mass of the youth in and around impacted communities have become unemployed given that their primary livelihood source (farming and fishing) has been destroyed. This has led to youth restiveness, proliferation of violent groups, environmental hazards of varying types, and the loss of revenue to the government.

In response to agitations from civil society organizations and the Ogoni people, the Nigerian government commissioned the United Nations Environment Program (UNEP) to undertake an environmental assessment of Ogoniland. In 2011, UNEP released a seminal report on widespread soil and groundwater contamination in the area. In 2012, the Nigerian

government under Ex-President Goodluck Jonathan established the Hydrocarbon Pollution Restoration Project (HYPREP). HYPREP was given a mandate to implement the UNEP recommendations on Ogoniland. Being a product of an Executive Order without the force of law, HYPREP suffered severe funding issues and thus could not meet its obligations. In 2016, the current Nigerian Government led by President Muhammadu Buhari launched the clean-up of Ogoniland on June 2, 2016, and later created the Hydrocarbon Pollution Remediation Project (HYPREP) with the Federal Government gazette No. 176, Vol. 103 of December 2016. Under the current HYPREP arrangement, the project has four main objectives, which include:

- to determine the scope, means and modalities of remediation of soil and ground water contamination in impacted communities as may be recommended by HYPREP Governing Council and remedy them
- to enhance local capacity for better environmental management and create awareness of sound environmental management as well as ensure livelihoods and sustainable development
- to ensure security and promote peace building efforts in impacted communities
- to strengthen governance, transparency and accountability in the region.

Despite these initiatives by successive governments, wide-scale and sustainable action to clean-up these sites have yet to be initiated. For example, nothing significant has been achieved in respect of the emergency measures listed in the above-mentioned UNEP report. More so, there is the big challenge around the effectiveness of HYPREP, given its dependence on the Federal Ministry of Environment and vulnerability to typical ministerial bureaucratic processes. Amidst these, the communities in the region have been left to providence as the loss of livelihood, consumption of contaminated water and significant public health impacts continue unabated. This research investigates the operationalization of the emergency measures and clean-up of Ogoniland and the Niger Delta to ascertain where the country is on the environmental challenges facing the region and the way forward.

2

SECTION 2: Methodology



SECTION 2: METHODOLOGY

Basically, the research involved review of relevant literature and data collected from workshops/meetings with key stakeholders implementing/managing the clean-up of Ogoniland (Figure 1). Relevant literature including peer reviewed literature, HYPREP Year Book, Status Report amongst others, were also considered. In addition, workshops and meetings with officials of the Federal Ministry of Environment and HYPREP were used to mine data. Content analysis approach was used to analyse collected data.

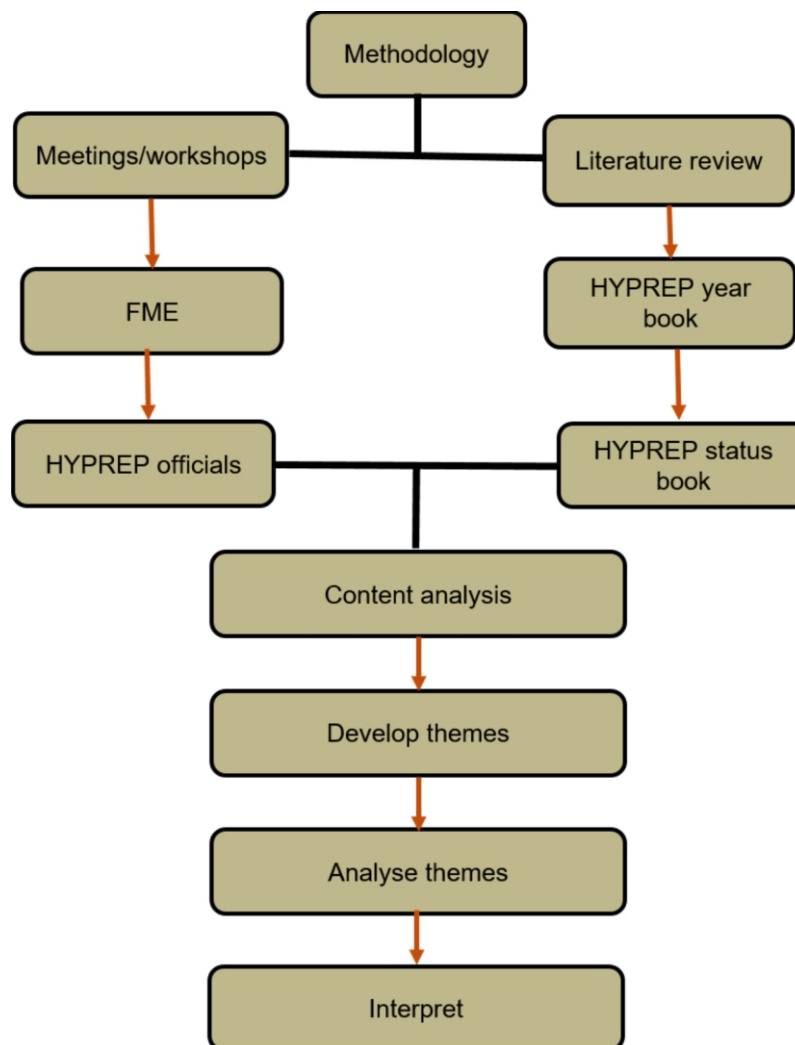


Figure 1: Research methodology

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SECTION 3:
The roles and responsibilities of the
Hydrocarbon Pollution Remediation
Project (HYPREP)



SECTION 3: THE ROLES AND RESPONSIBILITIES OF THE HYDROCARBON POLLUTION REMEDIATION PROJECT (HYPREP)

The Federal Government Gazette No. 176, Vol. 103 highlighted the following functions for HYPREP:

- investigate, map and evaluate hydrocarbon polluted communities and sites in Nigeria referred to it by the National Oil Spill Detection Response Agency (NOSDRA) or the Federal Ministry of Environment in collaboration with the Department of Petroleum Resources (DPR) and make recommendations to the Federal government.
- implement the recommendations of the United Nations Environment Program (UNEP) Report on Environmental Restoration of Ogoniland (UNEP Report) as directed by the HYPREP Governing Council.
- Initiate, and develop work programs aimed at restoring all hydrocarbon impacted communities and sites referred to HYPREP
- Undertake a comprehensive assessment and mapping of all environmental issues associated with hydrocarbon pollution, in collaboration with NOSDRA
- Provide guidance data to undertake remediation of contaminated soil and ground water in Ogoniland and such other impacted communities as may be referred to it
- Technically evaluate alternative technologies to be employed to undertake remediation of contaminated soil and ground water
- Make recommendations for responding to future environmental contamination from hydrocarbons
- Ensure full environmental recovery and restoration of Ogoni ecosystem services for Ogoni people and other impacted communities.

