



# NIGERIA LEADERSHIP INITIATIVE REPORT



**2007 - 2009**



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# EDITOR'S NOTE



This report highlights all our projects and initiatives of the last two years, and celebrates the personal accomplishments of our Fellows and Associates. Notably, we have for you interviews with Segun Aganga on NLI's successes and future plans, and with Senior Fellows Gboyega Delano and Maryam Uwais on their motivations and secrets of their successes. We are especially grateful for the contributions of Prof. Oladipo Akinkugbe who discusses the attributes of leadership, and Fr. Mathew Kukah who writes on where our values have gone wrong. Also, Peter Reiling of The Aspen Institute challenges us to wake from our slumber and assume leadership roles in our communities.

I am proud to say that NLI has grown in leaps and bounds in the two years since the publication of our first newsletter; through projects and events, we are positively impacting Nigerian society both nationally and internationally.



In October 2008 NLI launched the National Re-Orientation Project, comprising five parts ("Pillars") which we identified as effective conduits for change in Nigeria.

The Pillars are:

- I. Schools
- II. Public Appeals
- III. Community Service
- IV. Key Stakeholders
- V. ReNigeria

We are currently in the process of implementing the Schools Pillar with a secondary school debate competition in the Federal Capital Territory. The debate focuses on the importance of values in building Nigeria. NLI also intends to work with selected schools to further develop their teaching of Nigerian history, civic education and values through the formation of Character Clubs.

The implementation of the Public Appeals Pillar is similarly in progress. It started with the launch of short radio broadcasts discussing the values we believe necessary to build an ideal Nigerian society. These values, identified by Nigerians who took part in our 2006 essay competition, are: Compassion, Contentment, Discipline, Family Values, Integrity, Industry, Justice and Equity, Patriotism, Spirituality, and Tolerance. There have been five recorded broadcasts by Dr. Christopher Kolade, Chief Emeka Anyaoku and Mrs. Maryam Uwais. Future broadcasts will feature Mr. Jacob Ajekigbe and Mr. Akintola Williams. In addition, articles discussing each of the identified values will be published in local newspapers – in NEXT, The Daily Trust, The Guardian and THISDAY.

  
we are positively impacting  
Nigerian society both nationally  
and internationally.  


The Community Service Pillar is yet to kick off; for this, NLI will partner with organizations with a national presence to implement community initiatives to improve the lives of people in their locality. The Sick Cell Project, NLI's flagship health project, held a fundraising event in London, UK on 17 October 2008 to raise funds to equip a sickle cell diagnostic laboratory in Lagos, Nigeria.

Lastly, NLI held a Business Plan Competition in July 2009. This competition, funded by FirstBank Nigeria, was open to small and growing businesses in Nigeria particularly those in the non-oil sector. Its aim was to encourage entrepreneurship and stimulate employment. The three winning entrants were identified and awarded prize monies at NLI's fourth Awards Dinner held on the 31<sup>st</sup> of October 2009.

I sincerely thank you for your support and hope you will continue on a progressive journey with NLI. There is still a lot of work to be done! Thank you again.

Tumi Ajibola,  
*Executive Director,*  
**Nigeria Leadership Initiative**



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# ABOUT NLI

## Our Mission Statement

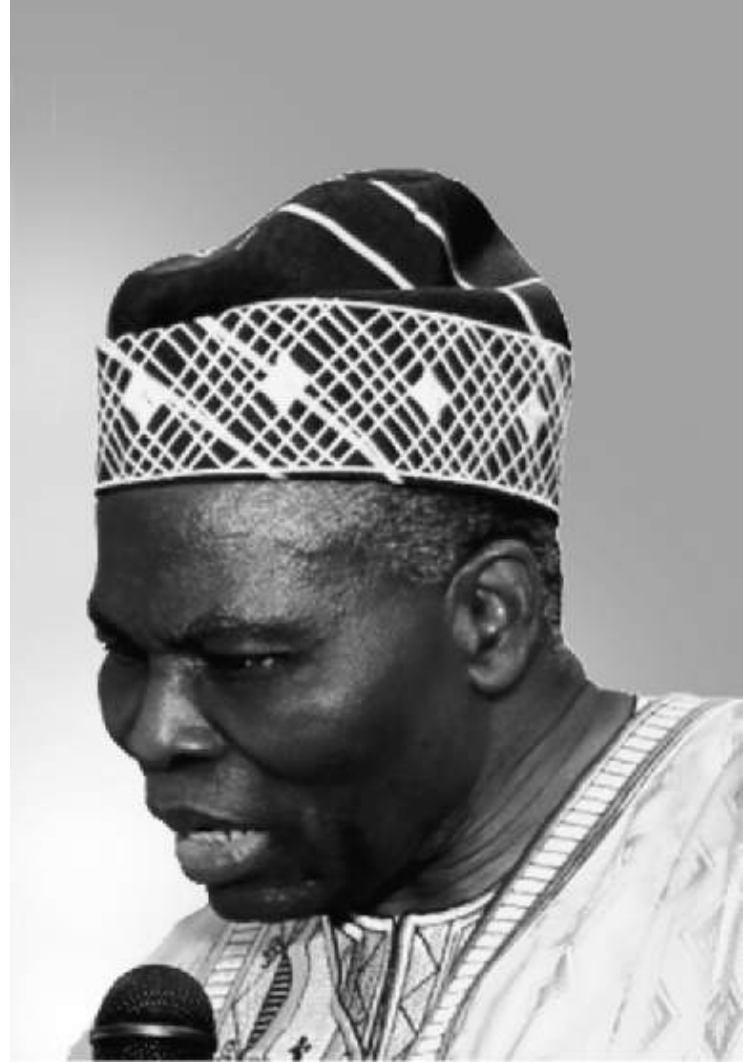
The mission of the Nigeria Leadership Initiative (NLI) is to create a growing, global network of credible, accomplished, community-spirited Nigerian leaders, committed to taking responsibility for driving positive change in Nigeria and Nigerian communities.

## Overview

Established in January 2006, NLI is an international, non-profit, non-partisan organization. It provides a platform for highly accomplished, uniquely qualified Nigerian Leaders (Fellows) to develop and express their values-based leadership skills and to assume a transformative role in the future development of Nigeria.

Fellows attend a series of residential seminars for a minimum of two years. The approach is built on two main pillars: learning (seminars) and taking responsibility (projects).

*NLI Founder, Olusegun Aganga,  
Minister of Finance, Nigeria*



*NLI Founding Patron, Dr. Christopher Kolade,  
CON, Former Nigerian High Commissioner to the  
UK and Pro-Chancellor, Pan African University*



NLI has a collaborative relationship with the Aspen Institute, Washington DC and the Africa Leadership Initiative.

## Our Aims

- To mobilise the energy, talent and resources of credible and accomplished Nigerian leaders drawn from Nigeria, the Americas, Europe, Asia and the rest of Africa, to tackle the challenges that confront Nigeria.
- To encourage them to move from success to significance by taking more responsibility for the future of Nigeria.
- To encourage them to move from thought to action by undertaking a leadership project that demonstrates their values and to participate actively in class projects.
- Through a Fellowship Program, to develop a cadre of values-based, community-spirited leaders.



## Our Seminars

The leadership seminars are by invitation and designed for four main groups:

1. A **Senior Leaders** class for some of the most successful, credible and senior Nigerians in the Diaspora and in Nigeria.
2. A **Future Leaders** class for emerging public and private leaders in Nigeria and their peers in the Diaspora.
3. A Special Seminar for the **President, Government Ministers and Advisers**.
4. A **University Students** Leadership Seminar.

## Projects and Initiatives

Fellows are required to undertake a personal leadership project and actively participate in class projects. The design and implementation of these projects are according to set guidelines, and projects are monitored to ensure that they have a meaningful impact on Nigerian society. For example, the projects must address a pressing need within the country, and should show discernible results within a year of their inception. Each project should be a reflection of the Fellow's deep-seated values and should engage his or her personal passions. Projects should be both innovative and ambitious, involving the relevant skills and resources of other Fellows. Finally, they should be a source of pride for NLI.

In addition to the class projects, NLI undertakes other initiatives designed to help it achieve its goals.

NLI is funded by a variety of sources, mostly private individuals, corporations, foundations and NLI Fellows. For further information and enquiries about NLI please visit the website at:

<http://www.nli-global.org>

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## LOOKING AHEAD: AN INTERVIEW WITH SEGUN AGANGA, NLI FOUNDER

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**Q: NLI appears to have made significant progress since it was established in 2006. Could you share some of your achievements in the last 2 years with us?**

A: First of all, I must thank you for the compliment. I think it is fair to say that we should all be proud of what we have achieved so far, but I must also stress that there is still a lot to be done. To date, 47 senior fellows and about 110 outstanding future leaders have attended our Associate program. Every year, about 55 Nigerian future leaders drawn from Nigeria, the rest of Africa, Europe and the US join this unique group of leaders who are committed and passionate about playing a major role in helping to transform their country. None of this would have been possible without the financial support of First Bank of Nigeria who has sponsored our Future Leaders Seminar for the past two years. With the help of the Associates, we have now extended the leadership program to universities. In 2008, NLI held a seminar for students of the University of Lagos, and Goldman Sachs hosted our first seminar for Nigerian students in universities in the UK. NLI also organised a two-day government minister seminar in June 2008 for the Minister of the Federal Capital Territory and members of his cabinet.

Our contributions have not only been recognized in Nigeria but on a global scale. The World Bank sponsored one of our initiatives to set up a similar leadership program in Rwanda. And in May 2009, the World Bank co-sponsored our Future Leaders Seminar. The UK All Political Parties Group identified NLI as one of the most credible and effective Nigerian organisations in its report on Nigeria. Overall, we have made very good progress but as I mentioned at the beginning there is still a lot to do to achieve our goals.

**Q: In the last NLI interview you gave about 2 years ago, you were very enthusiastic about the role of NLI and the future of Nigeria. Do you still feel the same way or have you changed your views?**

A: It is interesting you ask that question. There is no doubt that embarking on this path has many challenges but we knew that at the outset. Yes, there have been moments when you wonder whether it is worth the time, effort and financial resources but I think this is where your motive and how you see the world become

important. As they say, the pessimist says everything is messed up but the optimist says there is opportunity everywhere to make changes that could transform lives and our country. We have chosen to be optimists and that is what drives us.

Personally, I must say that I also draw inspiration from most of NLI Associates who attend our Future Leaders Seminars which are co-moderated by Dele Olojede, Rueben Abati and I. For example, at the end of the May 2009 Future Leaders Seminar, Dele and I compared notes and we concluded that we were particularly privileged to be able to run these seminars attended by such highly talented, passionate, credible Nigerians who are determined to make a difference in our country. They give us hope that they are ready for the challenge and that whether we accept it or not, the transformation has started.

