



AFRICAN CENTRE FOR LEADERSHIP, STRATEGY & DEVELOPMENT (CENTRE LSD) STRATEGIC PLAN (2013-2017)

FOREWORD

The idea and impetus to set up the African Centre for Leadership, Strategy & Development (Centre LSD) was borne out of commitment of over three decades working for the transformation of Africa. The founding members of the board of trustees and international advisory council have been involved in one form of work or the other to transform Africa. Our cumulative experience makes it clear to us that there are three fundamental challenges to Africa's development namely:

1. Absence of a dynamic, strategic and visionary leadership;
2. Absence of or inappropriate strategies and
3. Inappropriate development approaches.

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

In the past three years, the centre focused on laying the foundation for the take off of the Centre and initiated programmes to actualize the mandate of the Centre.

In the first year of operation (2010), we laid the foundation for the take off of the centre. This involved securing office accommodation; putting in place governance structure, systems and policies, recruitment of staff, development of programmes and development of capacity of staff. It also included introduction of the organization to funding partners and potential partners.

In 2011, we focused on consolidation and expansion of our work. We also expanded our programme work to include election observation, budget advocacy, policy dialogue, security and environmental advocacy. In 2012, we focused on improvement of the quality of our work. We improved documentation, communication and publication as well as planning, scheduling and execution.

At the end of 2012, we have established a track record for the organization. Our organization and Executive Director got recognition in 2012. Our Executive Director was elected President of Institute of Strategic Management (ISMN) in July, appointed by the Secretary General of the United Nations, Mr. Ban Ki Moon into its Network of Men Leaders in October and made a fellow of the Pharmaceutical Society of Nigeria (PSN) in November, 2012.

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

This strategic plan is formulated taking into consideration the changing context of world and Africa and the experience of the organization in the past three years.

We are confident of the future given the solid foundation and the achievements already made within the short period of existence of the Centre.

Engr (Dr). Tony Dzegede
Chairman, Board of Trustees
June, 2013

Dr. Otive Igbuzor
Executive Director
June, 2013

ACKNOWLEDGEMENT

The production of this strategic plan benefited from the contribution of several individuals and organizations. We are greatly indebted to Pact Nigeria who trained the staff of the Centre on strategic planning which provided the driving force for the completion of the strategic plan.

We are grateful to the four staff that participated in the Strategic Plan- Mr. Monday Osasah, Miss Ngozi Izuora, Miss Dora Onugwu and Mr. Foster Akpore who now stepped down the training at the headquarters in Abuja and at the Niger Delta office in Asaba.

We are eternally grateful to the pioneering staff of the Centre - Dr. Otive Igbuzor, Mr. Monday Osasah, Mrs Elizabeth Esu, Mr. Sunday Shaibu, Miss Anuoluwapo Sanni, Miss Lara Shonubi, Miss Florence Nmose, Miss Ralfeat Aliyu and Mr. Daniel Onuh. We are also grateful to all other staff that joined us to take the organization to where it is today: Mr. Uchenna Arisukwu, Mr. Chuks Erhire, Mr. Foster Akpore, Miss Florence Ademiju, Mr. Jonathan Odudele, Mr. ThankGod Esechie, Ms. Ngozi Izuora, Ms. Dorathy Onugwu, Mr. Kingsley Oghoro, Mr. Vincent Dania, Mr. Godwin Asekomeh, Mr. Timothy Ugbede Idakwo, Miss Oiza Rasheed, Mr. Augustine Njoku and Mr. Ime Pius.

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Dr. Otive Igbuzor
Executive Director
June, 2013