4 SECTION 4: Governance and Administrative regimes of HYPREP



SECTION 4: Governance and Administrative regimes of HYPREP

HYPREP has put sustainable structures in place. The governance framework includes the Governing Council, Board of Trustees (BOT), and the Project Coordination Office (PCO). The specific functions of the different arms of the governance structure are highlighted below.

4.1 Structure of the PCO

The PCO is headed by the Project Coordinator (PC) and it is made up of seven (7) Units:

- Environmental Remediation (Operations)
- Livelihoods and Sustainable Development
- Communication and Community Engagement
- Security
- Procurement
- Finance and Administration
- Legal Services
- Monitoring and Evaluation

4.2 The Functions of the PCO

The functions of the Project Coordination Office include to:

- provide leadership and requisite supervision to ensure the successful execution of HYPREP
- be accountable for the overall delivery of the execution of the HYPREP, including annual plans, delivery by the contractors and within agreed budget.
- develop project plan and budget provisions for the execution of the HYPREP
- supervise contractors to ensure timely and qualitative project delivery
- provide periodic risk and project updates to the HYPREP Governing Council and Board of Trustees
- maintain repository of all project documents

- ensure compliance with existing applicable laws and governance or Control Framework
- ensure that procurement and tendering processes are in line with the Public Procurement Act, 2007, and consistent with the international best practices
- manage and execute all aspects of contracting relations under the highest standards of integrity and ethical behavior and comply with all applicable laws and regulations.
- ensure proper contract documentation and apply transparent and impartial procedures in the selection of contractors and management of contracts
- formulate procedures for the due diligence of third-party contractors, agents, intermediaries and vendors (Due Diligence Procedures for Contractors), which shall be reviewed and approved by the HYPREP Governing Council
- develop and execute a communications plan in collaboration with all stakeholders

4.3 Composition of the Governing Council

The Governing Council consists of:

- Minister of Environment as chairperson
- Minister of State for Petroleum Resources/Group Managing Director of Nigerian National Petroleum Corporation
- Minister of Budget and National Planning
- Minister of Niger Delta affairs
- National Security Adviser
- Managing Director of the Niger Delta Development Commission
- Managing Director of Shell Petroleum Development Company of Nigeria (Ltd) and two alternates
- One Representative of a Non-Governmental Organization dealing with environmental issues

- One representative of the 9 Oil Producing States on two-year rotational basis
- Two representatives of Ogoni communities and two alternates
- Two representatives of other Niger Delta Communities and two alternates
- One representative of the United Nations Environmental Program (UNEP) as observer
- The Project Coordinator of the HYPREP who shall be the Secretary to the HYPREP Governing Council

4.4 Functions of the Governing Council

The functions of the Governing Council include, to:

- superintend the policies of HYPREP
- provide the general policy guidelines relating to the functions of HYPREP
- guide and steer HYPREP on the strategic processes required for the execution of approved projects
- in accordance with the Terms of reference set out the process of funding, project selection, the management of the Ogoni Trust Fund established under paragraph 14 of this Notice and roles and responsibilities of various governance structures, be responsible for the oversight of the implementation of HYPREP in line with the recommendations of the UNEP Report.
- promote transparency, propriety and integrity in the operation of HYPREP
- ensure the protection of the interest of players, stakeholders and the public in HYPREP
- carry out periodic assessment of the operations of HYPREP and submit report to the Board of Trustees
- review and approve Project Plan, budget provisions and Communication Plan for all phases of the execution of an approved project
- monitor fund utilization by HYPREP to ensure completion of projects

- approve HYPREP's control framework and internal assurance plan
- appoint external auditors to review HYPREP's processes
- develop appropriate governance framework agreement for the execution of an approved project
- establish for HYPREP an operational structure under the supervision of the Project Coordinator as spelt out under paragraph 21 of this Notice
- approve all staff appointment as recommended by the Project Coordinator
- perform such other functions as may be given to the HYPREP Governing Council by the Minister to achieve the objectives for which it was constituted

4.5 Composition of the Board of Trustees

The Board of Trustee (BOT) shall consist of the following;

- Chairperson to be appointed by the president on the recommendation of the Minister
- Minister of State for Environment
- Minister of Finance
- Minister of State for Petroleum Resources and Chairman of the board of the Nigerian National Petroleum Corporation
- Two representatives from Ogoniland
- Three participating International/Contributing Oil Companies (Shell, AGIP, and Total)
- One representative of other communities in the Niger Delta
- One representative of the Non-Governmental Organizations (NGOs) that are active in environmental matters
- One representative of the United Nations Environmental Program (UNEP) as an observer

4.6 Functions of the BOT

The functions of the BOT include, to;

- carry out financial oversight that ensures the use of financial controls and

that funds are prudently utilized in accordance with established financial policies related to HYPREP

- liaise with and manage the disbursement of fund, gifts, grants-in-aid from national, bilateral and multinational organizations, agencies and bodies, including Fund Contributors and Participating Entities, for any approved project related to an established Trust Fund.
- release funds to the PCO as approved by the HYPREP Governing Council.
- carry out internal and external financial audit of allowances and disbursed funds
- ensure that funds are timely made available for the implementation of the of activities as may be approved by the HYPREP Governing Council
- execute an escrow agreement with an Escrow Bank approved unanimously by the Board of Trustees
- ensure that the PCO prepares a funding schedule for each Calendar Year at least prior to 30th September of the previous Calendar Year and each funding schedule shall set out the estimated cash requirements of HYPREP, for each quarter of the Calendar Year to which it relates, for the project execution based on the annual budget approved by the Governing Council.

4.7 Central Representative Advisory Council

- The Central Representative Advisory Council (CRAC) was recommended as part of the governance structure by the HYPREP Governing Council. CRAC was recommended to act as a conflict resolution mechanism in the communities. More importantly, CRAC was to support HYPREP's engagement and communication structure with members cutting across the Ogoni kingdoms, SPDC, and communities.

4.8 Zonal Representative Council (ZRC)

- Zonal Representative Council (ZRC) was also recommended by the Governing Council to serve as a grievance resolution platform at the kingdom level. The grievance reporting channel is supposed to move from the ZRC to CRAC. However, both structures are yet to be instituted.

