



TOWARDS EFFECTIVE NATURAL RESOURCE  
GOVERNANCE IN NIGERIA  
**SUCCESSES AND LESSONS**  
(EBONYI, EKITI AND TARABA STATES)



(Centre LSD)

Centre LSD Impact stories.  
*Series 1.0*

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## **Acknowledgement**

The management and staff of the African Centre for Leadership, Strategy & Development (Centre LSD) appreciates the Almighty God for His all-round faithfulness and particularly for accomplishing through the Centre this project “strengthening civic engagement and advocacy for effective natural resource governance in Nigeria, with focus on Ebonyi, Ekiti and Taraba States”.

We appreciate the Open Society Initiative for West Africa (OSIWA), for its continued support of the work of the Centre and for providing support for the implementation of this project. The Ministry of Mines and Steel Development (MMSD), for their willingness and commitment to collaborate with the Centre.

We appreciate member organizations of the Natural Resource Governance Group (NRGG) including (New Initiative for Social Development (NISD), Ekiti State, New Generation and Social Development Initiative, Taraba State and New Foundation, Ebonyi State for their commitment and dedication in the implementation of the project. We also thank the State Governments and the artisanal miners in the focal states, we appreciate you. The milestone the project recorded would not have been possible without your support.

Our sincere thanks also go to the staff of the Centre for their doggedness and increasing penchant to contribute to a better Nigerian society.

**Centre LSD**

**February 2019**

**(a) THE PROJECT:****a) The Project:**

**“Strengthening civic engagement and advocacy for effective natural resource governance in Nigeria”** project was implemented in Ebonyi, Ekiti and Taraba States with support from the Open Society Initiative for West Africa (OSIWA), from 2016 to 2018. The project was set out to achieve and it did achieve three major objectives including; (a) to build greater synergy and opportunity for citizens group to engage issues of natural resource governance in Nigeria (b) to re-galvanize civil society groups to engage the process of legal and administrative framework for natural resource governance in Nigeria and (c) to examine the drive for non-oil-revenues, and how it will play out with



Cross section of participants during a policy dialogue in Abakaliki, Ebonyi State

existing solid minerals development law and possible sub-national governments interests in the mining sector.

The approach deployed relied on cravings



Cross section of participants during a policy dialogue in Ado-Ekiti, Ekiti State

by government to reform the natural resource sector and ensured that critical civil society voice (alternative voice) is heard in the reform of the sector, particularly in areas that required only administrative responses to fix. Research and advocacies on the utilization of solid minerals and protection of host communities and engagement of key stakeholders on the passage of the Petroleum Industry Bill (PIB) and the push for the implementation of the numerous recommendations and white papers on the reform of the oil and gas sector were done.

The project and the approach deployed was necessary to interrogate and engage government on its actions to forestall relapse of its pronouncement and commitment to reform the solid mineral sector and diversify the economy.

The project solved the problem of citizens including; artisanal miners, host community and operator's non-inclusion in the governance of natural resources. The intervention re-awakened the need for close working relationship between subnational government and artisanal miners, formalization of artisanal miners with the Artisanal Miners Department of the Ministry of Mines and Steel Development (MMSD) and ensured respect for the spirit and letters of Community Development Agreement by Mining Companies.



(L) HON. ABUBAKAR BAWA BWARI Minister of State,  
Mines and Steel Development,  
(R) Mr Monday Osasah, Acting ED, Centre LSD.



Cross section of participants during a policy dialogue in Jalingo, Taraba State

**b) State endowment, practice and issues:**

**Ebonyi State** is primarily an agricultural producing region. It is a leading producer of rice, yams, potatoes, maize, beans, and cassava. Rice and Yams are predominantly cultivated in EDDA. Ebonyi also has several solid mineral resources, but little large-scale commercial mining. The state government has however given several incentives to investors in the agro-allied sector. Ebonyi is called "the salt of the nation" for its huge salt deposit at the Okposi and Uburu Salt Lakes. [http://www.worldmapfinder.com/En/Africa/Nigeria/Ebonyi\\_State/](http://www.worldmapfinder.com/En/Africa/Nigeria/Ebonyi_State/).



(L) woman lead miner, (R) Omaojor Ogedoh, Project Officer, Centre LSD in Ndifu Alike Lead Mining site, Ebonyi State

Other mineral resources found in the state include fluorite, clay, silver, lead, coal and lignite, Zinc, limestone etc. **Ekiti State** is situated in the South West zone of the country and it lies

south of Kwara and Kogi State, East of Osun State and bounded by Ondo State in the East and in the south. It has a total land area of 5887.890sq km. The 2006 population census by the National Population Commission put the population of Ekiti State at 2,384,212 people.

