

### **3.2 Achievements of the Organization**

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

#### **I. LEADERSHIP**

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

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

The impact of leadership development extends beyond individual leaders to organizations. Through tailored institutional strengthening for Civil Society Organizations (CSOs) and Business Member Organizations (BMOs), Centre LSD has strengthened the leadership competence of 709 organizational representatives. This success is reflected in the enhanced capacity of these entities in crucial areas such as leadership, strategic management, organizational governance, Gender Equality and Social Inclusion (GESI) programming, conflict sensitivity, and board governance.

#### **2. STRATEGY**

Centre LSD's success story is further exemplified by its strategic capacity-building initiatives, recognizing the pivotal role of appropriate strategies in driving Africa's development. With a decade-long commitment to promoting strategic thinking, the Centre obtained an operating license from the Institute of Strategy Management of Nigeria (ISMN) in 2021, solidifying its engagement in strategy programming and training.

The Centre's impact is evident in the 165 participants trained on strategic management, implementation, and implantation. Furthermore, Centre LSD facilitated the certification of fellows, full members, and associates into the ISMN, contributing to a pool of strategically adept professionals.

In challenging the narrative of inappropriate strategies, Centre LSD actively engages with regional and national strategies, including the MDGs, SDGs, Agenda 2063, Agenda 2030, Nigeria Vision 20-20, Nigeria Agenda 2050, and other key sectoral strategies. By interrogating and contributing

to these frameworks, the organization plays a vital role in shaping the strategic landscape of African development.

In summary, the African Centre for Leadership, Strategy, and Development has not only achieved success in transforming leadership and strategic thinking but has also become a driving force in shaping the narrative of African development. Through its multifaceted approach, the organization continues to leave an indelible mark on the journey towards a more prosperous and sustainable African society.

## **DEVELOPMENT**

The achievements under this pillar include the following:

### **3. Capacity Building**

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

The Centre has actively engaged in enhancing the capacity of individuals and organizations in critical areas such as leadership, strategy, entrepreneurship, conflict sensitivity, gender, social inclusion, livelihood, open government partnership, and leadership training for miners and indigenous communities. Notably, the Centre focused on youth capacity building in politics, aligning with the African Youth Charter's principles. Over the years, Centre LSD has successfully trained and empowered 261 youths in Edo, Delta, and Bayelsa States, leading to increased youth participation in governance and the election of several youths to political positions. The Centre's initiatives have also contributed to advancements in women's involvement in leadership roles, increased organizational resilience, sustainability, and the promotion of gender justice.

### **4. Governance**

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

#### **Elections**

Nigeria has held 7 consecutive general elections since the return to civil rule in 1999. Centre LSD has contributed to these through election observation and monitoring. The Centre has a pool of over 700 volunteers across Nigeria, who are contributing to its observation efforts. Apart from election observation, the Centre also engages in election programming including election-related capacity building. It trained 261 youths (male and female) for elective and appointive positions. Over 120 impact stories of change stemmed from this training.

## **Budget**

Budget is another key area of the Centre's governance work. The Centre promotes a participatory approach to budgeting to ensure that the needs and aspirations of citizens as it relates to agriculture, health, education, and infrastructure are captured in the budget. The Centre serves as the secretariat of the Nigeria Budget Group, a group of Civil Society and NGOs working on budget. The group analyzes and engages government and citizens on the outcomes of its analysis and make recommendations for improvements. Between 2011 and 2013, Centre LSD facilitated and enhanced citizens' participation in the budgetary process in Bayelsa State. It analysed the Bayelsa State budget from 2007-2011 and proffered recommendations for an improved and inclusive budgeting process. The result of this engagement was a declaration of a state of emergency in the educational sector in Bayelsa state in 2012. It also influenced the embrace of the Medium-Term Expenditure Framework (MTEF) by the State Government, and this led to improved budgetary allocation to Education, Health, Agriculture, and infrastructure for the first time, which has remained a practice, the invitation and involvement of civil society in budget defence by Ministries.

## **Natural Resource Governance**

Natural Resource Governance, an uncommon area of NGO work is one of Centre LSD's core programming areas. The Centre advanced natural resource governance by advocating for a legal and regulatory framework for the oil and gas sector, and the implementation of the Nigeria Mineral and Mining Act 2007. The Centre's push for more accountability and transparency in the oil and gas sector dates to 2014. A breakthrough came in 2021 with the passage of the Petroleum Industry Bill by the 8th National Assembly.