TABLE OF CONTENTS

Foreword

Acknowledgement

Table of Contents

Abbreviation

Executive Summary

SECTION ONE: INTRODUCTION

1.1 Background

1.2 Vision

1.3 Mission

1.4 Values

1.5 Purpose of Strategy

1.6 Process of Strategy Development

SECTION TWO: CONTEXT

2.1 International Context

2.2 Nigerian Context

SECTION THREE: ORGANISATIONAL ASSESSMENT

3.1 Programme Performance of Centre LSD

3.2 Organizational Strengths and Weaknesses

3.3 Key Challenges and Lessons learnt

3.4 Stakeholder Analysis

SECTION FOUR: STRATEGIC DIRECTION

4.1 Strategic Goals

4.2 Key Actions and Outcomes

SECTION FIVE: ORGANISATIONAL IMPLICATIONS

5.1 Governance

5.2 Management

5.3 Human Resources and Organizational Development

5.4 Resource Mobilization and Financial Management

5.5 Communication

5.6 Information Technology

5.7 Documentation

SECTION SIX: MONITORING AND EVALUATION FRAMEWORK

6.1 Introduction

6.2 Results Framework

ABBREVIATIONS

AIDS: Acquired Immune Deficiency Syndrome

ATR: African Traditional Religion

Centre LSD: African Centre for Leadership, Strategy & Development

CSO: Civil Society Organizations

GDP: Gross Domestic Product

HDI: Human Development Index

HIV: Human Immuno deficiency Virus

INEC: Independent National Electoral Commission (INEC)

KAS: Konrad Adenauer Stiftung

M & E: Monitoring and Evaluation

MDG: Millennium Development Goals

MOV: Means of Verification

NEEDS: National Economic Empowerment and Development Strategy

OSSAP-MDGs: Office of the Senior Special Assistant to the President on MDGs

OVI: Objectively Verifiable Indicators

UNDP: United Nations Development Programme

EXECUTIVE SUMMARY

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. Africa is the poorest continent in the world despite abundant human and natural resources. The continent is underdeveloped. The efforts to grapple with the developmental challenges have been complicated by its colonial history, globalization, leadership failures and adoption of development approaches that have been proved to be inadequate.

The vision of Centre LSD is an African society with strategic leadership and sustainable development and the mission is to work with forces of positive change to empower citizens to transform society. The centre is guided by the values of transparency and accountability; integrity; transformative change; feminism; diversity; dignity of the human person and Pan-Africanism.

The purpose of this strategy is to provide a strategic direction for Centre LSD and the actions to be taken to achieve the purpose for establishing the organization taking into consideration the context of operations. The process of formulating the strategy is participatory involving all board members, staff and stakeholders.

The world is today facing great developmental challenges and the focus of leaders, strategists and organizations is on how to bring about development that will be beneficial to people. Experience across the world shows that leadership, strategy and appropriate development approaches are needed to bring about the required development in the world.

Nigeria is endowed with human and natural resources but years of despotic and debilitating military rule rendered the country vulnerable to arbitrary and often poor governance, lack of transparency and accountability, lawlessness, underdevelopment, economic instability and human rights violations of a severe magnitude. Nigeria is a country of paradox with widespread poverty in the midst of plenty. Long years of military rule and distorted policies combined with rent seeking behavior has left the country with high levels of poverty and low access to social services. Nigeria ranks very low in all socio-economic and development indices.

Since its establishment in 2010, Centre LSD has made key achievements in the three key areas of leadership, strategy and development. The Centre has produced 238 graduands from its leadership programmes. Centre LSD staff have supported several organizations to craft strategy including UN Women Nigeria, Christian Aid and the Independent National Electoral Commission (INEC). The Centre's work on appropriate development approaches revolves around three key issues: Governance, environment and sustainable development. The Centre's development programmes are conceptualized to operate from community level and state to national and international levels with the strategy of maintaining local-national-international linkage. The Centre's governance programmes are conceptualized to improve transparency and accountability and increasing citizens' participation in governance especially in budget formulation and implementation; and monitoring of the electoral process.

In line with our contextual analysis, vision and mission, the strategic objectives of Centre LSD include to promote ideas, policies and actions that will lead to transformative change in Africa; promote leader development, leadership development and strategic thinking and process; promote human centered and sustainable development with special focus on Governance, Human Centred Development and Environment and collaborate with individuals, organizations, networks, coalitions and movements that will help in achieving the Centre's objectives.