<http://ekitistate.gov.ng/about-ekiti/overview/>.



Feldspar mining site in Ijero, Ekiti

Agriculture is the main occupation of the people of the state as they farm crops such as cocoa, oil palm, kola-nut, plantain, bananas, cashew, citrus and timber; arable /food crops such as rice, yam, cassava, maize and cowpea. The state has the following mineral resources clay, chamokite, quartz, lignite, limestone, granite, gemstone, bauxite, cassiterite, columbite, tantalite, feldspar, kaolin etc

**Taraba State** is located in the North East zone of Nigeria and it is bounded in the west by Nasarawa State and Benue State, northwest by Plateau State, north by Bauchi State and Gombe State, northeast by Adamawa State, east and south by Cameroun. The people of the state farm coffee, tea, groundnuts and cotton. Others include maize, rice, sorghum, millet, cassava, and yam are also produced in commercial quantity. In addition, cattle, sheep and goats and other livestock production activities like

poultry production, rabbit breeding and pig farming and all year-round fishing in fairly large scale are undertaken.

[https://en.wikipedia.org/wiki/Taraba\\_State](https://en.wikipedia.org/wiki/Taraba_State) . The state is also endowed with the following mineral



Blue Sapphire mining site in Mayosina community, Sardauna, LGA, Taraba State

resources Fluorspar, Gamete, Tourmaline, Sapphire, Zircon, Tantalite, Columbite, Cassiterite, Barite, Gelena, Limestone, Laterite, Calcite, Bentonitic Clay etc.



Mining site in Ijero, Ekiti

Amongst the critical mining issues and concerns found in the States were;

- a) In Ebonyi, Ekiti and Taraba State where the project is implemented, only Ekiti State has the State Mineral Resources and Environmental Management Committee (MIREMCO). The composition of this committee makes it possible for the federal government regulatory agencies to relate with governments at the states and local government levels as well as the mining communities. However, in the composition, the participation of the miners and civil society is missing.



Newly constructed drainage system in Ndifu Alike community in Ebonyi State

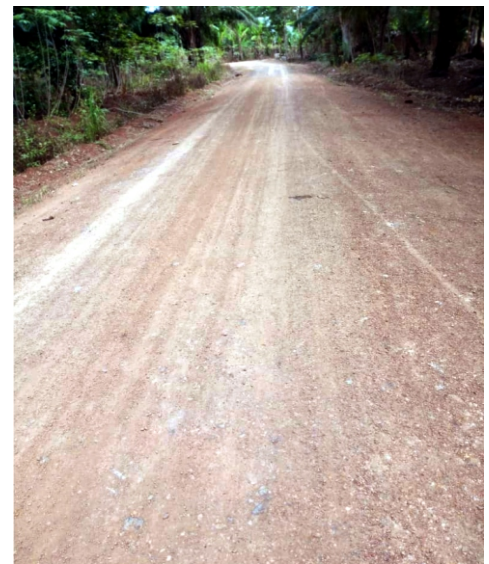
- b) In the States, Community Development Agreements as described in the Mineral Act 2007 is weak. It does not: prescribe the process that will lead to the making of an agreement that is inclusive, fair and equitable. The agreement used most times were not through negotiation. They are drafted by the mining firm and content

discussed with state government, as such agreement does not reflect community needs.

- c) Nigeria's ASM sector is also characterized by abject poverty, declining levels of education in mining regions, deteriorating human health conditions and a growing threat of epidemics, child labour, gender abuse, conflicts, and lack of access to fair markets and recourse to smuggling, and lack of access to credit.

- d) In the States, host community and miners lacked skill for negotiation and are thus taken for granted and short changed by operators and speculators.

- e) There was clear lack of organization amongst miners, as such individualism was the name of the game. Skills for organization were non-existent. This enhanced their being cheated by foreigners who come for their products.



Newly Graded road in Ndifu Alike community in Ebonyi State

f) The three states and communities are dotted with lots of abandoned mining pits which constitute death traps to the miners and to women and children found in the mines.

Crude approach to mining was the other of the day. Because they use crude implement, capacity for reclamation is absent

h) Issues of impact assessment and insecurity were common features at the mines.