Centre LSD a key stakeholder in the extractive industry sector successfully advocated for the creation of a Beneficial Ownership Register. This was critical for the Centre as it was at the vanguard of advocacy for both national and subnational adoption of the Open Government Partnership (OGP), that President Buhari signed to deepen transparency and accountability in Nigeria. The good news is that Nigeria finally created a beneficial ownership register. It must be said that with the promise of former President Muhammadu Buhari in 2015 to reform the extractive sector, coupled with the associated learnings that characterize government pronouncement and proclamations, Centre LSD deepened its engagement in the sector by conceptualizing and implementing the "Strengthening civic engagement and advocacy for effective natural resource governance in Nigeria" implemented in Ebonyi, Ekiti and Taraba State. The Centre has worked closely with the Ministry of Mines and Steel since then, and consequently supported and facilitated the review of the Community Development Agreements Guidelines for Nigeria between host communities and mining companies; and facilitated the formation and registration of indigenous mining cooperative associations. The Centre in a related manner, also collaborated with the National Bureau of Statistics (NBS) to produce the first nationally accepted

evidence of forms and prevalence of GBV in the extractive sector. Amongst other results of Centre LSD exploits in the extractive sector were.

- The launch of a campaign tagged: #DoMiningRight.
- Development of 20 principles of #DoMiningRight.
- Creation of a dedicated Solid mineral Ministry in Taraba State.
- Formation and establishment of Mambila Mining Co-operative and Magakap Co-operative in Ngoroje Community of Sardauna Local Government of the State.
- The registration of the Co-operatives with the State Ministry of Commerce and Industry.
- Facilitated the linkage between miners and government, such that one of the trained miners under Bipem Gashaka Miners Multi-Purpose Corporative Society Mining, in Gashaka, Taraba State, obtained a grant from the Central Bank of Nigeria through the Directorate of Employment to boost his mining activities. He has also gone ahead to register his own company (WEZAN multipurpose company) with the Mining Cadastre Office to obtain a small-scale mining lease.
- Brokered peace and collaboration between the Ministry of Solid Minerals in Ebonyi State and the miners in the state. And facilitated a forum for regular dialogue with Miners, Companies, and Traditional Rulers was consequently created.
- Through the Centre's intervention, the Ministry of Solid Minerals in Ebonyi State developed a database of miners in the State.
- Ameri Miners Co-operative in Agalegu Ndifu Alike in Ebonyi State was established.
- Artisanal miners and elders in the 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, gave scholarships to 5 of the community youths in higher institutions, and opened a N600,000 annual education endowment fund.
- 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.
- The State government also developed a database of miners, and they meet every Tuesday of the week. For ease of communication with the miners, the then Ekiti State Governor, Dr. Kayode Fayemi appointed a Liaison Officer to liaise with the Miners from time to time.
- From the training on negotiation, their relationship with the Federal Mines Office at the State level has improved. The office supervises the development of the Community Development Agreement (CDA) between the miners and the Leadership of the Ijero Community.

- Registration and formalization of Ekiti state miners' operations with the Artisanal and Small-Scale Mining Office.

### **Civic Space**

In recent times, the civic space in countries around the world is fast shrinking and under threat with the increasing activities of governments across the globe using laws, policies, and practices that inhibit the ability of citizens to exercise their rights and the freedom of civil society actors to operate freely without fear or intimidation. In Nigeria, this is aptly the case as past government activities contravened the international human rights law and the fundamental rights provisions in the Nigerian Constitution which guarantees freedom of peaceful assembly and expression. In the last administration, in Nigeria, citizens, especially journalists and bloggers were arrested merely for expressing critical opinions on both conventional and social media platforms. Intimidation and arrests of journalists and bloggers, protesters, activists, etc. have become problematic and a concern to peacefully assemble and free speech.

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

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

Centre LSD's anti-corruption work is programmed around Promoting transparency, accountability, citizen engagement, and service delivery at the national, sub-national, and local government levels. Over the years, the Centre collaborated with state and non-state actors in her effort to contribute to the fight against corruption in the country. One such effort was with CLEEN Foundation, on the "Access Nigeria Project" aimed to build a relationship with the Economic and Financial Crimes Commission (EFCC), and to access information to fight corruption in Nigeria." This led to a bill seeking to make the Nigerian Financial Intelligence Unit (NFIU) autonomous.