There are several areas where the organization will be repositioned to be able to implement this strategy. The Board of Trustees will continue to give strategic direction to the Centre. The Management of the Centre will be strengthened to ensure clinical execution of its programmes through focus on strategy, people and operations. Human Resource and Organizational Development will be given priority in this strategy. The Centre will continue to build the capacity of the staff through training, delegation, coaching and mentoring. The internship programme of the Centre will provide opportunity to train young people on the theory and practice of development work. In the coming years, the Centre will focus on multi-year programmes to engender long term planning and sustainability. The communication strategy of the Centre is based on the necessity to provide useful information that will help to build strategic leadership that will bring about sustainable development in Africa. The centre will improve on its deployment and utilization of ICT for development. The capacity of staff will be continuously built on new approaches to ICT. In particular, new media will be given priority. The quality of documentation will be improved. Every staff will be trained on proper documentation. The Centre already has a monitoring and evaluation framework which will be adapted to the new strategy. The key indicators in the strategic plan will be monitored and evaluated. The framework used for this strategy highlights the strategic objectives, indicators, means of verification and assumptions. Management will operationalize the monitoring and evaluation framework through routine data collection, progress monitoring, management review, and annual reviews.

SECTION ONE: INTRODUCTION

1.1 Background

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 countries in sub-Saharan 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 to power. All of these make the development of Africa a huge challenge. The continent's efforts to grapple with the developmental challenges have been complicated by its colonial history, globalization, leadership failures and adoption of development approaches that have been proved to be inadequate.



Pix1: Shows the training of Runwan Fulani Community WASHCOM members during the implementation of Centre LSD/CIDA funded environmental advocacy project in the FCT in 2012.

Pix2: Shows the drinking water source of Runwan Fulani Residents in the FCT

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 happened 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's or nation's major goals, policies and action into a cohesive whole. A well formulated strategy should therefore help to marshal and allocate an organization's or nation's resources into a unique and viable posture based on its relative internal competencies and shortcomings, anticipated changes in the environment, and contingent moves by others. Strategies help to create a sense of politics, purpose and priorities.

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

The major focus of work will be in the giant of Africa –Nigeria but the centre will work across Africa with a Pan-African perspective with partners in all the sub-regions in Africa. The 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.

1.2 Vision

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

1.3 Mission

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

1.4 Values

The centre is guided by the following values:

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

1.5 Purpose of Strategy

The purpose of this strategy is to provide a strategic direction for Centre LSD and the actions to be taken to achieve the purpose for establishing the organization taking into consideration the context of operations. Secondly, the strategy will propose what needs to be done to the organization to achieve its mandate given assessment of the organization for the past three years. Finally, the strategy will provide a monitoring and evaluation framework for measurement of the performance of Centre LSD.

1.6 Process of Strategy Development

As soon as Centre LSD was formed in 2010, a strategic direction was formulated by the organization. After operating for three years, the organization started the process of strategy development. A strategy development committee was set up. Four staff of the Centre were trained on strategy development process by Pact Nigeria from 26th-29th June, 2012. The four staff stepped down the training to all other staff of the Centre. This was followed by a retreat by all headquarter staff for two days. The draft strategy was then produced and presented to stakeholders and finally approved by the Board of Trustees.



Pix1: Shows Centre LSD board members in one of their annual meetings in Abuja



Pix2: Shows some Centre LSD board members at the National Universities Commission (NUC) after a meeting with the Executive Secretary on the registration of a Leadership University

SECTION TWO: CONTEXT

2.1 International Context

The world is today facing great developmental challenges and the focus of leaders, strategists and organizations is on how to bring about development that will be beneficial to people. In 1990, the United Nation's human development report focused on development and pointed out that people are the real wealth of nations. In 2010, the UN human development report reviewed the progress for the past two decades and made some conclusions that will be very helpful in the development of any nation. First and foremost, the report shows that human development is about sustaining positive outcomes steadily over time and combating processes that impoverish people or underpin oppression and structural injustice hence the principles of equity, sustainability and empowerment are important.ⁱ Secondly, the report shows that almost all countries of the world have progressed in human development measured by the human development index (life expectancy, schooling and income). Of 135 countries studied, only three-the Democratic Republic of the Congo, Zambia and Zimbabwe- have a lower HDI in 2010 than in 1970.ⁱⁱ Thirdly, the report shows that there is no significant correlation between economic growth and improvement in health and education. In other words, economic growth can occur without improvement in the health and education of citizens. In similar vein, there can be substantial improvement in the condition of citizens without fast growth with the right policy, innovation and citizen participation. For instance, the Indian State of Kerala, Costa Rica, Cuba and Sri Lanka attained much higher human development than other countries at their incomes. Fourthly, the report shows that institutions are a key determinant of human development. However, "the policies and reforms compatible with progress vary widely across institutional settings and depend on structural and political constraints."ⁱⁱⁱ In addition, the report argues that "markets are very bad at ensuring the provision of public goods, such as security, stability, health and education."^{iv} It therefore advocates regulation which requires a capable state as well as political commitment. Finally, the report opines that human development is not only about health, education and income-it is also about people's active engagement in shaping development, equity and sustainability, intrinsic aspects of the freedom people have to lead lives they have reason to value.^v

From the above, it is clear that leadership, strategy and appropriate development approaches are needed to bring about the required development in the world.