5 SECTION 5: The Emergency Measures



SECTION 5: THE EMERGENCY MEASURES

HYPREP has been operated for approximately two years. Within this period, HYPREP has undertaken a number of activities including procurement (expression of interest for remediation of impacted sites and expression of interest for water and health), training of technical assistants, stakeholder forums, demonstration of remediation technologies, impacted sites delineation, sensitization and community engagement¹.

However, it is difficult to assess HYPREP's progress for several reasons. First, HYPREP has not or yet to publish (at least, in the public domain or accessible to the public) a work plan, which would serve as a veritable tool for independent assessment of temporal progress. HYPREP prepared a yearly schedule that neither provided assessable outcomes nor milestones as regards the clean-up, remediation and restoration. It is, therefore, most challenging whether or not to start counting down the 25-30 years suggested by UNEP for restoration of Ogoni environment.

5.1 Current State of the Emergency Measures

Primarily, the Ogoni environmental remediation project as outlined in the UNEP recommendations should be implemented in phases the emergency measures and the full-scale remediation of polluted sites. There are eight emergency measures highlighted in the UNEP report. As the name implies, UNEP considered these recommendations as 'emergency' and thus required fast-tracked implementation. Till date, only a few measures had been partially attempted while many others are yet to be conceived. Table 1 below highlights the status of the eight emergency measures.

¹HYPREP, 2018. Status Report.

Table 1: Status of the emergency measures

Emergency Measure	Status
Ensure that all drinking water wells where hydrocarbons were detected are marked and that people are informed of the danger	This emergency measure is yet to be attained. Two communities in Ogale Clan – Ekpangbala and Agbi have contaminated water wells that are yet to be marked, and people still use water from these wells for different purposes.
Provide adequate sources of drinking water to those households whose drinking water supply is impacted	This is one measure that is yet to be implemented. Contracts were advertised to study the water reticulation in Ogoniland and also provide water. HYPREP is yet to provide potable water to any community.
People in Nsisioken/Ogale who have been consuming water with high benzene of over 900 times the WHO guideline are recorded on a medical registry and their health status assessed and followed up	HYPREP is yet to undertake this measure. Although HYPREP advertised for health impact assessment, only few <i>ad hoc</i> medical outreaches to treat basic sicknesses and undertake surgeries for some members of the Ogoni population had been undertaken. This is far from what UNEP recommended.
Initiate a survey of all drinking water wells around those wells where hydrocarbons were observed and arrange measures (1-3) as appropriate based on the results	HYPREP has undertaken a survey of water facilities in Ogoniland (as stated in HYPREP 2017 Year Book). However, no further steps to address the issues as recommended by the emergency measures have been undertaken.
Post signs around all the sites identified as having contamination exceeding intervention values warning the community not to walk through or engage in any other activities at these sites	The former HYPREP provided signage in selected polluted sites, particularly rivers and mono pumps. There are many polluted sites where there are no sensitization signages.
Post signs in areas where hydrocarbons were observed on surface water warning people not to fish, swim, or bathe in these areas	The former HYPREP provided signs in selected polluted rivers
Inform all families whose rainwater samples tested positive for hydrocarbons and advise them not to consume the water	HYPREP is yet to identify these families, consult or inform them. Or better still, sensitize the Ogoni population on the hazard of drinking contaminated rainwater.
Mount a public awareness campaign to warn the individuals who are undertaking artisanal refining that such activities are damaging their health	HYPREP has undertaken strategic level consultations with ex-artisanal refiners. This approach had been ineffective and given that the real people involved in artisanal refining (the foot soldiers?) and who also suffer the impacts of the illicit and crude business are yet to be consulted.

The provision of potable water is a primary issue in all impacted communities. Given that the current HYPREP has operated for approximately two years, it is expected that a short-, mid- and long term (sustainable) measure for providing potable water in local communities should have been developed. HYPREP in 2017 formed a four-man committee with a responsibility to undertake a survey of water reticulation in Ogoniland. Although this is different from what UNEP recommended (i.e. survey of water facility in Ogoniland) following the survey of water facilities in the area, a simultaneous plan should have ensured that local communities have access to potable water as they await the long term plan. Stakeholders are expectant of HYPREP's decision following the water reticulation survey.

6 SECTION 6: The Clean-up Exercise



SECTION 6: The Clean-up Exercise

6.1 The remediation work

HYPREP has spent sufficient time to set up administrative structures for the smooth take-up of remediation work in Ogoniland. Agreed, some preliminary processes including scoping and delineation of polluted sites, advertisement and pre-qualification of 140 companies to undertake remediation, health outreaches, training of technical assistants, and the institution of the escrow account has been completed, there is a perception that work done after over 2 years of flag off is not in any way impressive but points to the politicization of the process. While local communities perceive this as an avoidable delay, and can be linked to the bureaucracy associated with government processes, it seems to have developed a strong foundation for a sustainable contaminated land remediation outfit. HYPREP has also given an indication that it is technically ready for the actual remediation work. Following this, HYPREP scheduled October 2018 as take-off date for clean-up of contaminated sites in Ogoniland. Despite these initial preparatory activities, there are several concerns and uncertainty on the efficacy and capacity of HYPREP to effectively and efficiently supervise contaminated soil and groundwater remediation in Ogoniland. HYPREP's forgoing activities seems to largely deviate from the recommendations of UNEP. In the following paragraphs, this report highlights such areas.

6.2 Clean-up of selected sites

Given that the remediation and restoration of contaminated soil and groundwater is capital intensive, any decision to prioritize sites could be justified. Concerns could be that Ogoniland have waited for too long and prioritization of polluted sites might be challenging or unappealing to local communities. However, Sam et al., (2017) foresaw this challenge and developed a framework for prioritizing contaminated sites, based on criteria or parameters peculiar to the local population in Ogoniland². The study identified community-generated

criteria related to economic, social, risk and land use to prioritize the 66 sites investigated by UNEP in 2011. This sort of approach to prioritization ensures inclusiveness (stakeholder participation) a principal strategy for effective and successful contaminated land remediation. Inclusiveness is imperative given that the goodwill of the local population enjoyed by the government is waning. In addition, the argument of natural attenuation (contaminated soil recovery) in Ogoniland could be relative. Given the soil texture and profile of Ogoniland, it is only an appropriate reconnaissance assessment that can verify such claims. Albeit, such sites would still require remediation given the persistent nature of some contaminants e.g. PAHs.