One of my favourite quotes from the May 2009 class was by Nanre Nafzinger-Mayegun - "The task of social change is uphill and often daunting but it is ours nonetheless." She then quoted Frantz Fanon, a hero of hers, who said "every generation must, out of relative obscurity, discover its mission, fulfil or betray it." We as NLI choose to fulfil that mission.

**Q: What are the challenges you face and how do you overcome them?**

A: If I had to answer that question in one word, I would say FUNDING. First Bank of Nigeria (our main sponsor for the last three years), Zenith Bank, UBA, Stanbic IBTC, KLM, Chevron and the World Bank have all provided financial support but we need more. This is where our friends, Friends of NLI (our sister organization registered in the USA), can assist us. There are obviously other challenges but working with such a committed and passionate group of Fellows and Associates has made it easier for us to cope with them. For a start, we have an incredible Patron in Dr Christopher Kolade, who we all look up to, but who in every way is one of us. As I said in my last interview, not only did he attend the residential seminar with the first class (so he is a Fellow himself) but he has also led from the front. He is such an inspiration to us all.

We also have a strong and committed Advisory Board. Our recipients of the Values-Based Leadership Award, Mr. Akintola Williams, Prof. Bolanle Awe and Chief Emeka Anyaoku have also been very helpful. The



Nigerian High Commissioner to the UK, Dr. Dalhatu Tafida, is a great supporter of NLI and our partner, the Aspen Institute in Colorado, has been very helpful.

**Q: What are your short and medium term goals?**

A: Our goals are simple: to continue to grow a network of accomplished senior and emerging Nigerian leaders whose leadership styles are based on core values, and who are willing, capable and committed to playing an active role in transforming our country – leaders who have a vision for their country. Apart from participating actively in class projects, we expect these leaders to live their values and be effective wherever they are – at home, at work and also when they are on national/public service. They are role models and ambassadors for values-based leadership. You will read about some examples of such leaders in our newsletter or our quarterly news updates. We also encourage our Fellows and Associates to go into public service; it should be regarded as national service and an opportunity to make a difference and contribute to the transformation and development of our country. It is always important that everyone has something to give regardless of their age, achievement or financial means.

**Q: I know you are involved in a number of individual and class projects but which one of these is your flagship project?**

A: The National Re-Orientation Project is our flagship project because it is the foundation for everything we want to achieve. The aim is to help change the current orientation of Nigerian society by promoting the core values identified by Nigerians as fundamental to the future development and success of our country. These values are: Compassion, Contentment, Discipline, Family Values, Integrity, Industry, Justice and Equity, Patriotism, Spirituality, and Tolerance.

As part of the National Re-Orientation Project, we are working with other organizations and the relevant authorities to promote the inclusion of values, national history and civil education in the school curriculum. This year we will run a national secondary school debate on the importance of values in national development. Our intention is to continue to work with other stakeholders and credible organizations to inculcate these values in our communities, schools and workplaces.

Over three months in 2009, we ran a national radio campaign on each of these values. We are particularly grateful to Dr. Kolade, Mr. Akintola Williams, Chief

Emeka Anyaoku and Mrs. Maryam Uwais for making the time to be part of the radio campaign. It is important to note that the national radio campaign would not have been possible without the commitment, creativity and determination of the May 2009 Class who drove that particular project.

There is a lot to do but I am confident that with the Fellows and Associates we have, our generation is up to the challenge.

**Q: How can others get involved?**

A: There are a number of ways others can get involved: our projects tend to involve everyone regardless of whether or not they are NLI Fellows or Associates. For example the National Re-Orientation Project is about every Nigerian embracing, living the values and playing whatever role they can, where ever they are, in promoting the values. We will all benefit from the sovereign goodwill it will generate.

We do not intend to reinvent the wheel so we always work with other organizations who share our values. Individuals can also volunteer to work with us on some of our projects. Recently we established a new entity in the US called Friends of NLI for non-NLI persons who want to play a more active role in helping us to achieve our goals. So there are many opportunities for all to get involved.



**Mr. Olusegun Aganga,  
Founder, Nigeria Leadership Initiative,  
Minister of the Federal Republic of Nigeria**



# MAY 2009 FUTURE LEADERS – THE CLASS OF DISTINCTION

The May 2009 Future Leaders class has within a short period of time completed the first of its class projects – the Business Plan Competition. The second, the National Re-Orientation Project, will be completed before August 2010.

The Business Plan Competition with funding from First Bank of Nigeria was implemented between July and October 2009 to encourage small and growing businesses, particularly in the non-oil sector. The May 2009 Class coordinated the nation-wide marketing, application and submission processes in conjunction with FirstBank management and Lagos Business School. They also have started the implementation of National Re-Orientation Project activities which include the writing of columns on national re-orientation in four leading Nigerian Newspapers – NEXT, Guardian, THISDAY and Daily Trust; the development of cartoon characters; radio advertisements; and the Education Pillar focusing on setting up a secondary school debate competition across the nation's six geo-political zones.

Well done Associates! Your hard work and commitment has not gone unnoticed. NLI expects great things from you and all our Associates. The future of Nigeria rests with you.



*Members of the Class of Distinction (May 2009 Future Leaders)*

“The seminar was a blast for me, full of energy and inspiration and powerful ideas. It was a privilege to have spent the time with you and I am confident that really transformative leadership will emerge from our ranks.”

**Seke Somolu, Future Leaders Class May 2009**

“I must sincerely confess that the seminar far exceeded my expectations. The discussions and the knowledge gained these few days will go a long way in changing my perception and orientation about life. I am really proud to be a member of NLI.”

**Joy Nnoli, Future Leaders Class May 2009**



*May 2009 Associates during a discussion*



*Seni Bello, Sadiq Usman and Dami Adesanya*



*Chiamaka Ezenwa and Innocent Isichei*



“It was an amazing event. I met some truly wonderful and inspirational people. My hope is renewed and I have rededicated myself while learning some useful lessons on how to effect lasting change in people's lives. I am so glad that I went.”

**Sadiq Usman, Future Leaders Class May 2009**



*Associates discussing with Moderator and NLI Fellow Dele Olojede*

“It was a truly transformational experience – one that provoked me to think differently about my role in Nigerian society; that made me realise that I even had a role – a duty to change my country; and that I

could play a role – a pivotal one in helping to shape the future of our great nation. I need and can do more to make a difference, from making little sacrifices to committing to bigger responsibilities.

I left Nigeria feeling like I was part of something big – revolutionary – and now a part of a group that would make history by changing the future. May 21-23, 2009 was one of the most productive weekends of my life.”

**Tara Idiegbe, Future Leaders Class May 2009**



*Abu Momodu, Titi Odunfa, Kunle Deru and Deji Oyetunji*





# OCTOBER 2009 FUTURE LEADERS CLASS



*Associates from the October 2009 Class.*

"I am grateful to have had the opportunity to attend the NLI Future Leaders Seminar. The seminar content was very valuable in terms of instilling solid values of ethics, leadership and service. It was inspiring to meet so many leaders from different spheres of influence who are committed to making change in Nigeria. I am confident that this group will go on to do great things in Nigeria. I appreciate the efforts of the sponsors and other supporters of NLI and I will ensure that the investment is effective by continuing to work towards the advancement of Nigeria."

**Aneto Okonkwo, Associate, Mckinsey &Co, USA**



"The NLI Seminar was a life changing experience! I have gone from being a passive spectator to an active change agent! I now feel part of a larger group of people who are determined to bring change to Nigeria in our generation. Thank you NLI!!!!"

**Funmi Nwachukwu, Head of Corporate Planning and Strategy, Aso Loans and Savings, Abuja, Nigeria**



*Future Leaders during their seminar discussions at Protea Hotels, Lekki*



“A wise man once said that many times it only takes one man to stand up for what is right and all of a sudden, people start popping up from the pavement to assist him. NLI is that one man for me. I have been so inspired by NLI, the quality of the program and my fellow Associates, that I am committed to doing all I can to ensure that its ideals are upheld and its programs succeed.”

**Adesubomi Plumptre, Consulting Unit Head, Alder Consulting, Lagos Nigeria**



*Subomi Plumptre, Chukwuka Monye and Abubakar Lamba*

“The only thing that stands between a man and what he wants from life is often merely the will to try it and the faith to believe that it is possible’ (Richard M. Devos). The NLI has given me the will to try to make things better in Nigeria!”

**Hauwa Magoro, Project Manager, Zibboo Media Networks, UK**



*Florence Okoli, Funmi Nwachukwu and Adaku Ekpo.*



*L-R Fope Adelowo, Oyin Solebo, and Efe Osagie*



*Associates with Mrs Maryam Uwais, after her session on Nigeria Electoral Reform and Constitution*







# LEADERSHIP

**T**he imperatives of leadership are multifaceted and as Abraham Lincoln once said, “All virtue without vice is not leadership!” Its essential ingredients include intelligence, initiative, self-assurance, empathy, simplicity, trust, dedication, the 'common-touch' and hard work. However, a shrewd blend of four ingredients marks the leader from the rest of the pack: he or she must be single-minded, selfless, purposeful and endowed with a generous fund of integrity.

Yet leadership has in our age become a strange monster. In a society in which many have so little respect for modesty, in which material wealth often determines social status, and in which internal self-discipline and public integrity count for little, it is difficult to find dedicated leadership. Society itself must be primed to appreciate the correct value system, for it is by doing so that it will be better able to judge the quality of its leadership. A cultivated disdain for conspicuous consumption, for vain-glory postures, for raw and arrogant displays of power, will go a long way to sanitize our value system in Nigeria today.

A leader must constantly seek value-added and enhancing instruments to demonstrate to society the dividends that derive from a well-informed intellect - knowledge after all is power, as is the ability to use such knowledge for the advancement of the public good. Amongst the most important imperatives of leadership in every society are decision-making, decision-taking and decision-actualisation.

Imagine two leaders, both taking and acting on ten issues. The first takes decisions and acts on all ten and is eventually vindicated in seven. His scorecard is 70 percent. The other leader is ultra-cautious – the type who will hold his trousers up with both belt and braces. He takes decisions and acts on only three issues, failing to make his judgement on the remaining seven. Even if he is proved right in all three issues he has managed to act upon, his performance is only 30 percent.

Indecisiveness in any endeavour – in high office, in the professions, in the board room, in industry, in academia and indeed in the whole nexus of public life – is near criminal, and may vicariously and adversely affect the “ingredients” enunciated above. Decisiveness derives from having available all the data necessary to form a judgement. Its twin imperative therefore is the ability to garner enough information to facilitate the process of decision-making.