The Centre is engaging the Presidential Committee Against Corruption (PACAC). It also developed strategies to devolve the anti-corruption campaign to sub-national, which is still ongoing with the subnational Open Government Partnership engagements. From 2013 – to 2016, the Centre monitored the Debt Relief Gains of the Millennium Development Goals (MDGs) projects in Delta State and ensured that the MDGs projects and programs implemented using

the debt relief gains were delivering value and improving the lives of ordinary Nigerians and bettering communities.

### **Open Government Partnership (OGP)**

Centre LSD in the last 6 years increased citizens' awareness and participation in governance; deepened the co-creation principle; improved synergy and mutual collaboration between state and non-state actors; and influenced twenty-five states of the federation to sign and embrace Open Government Partnership (OGP). The Centre took the message of OGP across the country and reached close to twenty million citizens - this heightened citizen interest in governance and the need to hold duty-bearers to account. The road shows, rallies and capacity-building sessions organized to bring citizens, CSOs, and government up to speed on the OGP process in Nigeria influenced and made it possible.

In these 6 years, Centre LSD built the capacity and knowledge of over 500 Civil Society Organizations on the OGP; facilitated the signage of 25 states into the OGP; supported the development of the technical development of the State Action Plan (SAP) of 25 states; strengthened the Open Alliance secretariat both at the national and subnational levels; facilitated the culture of openness, accountability, and inclusion in governance across Nigeria; provided a framework that currently supports the anti-corruption fight through enhanced laws and regulations with the review of relevant anti-corruptions laws where it also made necessary recommendations to stakeholders; provided support to MDAs in achieving their commitments on the OGP. NOA, FMOJ, SERVICOM, NITDA. Other results from this project are enhanced Understanding of OGP Principles; expansion of OGP Administrative Structures; development and Validation of State Action Plans (SAP); onboarding of FCT Area Councils; strengthened OGP Ownership and Diversified Funding Sources; increased Citizen Engagement in the Budget Process; enhanced Transparency in Budgeting; etc.

### **Voice to the People (V2P)**

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

The Centre in the project researched and published a total of Eleven (11) research reports on budget, procurement, due process, internally generated revenue, Paris club refund, bailout funds, southeast regional development, southwest regional development, and Local Government Elections Manual. These fed issue-based advocacy and guaranteed stakeholders' engagement. Apart from bringing issues that affect the poor and marginalized groups to the limelight, the Centre improved the skills of partners in different areas of programming, enabled community people and groups like the Community Empowerment Network (COMEN) to effectively monitor

projects in their respective communities, got organized and actively use the community charters developed to engage their duty bearers and holding them to account.

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

### **Constitution and Constitutionalism**

Centre LSD always advocates for a process-led and process-making constitutional regime. Some of the prominent constitutional review processes the Centre has contributed to are federalism, local government autonomy, and increased women's participation in leadership in Nigeria. Centre LSD was at the forefront of the campaign for local government autonomy, where the Centre mobilized civil society across Nigeria to organize a national engagement with a clear TOR for CSOs in attendance. The TOR was for each representation of each state to coordinate and mobilize other CSOs in the states to engage lawmakers in their states to vote for the LG autonomy bill during the concurrence at the state level. This mobilization was massive and successful, unfortunately, we missed the threshold of the number of votes by a whisker. In the 9th Assembly, the Centre also joined other like-minded CSOs to mobilize for the passage of the gender bill, which unfortunately missed its passage into law.

## **5. Environment and Climate Change**

***Centre LSD has contributed to Promoting a clean and healthy environment, as well as mitigating the challenges of climate change in Nigeria.***

Centre LSD has done extensive work in environment and climate change in Nigeria. Centre LSD specifically, works on resource governance in Niger Delta; Oil Spillage and Gas Flaring; Ogoni Clean Up and Cleanup of other Niger Delta areas; Desertification; Pollution and Climate Change.

### **Ogoni Clean Up and Cleanup of other Niger Delta areas.**

As part of Centre LSD's effort to restore the social contract in the Niger Delta and particularly on the clean-up of Ogoni land and the Niger Delta region, the Centre implemented the project "Achieving a Healthy and Sustainable Environment in the Niger Delta." This project was a lobby and advocacy project that engaged and consistently championed a campaign for the clean-up of Ogoni land and the Niger Delta. This engagement yielded amazing fruits, and these include:

- i) The birthing of Journalists Against the Delay of Ogoni Clean-Up (JADOC). The body stepped up the discourse on the clean-up through the writing of feature articles, documentaries, radio commentaries and media advocacy - engaging top media organizations and executives in Abuja. JADOC had a life of its own.