There are indications that HYPREP will commence the clean-up of selected 12 sites (apportioned into 21 lots) in October 2018. The lots are identified in Table 2.

Table 2: List of identified lots for remediation (Phase 1).

The 21 lots in Phase 1 of the clean-up comprises of Eleme (8 lots), Gokana (6 lots), Khana (1 lot) and Tai (6 lots).

Lot Nr.	Site Name	UNEP Site ID Code	LGA	Area (m ²)	Volume (m ³)
Lot 001	Okenta Alode	002-006	Eleme	1,728m ²	11,000m ³
Lot 002	Oboolo	002-003	Eleme	7,004m ²	52,000m ³
Lot 003	Nkeleoken Alode. Section A	002-002	Eleme	4,559m ²	43,600m ³
Lot 004	Nkeleoken Alode. Section B	002-002	Eleme	6,200m ²	46,100m ³
Lot 005	Nkeleoken Alode. Section C	002-002	Eleme	6,622m ²	46,300m ³
Lot 006	Nkeleoken Alode. Section D	002-002	Eleme	6,083m ²	48,000m ³
Lot 007	Nkeleoken Alode. Section E	002-002	Eleme	16,510m ²	83,500m ³
Lot 008	Nkeleoken Alode. Section F	002-002	Eleme	8,814m ²	83,800m ³
Lot 009	Saanako Mogho	019-044	Gokana	7,537m ²	13,000m ³
Lot 010	Debon. Section A	019-020	Gokana	3,536m ²	5,500m ³
Lot 011	Debon. Section B	019-020	Gokana	5,116m ²	28,500m ³
Lot 012	Debon. Section C	019-020	Gokana	4,990m ²	22,500m ³
Lot 013	Nweekol Z section A	019-021	Gokana	6,720	52,700

² Sam, K., Coulon, F., Prpich, G., 2017. A multi-attribute methodology for the prioritisation of oil contaminated sites in the Niger Delta. *Sci. Total Environ.* 579, 1323-1332. <https://doi.org/10.1016/j.scitotenv.2016.11.126>

Lot 014	Nweekol Z section B	019-021	Gokana	4,096	21,600
Lot 015	WIIEBORSI-Kpean Yorla Well 13	015-003	Khana	2,674m ²	14,000m ³
Lot 016	Buemene Korokoro Well 05	008-003	Tai	14,048m ²	59,000m ³
Lot 017	Bara Akpor - Botem	009-006	Tai	2,658m ²	13,000m ³
Lot 018	Buemene Korokoro well 09	008-004	Tai	2,190m ²	8,100m ³
Lot 019	Buemene Korokoro w-8 Section A	008-010	Tai	6,294m ²	32,300m ³
Lot 020	Buemene Korokoro w-8 Sections B & C	008-010	Tai	4,415m ²	25,400m ³
Lot 021	Aabue / Ueken -Korokoro Well 006	008-02	Tai	1,879m ²	13,100m ³

While this could be understandable given the financial commitment required for remediation of polluted sites and that the government might not have all the required resources, the criteria for the selection of sites should be developed by a broad-spectrum of stakeholders including experts from statutory environmental professional bodies. Such decision should consider certain conditions including but not limited to economic, social, risk, receptors, land use and regulatory threshold for remediation. It would be a recipe for discontent and conflict insensitivity should HYPREP solitarily decides sites to begin remediation without inputs from relevant stakeholders. It would be challenging without stakeholder inputs for HYPREP to justify sites selection for remediation. For example, it would be difficult for local communities in one polluted community to appreciate why HYPREP would prefer to clean-up certain sites in another community. Given the long delay in the commencement of the clean-up, stakeholders need to be fully included in decision-making processes, particularly as it concerns site selection should HYPREP decide to start the clean-up of certain sites.

7 SECTION 7: Challenges of the Clean-up



SECTION 7: Challenges of the clean-up

7.1 The independence of HYPREP

HYPREP was originally designed to be an independent organization. The plan was to ensure that HYPREP is not vulnerable to bureaucratic processes typical of government ministries as this might delay or slow down the activities of HYPREP given the exigency required to implement certain UNEP recommendations (e.g. the emergency measures). An independent HYPREP would ensure access to funds from the Trust Fund without undue reference to, or interference of the Ministry of Environment. HYPREP was to function in similar manner to the United States Superfund program which was established to remediate legacy sites. The Superfund program had a Trust Fund from which funds were easily accessed to remediate legacy sites. However, the Nigerian Government has deviated substantially from this course by making HYPREP function as an appendage in a typical government ministry. For example, the procurement process is tedious, procedural and time-consuming. This impacts on the speed and prompt response to activities that require urgent attention.

HYPREP is now structured to apply for funds. The application passes through a stringent process that provides for extreme delays before such funds are released. Part of the bureaucracy is that beside the escrow account, HYPREP needs to operate a project account for its activities. HYPREP would have substantial control over the project account (a sub of the escrow account). It is however unclear which of the accounts holds the Trust Fund, given that HYPREP was supposed to have control over the Trust.

Similarly, the existing line of communication indicates that HYPREP is yet to be independent. A situation where every communication from HYPREP is scrutinised by the Federal Ministry of Environment gives an indication that HYPREP remains an appendage of the Ministry. HYPREP should have its own communication lines while relating with the Ministry when necessary.

More importantly, HYPREP's decision-making process is sluggish, lethargic given the different bottlenecks and decision points in the Environment Ministry. HYPREP's final decision on topical issues imperatively passes through the principal officers in the ministry which causes undue delay to the decision-making process. A truly independent HYPREP should have its own streamlined decision-making process and thus facilitate urgent decisions that would enhance the organization's output.

7.1 Community expectations

HYPREP has been very equivocal on issues of compensation. In several fora, HYPREP has consistently opined that payment of compensation is not part of their mandate and thus would not be considered. HYPREP's decision is predicated on the UNEP report, which clearly did not mention that compensation should be paid to local communities. However, a succinct research undertaken by the Centre for Environment, Human Rights and Development (CEHRD) clearly indicated the desire of local communities for payment of compensation. In the study, majority of the communities sampled insist that economic losses should be compensated for, given the over five decades of soil and groundwater contamination that has destroyed traditional livelihood structures. Compensation is a potential risk to the implementation of the UNEP report in Ogoniland, and thus should be widely examined among relevant stakeholders. Compensation must not be monetary. HYPREP could use its mandate to lobby and persuade corporate and government institutions to drive development in Ogoniland. For example, livelihood development centres, and many other development projects could be built/undertaken by corporate organizations in collaboration with HYPREP. Communities have not insisted that compensation should be monetary, and as such HYPREP and the government would have to step up plans to manage community expectations.