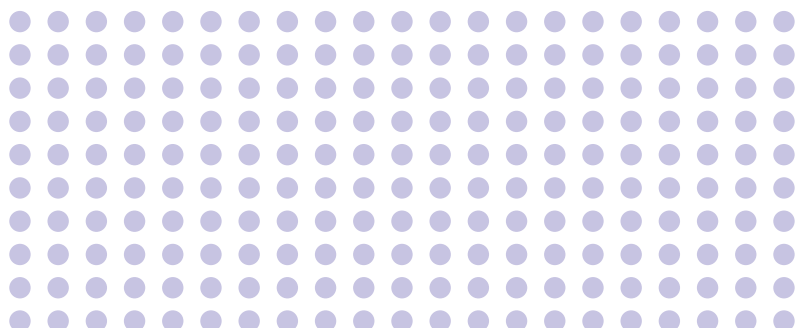
Young minds must then be trained to learn how and where to search for information to guide their capacity to think and arrive at sound judgement on any issue.

And even when a decision does not call for specific action, or suggests action contrary to public expectation, a leader must have the courage of his conviction to explain carefully why he has adopted a particular course of action, rather than invite unnecessary and sometimes unhelpful speculation.

Once there is a blend of informatics and decisiveness, the ultimate essence is the time-factor. Again to quote Abraham Lincoln: “Things may come to those who wait, but only the things left by those who hustle.”



**Professor Oladipo Akinkugbe, CON MD DPhil FRCP FWACP FAS NNOM is the Pro-Chancellor and Chair of the Council of Port Harcourt University and Professor of Medicine at the University of Ibadan, Nigeria**



## NO LONGER AT EASE PETER A. REILING

*How do you maintain a “true north” on your moral compass when the whole world seems content cutting corners, taking the easy way out?*

No question better captures the essence of the Aspen Global Leadership Network.

As I open today's daily paper at the end of June 2009, here is what I read: In the world news, a leader in the Mideast seems intent on ignoring the rights of his people to speak out when discontent. In the national news, another leader, this one in a southern state of the US, has lied to his constituents, his staff, and his family about the nature of his overseas travels, supposedly on official business but actually pursuing an adulterous affair. And, on the business pages, a leader pleads innocent, despite mounting evidence, of swindling his investors of billions (with a “b”) of dollars.

Leadership matters. It can take countries onto higher trajectories, turn companies into inspirations, individuals into emulated icons. Think Lee Kwan Yew. Steve Jobs. Nelson Mandela.

But the pantheon of great leaders seems thin these days. Sure, the world is full of local heroes doing important and inspiring work in their communities. This is wonderful, and we do need more of these. But at the end of the first decade of the 21<sup>st</sup> century, the world as a whole is at the greatest, most critical inflection point in at least decades. It needs leaders willing to stretch, to step up to the greatest challenges of our time, to lead with vision, with courage and with integrity.

*The world is in need.*

*It is time to step up.*

*None of us can be at ease.*

Thirteen years ago, the family and friends of a great Chicago businessman approached the Aspen Institute to create an opportunity for high-achieving US leaders in their 30's and early 40's to step back from their daily responsibilities to think. To think about the kind of society they'd like their children to live in and to ask, as Bobby Kennedy so often did, “*Why not?*” These leaders would all share common

traits: Each would have already proven him or herself successful at building great businesses and organizations. Each would be an entrepreneur, a do-er by nature. And each would be nominated by a mentor or a friend who was convinced that he or she could do more – that he or she could move beyond *thinking* to *doing*; that he or she could move from *success* to...*significance*.

So was born the Henry Crown Fellowship Program of the Aspen Institute, each year bringing together a cohort of 20 high-achieving leaders, mostly from the world of business and challenging them through four weeklong meetings spread over two years to consider their leadership: *How effective are you? How enlightened are you? What values guide your decision-making? Are they the right ones that could stand up to the critical if affectionate scrutiny of your fellow Fellows? Could you be “painting on a much broader canvas”, impacting not just your organization but your country, your region, the world? Could you make “the good society” a reality in your time?*

Henry Crown Fellows aren't just *asked* to do more. It's a requirement of admission. Each has to commit to designing and carrying out a project that will stretch them so that if, as is posited during their fellowship experience, they could somehow come upon their younger self some 20 or 30 years hence, they will be proud to share what they have done in the world.

Asking someone to step out of his or comfort zone to stretch makes them profoundly uncomfortable. I know. I am a Henry Crown Fellow, and the experience has changed the trajectory of my life. It has changed how I view my place in the world, my responsibility in my organization, my role as husband and father. I am no longer at ease. Instead, I know I have to ask – and respond to – the hard questions of my self, of those I lead, and of those I love.

The wonderful thing about the Henry Crown Fellowship is that it has grown. Of course, after 13 years of annual cohorts of 20, we number 260. That's simple math. But the fun thing is that we've done more than build progressively...we've cloned. Today, the Fellowship has inspired a dozen other similar programs in the US, Africa, Central America, India, the Middle East and, soon, in China. The result: the Aspen Global Leadership Network comprising nearly 1000 Fellows from 43 countries, all with the same leadership DNA that impels them to do more, to push harder, to “think different.”

One of the Henry Crown-inspired fellowships is the Nigeria Leadership Initiative, itself designed by two business leaders who saw the need for values-based





leadership. And already, it has assembled an admirable collection of Fellows, some senior, some emerging, who are daring to speak truth to power, to question the status quo, to look at the grand experiment that is Nigeria and say “We can treasure what we have, but we can also do better. Our children demand it.”

Many years ago, emerging from his Fellowship experience, a young man in West Africa said to me, “We arrived here as a collection of stars. We leave as a constellation.” To him, I say, “We have become a collection of constellations. We must become a universe. And, through our actions, it is time to make a dent in the universe.

The world is in need. It is time to step up. None of us can be at ease.



*Peter A. Reiling is the Executive Vice President, Leadership Programs and Executive Director, Henry Crown Fellowship Program of The Aspen Institute, Washington, DC.*



# A REPORT OF THE NLI/WORLDBANK FACILITATED RWANDA LEADERSHIP INITIATIVE REPORT BY ADENIKE OKE

In 2008, NLI, with support from the World Bank, embarked on a project to explore the possibility of establishing a leadership initiative program in Rwanda. After a series of initial meetings between NLI and the World Bank, the project kicked off on May 30th 2008 with a workshop at the beautiful and serene location of the Kigali Serena Hotel.

The main aim of the workshop was to enlighten the participants on the approach to leadership used by the NLI. In particular, its leadership seminars which have demonstrated early success in Nigeria. NLI represented, by Jimi Morgan and Adenike Oke, led the workshop participants through a series of activities aimed at disseminating the lessons learned from its experience and brainstorming on how to develop action plans on establishing a similar program in Rwanda.



*Participants of the RLI Workshop engaging in discussions*

The positive feedback and success of the May workshop led to a 3-day Capacity Building Seminar moderated by Dele Olojede and Jimi Morgan. The September 25-27, 2008 seminar which was also held at the Serena Hotel helped to familiarise the participants with the NLI Senior Leader Seminar process and to explore the possibility of establishing a leadership initiative in Rwanda.

The short term plan for the Rwanda Leadership Initiative will be to have Aspen-moderated RLI seminars. The seminar attendees (Fellows) will attend a series of residential seminars designed and moderated by experienced moderators from the Aspen Institute for a minimum of two years. The long-term plan of RLI will be to revive a common culture within the country that promotes common values and unity while at the same time bridging the leadership gap between the older experienced generation and the younger ones.

To facilitate this, the proposed long-term plan will involve the establishment of a Rwanda Leadership Institute, which will train and develop upcoming Rwandan leaders, promote national identity, service and education. The Institute will help build capacity in governance by providing opportunities for the education

and training of upcoming leaders with the main objective of raising the standards of governance in the private, public and civil society sectors and improving the lives of the Rwandan people. To make this more locally relevant, it is expected that the Institute will incorporate and draw from the Rwandan traditional learning practices of Itorero & Ingando.



*Group Picture of Participants from the RLI Workshop*

The following are all those who participated in the RLI Workshop and the capacity building Seminar:

- **Prof. Silas Lwakabamba**, Rector, National University of Rwanda
- **Emmanuel Hategeka**, Secretary General, Rwanda Private Sector Federation
- **Vincent Karega**, Minister of State in charge of Industry and Commerce
- **Hon. Julianna Kantegwa**, Member of the Rwandan Parliament
- **Manzi Kayihura**, CEO, RWANDAIR, Thousand Hills
- **Ezra Bunyenyezi**, Major Rwandan Entrepreneur
- **Charles Karake**, Director, Human Resources and Institutional Capacity Development Agency (HIDA), Rwanda office
- **Kampeta Pitchette Sayinzoga**, Director of Macro Economic Department, Ministry of Finance and Economic Planning
- **Goretti Kabuto**, Manager, Business Rwanda Newspaper

- **Maggie Bayingana**, Lawyer, Tulane International
- **Dr. Rose Mukankomeje**, DG, REMA (Rwanda Environmental Management Agency)
- **Molly Rwigamba**, Director for Capacity Building, Rwanda Private Sector Federation
- **Clare Akamanzi**, Deputy DG, RIEPA (Rwanda Import and Export Promotion Agency)
- **Mary Kamali**, Private Sector Consultant, World Bank Rwanda office
- **Julie Kirenga**, Country Manager, DHL
- **Hon. Julianna Kantegwa**, Parliamentarian
- **Victoria Kwakwa**, Country Manager, World Bank Rwanda Office
- **Lewis Kabayiza Murara**, The World Bank Rwanda Country Office
- **Nick Howard**, Consultant, The World Bank



*Adenike Oke, is a Senior Associate, Business Performance Services, KPMG Nigeria.*





# VALUES:

## Where Did We Go Wrong?

Matthew Hassan KUKAH\*



To call someone a *monkey* - even among the best of friends - could cost you your life or earn you a severe beating, depending on the mood or the mental state of your friends.

Most consider it a great insult to be associated with even the noblest of animals: they are inferior to human beings and since we are *homo sapiens*, we believe that we are next to God. Animals, in our judgment, have no morality, no sense of what is right or wrong and cannot speak. We believe that they mate with no regulation of their conduct. However, even without being an aficionado of National Geographic, most of us, especially those who own animals, must definitely have been humbled by watching our pets. I want to share with you a conversation that allegedly took place among three monkeys as they relaxed one evening.