- ii) Centre LSD's collaboration with the National Oil Spill Detection and Regulatory Agency (NOSDRA) triggered a mutual push and support for the amendment of the NOSDRA Act – Centre LSD developed a position paper which was presented at the public hearing on the Act.
- iii) Centre LSD created a platform for interaction and harmonization of the Strategic Partners (SP) position on the ESHRIA-which was presented at the House Committee on Environment and Habitat public hearing on the review of the 1992 EIA Act in 2018.
- iv) Centre LSD in collaboration with CISLAC instituted an annual discourse on the clean-up of the Ogoni land code-named “National Summit on Ogoni clean up” where they consistently put the issues on the front burner for the Federal government.
- v) Various communities and traditional rulers in Ogoni land have identified and seen Centre LSD as a trusted ally in the struggle for the Clean-Up of Ogoni land. One of the Community leaders from Ogoni said – **“If not for Centre LSD. HYPREP would not have come or remembered my community. Work is going on now in my community.”**
- vi) Centre LSD quarterly press briefing on the UNEP report influenced stakeholders including the government and its agencies, and oil companies to take their roles forward.
- vii) **Strengthening an Intersectional Approach to Gender and Natural Resources Management**

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

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

The Centre under this grant established the Natural Resource Governance Group to promote the uptake and harmonization of mining best practices in the West Africa sub-region. The group currently has eighty-five active members who engage via WhatsApp. The members were drawn from Civil Society Organizations, the Miners Association of Nigeria, Women in Mining, the Ministry of Mines and Steel Development, the Federal Ministry of Environment, the Media Initiative on Transparency in Extractive Industries (MITEI), Persons with Disabilities (PWDs), and community leaders. While most members are from Nigeria, efforts are underway to include mining stakeholders from more West African countries. The WhatsApp group link is: <https://chat.whatsapp.com/Hgd6e2xDKzmKfhjyKTZd8x>

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

- ✚ **Niger Delta**
- ✚ **Oil Spillage and Gas Flaring**
- ✚ **Desertification**
- ✚ **Pollution**
- ✚ **Climate Change**

## **6. Livelihood poverty and Social Security**

### **✚ Improved Livelihood poverty and Social Security in Nigeria.**

Over the last decade, Centre LSD has played a pivotal role in contributing to poverty eradication, advancing human capital development, and enhancing the standard of living for people across Nigeria and Africa. This impact has been particularly pronounced through key projects such as the Feed the Future Nigeria Livelihoods Project. This initiative focused on improving agricultural practices, including post-harvest storage for nutrient-rich crops and livestock. The project adopted a market-oriented approach, diversifying production, and assisting vulnerable families in broadening their income sources. Notably, Centre LSD facilitated strong and comprehensive nutrition activities in communities across Sokoto, Kebbi, Yobe, Borno, and Adamawa states, as well as the Federal Capital Territory (FCT). Through these efforts, numerous vulnerable families successfully graduated into the Prosperity pathway.

The distribution of cash transfers played a crucial role in meeting nutritional needs, recovering assets, and overcoming barriers to income-generating activities. Additionally, the project significantly enhanced the institutional capacity of government systems to implement poverty reduction programs, fostering mutual accountability between the government and citizens. The Centre LSD Feed the Future project, a 5-year livelihood initiative in rural communities in Northern Nigeria, achieved substantial milestones, including:

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

### ✚ **Water, Sanitation and Hygiene (WASH)**

#### ***Strengthened Water, Sanitation, and Hygiene (WASH) practices in communities.***

Centre LSD through her community-led total sanitation project eradicated open defecation and introduced regular sanitation exercise in Durunmi 3 and Ruwan Fulani in Abuja Municipal Council Area (AMAC) and Kuyizhi Community in Kuje Area Council of the FCT. At the point of entry into the communities, there was a clear absence of toilets in Durunmi 3 and Ruwan Fulani. Open defecation was the other of the day. Residents defecate and fling the same through their windows because of the absence of toilet facilities. On entry into Durunmi 3, what you see is a waste heap that may have existed for ages. It was a den of flies with faeces and other waste adorning the heap. The only toilet in the community was located close to a borehole where they get water.

At Kuyizhi Community, the baseline findings were not remarkably different. Only one household had a toilet out of thirty-four households. Occupants of houses defecate in the surrounding which flows into their drinking water sources (streams) during the rains. Hygiene was a big issue. People defecate and do not bother to wash their hands after defecating. Oral faecal transmission was rampant, causing Malaria, typhoid fever, etc.