2.2 Nigerian Context

Nigeria occupies an area of 923,768 square metres. It has an estimated population of 140,003,542 by the 2006 census. Nigeria is ethnically and linguistically diverse with over 250 ethnic groups and four hundred languages and dialects.^{vi} The country is also multi religious with Christianity, Islam and African Traditional Religion (ATR) as the main religious groups. Administratively, Nigeria has 36 states grouped into six geopolitical zones namely South South zone, South East zone, South West zone, North East zone, North West zone and North Central zones. There are also 774 local government areas. In addition, there is the Federal Capital Territory with six area councils.

2.21 Political Context

Nigeria occupies a special place in Africa and international affairs. It is the most populous country in Africa with an estimated population of 150 million people as at 2010 and hosts at least one in every five black persons in the world. Nigeria attained political

independence in 1960 and marked 52 years of independence in 2012. Out of the 52 years of post independence Nigeria, the military had ruled for about 30 years. Nigeria is endowed with human and natural resources but years of despotic and debilitating military rule rendered the country vulnerable to arbitrary and often poor governance, lack of transparency and accountability, lawlessness, underdevelopment, economic instability and human rights violations of a severe magnitude.^{vii} The current civilian rule began in 1999 with election of Chief Olusegun Obasanjo, a retired military General who once ruled the country from 1976-1979. After eight years of uninterrupted civilian rule, elections were held in May, 2009 which ushered in Alhaji. Umaru Musa Yar'Adua as President. Alhaji Yar'Adua died in 2010 leading to the swearing in of Dr. Goodluck Ebele Jonathan, the then Vice President as President. Nigeria held an election in 2011 which has been adjudged by local and international observers to be free and fair. Unfortunately, the election was accompanied with post election violence and terrorist attacks. The level of conflict and terrorist attack is so high in Nigeria today. This will have impact on the trajectory of development in Nigeria for as the Brookings Institute notes, only 10 percent of the global poor live in stable, low income countries, 40 percent live in fragile and conflict-affected countries and 50 percent in middle income countries.^{viii}



Pix1: Some Bayelsa voters queuing for accreditation during the 2012 gubernatorial elections in Sagbama town



Pix2: shows some Centre LSD election observers

2.23 Economic Context

Nigeria is a country of paradox with widespread poverty in the midst of plenty. Long years of military rule and distorted policies combined with rent seeking behaviour has left the country with high levels of poverty and low access to social services. Nigeria is the largest oil producer in Africa and the seventh largest in the world, yet it hosts the third largest number of poor people in the world after China and India. Nigeria is a mono culture economy with oil contributing 99 percent of export revenues, 78 percent of government

revenues and 38.8 percent of GDP.^{ix} The contribution of other sector to GDP are agriculture (32.5 percent); wholesale and retail (13.5 percent), industry excluding petroleum (2.9 percent) and other sectors (1.5 percent). In 2004, the Obasanjo administration formulated the National Economic Empowerment and Development Strategy (NEEDS). The strategy was meant to accelerate economic growth, reduce poverty and achieve the Millennium Development Goals. Official reports of the Nigerian government indicates that given the available information, Nigeria is unlikely to meet most of the goals by 2015 especially the goals relating to eradicating extreme poverty and hunger, reducing child and maternal mortality and combating HIV/AIDS, malaria and other diseases as well as achieving environmental sustainability.