The first monkey said to the other two: *"Now listen you two, there is a rumour that can't possibly be true. There are allegations that humans descended from our noble race. The very idea itself is shocking and a disgrace. For example, no monkey ever deserted his wife, starved her babies or ruined her life. You have never known a monkey to leave her babies with another monkey for a bunk, or pass them from one to the other until they scarcely know who the mother is. Another thing you will never see among us monkeys is another monkey building a fence around a coconut tree and letting that coconut tree go to waste, forbidding any other animal to taste. If I put a fence around a tree, starvation would force you to steal from me, and that is not right. Another thing a monkey would not do is to go out at night disgracing his life by drinking and then reel madly home and beat up his wife. Humans call this pleasure and they make a big fuss that they have descended from something but it is certainly not from us."*

I think it is clear that no matter how we view our world,

from one end of the globe to the other the rising concerns about the collapse of values dominates most conversations. Before our eyes, things we did not dream about are now happening. We can check the entire spectrum of our lives and there will be very little that will not generate a sense of shock and hopelessness. We can run through an inexhaustible gamut of issues that yesterday were unthinkable.

Our traditional values concerning family, community, procreation, commitment, respect, honour, integrity and so on have all collapsed or changed tremendously. We can no longer speak of family in terms of a man, a wife, wives, and children. We can no longer assume that sex is a shared value only between a couple. Homosexuality has changed that. Duty to community and the role and place of elders and the young have given way to new values. Age, wisdom, honour and integrity are now no longer what we associate with individual character; we no longer have to respect a man or a woman because they are old, wise and honourable.

The idea that a thief cannot be considered a member of the community or that an adulterer or a murderer who has poisoned the community deserves to be exiled until they have purged themselves of their misdeeds is now a laughable proposition. The notion that the leader of the community should be elected by consensus and based on certain identifiable values will elicit shock. The very notion that money is not everything and that it is secondary to honour will earn you derision. Money has conquered each and every intangible indicator and has been crowned itself king and queen. Thus, age, honour, integrity, wisdom etc, have become servers on the altar of Money.

Today, the youth consider their parents old fashioned in matters relating to duty and responsibility. The old

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restraints surrounding social and sexual conducts have been unhinged. Children now know more about sex and how to make quick money than their parents do. Today, the idea of *children having children* at tender ages no longer elicits shock and has reduced the value of human life and family. Teenage pregnancies have become so common that you will be considered a fool if you show signs of surprise. Some people will be wondering where you dropped from if you imagine or try to argue that abortion is not a mother's human right or that an unborn child has any rights at all. Take any newspaper today and the headlines no longer shock. Newspapers are replete with stories of children being snatched from the breasts of mothers and their human parts being used for rituals. You read stories of innocent infants, toddlers and children of various ages being raped by adults or their own parents.

The list is limitless. It seems that the horrors have become part and parcel of our daily lives and their ubiquity has dulled our consciences and we are now at a stage of resignation. Parents and individuals seem totally helpless and you often hear the following refrains: "*Everyone is doing it*", "*Our children are now out of our control*", "*There is nothing we can do now as parents*", "*We are not alone*", "*These are the signs of the times*". However, is what we are witnessing really a sign of the times, or it is reversible? Are we set on an inevitable course of the curve of history that is spinning out of control or do we have the power to negotiate better outcomes? Let me turn my attention to a few propositions.

First of all, we must concede that we are not here by accident. Contrary to what the monkeys claim, we are a step higher than them. However, we must also at least accede to the fact that we created our mess. It is possible for us to trace back to where it all began to go wrong. It has never been a perfect world and it was perhaps never meant to be. However, from the very beginning, values have always shaped our relationships. It is also important to note that conflict was always bound to be with us and that the changing dynamics of our environment would naturally create tensions and crises even among blood brothers including Cain and Abel (Gen 4: 8), Abraham and Lot (Gen 13:8) and Joseph and his brothers (Gen 37).

It is evident that with time, individual, family and community life will face new challenges. Meeting *the other*, the stranger, whether in the course of war or friendship was always bound to pose challenges as yesterday's friend could become today's enemy. Processes of interactions with *the other* were bound to create new tensions especially in the course of giving, taking and accommodation. However, mechanisms of restraint have always been part and parcel of community life as far as the human person is concerned. These were often cast within the context of the community's totem, rules and codes.

Community mechanisms of restraint as well as culture or religion always sought to place the individual below the community although the protection of the individual was often the duty of the community. However, the coming of universal religions and the emergence of the nation state, the subsequent changes of boundaries and the imposition of new cultures led to the shattering of community cohesion. But this is another subject altogether and it will take us away from our topic if we focus too much on these processes. It suffices for the sake of our discussion to merely take note of them. Let us return to the question that we need to try to answer? First, how did we get here and should we negotiate an exit or seek accommodation?

Today, irrespective of where the human person came from and whether we subscribe to Darwinism or Creationism, values have always been the cornerstone, and the guarantee, of community cohesion. Whether as in the Catholic Church, we speak of values as the Four Cardinal Virtues (prudence, justice, fortitude and temperance), or we speak of the gifts/fruits of the Holy Spirit (charity, joy, peace, patience, goodness, mildness, faith, modesty, chastity) or whether we speak of the golden rule (*do unto others as you would expect them to do unto you*) human existence requires some kind of moral anchor to hold it together.

The world is concerned now about how to fix the economy after the meltdown. Popular thinking is that actually the economic meltdown is a symptom not a disease. The real disease, it can be argued, is the moral meltdown. Therefore, it is plausible to argue that the economic meltdown is collateral damage. I do not believe that there is any inevitability about the collapse of values. I believe that we can climb out of the abyss and that indeed, like a recovering addict, we can make a case for the fact that if we turn the corner, we could and should actually have a better society. I therefore wish to make a few suggestions.

First, you might ask how we got into this mess? I think it is important to note that sometimes, the media over-dramatizes things. The truth is that things are not what they seem on the celluloid. There is no need to be nostalgic about the past as if it was an idyllic island of innocence. The Garden of Eden had its own problems when there were only four human beings. What we need are clear mechanism for identifying those values that are eternal and those that are either ephemeral or subject to change and modification by circumstances and communication with others. *Love, kindness, neighbourliness, honesty, integrity and honour* will continue to be desirable values even when criminals seek to subvert them. We must therefore continue to inculcate them and insist on them as the Holy book says, *in season and out of season*.

Second, the media is a force for good and it is definitely not to be seen as a force for evil nor should it be held responsible for all our sins. People often say that

money is the root of all evils, but, somehow, the lack of it is actually a greater source of evil. What we should do, by regulation and parental guide, is seek to ensure the positive values of the media.

Third, values will continue to shift as a result of the challenges of modernization. With the new gospel of human rights and the role and place of the individual, what seemed like a value yesterday may have to give way to other developments. New laws and legislation regarding the rights of children, the dignity of women, the environment and so on may pose challenges especially if they take us away from what we are used to. However, we must learn to face these realities by opening ourselves up to challenges.

Fourth, many people continue to associate the collapse of values or morality with the declining role of religion in the State. If truth be told, values are not necessarily guaranteed in a theocratic state. On the contrary, it is only a secular state that can guarantee a space for the fruition, interplay and growth of values from the various communities that make up the society. In a plural society therefore, there needs to be enough space for this contestation.

Fifth, parenting must be given pride of place well beyond the drudgery that mothers face in our society. The challenges of managing, balancing a career and motherhood are enormous especially in the kind of society we have where the extended family system poses its own challenges too. We must create a more flexible environment for mothers and ensure that children have an environment that helps to nurture their sense of community.

Finally, with a bit of effort, we could turn the corner, turn away from our bad ways. With some patience, we could clean up our act. Then, at least we can repent, mend our ways, get back our respect and prove that our **cousins** above have exaggerated out degeneracy. Perhaps.



**Reverend Matthew Kukah**  
is the Vicar General, Archdiocese of Kaduna



## THE NATIONAL RE-ORIENTATION PROJECT

This project, launched in October 2008, comprises five initiative pillars – Public Appeals, Education, Community Service, Key Stakeholders, and Re Nigeria. The mission is to help change the current orientation of Nigerian society by promoting the core values identified by Nigerians as fundamental to the future development and success of our country. NLI's aim is to serve as a motivator, promoter and catalyst for change.

### The Values

These are the top ten values identified as the ideal basis of Nigerian society during NLI's 2006 Essay Competition:

- Compassion
- Contentment
- Discipline
- Family Values
- Industry
- Integrity
- Justice and Equity
- Patriotism
- Spirituality
- Tolerance



### The Five Pillars

#### Public Appeals

The objective of the Public Appeals Pillar is to run a sustained country-wide campaign over a period of time to promote our core values, positive social attitudes and patriotism. The campaign will be implemented through radio, television, print (a monthly newspaper column), posters, merchandised items and billboards. The sub-initiatives for the first year are:

- Radio adverts on the ten core values identified through the national essay competition as being essential to the future development of Nigeria. This campaign began running in May 2009. Dr. Christopher Kolade, Mrs. Maryam Uwais and Chief Emeka Anyaoku have been aired to-date.
- Monthly articles in four Nigerian newspapers on core values (NLI is currently looking for sponsors for this project).

#### Education

The objective of the Education pillar is to impart

NLI core values and sow the seeds of national pride through engaging students in schools. NLI will work with schools, education ministries and credible organizations to prepare materials focused on re-orienting students accordingly. The materials will be disseminated to schools.

- NLI is currently running a School Debate Competition in Abuja in collaboration with the FCT Secondary School Education Board. The goal of the competition is to promote the development of values and spirit of patriotism among secondary school students. Most of the topics of debate concern the importance of values in national development.

- NLI is also in the process of starting its Character Club project in secondary schools, to be run and administered by volunteer teachers and students as after-school clubs or as the school's management sees fit. We have also developed a civics program to supplement secondary schools' extra-curricular clubs and activities. This program has been developed to use hands-on techniques to inculcate the 10 core values in Nigerian students. The Clubs will be called Clever Clubs, where Clever stands for Character, Leadership, Education, Values, Effort and Results.

- Notes to Note Project – This aims to teach the history of Nigeria using naira notes. The naira notes will be used to explain the importance of values over financial gain and the program will stress the values embodied by the founding fathers. NLI is using celebrities such as Kate Henshaw Nutall and MI as faces of the campaign.

- Spoken Word Competition – This competition will be nationwide for 10-16 year olds. It aims to reach the youth through words and music and will be based on the 10 values of NLI, hence it is tagged "10 for 2010."

#### Community Service Outreach

The objective of the Community Service Outreach Pillar is to encourage active participation in community service at workplaces. As such the focus will be on corporate involvement and employee participation. The first program will be with FirstBank Nigeria Plc., a long-term partner of NLI.

#### Key Stakeholder Engagement

The objective of this pillar is to work closely with



public and private decision and policy makers, captains of industries and other influential people to buy into the national re-orientation campaign.