Stone crushing site in Agalegu Ndifu  
Alike community, Ebonyi State

### Project's results and impact:

The project implementation came with a lot of achievements including the following:

1. In Taraba State, the intervention contributed to the creation of a Ministry responsible solely for solid minerals by the state government. Before the intervention, solid minerals department was subsumed under the State Ministry of Environment.



Mrs. Victoria Udoh in a focused group discussion with Makagap Cooperative Society



Centre LSD team Presenting copies of research to the Director, Taraba State Ministry of Solid Mineral

2. Formation and establishment of Magakap Co-operative in Ngoroje Community of Sadauna Local Government of the State. The registration of the Co-operative with the State Ministry of Commerce and Industry was finalized November 2018 as part of effort towards formalization. Three other co-operatives were registered and gone ahead to formalize their engagement with the MMSD by registering with the ASM office in Abuja.



Group work during Centre LSD training section in Jalingo



Centre LSD training section in Taraba State



Mr. Sadiq Umar Jalingo during a meeting with Makagap Cooperative Society

The formalized Co-operatives had entered a Memorandum of Understanding (MOU) with the Bank of Industry (BOI) for equipment procurement, which they undertook to repay as they mine and sell.

3. The Ministry of Solid Minerals in Ebonyi State relied on the implementation of the project to access the miners in the State,

who before the Centre's intervention were hesitant in talking to government officials.

Information from the Ministry says “getting them to speak to them was a major challenge. We are therefore happy with your coming and this obviously will help us in reaching out to them”. Through the Centre's intervention the Ministry of Solid Minerals in Ebonyi State was able to develop a database of miners in the State. A forum for regular dialogue with Miners, Companies and Traditional Rulers was consequently created.

4. Ameri Miners Co-operative in Agalegu Ndifu Alike in Ebonyi State was established in the project's community of focus.

5. Artisanal miners and some elders in Agalegu Ndifu Alike community were able to use lessons from the 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. Royal Salt on account of this engagement provided employment to 355 youths of the community, constructed their roads and gave scholarship to 5 of the community youths in higher institution and opened a N600,000 annual education endowment fund.



Royal Salt ongoing Rural Electrification in Ndifu Alike community, Ebonyi State



Group discussion with some members of Ameri Miners Cooperative society, Ndifu Alike community Ebonyi State



Royal Salt Mining Company Ebonyi State

6. In Ekiti State the miners formed and established two major Co-operatives, Ekiti State Alliance Gems Miners Association and Ijero Feldspar Miners Multi-Purpose Co-operative Society. The relationship between the State government and the miners has become very cordial, and with the coming of Kayode Fayemi as Governor, the relationship has become very lofty.

7. 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 Ekiti State Governor appointed a liaison officer to be liaising with the miners from time to time.



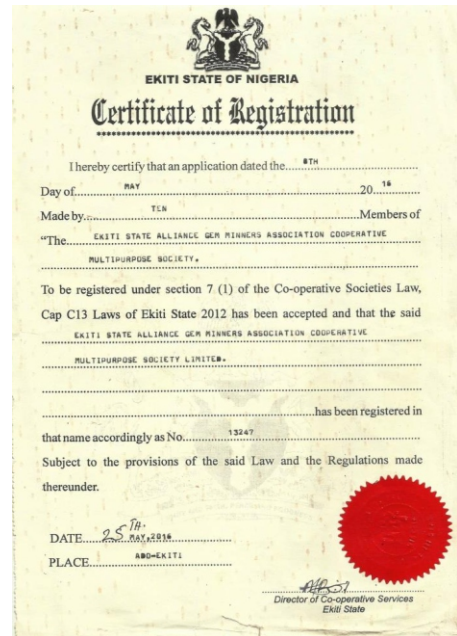
Advocacy visit to the MD, Royal Salt Nigeria Ltd.

8. From the training on negotiation, their relationship with the Federal Mines Office at the State level has improved. The office supervised the development of the Community Development Agreement (CDA) between the miners and the Leadership of Ijero Community. The miners are desirous of obeying the content of the CDA and will be building a 3 block of classroom and providing a borehole for the community.