All of these changed after Centre LSD intervened in these communities. Some of the results were improved hygiene practices – All 34 households in Kuyizhi Community now have toilets built and maintained by themselves with hand washing facilities; an institutionalized bi-weekly sanitation exercise - There is a regular bi-weekly sanitation exercise in the community. It started in 2012 and it is still maintained to date; Provision of a mini-clinic – Centre LSD in one of its outside meetings with civil society organizations shared the Kuyizhi community success story of hygiene and cleanliness, and the Nigeria Red Cross immediately took special interest in the community and built a two-bedroom clinic and maternity for them. The facility is functioning effectively and has been taken over by the Kuje Area Council with Nurse posted to the facility since 2013; removal of the waste heap in Durunmi 3 with the advocacy success to the Abuja Environmental Protection Board (AEPB); introduction and enforcement of the use of waste bags to residents by officials of the Abuja Environmental Protection Board in Durunmi 3 and the Construction and provision of toilet facilities in compound by landlords in Durunmi 3 and Runwan Fulani Communities. The achievements in this area are summarized below.

- **Open Defecation Eradication:** Through the Community-Led Total Sanitation project, Centre LSD successfully eradicated open defecation in Durunmi 3 and Ruwan Fulani, replacing it with regular sanitation exercises.
- **Infrastructure Development:** Kuyizhi Community, which initially faced severe hygiene challenges, now boasts improved hygiene practices. All 34 households have constructed and maintained toilets, fostering a cleaner and healthier environment.
- **Health Facility Establishment:** Beyond infrastructural improvements, Centre LSD's advocacy efforts led to the construction of a two-bedroom clinic and maternity facility in Kuyizhi community by the Nigeria Red Cross. This facility, functional since 2013, underscores the enduring impact of Centre LSD's interventions.
- **Waste Management Success:** Advocacy by Centre LSD resulted in the removal of a waste heap in Durunmi 3, demonstrating the organization's commitment to environmental sustainability.

## Education

### ***Strengthened Educational System in Nigeria.***

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

### **Educate A Child Project (EAC)**

In 2018, the Centre began the implementation of the ‘Educate A Child Project (EAC)’ in Kebbi State. This project was conceptualized to address the low-level school enrolment, especially for the girl child in the state and region at large. Children in northern Nigeria are out of school for so many reasons including negative attitudes towards ‘western’ education, the cost of education, negative perceptions of formal education, and the low value placed on girls’ education by society. Key results after the intervention were an improved system of accountability and transparency in the management of schools in Kebbi state; Contribution to the enhancement of life chances for OVCs through education by coordinating the enrolment drive in Shanga and Suru LGA of Kebbi state; developed Bill of Quantity for 15 micro grant benefiting the school and monitored the grant implementation; improved transparency and accountability for the 267 School Based Management Committees (SBMC) and Centre Based Management Committees (CBMC); improved learning environment and education quality in the state and many more.

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

The Centre took her intervention in girls-child education in northern Nigeria a step further by implementing the Community Led Collective Action for Girls Education (C-CAGE) project in Adamawa state. The project was conceptualized to address the root causes of barriers to girl child enrolment and retention in public primary and secondary schools in Numan, Song, and Maiha Local Government Areas of Adamawa State, Nigeria.

The Centre under this project built the capacity of 150 education stakeholders through training on leadership, Advocacy, and the understanding of community development through girl education. Stakeholders afterwards, stepped down the training to community members and leaders. Maiha stakeholders raised the sum of two hundred and fifty thousand Naira, to organize a town hall meeting and the step-down training. Many residents keyed into it and accepted the challenge to send their daughters back to school. A total of 1,451 girls were enrolled back to school. Out of which were, four girls who dropped out of school because they got pregnant and were accepted back to school. Before the training, most community leaders felt the education of boys was of more value compared to that of the girl child. After several interactions, training, meetings, and advocacies, this perception changed. The Centre created seven safe spaces called in the local dialect Masu Son Ilimi (Advocate/Lovers of Education). The 254 girls in the safe space were taught English, Mathematics, and how to advocate for their right to education. At the end of this project, a total of 1451 girls returned to school in Maiha, Numan, and Song.