### **ReNigeria**

The ReNigeria project is a web and mobile phone-based campaign. It seeks to mobilise one million Nigerians to make specific promises towards changing Nigeria for the better. It will be launched this year, being the Golden Jubilee (50th Anniversary) year of Nigeria. Each subscriber will identify and undertake a small step to improve the country such as a community-based initiative, volunteering at an orphanage, cleaning up neighbourhood litter and so on. Individuals can sign up and make their promises by text or via the project website. A log will be kept of each promise, categorising them by sector, state, local government area, etc. Reminders will be sent to each individual every month until she or he texts back to say the project has been completed. The promise must be completed before the end of year.





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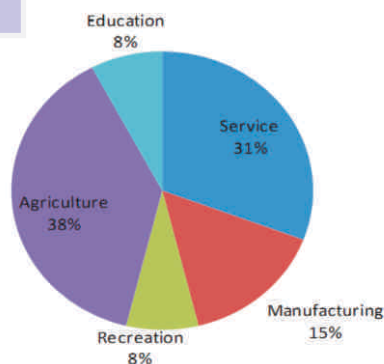
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# INAUGURAL NLI ANNUAL BUSINESS PLAN COMPETITION (BPC)

The NLI Business Plan Competition (BPC) is the Economic Working Group's flagship project. Funded by FirstBank Nigeria Plc., the competition sought to identify entrepreneurs with high-potential business ideas and to provide selected entrepreneurs with training, mentoring and access to capital, thus acting as a channel for equity and loan funds to the resulting SMEs and stimulating economic development through the creation of jobs and growth in businesses.

The inaugural competition started in July 2009 with widely run advertisements encouraging individuals with business ideas to submit their applications at several FirstBank locations in Lagos, Abuja, Port Harcourt and Enugu. The proposed business ideas were evaluated based on a broad range of criteria, with emphasis on their potential to become a Small and Growing Business (SGB) with significant promise for growth, to create measurable value and to contribute to the transformation of society. The competition also sought to promote the growth of the non-oil economy and facilitate employment creation. The 13 selected finalists represented various industries including agriculture, education, distribution and logistics, healthcare, infrastructure and telecoms.

## INDUSTRY



*Distribution of finalists of the 2009 BPC by industry.*



*NLI BPC finalists on completion of their EDS Training in Lagos.*

The finalists attended a one-week training program at the Enterprise Development Services (EDS) of Lagos Business School, where they received instruction in business and enterprise development. In line with NLI's objectives, the program also included a module on values-based leadership.

Following a final assessment held at the offices of Aluko & Oyebo, including presentations to a panel of judges, three of the 13 finalists were selected as winners.



*Judges and participants during the presentation by the BPC finalists, (L-R), Mrs. Smith, Mr. Oyebo, Mr. Sulaiman and Mr. Ihedigbo.*

The panel of judges were:

- Mr Dotun Sulaiman, Chairman, Accenture Nigeria.
- Mrs Funke Smith, Head of Consumer Banking, First Bank Nigeria.
- Mr. Gbenga Oyebo, Managing Partner, Aluko & Oyebo.
- Mr. Ndubuisi Ihedigbo, Head of Agricultural and Special Products, First Bank Nigeria.

The winners will be mentored by accomplished professionals selected from leading organizations across the private sector and by NLI. They have also been given access to capital to execute their business ideas.

This after-care program will run for 12 months and the winners will be monitored through the following processes:

- They will be assigned an after-care contact who will be responsible for communicating with them at least once a month.
- They are expected to submit a bi-monthly report to their after-care contact which details their



progress, including financial reports and, if applicable, requesting assistance of the after-care support team.

- The after-care team will hold a call every other month to discuss the reports and how to handle any requests.
- The progress of all winners will be communicated quarterly to the rest of the NLI network, to keep everyone abreast and give members of the network an opportunity to support as needed.
- Based on the results of the monitoring, the winner with the most progress on her or his business plan will receive a “Best Progress Award” and a monetary reward at the next NLI awards ceremony. This is to motivate the winners to execute their projects.

In first place with a winning cash prize of \$15,000 was **Mr. Boniface Agugo of Briquette Nigeria**.



*Mrs. Helen Ogboh (FirstBank Nigeria) and Mr. Dotun Sulaiman (FirstBank Nigeria) with the overall winner of the 2009 BPC, Mr. Boniface Agugo.*

Briquette uses a densification technology that compacts and compresses renewable waste materials such as sawdust and rice husk under high pressure to form various shapes that can be used as a substitute for firewood and charcoal. The substitute material is cheap, burns at a relatively low temperature, does not produce smoke that causes atmospheric pollution and does not leave heavy ash residue on combustion. It is a Clean Development Mechanism (CDM) that can attract revenue from advanced countries within the framework of Certified Emission Reduction (CER). Briquette's target market are Nigerian households and industrial consumers such as schools, prisons, restaurants and bakeries.

The second place prize of \$10,000 was awarded to **Mr. Chidi Ugbor of FERP Foods Limited**.

Ferp Foods produce quality nutritious food for every family in Nigeria, starting with the processing of premium fortified (with Vitamin A and minerals) garri. Ferp Foods decided to

explore this market due to high demand for good quality processed foods in Nigeria, and also to eliminate the problem of low grade food and resulting food scarcity in the country. The target market includes supermarkets, hotels, restaurants and schools.

In third place, receiving a prize of \$7,500, was **Mr. Ojo Opeolu Oyejide of Cecejyde Biogenics International**.



*Mr. Chidi Ugbor (second place winner), Mrs. Helen Ogboh (FirstBank Nigeria) and Mr. Dotun Sulaiman (FirstBank Nigeria).*

Cecejyde Biogenics International aims to be a Nigerian-based international company providing generic biopharmaceuticals of the highest quality at the best prices. The company's goal is to serve all major markets in Africa (starting with Nigeria) by producing and selling important generic biotech pharmaceuticals, starting with injectable insulin. Its target market are sufferers of type 1, type 2 and gestational diabetes in Nigeria, and the global diabetes market.



*Third place winner, Mr. Oyejide, presenting to the judges.*

*The Economic Working Group is chaired by Mr. Jacobs Moyo Ajekigbe, Former Managing Director, FirstBank Nigeria Plc.*

## OXFORD VISITING SCHOLARSHIP PROGRAM

NLI has established a collaborative scholarship programme with St. Cross College, Oxford University, to enable junior academics from Nigerian universities to go to Oxford on study visits of about three months.

The main objectives of the scholarship are: to contribute to increased professionalism within the Nigerian university system; to enthuse and encourage middle and junior level academics within Nigerian universities; to provide a space for academic reflection away from the pressing problems of everyday life in their home universities; to provide access to mentors and the libraries of Oxford for the development of the chosen Nigerian academics; and to create mutually beneficial links between Nigerian and Oxford academics.

NLI Scholars will be expected to work on an approved research project which will contribute either to their study for advanced degrees or towards publication in a journal. While in Oxford, NLI Scholars will be expected to make extensive use of the library facilities and, when possible, give papers at relevant seminars, produce in conjunction with their mentor (s) a short report at the end of their scholarship, and write a thesis or publish an article on their project.

*The Oxford Visiting Scholarship Program is currently led by Prof. Raufu Mustapha, Prof. Jacob Olupona, and Prof. Femi Oyeboode.*

## NLI ASSOCIATE LEADS HOSPITALS FOR HUMANITY

Hospitals for Humanity (HFH) was founded by Segun Ajayi, May 2008 Future Leaders Class. HFH is a non-profit organization designed to provide access to quality and affordable healthcare for people who are in dire need of it, especially those who live in developing countries. In addition, HFH provide centres of learning and training where medical professionals from all specialties share knowledge about innovative patient care and emerging technologies.



**HOSPITALS FOR HUMANITY**

The purpose of this organization is to provide quality healthcare, medical education and equipment to underserved areas by working closely with central governments and local officials. It will help build clinics through collaboration with hospitals and medical supply businesses in medically-advanced countries, international donors and local authorities. In turn, HFH will furnish clinics or hospitals with supplies, state-of-the-art medical equipment and technologies.

In December 2008, HFH was part of the Medical Mission Initiative, a collaboration between Professor Eyitayo Lambo (former Nigerian Minister of Health), Dr. Esther Lambo and Dr. Fola Oluwehinmi (JCA) to raise the level of healthcare delivered to residents of Kogi State. The mission delivered free medical services and trained Nigerian doctors and nurses in specific, new medical techniques offered in the United States. Over \$150,000 worth of medication and equipment was provided, with about 10,000 patients treated. Funding for travel and expenses was provided by the Kogi State Government.

## GREATER WARRI DEVELOPMENT FORUM

Since attending NLI's inaugural Future Leaders Class in 2007 and committing to the class project, I knew that I had to communicate the values I learnt to my community. This propelled me to organize the First Greater Warri Development Forum, which took place on the 3rd of December, 2008, at the Wellington Hotel, Warri, Delta State, Nigeria. The theme of discussion was: Positioning Greater Warri for Growth.

The forum was well-attended by representatives from government, community leaders, banks, construction, the media and civil society. They welcomed the initiative and were optimistic about its potential to transform the entire region, bringing peace and rapid development.

Sponsorship for the program was provided by the Delta State Government, the Niger Delta Development Commission (NDDC) and the Delta State Oil Producing Areas Development Commission (DESOPADEC).

*Seifa Tobi is an NLI Associate, Class of 2007, and is a Program Officer at UNITAR.*



## NLI AND VISION 2020



Vision 2020 is the vision Nigerians have of Nigeria by 2020, including a position among the top 20 economies. It is an initiative of the Federal Government under the Ministry of National Planning, and is being articulated by a number of technical working groups and four special interest groups.

NLI's Fatima Alkali (Future Leader Class, October 2008), Tosin Otitoju (Future Leader Class, May 2008) and Mahmoud Usman (NLI University Class) participated in the sessions of the special interest group representing the youth.

Their group envisioned a Nigeria where the youth have adequate opportunities to acquire the knowledge and skills they need to pursue their careers, passions and lives without depending solely on the government. The group made recommendations concerning education, employment, health, governance, culture, tourism and national orientation, economic empowerment, entrepreneurship, sustainable development, sports and the Niger Delta.

Under governance, they recommended that the government strengthen and increase the scope of programs concerning national value re-orientation. One such initiative is the inclusion of national re-orientation in the educational curricula, to teach patriotism, discipline, national history, socio-cultural and religious tolerance for peace and development (akin to NLI's flagship project, The National Re-Orienting Project). Alongside the National Orientation Agency, the youth special interest group listed NLI as a collaborating body in the implementation of their vision. Fatima Alkali will coordinate the special interest group on youth with the aid of NLI.