In order to meet the MDGs in 2015, poverty rate in Nigeria is supposed to be reduced from 42 percent in 1990 to 21 percent in 2015; out of school children will be completely eliminated; reduce under five mortality per 1,000 from 191 to 63.7; maternal mortality rate from about 704 in 1999 (no figure for 1990) to 176 in 2015; to reverse HIV/AIDS, Malaria and Tuberculosis; improve access to water from 54 percent to 77 percent; and improve access to sanitation from 39 percent to 70 percent.^x But according to the 2011 UN MDG report, Nigeria stands a good chance of achieving the MDGs by 2015. The report pointed out that significant progress has been made on each goal over the last ten years and there is realistic chance of achieving the goals by the target date. Nigeria has integrated the MDGs into the national development strategies and has introduced good initiatives aimed at reducing poverty including conditional grants scheme and conditional cash transfer. The prevalence of HIV fell from 5.8 percent in 2001 to 4.2 percent in 2008. Maternal mortality has fallen by 32 percent in five years. Maternal mortality fell from 800 deaths in 2003 to 545 deaths per 100,000 live births in 2008. Infant mortality rate has fallen from 100 deaths per 1,000 live births in 2003 to 75 deaths per 1,000 live births in 2008. Similarly, in the same period, the mortality rate of children under five years reduced from 201 to 157 deaths per 1,000 live births.

The current development strategy of the country is anchored on the Nigeria vision 20:2020. Nigeria Vision 2020 economic transformation blueprint is a ten year plan for stimulating Nigeria's economic growth and launching the country onto a path of sustained and rapid economic growth to become one of the top twenty economies by 2020. The vision is anchored on the Nigerian Economic Empowerment and Development Strategy (NEEDS II) and the seven point agenda of President Umar Yar'Aduda. The vision has been adopted by the Dr. Goodluck Jonathan Administration. The intent of the vision is to improve the living standards of her citizens and place the country among the top 20 economies in the world. By 2020, Nigeria will have a large, strong, diversified, sustainable and competitive economy that effectively harnesses the talents and energies of its people and responsibly exploits its natural endowments to guarantee a high standard of living and quality of life of citizens. The Goodluck administration has also formulated the transformation agenda. The transformation agenda is based and draws its inspiration from the NV 20:2020. It is an agenda based on a set of priority policies and programmes which when implemented will transform the Nigerian economy to meet the future needs of the Nigerian people. The agenda is meant for a holistic transformation of the Nigerian State taking into cognizance the challenges of development efforts in Nigeria: the lack of continuity, consistency and commitment (3Cs). The current development approach of the Nigerian government has been criticized for putting a lot of emphasis on economic development without a concomitant strategy for political transformation and social re-orientation.

The economic growth rate in Nigeria increased from between 2-3 percent from 1990-1999 to between 6-7 percent between 2000 and 2010. But as noted above, the increase in growth rate has not translated into poverty reduction. Poverty actually increased from 54.4 percent in 2004 to 65.1 percent in 2010. The growth is not inclusive and not job generating.

2.24 Social Context

Nigeria ranks very low in all socio economic and development indices. In its Human Development Report for 2007/8, the UNDP ranked Nigeria at 157 out of 177 countries. The country has been consistently rated by Transparency International to be among the most corrupt countries in the world in its Corruption perception index. Several probes from the National Assembly indicate that there is a high level of corruption in the country.

Nigeria has very poor social indicators. About 10 million children of school going age are out of school. Nigeria, which was one of the richest 50 countries in the early 1970s, has retrogressed to become one of the 25 poorest countries at the threshold of the twenty first century. It is ironic that Nigeria is the sixth largest exporter of oil and at the same time host the third largest number of poor people after China and India. Statistics show that the incidence of poverty using the rate of US \$1 per day increased from 28.1 percent in 1980 to 46.3 percent in 1985 and declined to 42.7 percent in 1992 but increased again to 65.6 percent in 1996. The incidence increased to 69.2 percent in 1997. The 2004 report by the National Planning Commission indicates that poverty has decreased to 54.4 percent. But by 2010, the poverty rate has increased again to 65.1 percent.