### **The Centre also facilitated the review” of education policy on quota System:**

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

## **Health**

### ***improved delivery of sanitation services and access to water in PHC facilities.***

In 2019, Centre LSD began improving the delivery of sanitation services and access to water in PHC facilities in Anambra State. This project was developed out of the belief that a good healthcare system is fundamental for citizens' productivity and the growth of the economy. The realization of this made countries across the World have a clear structure for organizing their healthcare systems. In Nigeria, the healthcare system is at three tiers: Federal, State, and Local Government levels. Local governments are responsible for primary health institutions with health services organized through the ward.

The social target of governments, international organizations, and communities across the World is the attainment by all people of the world a level of health that will permit them to lead a socially and economically productive life. Primary health care was identified as the key to attaining this target. Despite this, the tale in Nigeria's primary health care institutions including those in Anambra State has been a tale of underperformance, a reason the project was conceptualized. In this project, Centre LSD undertook a PHCs facility assessment to ascertain the actual situation of facilities at the PHCs; and developed a checklist with selected agencies including JDPC Nnewi and Community Empowerment Network (COMEN), as part of the process for skills transfer. The checklist guided and paved the way for a seamless engagement of the assessment process.

## **Social Protection**

## **Service Delivery**

## **7. Gender**

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

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

Nigeria is a highly patriarchal and deeply religious society. According to a 2001 report from the World Factbook by the CIA, about 50% of Nigeria's population are Muslims, 40% are Christians and about 10% belong to African Traditional Religion (ATR). Most anti-women behaviours, attitudes, and norms have their roots in either religious or traditional beliefs. Legislation and women empowerment efforts will not yield the desired results without addressing the underlying patriarchal structures that reinforce them. Men who perpetrate Violence Against Women and Girls are emboldened and driven by cultural and religious beliefs fueled by a misinterpretation of religious scriptures and socio-cultural norms.

Centre LSD deploys a strategic and holistic approach in its work of promoting gender justice and ending Violence against Women and Girls in Nigeria by engaging men and making them champions of gender equality; engaging traditional and religious leaders who are the custodians of cultural and religious beliefs and making them advocates of gender-equitable norms and laws and engaging social and traditional media practitioners to change negative gender narratives. These approaches

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

### **Side by Side Faith Movement for Gender Justice**

To consolidate the gains of the gender interventions, the Centre in 2013 began to mobilize and work with faith and traditional leaders to speak and advocate against all forms of gender injustice in their various localities. In 2013, The Network of Men Leaders to End Violence Against Women in Nigeria (NML) - an offshoot of the Global Network of Men Leaders - launched in November 2009 by the former UN Secretary-General, Mr Ban Ki Moon, of which Dr Otiye Igbuzor a member, was inaugurated in Nigeria and a Network was formed. The aim was to mobilize men and boys to Act, Advocate, and Unite to change the practices and attitudes that incite, perpetuate, and condone all forms of violence against women and girls in Nigeria.

From the time of the inauguration till now, Centre LSD has been the Secretariat of the network. NML currently has 450 members across twenty-three states in Nigeria. Members are made up of security agents like the Police, Gender Desk officers in MDAs, religious leaders, respected elders of the community, etc. The NML has executed projects in partnership with UN Women, the National Agency for the Control of Aids, and Cordaid at separate times. The major task of this network is to mobilize male champions to eliminate all forms of violence against women and girls in Nigeria. Members of the network also engage in mediation and provision of alternative dispute resolution in cases of domestic violence between intimate partners. Between 2013 and 2018, members of the NML have intervened in at least ten cases of intimate partner violence with no repeat offenders. Centre LSD also serves as the national secretariat for the Side-by-Side Faith Movement for Gender Justice in Nigeria. Side by Side is a growing global movement of people of faith who want to see gender justice become a reality across the world <http://sidebysidegender.org/about-us/>).

Some of the major outcomes recorded in the project include: a formal launch of the movement in Nigeria and Centre LSD was made the secretariat of the movement in Nigeria; Government, Faith leaders, Traditional Leaders, media, and Citizens are now committed to challenging barriers to gender justice in Nigeria; deepened knowledge of Faith and Traditional leaders on gender justice in Nigeria; inclusion of women in traditional councils. A typical example is in Ekiti State, where the Ajero of Ijero Kingdom now appoints female traditional leaders; through Centre LSD's intervention, the Tor-Tiv of Benue State placed a sanction on any person caught in the act of gender-based violence; the then Emir of Kano, Sanusi Lamido Sanusi inaugurated a committee saddled with the responsibility of social reforms in the state. The co-chair of the side-by-side movement was made to chair the committee and they produced a bill to take care of all forms of gender injustice in Kano State.

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

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

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