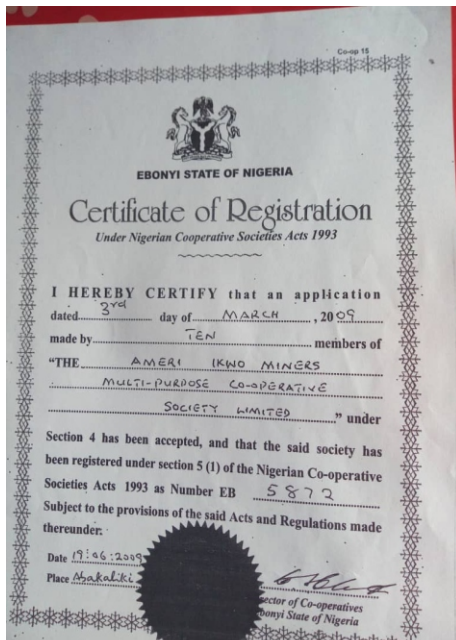
9. Additionally, they have leverage on the lessons from the mining summit to register and formalize their operations with the ASM office. They are on the verge of getting their Bank of Industry (BOI) loan from the Akure office of the Bank.



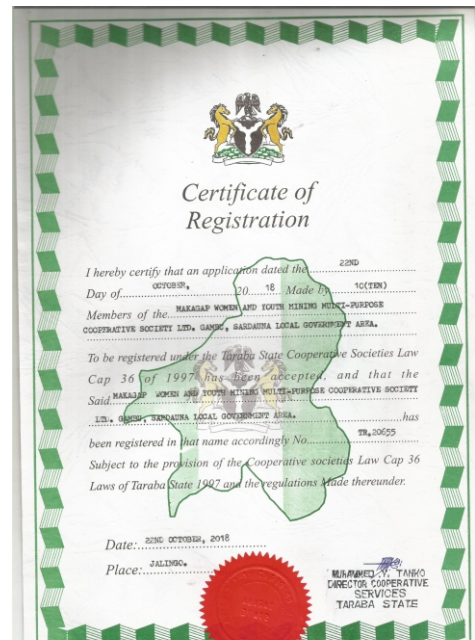
Policy Dialogue on mining security in Ekiti State



Certificate of Registration by the Ekiti Gem Stone Miners



Certification of registration of Ameri Miners Cooperative Society



Makagap Cooperative Certificate of Registration

### c) Lessons learned:

Several lessons were learned during the implementation of the project. Some of the striking ones are listed below;

1. The revenue leakage(s) in the solid mineral sector is mind boggling. It is exacerbated by the ignorance of the artisanal miners who do not have an inkling as to what they mine is used for, and as such foreigners come and buy it off them at very ridiculous prices.
2. Miners are usually very suspicious of any group of persons coming into their community, as they usually think the group's mission would be detrimental to their source of livelihood.
3. Proper community entry using known faces makes entry into mining community and sites easy. The use of members of the Natural Resource Governance Group (NRGG) at the different states helped to deal with the initial suspicion the miners had.
4. Mining host communities can be receptive if they perceive the seriousness of your project at the community entry stage.
5. Knowledge of how to negotiate with Operators and Mining Companies by Host Community people can make Mining Companies and Operators responsible and responsive to the content of Community Development Agreements (CDAs).
6. The non-involvement of the State government in the process of licensing and monitoring is a big cause of environmental degradation and insecurity in the mines.
7. The government of all the State visited has interest on solid mineral development but constrained by the constitutional provision governing the extractives.
8. Mining sector in Nigeria has real prospect for employment generation if organized.
9. There is a whole investment loss in the Nigeria oil and gas industry because of the non-passage of the Petroleum industry bill.
10. The non-passage of the Petroleum Industry bill is clouded in interest and politics.

### d) Leveraging:

The African Centre for Leadership, Strategy and Development (Centre LSD), leveraged on its relationship with some institutions and MDAs to give visibility to the project. The first was the use of its media relations to popularize and drum stakeholder support for the project. The Centre's membership of networks and platforms helped the media engagement and interactions. Members of the Nigerian Natural Resource Governance Group (NNRG), where readily available for Radio talk shows, discussing a gamut of issues on the extractive sector reforms. Our membership of the Cordaid SP partnership



(Centre) Waziri Adio, ES NEITI with other Stakeholders after a roundtable

in Nigeria also was useful. The Centre adapted and adopted learning from the Cordaid project into its advocacy efforts. Of note is the sensitization visit prior to the real implementation of the project. The sensitization approach laid a solid foundation for the smooth take off of the project. In fact, it announced the project ahead of time and prepared and paved way for stakeholder's acceptance. The Centre's relationship with the Federal Ministry of Mines and Steel Development

(FMMSD) also came with a lot of value addition. The Centre's collaboration with the Ministry enabled majority of the artisanal miners who up until the project implementation were oblivious of the formalities of registration, got clear understanding and the steps to take to



Group photo during the first national summit with the Ministry of Mines and Steel

register either as co-operative or the processes of formalization with the Artisanal Mining Department of the Ministry.