# THE POLITICAL CLASS AND CIVILISED PUBLIC ANGER

KENNETH AMAESHI

I have recently found myself defending Africa, and Nigeria in particular, against an onslaught of Western criticism. Actually I do this regularly these days as if I am a paid attaché to the Nigerian High Commission in London! Don't ask me how effective I am; the only thing I can assure you is that I have been consistent in my efforts yet the need for them seems to never wane. At an academic conference, I fell into conversation with a gentleman and decided to explore a certain 'conspiracy theory' with him, that the media is one of the key institutions the West uses to marginalise Africa and African affairs. I challenged him to give examples of positive reporting on Africa by any Western media, for instance on the vibrancy of Nollywood, the brilliant sparks of entrepreneurship and opportunities for foreign investments that continue to grow despite minimal institutional support. I argued that the focus instead was on poverty, famine, diseases, poor governance and death.

In return, my interlocutor challenged me not to externalise my frustrations but to think inwards. He gently suggested to me that Africa is its own worst enemy, especially its political class. Well, that is no news. I had to concede its truth, though I maintain it is not the only cause of our problems. However, leaving conspiracy theories and the Western press aside, I often wonder how it is that we live in a country where no one is accountable to anyone else; a country where we "tribalise" and trivialise our politics to the point that we no longer see virtue in visionary and selfless leadership irrespective of where it comes from. The recent politicking over the rightful role of the Vice President when the President is clearly not available is revealing. We seem to think there is a future if the status quo persists. What a bizarre situation. What a shame. What collective ignorance. I can only relate the situation to a bus at the edge of a precipice in which the passengers are busy admiring the scenery as if nothing more critical is at stake!

Although I struggle not to engage in any blame rhetoric, I strongly think that our political and economic elite are the main contributors to the sad situation in Nigeria. They continue to thrive on the politics of patronage and state capture. We know that most of them take positions of power for very wrong reasons, with no noble ideologies. They lack every interest to serve, but seize the slightest opportunity to feather their nests. They are happy and comfortable to travel overseas for medical treatment while the majority of Nigerians die from many preventable diseases. They are not worried if

teachers and lecturers are on strike, because their children are in private education in Europe and North America. They care less that our roads are in very poor condition because they travel by air. They steal our money. They create markets for kidnapping. They kill us. They dance on our graves.

Yet no one asks questions. The other side of the story, which is equally sad, is that we, Nigerians, have learned to live with this hopeless condition helplessly. It has become our second nature. The only value system we are proud of is of corruption and shortcuts. Hard work is a thing of the past and for "stupid" people anyway. Money is the true god we serve and worship. It is only in a country like Nigeria that people steal massive public funds, spend two days in detention - if ever reprimanded - and sit on advisory committees a couple of days later.

We do not care about the precedents we set. We do not care much about what we pass on to our children. Even if our children fail to reprimand us because they are the direct beneficiaries of our public looting, their generation will not forgive us for sowing fraud, recklessness and deception in their DNA. For, like us, they will continue to lag behind the world in all indices of socio-economic development. They will continue to be the global laughing. Are you not ashamed of this?

If you are not, I am. I face the heat everyday in my encounter with students on the programs where I teach. The BRIC countries (Brazil, Russia, India and China) are celebrated as heroes, while Africa, especially Nigeria, is vilified for our apparent stupidity. What stops Nigeria from being one of the best countries in the world given our human and natural resources? And what has become of civilised public anger? Is it in short supply? I don't really think so. Most Nigerians are frustrated with the way things are run, yet mostly only vent or, in extreme cases, turn to militancy. The militants, rightly or wrongly, attach their cause to the oil wealth - a resource that has become the Achilles' heel of the country and has distorted our economy. Yet this is not inevitable: countries like Norway, the UK, Canada, and the US have oil and other natural resources and have not lost their senses. Why must we, as a country, live up to negative self-fulfilling prophecies? Where is our spirit of national patriotism?

National patriotism, a sense of ownership, is at the heart of every good democracy. And accountability strengthens democracy. In my opinion, one way to galvanise national patriotism in Nigeria is through taxation and public discourse about it, because research evidence shows that people care seriously about what hits their pockets directly. Here, again, the oil money appears to crowd out taxation as a source of government revenues, which makes it difficult to base any meaningful public discourse on

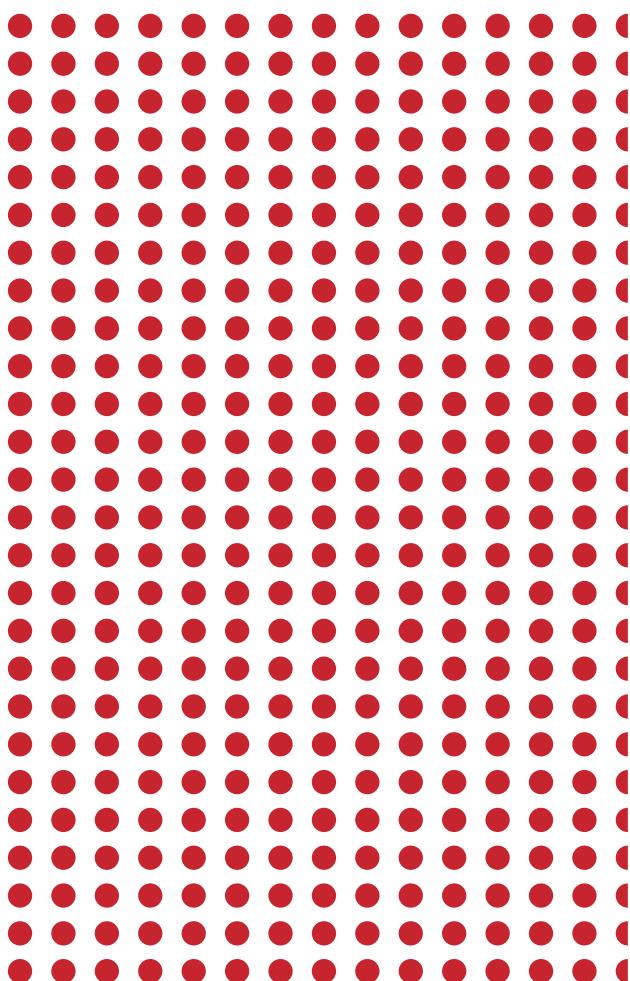


tax payers' money. However, the Federal Inland Revenue Services (FIRS) is working very hard to get us to pay our taxes and is making some progress, but the question remains of what is done with the money. This is where I believe there are very good reasons for Nigerians to be annoyed. There are no visible improvements in the country; government is not accountable. Yet neither are the people, for the officials who brazenly embezzle tax funds or mismanage them are later celebrated as heroes.

Unsurprisingly this is a reflection of our attitude and values in general - we the citizens complain but are also part of the problem. We are all implicated in this catastrophic vicious circle that, sometimes, I wonder why accountability in public has continued to escape the eloquent scrutiny of civilised public anger, which is definitely good for our democracy. We need to get angry, if in a civilised way.



*Dr. Amaeshi is a lecturer in Strategy and Policy Innovation at the Cranfield School of Management, United Kingdom, and a Visiting Professor of Corporate Governance at the Lagos Business School, Nigeria.*





# NLI FELLOWS AND ASSOCIATES IN THE NEWS

## Adebayo Ogunlesi



Adebayo O. Ogunlesi, 2006 NLI Fellow and international investment banker, has been appointed Non-Executive Chairman of the Africa Finance Corporation (AFC) – the African-led financial institution whose mission is to help drive faster economic growth on the continent by proactively assisting in the development and financing of critical infrastructure, industrial and other assets.

Bayo is Chairman and Managing Partner of Global Infrastructure Partners (GIPs), a US\$5.64 billion private equity fund that invests in infrastructure assets worldwide. GIPs' founding investors include Credit Suisse and General Electric, and it recently agreed the £1.455 billion (US\$2.36 billion) acquisition of London's Gatwick Airport.

Commenting on his appointment, Mr. Ogunlesi said: "My role as Chairman of AFC will provide a unique opportunity for me to contribute to the development of Africa by helping to build what I am sure will become a leading force in the financing of infrastructure assets on the continent."

## Jide Zeitlin



In 2009, Jide Zeitlin, 2006 NLI Fellow, was nominated by President Obama to become Ambassador to the United Nations for U.N. Management and Reform. He now works

with Susan Rice, the chief of the U.S. mission to the U.N., as well as with the three other ambassadors who comprise the leadership team of the U.S. mission.

President Obama said of the nominees, including Jide: "This group brings a dedication and expertise in their fields that will serve this administration and

the American people well. As we work to advance equal rights, keep our nation safe and put our country back on a path to prosperity, I look forward to working with these fine individuals in the months and years ahead."

Mr. Zeitlin, a private investor, formerly served as an executive at Goldman Sachs & Co., where he was elected partner in 1996. He retired in 2005, having held a number of senior management positions in the firm's investment banking division, as well as served in its executive office. In 2005, Mr. Zeitlin founded a company that builds and owns telecommunications infrastructure in India, and he has since invested in private biotechnology companies globally. (Source: [www.whitehouse.gov](http://www.whitehouse.gov))

## Tolu Ogunlesi

On July 18th 2009, Tolu Ogunlesi, 2007 Future Leaders Associate, won the Arts and Culture Award at the 14th CNN/Multichoice African Journalist 2009 Awards ceremony, held at the International Convention Centre, Durban, South Africa.



*Tolu Ogunlesi with his award.*

Tolu won for his story "What the Truck?" which was featured in Glide, Virgin Nigeria's in-flight magazine. His story was selected from 836 entries from 38 countries in Africa.



### Tunde Olanrewaju

Tunde Olanrewaju, 2007 Future Leaders Associate was made partner in the London office of McKinsey & Co. in 2009. McKinsey is a pre-eminent management consulting firm advising leading companies on issues of strategy, organization, technology, and operations with offices all over the world.



### Dapo Olagunju

Dapo Olagunju, 2007 Future Leaders Associate, was named in Brookleigh Search and Selection as one of the top 10 rising stars to watch in 2010 in the African financial industry. Dapo was nominated as such by readers of Brookleigh, who fondly referred to him as "West Africa's Treasury Prince." Brookleigh Search and Selection is one of London's leading financial recruitment specialists with offices in New York, Paris, Lagos and Dubai.



### Ruona Agbroko

Ruona Agbroko, October 2009 Future Leaders Associate and a journalist with NEXT newspaper, was recently awarded the Niall Fitzgerald Prize by Reuters. The prize grants a full scholarship to a young African journalist to study for a postgraduate degree in journalism at the University of Witwatersrand in Johannesburg, South Africa. Ruona will also undertake a six-month internship with a Reuters office upon completion of her studies.