Nigeria has one of the highest maternal mortality rates in the world. Maternal mortality rate continues to be high. It is even higher in rural areas and in the Northern part of the country. There is a huge challenge with attitude and orientation of citizens making the NEEDS document to have as value re-orientation as one of its major goals

SECTION THREE: ORGANISATIONAL ASSESSMENT

3.1 Programme Performance of Centre LSD

Since its establishment in 2010, Centre LSD has made key achievements in the three key areas of leadership, strategy and development. The flagship programme of the Centre is leadership capacity development. The centre runs three leadership training programmes namely Leadership School, Leadership Institute and Executive Leadership Course. The idea of starting the leadership school was borne out of our realization that leadership is a major problem especially in Africa. Many scholars and commentators are

in agreement that leadership failure is one of the major factors responsible for the underdevelopment of Africa. However, it has been proven that leaders can be trained. The Centre LSD Leadership School is therefore designed for people who want to become leaders and be equipped with leadership skills for transformation of organizations and society. It provides students with tools and ways to have vision for leadership and become better leaders. The school runs for a period of one year. The first set graduated in April, 2010 with 15 students. The second set graduated in May, 2011 with 16 students. The third set graduated in April, 2012 with 30 students. This fourth will be graduating in April, 2013. By the end of 2012, the leadership school has graduated 61 students. The Centre also runs two other leadership programmes- Leadership Institute and Executive Leadership Course and we have produced one hundred and seventy seven students. The Centre has therefore produced 238 graduands from its leadership programmes. In 2012, there was an evaluation of the leadership training of the Centre. Majority of the respondents were of the opinion that the training has been useful to them in their personal lives and they have applied the skills learnt from the leadership training. The graduands particularly found the training sessions and opportunity for interaction, networking and sharing of experiences very useful. All the modules were assessed to be very useful or useful.

Strategy is very crucial to the development and performance of any organization and nation. Strategies help to create a sense of politics, purpose and priorities. Centre LSD staff have supported several organizations to craft strategy including UN Women Nigeria, Christian Aid and Independent National Electoral Commission (INEC).

The Centre's work on appropriate development approaches revolves around three key issues: Governance, environment and sustainable development. The Centre's development programmes are conceptualized to operate from community level and state to national and international levels with the strategy of maintaining local-national-international linkage.

The Centre's governance programmes are conceptualized to improve transparency and accountability and increasing citizens' participation in governance especially in budget formulation and implementation.

The aim of the Centre's project on Transparency and Accountability in the Oil and Gas Sector is to strengthen citizens' voice for accountability and reforms in Nigeria's oil and gas sector. The specific objectives of the project include among other things to monitor and advocate for the passage of the Petroleum Industry Bill; monitor broad based groups to advocate for implementation of the recommendations of the subsidy report and other reports on the petroleum subsidy; undertake research into petroleum product pricing in Nigeria and engage major agencies in the oil and gas sector, parliament and international actors to canvass for reform of the sector.

The Centre's Budget advocacy project is conceptualized to increase the capacity of CSOs for effective engagement with the Bayelsa State Government through budget advocacy for participatory and right based budgeting. The focus is to analyze previous Bayelsa State budgets, develop policy/advocacy briefs from identified gap. The document was then used to engage policy makers. The project also built the capacity of legislators, legislative staff and CSOs on budget analysis, participatory, rights based budgeting as well as effective budgetary oversight.

The Centre engages the electoral process with a view to promoting credible, free and fair elections. The Centre monitors the electoral process and observes elections. The centre observed the 2011 general elections and the subsequent elections in Sokoto State, Kogi State, Adamawa State, Bayelsa State, Cross River State, Edo State and Ondo State in 2012.

The Centre also partnered with Konrad Adenauer Stiftung (KAS) to organise a workshop on Social Marketing as an alternative that can lead to the improvement of the life of citizens of Nigeria.

3.2 Organizational Strengths and Weaknesses

The successes and achievements of Centre LSD within a relatively short period was made possible by some strengths within the organization. These include a well experienced Executive Director, good organizational policies and management team, good external relations especially with the civil society, media and donors, good track record with donors, well organized finance and programme departments and good office space at the headquarters and Niger Delta office. But the Centre is beset with some weaknesses including the fact that network of people and donors for external funding are limited to the Executive Director's office and the existence of strategic direction without a full-fledged strategic plan. However, there are great opportunities for developing new projects having built a track record and utilizing the good will of the Executive Director. There is also the need to work with others to mitigate the threat of security challenges and competition from for profit organizations for donor funding in Nigeria.

3.3 Key Challenges and Lessons learnt

The key challenge that the Centre faced in the first two years is funding especially for personnel and operating cost. But in the third year, the Centre has become stable financially. The key lesson is the need to focus on multi-year projects for better planning and sustainability.