7.2 Timing of commencement of remediation (breeds distrust)

The timing of the commencement of remediation could pose doubts and distrust in the mind of stakeholders. The UNEP recommendations for Ogoniland have transcended two political administrations in Nigeria. With benefits of hindsight, stakeholders are already traumatized by government seeming resumption of developmental projects/activities around electioneering periods. This happened under Ex-President Goodluck Jonathan and has also repeated itself severally under the current dispensation of President Muhammadu Buhari. Thus, planning to kick-start the remediation project in October 2018 (during the heat of electioneering campaigns) could be seen as a political gimmick to earn the votes of the people of the Niger Delta. For example, the last time President Muhammadu Buhari was in Port Harcourt was in 2016, to campaign for APC senatorial candidate. As a campaign promise, the President did mention that the clean-up of Ogoniland was focal to his administration. After the elections, and consequent victory of the party, nothing was heard of the clean-up exercise until now when the country is close to another election. Consequently, HYPREP could be seen by the region as a political agenda for winning votes rather than a genuine and sincere commitment to the clean-up, remediation and restoration of degraded soil and groundwater in the Ogoniland and the Niger Delta at large. This means, HYPREP needs to heighten their programs to indicate sincerity and commitment to the clean-up project.

7.3 Centre for Excellence

HYREP's Year Book 2017 did not mention the Centre for Excellence - a Centre whose building site foundation was laid even before the commencement of the Project coordinator Office (PCO). According to the UNEP report, the clean-up of Ogoniland is not exclusive to environmental restoration but includes social and livelihood restoration. For this reason, UNEP in their preliminary cost estimate for the first five years allocated substantial funds to the establishment of the Centre for Excellence. This Centre, which is expected to increase

tourism to contaminated sites globally by students and researchers, is envisaged to create employment for the critical mass of youths in Ogoniland and beyond. Currently, HYPREP has no actionable plan to build the Centre.

A model that could work for Ogoniland given HYPREP's funding constraints would be to designate a higher institution of learning in the area as the Centre for Excellence. While this would be effective and attempt to bridge lost time in the building of a new Centre, infrastructural upgrade would be necessary, and thus benefit the students and users of such institution.

7.4 Integrated Contaminated Soil Management Centre (ICSMC)

The ICSMC is expected to be an exclusive specially prepared to receive and treat waste from remediated sites. All remediation approaches that would require ex-situ treatment would generate significant quantity of hazardous waste. Thus, given the nature of contamination in certain sites in Ogoniland, the UNEP report envisaged that managing generated waste could be challenging, hence recommended an exclusive plan for waste management. Experts expected this Centre to be in place before awarding any remediation contract because it is the only effective mechanism to manage generated waste stream in the clean-up process. This recommendation was mainly to manage cross environmental contamination and ancillary pollution of plausible receptors, create sustainable jobs and transform Ogoniland to a global citadel of contaminated land remediation hub.

The ICSMC is yet to be conceived by HYPREP. In a recent engagement with Amnesty International, the Federal Ministry of Environment confirmed that currently there is no plan for ICSMC. The FME posited that communities are interested in clean-up, and all activities cannot be simultaneously undertaken. This indicates that the FME is oblivious of the nature of contaminated land waste a major source of worry to civil society organizations and contamination management experts.

In HYPREP's advert for remediation, one of the items highlighted was for prospective contamination remediation companies to possess ability to manage their waste. This could mean that different companies would adopt different approaches to managing waste from remediated sites. There are many concerns associated with this. First, companies could acquire plots of land in local communities to deposit generated waste, a potential source of toxic waste in the communities. Second, noting the impoverished nature of local communities, land acquisition for waste disposal would be very easy. Third, there is no mechanism or strategy in place to screen or threat waste from different remediation companies before final disposal into the environment. This is a primary reason the Ogoni clean-up operationalized by HYPREP seems deviant from the UNEP recommendations. Unfortunately, the Bodo clean-up managed by the Bodo Mediation Initiative (BMI) is already suffering this lapse. There were no effective waste management strategies in place prior to the phase 1 (free oil removal) of the Bodo remediation program. Thus, hazardous wastes were reportedly dumped at the creek frontage in the community for a long time. It is important to highlight that such sites are potential sources of re-contamination. These could become potential sources for the expression of difference between and amongst community members.

7.5 Re-pollution and artisanal refining

Re-pollution is a serious issue HYPREP should address. In the UNEP report, considerable significance was given to the activities of artisanal refiners. The UNEP report also recommended that they be given serious attention, for remediation activities to be successful. For example, UNEP voted substantial monetary value for creation of alternative livelihood/employment for artisanal crude oil refiners. This was to ensure that re-pollution is addressed before engaging in environmental remediation.

The Project Coordinator has succeeded in engaging ex-artisanal crude oil refiners with the view to finding a lasting solution to the challenge their activities pose to the environment. It is

unclear whether HYPREP have had challenges identifying and engaging youths that are actively involved in artisanal refining. It is also unclear, HYPREP's plan for artisanal refiners given the October 2018 date for kick-starting remediation activities in Ogoniland. It was expected, in the light of the UNEP recommendations, that HYPREP would develop a livelihood package for engaging the critical mass of youths engaged in artisanal refining of crude oil but this does not seem to be a path threaded by HYPREP. What is however very clear is that the youths perceive artisanal refining as a lucrative venture, despite the risks involved and its negative effects to the environment. More worrisome is the fact that they have further acquired social license to operate from their respective communities. This implies that HYPREP would be faced with a herculean task of persuading the youths involved in artisanal refining to desist from it. An important first step towards reversing this trend has not been taken. No remediation activities in Ogoniland would be successful where artisanal refining a primary source of re-pollution, is not addressed. Should HYPREP not have this understanding, there would be concern about the 2018 October start date for clean-up because one of the greatest undoing to the Ogoni people would be to clean the land from one point while re-pollution is happening at another. It is important that HYPREP gleans lessons from the Bodo remediation exercise that has been hampered by the activities of artisanal refiners. The clean-up of the wider Ogoniland should not suffer similar setback. Thus, the October 2018 is a very ambitious start date for the clean-up of Ogoniland; . The right things are not yet in place. For example, if artisanal refining of crude oil and bunkering is not ended, clean-up activity would be an academic process. HYPREP would be cleaning from one end, while re-pollution is occurring from the other. This should be addressed for maximum results.