### Ayo Owoigbe

Ayo, 2007 Future Leaders Associate, was recently made partner in one of Nigeria's leading law firms, Banwo and Ighodalo. Banwo and Ighodalo is a Corporate Law Firm; its core practice areas include Capital Markets, Energy and Natural Resources; Banking and Finance, Corporate and Commercial Law, Intellectual Property, Litigation, Arbitration and ADR.

## The 2010 Future Awards

The Future Awards ceremony, the biggest youth awards ceremony in Nigeria, held in Lagos on the 7th of February 2010. The award recognizes the best, talented youth making a difference in their various professional fields. Eight NLI Associates were honoured with nominations in four categories, and we are happy to announce that the following won in their respective categories:



L-R

**Journalist of the Year:** Ruona Agbroko, **Excellence in Public Service:** Zahra Modibbo,

**Professional of the Year:** Ifunanya Maduka, **Team of the Year:** Africa Youth Unite for Change (Afyuch), led by NLI Associate, Akin Rotimi

# HIGHLIGHTS OF CURRENT NLI PROJECTS

NLI is actively engaged in several projects. These include:

## 1. NLI Sickle Cell Project

The NLI Sickle Cell Project is aimed at developing a national screening and diagnostic laboratory (phase 1), a networked comprehensive newborn sickle cell screening program and care services (phase 2) that will expand and link across three major cities in Nigeria. The first laboratory will be built within the National Sickle Cell Foundation Center in Lagos.

### Issue(s) Addressed/Aims

Nigeria has the largest concentration of people with sickle cell disease in the world and of the 5-6 million babies born per year in Nigeria, approximately 3% have sickle cell disease (SCD). Mortality and morbidity are high: about 80% of babies born with SCD in Nigeria die before reaching their fifth birthday, a fact which is often a result of not being diagnosed and delays in accessing health care when ill.

### Implementation

- Establish a fully functioning laboratory which is capable of servicing antenatal, neonatal and other haemoglobinopathy screening programmes
- Develop links for other reputable screening laboratories to enable access for confirmatory diagnosis of novel and other unusual haemoglobins
- The laboratory will develop facilities to offer onsite training in use of laboratory equipment and techniques for laboratory technicians, haematologists and other relevant professionals nationally
- Establish a national data base of haemoglobins and clinical haemoglobinopathy register

The laboratory is to act as a national coordinating centre for data collection in Nigeria and promote cross-fertilisation of ideas for biomedical, clinical and other research locally, regionally, nationally and internationally

## 2. NLI School Debate Competition

This is part of the education pillar of NLI's National Re-orientation project. NLI's objective is to impart its 10 core values and sow the seeds of national pride by engaging students in senior secondary schools. The NLI is partnering with the Federal Capital Territory (FCT) Secondary Education Board to work with schools to pilot for the debate competition, which is supported by

Stanbic IBTC Bank Plc. The competition started on February 9th, 2010 and will run until June 2010.

### Issue(s) Addressed/Aims

This project hopes to re-address the importance of values and patriotism in building any society. The competition aims to encourage the development of values and patriotism amongst secondary schools in the FCT through interaction and discussions amongst students. Some of the debate topics are:

- Patriotism is the most important value in building a country as diverse as Nigeria.
- The decline in family values is primarily responsible for the decay in contemporary Nigerian society.
- Inter-marriage is an effective tool towards building ethnic tolerance.

### Implementation

- 22 schools from the six area councils will be selected to participate in the competition.
- NLI and officials from the Secondary School Education Board will act as judges.
- Schools will be given their debate topics and told what motion they will be arguing; they will have ample time to prepare for the competition.
- There will be a total of four rounds. At the semifinal and final rounds of the competition, judges will include a Fellow from NLI, a Director from Stanbic IBTC Bank and officials from the School Education Board.



*Some student participants at the School Debate Competition with the panel of judges from the FCT School Education Board.*





*NLI Associates Zahra Modibbo, Hadiza Rasheed and Chris Okeke with members of the FCT School Education Board.*

### 3. Electorate Education & Government Accountability Program (EEGAP)

EEGAP was formed on the basis of NLI's 10 core values, and created for the purpose of: 1) training and holding government officials accountable for ethical and effective public service; and 2) educating the electorate to value its vote so that voter corruption is stemmed. EEGAP intends to foster good governance and put pressure on political office holders to deliver on their promises.

#### Issue(s) Addressed/Aims

The ultimate goal is to foster an environment of good governance and accountability by creating a platform for the electorate to put pressure on political office holders to perform and deliver on promises.

#### Implementation

The project will be three pronged:

##### Senior Government Officials Seminar

In 2007, NLI held a successful seminar for former President Obasanjo and his administration. Until the 2007 change in administration, the seminar held the promise of informing positive and progress at the federal level. Since 2007, NLI has taken the approach of casting a wider net to impact elected and appointed government officials, to effectively weather the effects of administration changes. The Senior Government Officials Seminar will target senior government officials, legislators, senators and members of the House of Representatives. NLI will use the Aspen Institute's curriculum and speakers and run the seminar as often as possible, requiring participating government officials to state the legacy they want to leave for the country as one measure to hold them accountable to working towards that legacy. The three-fold purpose of the

seminar is to: 1) bring officials to recognize what good governance looks like; 2) remind them of their responsibility to govern well; and 3) bring to the forefront the importance of a good legacy.

#### Shame, Praise and Accountability System (SPA)

Providing accountability and measuring impact is the purpose of this project. NLI will hire an experienced surveying company to assess a select number of governors' progress toward their stated goals at the end of their terms. The governors who perform well will receive in-kind services of NLI Fellows and Associates to assist them in their greatest areas of need: economic development, basic education programs or financial services. NLI will also publicly acknowledge the governor and his state's progress in the media and print material. Finally, all proven practices will be documented for the benefit of other governors and states, allowing NLI to compile the first central repository for best governance practices that are specific to the Nigerian context.

Governors that score poorly on the survey will be offered an intervention program to teach them best practices from other states. NLI will keep track of state-wide improvements through a multi-point progress report that will be made public. Governors that decline participation will also have their progress reports made public.

#### Voter Organization and Empowerment

The problem with elections in Nigeria is not that voters do not vote; it is that politicians rig elections with the support, whether active or passive, of the electorate. NLI is studying real case studies of unsuccessful attempts by politicians to rig elections in Kano in 2003, Bauchi and Lagos in 2007. NLI will survey the conditions which made it possible for those voters to organize and defend their votes, with the aim of developing a program to replicate such conditions in the various states across Nigeria.

### 4. NLI Training for Students and Clever Clubs

NLI has developed a civics program to supplement secondary schools' extra-curricular clubs and activities. This program has been developed to use hands-on techniques to inculcate the 10 core values in Nigerian students. The platform for delivering this will be the creation of Clever Clubs in each school which are run and administered by volunteer teachers and students as after-school clubs or however the school's management sees fit. Clever stands for Character, Leadership, Education, Values, Effort and Results.

#### Issue(s) Addressed/Aims

In 2010, the West African Examinations Council (WAEC) announced an 80% failure rate in Secondary School Certificate exams. The National

Examinations Council (NECO) announced a 98% failure rate in its exams, with only 2% of students having 5 credits, including English and Maths. A 25% malpractice rate was recorded in the exams. In Nigeria today, there is a concern that there has been a long, gradual and deep decay of the educational system and societal values that have held back the country's development.

Our belief is that young people learn by example, and if positive values and love of knowledge are not displayed by adults, elders and people in positions of authority, to whom they look up, then young people grow without a sound education and a moral compass. We believe that education and sound values are necessary for the success of a democratic society. Nigeria faces a lot of challenges as a struggling, young democracy and as such, now more than ever, it is important to educate young people to be knowledge driven, morally upright, conscientious and engaged citizens.

### Implementation

The aim is to have a national program spanning both public and private secondary schools.

- NLI will pilot this project in 2 schools, located in Lagos and Adamawa states.
- Each individual club will be run by the participating school with support from NLI.
- This support will consist of the training of volunteer teachers and the provision of the materials required. The clubs will be open to all students within the school.

NLI has developed a program based on certain principles; the intent of which is to show students the impact their actions have on society. The principles are:

- **Stories:** Ethical dilemmas are presented through stories. By relating stories, students are allowed to experience such situations and see how the outcomes affect others.
- **Reflection:** The stories are designed to engage students by encouraging them to reflect on their values and the implications of these values.
- **Practice:** Aristotle noted that morality comes through habit. The students will be expected to seek opportunities to practice personally what they have learned, and on a day-to-day basis. Students will participate in a community service project designed to be measurable, which gives them a platform to actualise the teachings. This will commence at the close of the end of the 10-lesson story cycle.

## ReNIGERIA

The ReNigeria project is a web and mobile phone-based campaign. It seeks to mobilise one million Nigerians (members) to make specific promises towards changing Nigeria for the better. It will be launched during Nigeria's 50th Anniversary (golden jubilee) in 2010.

### Issue(s) Addressed/Aims

The lack of personal responsibility in rebuilding/changing the orientation of Nigeria.

We realize that government should not be the only party responsible for change.

### Implementation

- Essentially, each subscriber will identify and promise to undertake a small step to improve the country such as a community-based initiative, volunteering at an orphanage, cleaning up neighbourhood litter etc. Each promise must be fulfilled in 2010.
- Individuals can sign up and make their promises by text or via the project website. A log will be kept of each promise, categorising them by sector, state, local government area, etc. Reminders will be sent to the individual every month until the individual texts back to say the project has been completed.
- There will be a nominal charge for the text which is split by the telecomms company (for its administration) and NLI (to help manage the program and to create a "promise fund").
- The website will feature consumer-generated progress reports (and pictures) of each initiative. Project members will be asked to take an interest in and also corroborate reports of other projects taking place in their communities, thereby creating a peer-to-peer support and verification system.
- An advertising campaign will support the project. In addition, press releases of a few notable Nigerians publicly fulfilling their promises will be used.
- At the end of the year, promises will be tallied and a book of notable promises developed, as well as a report posted on the website. A documentary may also be produced.

## Multimedia History DVD (“Notes to Notes”) Project

This project seeks to promote the core NLI values among secondary school students. It will develop and distribute a multimedia DVD documentary to showcase the values using the historical leaders represented on Naira notes. The 30-minute documentary will include video clips, graphics, animation of historic people and events. The project will initially target 25 schools nationally and approximately 100,000 students.

### Issue(s) Addressed/Aims

- Knowledge of heritage and history - each Naira note in the hand of a youth provides lasting evidence of Nigeria's history with the Nigerian leaders on the notes and the values that this leader represented.
- Belief and accountability in values – the youth will become motivated by more than money.