3.4 Stakeholder Analysis

The key stakeholders of Centre LSD are local community, government at all arms and levels, civil society, the private sector, donors, and international development partners. An analysis of the scope and degree of intervention of the key players reveal a huge gap in terms of promoting ideas, policies and actions that will lead to transformative change in Africa and leadership development. In addition, the scope, quality and level of capacity building, advocacy and campaigns is low.



Pix1: Shows Centre LSD team with some Durumi III residents during the training of community facilitators in the 2011 CIDA funded environmental advocacy in the FCT



Pix2: Shows some civil society members in one of the meetings organized by Centre LSD in Abuja.

SECTION FOUR: STRATEGIC DIRECTION

4.1 Strategic Goals

In line with our contextual analysis, vision and mission, the strategic objectives are:

1. To promote ideas, policies and actions that will lead to transformative change in Africa.
2. To promote leader development, leadership development and strategic thinking and process.
3. To promote human centred and sustainable development with special focus on Governance, Human Centred Development and Environment.
4. To collaborate with individuals, organizations, networks, coalitions and movements that will help in achieving the Centre's objectives.

The four strategic goals are inter-linked and interdependent.

1.2 Key Actions and Outcomes

Strategic Objective One: To promote ideas, policies and actions that will lead to transformative change in Africa.

Actions

- Research
- Awareness raising, advocacy and campaigns on policies and institution building
- Participation in meetings, rallies and actions for positive change

Outcome

- Increased understanding of the change process and the role of policies and institutions
- Increased number of citizens and organizations engaging in the change process



Pix1: Shows the Executive Secretary of NEITI, Hajia Zainab Ahmed with Mr. Martins Arogie of KPMG at the Centre LSD roundtable on transparency & accountability in the Oil & Gas sector.



Pix2: Shows a cross section of FIDA members in a training session facilitated by Centre LSD at Azari Hotels, Calabar in 2011

Strategic Objective Two: To promote leader development, leadership development and strategic thinking and process.

Actions

- Leadership, entrepreneurship and strategic management training
- Mentoring
- Exchange visits

Outcome

- Capability for leadership enhanced
- Increased access to training opportunities
- Increased understanding of the change and development process of other societies



Pix1: Shows a typical facilitation session at the Centre LSD Leadership training Institute.



Pix2: Shows some of the participants at the Centre LSD Leadership training Institute

Strategic Objective Three: To promote human centered and sustainable development with special focus on Governance, Human Centred Development and Environment.

Actions

- Capacity building, advocacy and campaigns for transparency and accountability

- Capacity building, advocacy and campaigns for sustainable development
- Capacity building, advocacy and campaigns for clean and sustainable environment

Outcome

- Increased number of citizens and organizations supporting transparency and accountability, clean environment and sustainable development.

Strategic Objective Four: To collaborate with individuals, organizations, networks, coalitions and movements that will help in achieving the Centre's objectives.

Actions

- Join existing networks and movements committed to change
- Initiate new networks and movements

Outcome

- Increased action for change

SECTION FIVE: ORGANISATIONAL IMPLICATIONS

There are several areas where the organization will be repositioned to be able to implement this strategy. This includes governance, management, human resources and organizational development, resource mobilization and financial management, communication, IT and documentation.

5.1 Governance

The Board of Trustees will continue to give strategic direction to the Centre. At formation, there were five members of the Board of Trustees. The number was increased to seven in January, 2013. By January, 2016, five new members will be brought on board to inject vigour into the board. The organs of the Centre namely international advisory council, board of trustees and secretariat will be made functional, efficient and effective.

5.2 Management

The Management of the Centre will be strengthened to ensure clinical execution of its programmes through focus on strategy, people and operations. Management meetings will be held monthly and feedback given to staff. Mechanism will be put in place for the effective management of the Niger Delta office based in Asaba.

5.3 Human Resources and Organizational Development

Human Resource and Organizational Development will be given priority in this strategy. The Centre will continue to build the capacity of the staff through training, delegation, coaching and mentoring. The internship programme of the Centre will provide opportunity to train young people on the theory and practice of development work.