Nevertheless, there is need for a robust livelihood package for artisanal refiners. This is achievable. HYPREP could initiate collaboration with NDDC, Rivers State Government, the Amnesty office and other private organizations to develop an empowerment program for

youths involved in artisanal refinery. Given that the Ogoni clean-up exercise is a multi-stakeholder project, certain Global Memorandum of Understanding (GMOU) or Corporate Social Responsibility (CSR) projects in communities could be channeled towards empowering youths involved in artisanal refinery. This is key to the success of HYPREP and the responsibilities it is tasked to deliver.

7.6 Baseline

A baseline is a study that indicates the starting point of a project. A baseline is a tool that could be used to measure expected changes over time. HYPREP has reported that it had undertaken scientific baselines (delineation) for identified contaminated sites without considering other indices that would affect the inhabitants around the sites. This emphasizes the place or the importance of a social, environmental, human rights and gender impacts/baselines - which cannot be under played. For example, there are no current data to indicate the economic profile of community members. This is needed to assess changes in economic conditions resulting from HYPREP's economic development packages in the communities. Such baseline will form the foundation for deciding and developing a "score card" for assessing HYPREP's progress in the clean-up exercise. While this is already belated, it can still be undertaken to provide an idea of the economic, environmental and social status of the local population.

7.7 Regulatory threshold

Available regulatory threshold for the clean-up of Ogoniland is grossly inadequate. The Environmental Guideline and Standards for the Petroleum Industry in Nigeria (EGASPIN) recommended a generic target value of 5000 mg/kg. This threshold was identified by the UNEP report as inadequate.

Best practice requires that sites be remediated to be fit for purpose. This means that polluted sites should be remediated for current or future land use purposes. Thus, every identified land use should have a “fit for purpose” threshold. For example, if a polluted site is intended for industrial purposes either currently or in the future, the site should be remediated to that standard and that the regulatory threshold for that site should be different from that of a site to be used for agricultural purposes. Noting that majority of the polluted sites in Ogoniland are farmlands, it is imperative to develop a more conservative threshold in order to substantially reduce the risk of cancer villages in Ogoniland. It is very important for critical stakeholders to take measures to agree on applicable and appropriate target values for different land use in the Niger Delta. It will be counter-productive should the current one size fits all regulatory threshold be used as target value in the Ogoni clean-up. If this is the case, then many sites would remain polluted with high residual risk after a purported remediation.

7.8 The politics of Funding

The UNEP report recommended an initial \$1 billion as take-off fund for the clean-up exercise in Ogoniland. This recommendation was made in August 2011 given the global economic indices then. Since then, fiscal indices such as inflation have changed. This means if UNEP were to introduce an improved version of the report, the initial take-off fund would be substantially reviewed upwards. Despite this, the Nigerian Government and Ogoni elites decided to adopt the \$1 billion and split the earmarked initial take-off fund into five. This agreement was reached to address issues related to corruption and transparency in the disbursement and utilization of funds for the clean-up.

The FME recently provided a breakdown of the current status of the escrow account to stakeholders (Table 3). The development in terms of the agreement is for the release of \$200 million dollars annually. However, there are concerns that this initial commitment cannot be sustained. It is important to mention that Shell made a first payment in 2017. It is unclear

whether or not the first payment made by Shell is inclusive in the approximate \$180M in the Trust Fund. While this clarification is awaited, Table 3 presents a near-correct estimate of monies in the Trust Fund.

Table 3: Initial funds contribution for the clean-up

Institution	Amount contributed	Year	% contributed	Total
Shell	\$10 million	2017	47.2	\$177 million
Shell	\$73.5 million	2018		
NNPC	\$93.5 million	2018	52.8	
Other operators (e.g. the Eleme refinery)	\$23 million	Yet to be released	0	

The sustainability of the adopted funding framework is a major concern. It is not clear whether or not the FME adopted the joint venture formula in deciding the funds contribution ratio. There are grave concerns over the politics of funding for the clean-up exercise. Ordinarily, critical stakeholders recommended a straight release of the \$5 billion recommended by UNEP given that there are loads of simultaneous activities required to sustain peace, trust and confidence in the clean-up process. While these activities including but not limited to development of livelihood packages, capacity building and re-direction of artisanal refiners, are belated as they were expected to precede the clean-up, the trust and confidence of local communities in the process is waning. It is of utmost importance for HYPREP to restore trust and confidence in the process – reinvigorate the commitment to undertake these activities alongside the clean-up. Given the financial commitment required for these activities, the decision to annually release \$200 million dollars might result in inadequate funding and consequently dovetail into inability to deliver project outcomes against set goals.

7.9 Stakeholder Participation

The clean-up, remediation and restoration of Ogoniland is a broad-spectrum stakeholder project. The UNEP report in its recommendations identified roles for government, local communities, oil industry operators and the regulatory agencies. It goes beyond that. Many stakeholders including private organizations, artisanal crude oil refiners and oil bunkers are critical stakeholders for the success of the remediation and restoration of the Ogoni environment. There needs to be a platform to coordinate these stakeholders to maximize their input towards the success of HYPREP 's success.

The seasonal stakeholder engagement organized by HYPREP with selected stakeholders is not yielding effective results. Every stakeholder should be given the opportunity to participate and contribute to the success of the clean-up project. Where necessary, persuasion should be deployed to ensure critical stakeholders play their role towards the clean-up. To achieve this, HYPREP should make the clean-up more of an inclusive exercise and ensure that political party affiliation does not affect the project outcome. For example, one of the emergency measures is the provision of potable water to impacted communities. HYPREP could collaborate with the Rivers State Government and the Water Board to ensure that impacted communities take delivery of potable water until a sustainable strategy is adopted. Also, all oil companies operating in the Niger Delta could reserve substantial part of their Corporate Social Responsibility (CSR) projects to training of youths involved in artisanal refinery on alternative sources of livelihood. Thus, collaboration and transparent stakeholder participation would ensure the success of the project. Regular or frequent engagement meetings could be helpful. HYPREP needs to design a program for stakeholder participation and inclusion in the critical decision-making process of the clean-up exercise. This will facilitate simultaneous development of the area alongside the clean-up exercise.

7.10 Transparency and accountability

The foundation for trust and confidence of the Ogoni people in the clean-up process would be transparency and accountability. The local population would need to be involved in every process, including in decision-making and ensure final decisions reflect their opinion and desire. This is very key to ensure peace and collaboration throughout the project life cycle. For example, the decision to start the remediation from selected sites is a decision the people should make by themselves. HYPREP's position should be to harmonize and guide such decision-making process. This way the people will take ownership of any decision made, while also helping to make them participate actively for the success of the entire project.