Again, the Centre leverage on the opportunity of one of its board members consultancy with the Bank of Industry (BOI) to formally invite the Bank to make presentation to the miners as to how they can

access and be part of the N5billion loan scheme for the development of artisanal mining in Nigeria at the first mining summit on the project.



Media engagement on #DoMiningRight



Centre LSD Team with Mr. Ojeka Patrick, Director ASM Department

The summit which drew participant from all states of the country, came with a lot of revelation and enlightenment to the miners in relation to knowing what to do to access the loan. It also made them to learn and know how they can better relate to the Federal Mines Officers in the respective states.

Centre LSD used its place and membership of different Civil Society Organizations and platforms to raise the bar on campaign and advocacy for a legal and regulatory regime in the oil and gas industry and popularized the 20 #DoMiningRight principles.

### e) Conclusion

The project, strengthening civic engagement and advocacy for effective natural resource governance in Nigeria”, could not have come at a better time when clear political will is displayed by the country's highest political leadership. The quest for diversification of the Nigerian economy and, the importance attached to breaking the dominance of crude oil in the export structure of the economy is instructive and novel. The character of the leadership at the Ministry and the roll out of a road map for the growth and development of the Nigerian mining industry – on the road to shared mining prosperity, further raised hope in the sector. Much more was Centre LSD conceptualization of the project and the subsequent mobilization of citizens including state and non-state actors to interact with the sector. These helped to forestall a relapse of government pronouncement and gave impetus to advancing the reform. There is therefore need to consolidate the gains by deepening the processes and escalating the intervention to other states of the country to sustain the traction which the project has generated.

### 20 PRINCIPLES OF #DoMiningRight

#### Government

1. The government should ensure decent mining that will be beneficial to citizens (including future generations) and not destroy the environment.
2. The mining process should ensure local processing and value addition.
3. The resources from mining should be used for social and economic development
4. The government should support and harness the potential of small scale miners and improve the livelihood of mining communities.
5. The government should build the capacity of Nigerians to engage in innovation, research and development of the mining sector.
6. The government should build the capacity of institutions responsible for mining activities to perform optimally from exploration to fabrication, marketing and mine closure.
7. The government should ensure transparent and accountable governance of the sector with principles of open government.
8. The government should ensure that the mining companies operate in accordance with international standard and best practices with the protection of the environment, community participation and corporate social responsibility
9. The government should ensure that communities participate in decision making with respect to the mineral sector and that there is equity in the distribution of benefits.
10. The government should ensure the enforcement of health, safety and environmental standards.
11. The government should ensure that the mining policies have focus on development and discourages transfer pricing.
12. The government should ensure proper geological and mining information system with focus on using the information for development.

### **Mining Companies**

13. The mining companies should practice decent mining and ensure adherence to international standards, protection of the environment and Corporate Social Responsibility (CSR).
14. The mining companies should ensure citizen participation and abide by the local content law.
15. The mining companies should enter into Memorandum of Understanding (MoU) with mining communities and respect the spirit and letter of the MoUs.
16. The mining companies should ensure that policies and conditions are created for the health, safety, compensation and good working condition for mining workers.

### **Civil Society Organizations**

17. Civil Society Organizations (CSOs) should support mining communities to improve their capacity to organize and negotiate with government and mining companies.
18. Civil Society Organizations should advocate and campaign for #DoMiningRight.

### **Mining Communities**

19. The Mining Communities should organize themselves and participate in decision making concerning the mining sector including participation in ownership of assets.
20. The mining Communities should build their capacity to engage government and mining companies and advocate and campaign for decent mining (#DoMiningRight).

### **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 continents 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'S LSD 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:

Diversity  
Integrity  
Feminism  
Dignity of the human person  
Pan-Africanism  
Accountability  
Transparency  
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 centre 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.

The programme conception, design, implementation and evaluation are built around four principles:

1. Dynamic and visionary leadership
2. Appropriate strategy
3. 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.
4. Building people and institutions.

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## Solid Mineral Mining in Selected Communities in Ebonyi, Ekiti and Taraba States, Nigeria: Policies, Practices and the Way Forward

July 2017

Centre LSD Policy Brief No. 19e



## Beyond Policy Changes:

Understanding and Assessing the Latest Reforms in the Nigerian Oil and Gas Sector



Centre LSD Policy Brief No. 17c



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