Pix1: Shows Centre LSD Staff with Legislators (Middle) who came on a courtesy visit to the Centre from the National Assembly in 2012

Pix2: Shows the strategy development session by staff of the Centre

5.4 Resource Mobilization and Financial Management

Finance is the backbone of any organization. In the coming years, the Centre will focus on multi-year programmes to engender long term planning and sustainability. The fundraising strategy of the Centre will be hinged on utilizing the track record built by the organization to solicit for funds. Special efforts will be made to follow up with donor agencies that are already supporting the centre and new donors will be sought.

5.5 Communication

The communication strategy of the Centre is based on the necessity to provide useful information that will help to build strategic leadership that will bring about sustainable development in Africa. This will be done through the dissemination of news on leadership, strategy and development through a weekly *Centre LSD News Review*, social media and e-newsletter. The IT department in collaboration with other departments of the Centre has started producing e-newsletter since June 2013.

In addition, key programme staff of the Centre will comment on issues regularly in the press. During the period of implementing this strategy, the quality of communication will be improved and both internal and external communication will be enhanced.

5.6 Information Technology

The centre will improve on its deployment and utilization of ICT for development. The capacity of staff will be continuously built on new approaches to ICT. In particular, new media will be given priority.

5.7 Documentation

The quality of documentation will be improved. Every staff will be trained on proper documentation.

SECTION SIX: MONITORING AND EVALUATION FRAMEWORK

6.1 Introduction

The Centre already has a monitoring and evaluation framework which will be adapted to the new strategy. The key indicators in the strategic plan will be monitored and evaluated. The framework used for this strategy highlights the strategic objectives, indicators, means of verification and assumptions.

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

6.2 Results Framework

OBJECTIVES	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS
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Monitoring and Evaluation Framework for Centre LSD Strategic Plan

	(OVI)	(MOV)	
1. To promote ideas, policies and actions that will lead to transformative change in Africa.	<i>No of Policy papers</i> <i>No of Books</i> <i>No of actions taken to promote transformative change</i> <i>New ideas and policies for transformative change</i>	Centre LSD Policy Papers Centre LSD Books Centre LSD Newsletters National and regional policies	Political stability

<p>2. To promote leader development, leadership development and strategic thinking</p>	<p><i>No of persons (by sex and location) trained on leadership, Entrepreneurship and Strategic Management.</i></p> <p><i>Existence and deployment of a comprehensive training curriculum for leadership, Entrepreneurship and Strategic Management</i></p> <p><i>No of persons (by sex and location) mentored.</i></p> <p><i>No of persons (by sex and location) that engaged in exchange programme.</i></p>	<p>Training report</p> <p>Training manual</p>	<p>Africans willing to participate actively in the Centre's training programmes.</p>
<p>3. To promote human centred and sustainable development with special focus on Governance, Human Centred Development and Environment</p>	<p><i>No of capacity building programmes</i></p> <p><i>No of advocacy programmes</i></p> <p><i>No of campaigns embarked upon</i></p>	<p>Media report</p> <p>Capacity building Programme report</p> <p>Advocacy report</p> <p>Campaign report</p> <p>Annual report</p>	<p>Policy makers willing to co-operate with Centre LSD</p>

4. To collaborate with individuals, organisations, networks, coalitions and movements that will help in achieving Centre's objectives	<p><i>No of network and coalition meetings attended</i></p> <p><i>No of joint programmes with other organizations</i></p> <p><i>No of networks and movements initiated</i></p> <p><i>No of joint action for change</i></p> <p>.</p>	<p>Meeting reports</p> <p>Joint Programme report</p> <p>Centre LSD Newsletter</p> <p>MoUs</p> <p>Media reports</p>	Stakeholders are willing to partner with Centre LSD

ENDNOTES

ENDNOTES

ⁱ UNDP (2010) Human Development Report

ⁱⁱ Ibid

ⁱⁱⁱ Ibid p.5

^{iv} Ibid p. 5

^v Ibid p.6

^{vi} APRM Country Review Report No 8

^{vii} APRM Country Review Report No. 8 Federal Republic of Nigeria. May 2008.

^{viii} Joe Costello T. D. Beyond 2015: Where Next for the MDGs

^{ix} Ibid

^x Presidential Committee on the MDGs 2nd/3rd Quarter Report for 2009