It is also important to ensure financial transparency and accountability. This is one feature HYPREP should possess to ensure its credibility and integrity is upheld by the local communities and other stakeholders. HYPREP could decide as a matter of policy to hold quarterly accountability forum with relevant stakeholders to explain how funds are disbursed and expended. HYPREP received \$10 million in the last quarter of 2017. Till now, HYPREP is yet to consider a forum to explain to stakeholder how the funds were expended. This is perceived as exclusion by the local communities and other stakeholders. For example, a group called Ogoni Youth Federation has consistently demanded that HYPREP publicly explains how it expended the first disbursement of \$10 million; the former had threatened court action to enforce their right to information.

7.11 Compensation

Compensation is a sensitive issue in the context of the Ogoni clean-up. HYPREP has been very equivocal on the issue of monetary compensation. HYPREP has emphasized that payment of compensation is not part of its mandate. Local communities think otherwise . The local communities hold the ⁴opinion that years of economic losses resulting from inability

to use their farmlands and rivers for agricultural practices and fishing should be adequately compensated. While the UNEP report did not expressly recommend the payment of compensation, the destruction of livelihood structures was clearly highlighted implying economic losses.

The remediation of polluted sites in Bodo City by the Shell Petroleum Development Company (SPDC) has set a precedence in Ogoni. SPDC, as a result of court judgment paid compensation to the local population in Bodo prior to the clean-up of the area . While this is understood to be a product of court judgment and different from the Ogoni scenario, there is still misunderstanding in the area. Some individuals in Ogoni erroneously expect that monetary compensation should precede the Ogoni clean-up ; replicating the Bodo scenario . Proper sensitization and awareness creation could resolve the issue. HYPREP needs to engage the local population to persuade and convince them to understand their mandate and the difference between the two scenarios. This is a serious issue that could affect the effectiveness of the clean-up in Ogoniland.

7.12 HYPREP work plan

A work plan is an outline of a set of goals and processes by which a team and/or person can accomplish those goals and offering the reader a better understanding of the scope of the project. Work plans, whether used in professional or academic life, help you stay organized while working on projects. A work schedule on the other hand, often called a rota or roster, is a list of activities, and associated information e.g. location, working times, responsibilities for a given time period e.g. week, month, a schedule usually employs a recurring shift plan. The major differences is that a work plan prescribes

⁴ Zeeuw, J. de, Sam, K., Siakpere -Ekine, R., 2018. Communities? Perceptions of the Ogoni Clean-up Project. <https://doi.org/10.15713/ins.mmj.3>

⁵ CEHRD, 2015. After Bodo: Effective Remedy and Recourse Options for Victims of Environmental Degradation Related to Oil Extraction in Nigeria.

⁶ CEHRD, 2016. Pecuniary Compensation for Oil Spills and Environmental Justice Claims in the Niger Delta: lessons from Bodo Community and the payment of 55 Million Pounds by Shell.

⁷ Zabbey, N., Sam, K., Onyebuchi, A.T.A.T., 2017. Remediation of contaminated lands in the Niger Delta, Nigeria: Prospects and challenges. *Sci. Total Environ.* 586.

<https://doi.org/10.1016/j.scitotenv.2017.02.075>

output and responsible persons that would be accountable whether or not set outcomes are achieved. A work plan would demonstrate what is to be achieved in the short, mid and long term. Thus, the work plan could be used as a tool for measuring and evaluating the progress of the work over time.

HYPREP does not have a work plan but a work schedule. Given that the clean-up of Ogoniland is a multi-stakeholder project, stakeholders have continually demanded for HYPREP's work plan, not only to provide critical inputs but to be able to assess the progress of the work over time. It will be difficult for HYPREP to show a definite direction for a 30-year remediation project without a time-series work plan.

7.13 Data base repository

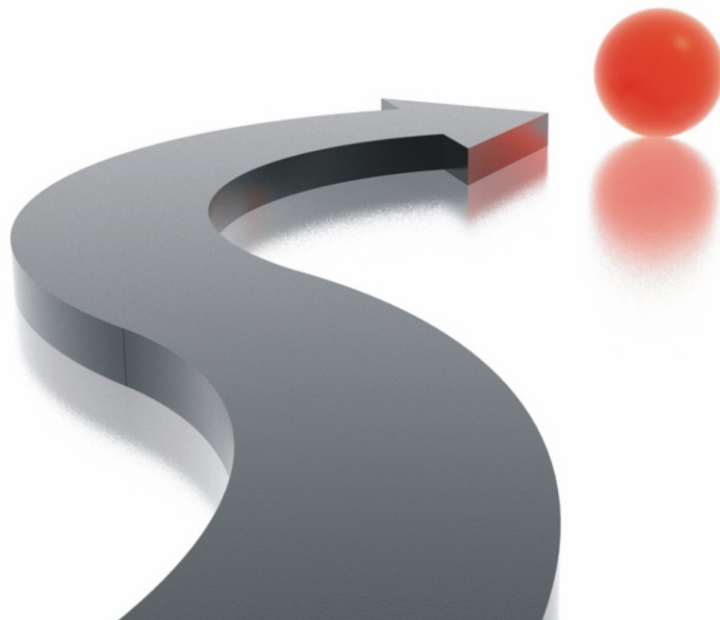
HYPREP has a dedicated website. The website showcases HYPREP's mandates, highlights the roles and responsibilities, different organs and evidence of work in progress. While this is good, a data repository portal has become imperative. On such portal, HYPREP would report monthly or quarterly progress of the clean-up process and use same platform to inform stakeholders of their challenges. This is key to allow interested persons access data that could be used to support the monitoring and evaluation process during the clean-up. The platform would also be useful to track the activities of remediation companies over time. In addition, critical stakeholders could use the platform to make inputs to technical processes that would enhance and support HYPREP's effective and efficient achievement of set goals.

7.14 The status of HYPREP

It is important to mention that HYPREP is existing by virtue of Gazette rather than a force of law. The previous HYPREP also had a gazette, however, the current government decided to develop a new one. Given that the remediation of Ogoniland would transcend over five political dispensations in Nigeria, it is important to legislate the institution in order to insulate it from politicization and unnecessary interference from politicians. HYPREP should exist and be backed by a law made by the Nigeria National Assembly.



8 SECTION 8:
Recommendations
and Way Forward



Chapter 8: Recommendations and Way Forward

The Ogoni clean-up is a multi-stakeholder project. The UNEP report identified the nature of the project and prescribed roles for different stakeholder groups. The different roles for different stakeholders are therefore identified below:

• 8.1 HYPREP

- As a matter of urgency highlight a short-term measure for providing potable drinking water to communities drinking polluted water in Eleme local council
- Urgently commission a study to understand the socio-cultural, economic and environmental status of the Ogoni people. This will provide a mechanism for measuring HYPREP's progress over time.
- Provide signage for all contaminated water wells and polluted sites in Ogoniland. This should follow a comprehensive assessment/survey of all water wells in the area as recommended by the UNEP report.
- Develop a robust economic empowerment package/program for local community members involved in artisanal crude oil refinery and non-refiners so that potential recruits for artisanal refining would be dissuaded; make the venture less attractive.
- Develop a "fit for purpose" communication and engagement strategy for Ogoniland. This framework should consider the peculiarities of Ogoniland and what works for the people
- Massively engage impacted communities (not with community heads) to discuss criteria for selection of sites, particularly for the first phase of the clean-up
- Engage experts with local technical knowledge of Ogoniland to develop a region specific Target value for the Ogoni clean-up
- Engage leadership/governance structures in impacted communities to develop an expectation management strategy for Ogoniland.

- Collaborate with private organizations and state governments where necessary to develop Ogoniland. This can bring about non-monetary compensatory developmental projects
- Jettison the unsustainable \$200 million per year strategy for funding the Ogoni clean-up exercise and develop a robust funding mechanism
- Develop a work plan that indicates short, mid, and long term goals of the project lifecycle
- Urgently commence the development of the Centre for Excellence and ICSCM
- Initiate breakfast meetings with environmental professionals to exchange ideas and deliberate on technical support for the project
- The Ogoni clean-up is a multi-stakeholder project and HYPREP has the opportunity to leverage on the resources of other stakeholders to succeed
- Ensure adequate planning to suit available procurement legislations in the country
- Initiate a quarterly transparency and accountability meeting open to all stakeholders use such platforms to gain trust and confidence and validate the integrity of HYPREP
- Set up a database for the information on the remediation process.

8.2 Government

- Consider the true independence of HYPREP as a necessity
- Where possible relax procurement processes to enable HYPREP function promptly and effectively
- Demonstrate financial and scientific commitment to remediate polluted areas
- Developed and establish fit for purpose intervention and target values
- Develop a sustainable framework for the deposition of funds in HYPREP's escrow account to avert paucity of the remediation process.

- Enforce the independence of HYPREP to undertake its roles and responsibilities
- Enact adequate policies and legislation to prevent new spills
- Facilitate the delineation of government agencies undertaking overlapping roles and responsibilities in the environment sector
- Government at different levels to collaborate to ensure the provision of basic amenities in local communities
- Partner international bodies and donor organizations to secure support for the remediation process

8.3 Communities

- To discourage all artisanal refining activities in their communities
- Paramount rulers to take affirmative action on their subjects involved in artisanal refining and pipeline interference
- To build a cordial relationship with remediation contractors in their communities
- Cooperate with HYPREP officials during further delineation actions on impacted sites
- Provide all necessary supports to HYPREP, oil industry operators and the government to implement the UNEP report recommendations
- Develop internal communal mechanisms for supporting the clean-up process
- Use different communal platforms to create awareness and sensitize the local population on the deliverables of the remediation exercise
- Engineer and partner community-based organizations and faith based organizations to sensitize deviant youths in the communities

8.4 Civil Society Organizations

- Lobby relevant stakeholders to demonstrate commitment to the remediation exercise
- Lead advocacy visits to relevant government agencies to ensure the remediation of polluted sites in Ogoniland and beyond
- Facilitate peace building processes between relevant stakeholders particularly impacted communities and the oil industry operators
- Propagate early warning signals for conflict related issues that could impede the Ogoni cleanup
- Embark on massive awareness and sensitization campaigns in the impacted communities
- Develop platforms for reconciliation of aggrieved stakeholders
- Develop mechanisms for building trust and confidence amongst stakeholders
- Focus substantial international aid on the education of stakeholders to increase the socio-economic output of the remediation exercise





ABOUT CENTRE LSD



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

...Building Strategy Leadership for Sustainable Development in Africa.

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

The African continent is very rich and diverse. There are abundant human and natural resources in the continent. But the continent has the worst development indices in the world: maternal mortality, infant mortality, literacy rate, HIV/AIDS prevalence, poverty rate, life expectancy etc. More than half of the populations of African people are living in abject poverty. Most country in Sub-Sahara Africa are unlikely to achieve the modest Millennium Development Goals (MDGs) adopted by world leaders at the UN Millennium Declaration in 2000. Many African countries continue to suffer food shortages. Some countries are in conflict. We have experienced democratic reversals in some countries with the military coming into power in Guinea Bissau. All of these make the development of Africa a huge challenge. The continent's effort 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.

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

killer of organization and nations.

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

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

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

Centre LSD's Vision

The vision of Centre LSD is an African society with strategic leadership and sustainable development.

Centre LSD's Mission

The Centre's mission is to work with forces of positive change to empower citizens to

transform society.

Centre LSD's Values

The Centre is guided by the following values:

- a) Diversity
- b) Feminism
- c) Integrity
- d) Dignity of the human person
- e) Pan-Africanism
- f) Accountability
- g) Transparency
- h) Transformative change

The objectives of the Centre include:

1. To promote ideas, policies and actions that will lead to transformative change in Africa.
2. To promote leader development (expanding the capacity of individuals for effective leadership roles and processes) and leadership development (expansion of organizations' capacity to enact basic leadership tasks including setting direction, creating alignment and maintaining commitment).
3. To develop the capacity for strategic thinking, formulation, implantation and evaluation.
4. To promote human centered and sustainable development with special focus on Governance, Human Centre Development and Environment.
5. To collaborate with individuals, organizations, networks, coalitions and movements that will help in achieving the Centre's objectives

Operational Approach

The Centre carries out its programmes through the following methods:

- Research
- Think Thank
- Capacity Building
- Advocacy and Campaign

Programmatic Approach

The Centre's programme is built on the principles of catalytic partnership and rights-based approach.

- a. The programme conception, design, implementation and evaluation are built around four principles:
- b. Dynamic and visionary leadership
- c. Appropriate strategy
- d. Relevant development approaches including the promotion of women's right, citizen participation, ownership, pro-poor orientation and focus on the next generation of youth and children.
- e. Building people and institutions.

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