### Implementation

Implementation started in November 2009. The voice-over narration will be performed by Nigerian celebrities of high ethical standards from an array of industries including music and film. The following artistes have been featured: Kate Henshaw-Nuttall, MI, Chioma Omeruah (C-Flow), Sasha, BOUQUI, TY Bello, Aisha Augie-Kuta and RoofTop MCs.

To generate awareness, the project will launch with a video premiere screening hosted by celebrities at a Lagos cinema on May 27th, 2010 (to coincide with Children's day).

NLI will organize DVD screenings at 25 secondary schools nationally. This will be followed by an online distribution campaign using websites, social networks and online videos.



*Recording artist, Soulsnatcha during his recording.*



*Recording Artist, Bouqui during her recording*



*RoofTop MCs*



*Nigerian actress, Kate Henshaw Nutall during her recording for the project.*



*MI with NLI Associate, Muhammad Daura*



## Spoken Word Competition

The project will develop and distribute a musical single written by a Nigerian child in secondary school. It will also publish locally and internationally, written pieces by several Nigerian students. The Wordslam project will be in the form of a competition targeting at least 25 schools nationally and approximately 10,000 students.

### Implementation

- Nigerians aged 10 to 16 will be asked to think about the importance of NLI Core Values and incorporate four of them into their written piece which must be an original poem, rap, or spoken word piece. The four values are Integrity, Tolerance, Discipline and Compassion.
- Belief and accountability in values – youth will become focused on the values espoused in the written pieces and music single
- Inspiration & motivation – youth will be inspired by the music single and published writings. They will also be motivated by working with some of the biggest names in entertainment; gaining a renewed belief in the possibility that dreams can come true
- Literacy – youths will be refocused on the English language and writing ability

The project will run as a competition amongst secondary school children between the ages of 10-16. Entrants will write and submit a written piece incorporating at least 4 of 10 values highlighted.

The winning entrant will then record the written piece to music produced by M.I alongside Bouqui, Dare Art Alade, TY Bello, Omawumi and RoofTop MCs. The runner up entries will be compiled and distributed in the published book

The Word Slam project kicked off in November, 2009 and will be launched in October, 2010

## INTERVIEW WITH MRS. MARYAM UWAI

Maryam Uwais is a lawyer & human rights/child activist. She is Principal Partner, Wali, Uwais & Co., Nigeria.



**NLI: As an accomplished leader locally and internationally, what are the main factors that you would say have most contributed to your success?**

**MU:** Discipline, hard work, fear of God, and staying focused.

**NLI: In what way(s) would you say Nigeria has changed over the years and how can we learn from other countries?**

**MU:** Over the years, Nigeria has steadily declined in so many critical aspects and values such as discipline and hard work, and in its leadership, the quality of education, infrastructure and the provision of health care services, while corruption has assumed large dimensions despite the huge amounts of money currently available in the system. There is much to learn from other countries, including how to avoid some of the pitfalls and mistakes they have made.

**NLI:** In your opinion, what are the two main things we have to get right to achieve our potential as a nation?

**MU:** A committed, disciplined and focused leadership, as well as the infrastructure, including power, to enable growth and development.

**NLI: As a visible and accomplished leader you are faced with challenges all the time. What has helped you to overcome or cope with these challenges?**

**MU:** I don't think I have overcome them. I still have the challenge of balancing work and family life, particularly when you enjoy your work so much but also care for your family so passionately.

**NLI: What advice would you give to the younger generation?**

**MU:** Always try to find balance and moderation in your activities. Assure that when you get to bed you've done your best that day. Be disciplined. Avoid wasting time on trivialities and on things that do not add value. Pursue work that you really enjoy and keep yourself busy. Try and make others happy.

# INTERVIEW WITH CHIEF GBOYEGA DELANO



**NLI: As an accomplished leader locally and internationally, what are the main factors that you would say have most contributed to your success?**

**GD:** Three things: God's blessings, the right attitude to life, and a strong value system.

I believe that one should always make God the chairman of everything that one does. He always directs our ways, though He does not tell us life will be without challenges. In fact, those challenges are there to strengthen us. We must never stop believing that we can make a change. Margaret Mead said "never doubt that a small group of thoughtful committed citizens can change the world. Indeed, it is the only thing that ever has." Finally, I believe that we are all responsible for and to each other. We are all role models, and I have learnt to move from being selfish to sharing with others.

**NLI: In what way(s) would you say Nigeria has changed over the years and how can we learn from other countries?**

**GD:** I left Nigeria at the age of 18 to pursue my education and have travelled to 55 countries in 30 years. In that time Nigeria has changed significantly in the area of corruption. Corruption and greed have increased due to government incompetency; people steal in billions and trillions. We lack a just society compared to when I left, and today I lament the degree of corruption that finds Nigeria ranked 38th out of the 41 most corrupt nations.

Sadly, Nigeria has lost the "Big Five" (i.e. water and sanitation, agriculture, education, health, and transportation/energy) and the "three-legged stool" - the pillars of good governance, democratic space, and a culture of peace (that respects peace, fairness, compassion and justice).

**NLI: In your opinion, what are the two main things we have to get right to achieve our potential as a nation?**

**GD:** Our children. We need to train and educate them not just academically but also to appreciate and uphold a strong value system. It is important for them to understand that they are responsible to and for each other; that when values such as respect,

honesty and integrity are upheld, our nation will work as it should.

Appreciate the urgency of NOW. That is the attitude we should have to life. Once we change our attitude we have all the natural resources we need to succeed. We need to turn back to God. When we go back to God and educate our children, then our great potential will be realized.

**NLI: As a visible and accomplished leader you are faced with challenges all the time. What has helped you to overcome or cope with these challenges?**

**GD:** Belief in the power of God. What has also helped me overcome challenges is going back to God. I go back to the drawing board, appreciating that challenges are good for me. They make me a better stronger person. I believe that when we want to do things ourselves it becomes very challenging as we are not digital but analogue, but with God we become digital.

**NLI: What advice would you give to the younger generation?**

**GD:** First, love of God Almighty. My life for over 55 years has been a model of this. I thank God for being here.

Second, take initiative. I applied to London universities myself, spending all my pocket money as, being the last of 13 children, my father did not want me to go abroad, yet I took the initiative.

Third, listen to your elders. Listening will allow you to learn and avoid making mistakes; the mistake of youth will always catch up with you in adulthood.

Fourth, don't cut corners. The journey of a thousand steps has to begin with a single step. Do not try to run before walking. Each step has to be taken. Honesty and integrity are important because they are the basis of ensuring a bright future.

Finally, strive hard for knowledge and training as these are of utmost importance. Even though there are 6.7 billion people in the world, communication and technology has made the world a small place. If you don't have training, it will be difficult to compete on a global scale. As Nigerians, we're blessed. I have accomplished friends at Harvard and MIT (Massachusetts Institute of Technology). Therefore our children can attain any height they choose as long as they apply themselves.

*Mr. Jimmy Gboyega Delano, President & Chief Executive Officer, Ilora L'Original Beauty Concepts Inc., Chicago, United States. He is also the CEO of Water, Agriculture, Industries (WAI) Africa Foundation. The WAI Africa Foundation is a registered non-profit 501(c)(3) organization dedicated to transforming lives in Africa. The foundation is committed and has a vision to improve the livelihood of the 42% of Africans who presently have no access to clean water.*



# FUTURE LEADERS SEMINARS OF 2008

## May 2008 Future Leaders Class

The Future Leaders Seminar was an experience that has not left me the same. The seminar blew my mind, to say the least.

After having received the seminar materials days before the program, I arrived at the venue excited to meet the other participants but having no idea what was really in the offing for me. No doubt, I was surrounded by a group of intelligent, ambitious and warm young Nigerians, but the most profound thing that struck me in every of the participants was the passion for a better Nigeria. Never in my life had I seen such energy at one place by such group of persons to affect this nation positively.

The sessions were interactive and I must commend the moderators who did an excellent job of drawing discussion from the class, and adding to it with their own views and varied experiences.

I recall a revealing session on bad and good leaders. I also realized through the value exercise that the generally-agreed, most important value is personal development. This led me to further commit to develop myself continuously.

Even though most of the future leaders were meeting for the first time and considering our varied professional and personal backgrounds, we worked and shared ideas seamlessly during the project sessions

Who says future leaders don't have fun too? The social event that rounded off the seminar was a good way to unwind after all the brainstorming sessions and sleepless nights.

From the seminar, my personal learning and commitment to action include:

1. To live a purposeful life where honour and real effort in the service of others matter.
2. With an understanding of what constitutes a good society, I have made a decision on the kind of leader I want to be and be remembered for.
3. There is a task before me to play my role in fixing a failed state. With the right set of values, clear thinking and rationality, I see a better Nigeria.
4. To improve the quality of my life by consistently engaging in unconscious competence and empathic listening.
5. As much as possible, to never "shoot an elephant" and "to walk away from Omelas!"

**Rotimi Awopetu, May 2008 Future Leaders Class**



*Some participants from the May 2008 Class during a break.*



*Associates from the May 2008 class continuing c lassroom discussions over lunch.*



*Associates from the May 2008 Class discussing class projects.*



## October 2008 Future Leaders Class

The October 2008 NLI Future Leaders Seminar was, for me, a combination of many things - leadership training, an academic exercise, a forum where young Nigerians from diverse backgrounds met and discussed issues of common interest, and a very heartening experience.

The interactive session commenced in a humbling way, with a look into the trials of Mahatma Gandhi of India. Together we all reflected on the lamentation of our own Dele Olojede over the sad and gradual disintegration of the values that once made us an honourable people. There were expressions of frustration over our common plight and admissions of cynicism about the seeming hopelessness of the menace of corruption in Nigeria, which has eaten into the fabric of our society. The literature we read was exciting and our discussions interesting. I was particularly intrigued by Arthur Okun's *Equality and Efficiency: the Big Trade-Off*. Among other things, the piece injects humanity into Milton Friedman's treatise on absolute capitalism. At the end of the intense training of our first day, many of us agreed on the need to revive our lost values, as well as the need for the government to work towards promoting equality of opportunities for our people.

The seminar was very well organized; it had a natural feeling, devoid of all traces of artificiality. The message that the great task before us is to 'fix a failed state' was very clear. In both direct and subliminal ways, we were made to understand that the responsibility lies with each of us and not government alone. Although it was only a three-day seminar, I left Lagos feeling as if I had known all participants long before October 2008. And now I believe we are all related and engaged in the noble and timeless endeavour of national re-orientation. Nigeria is ours, let's own it.

**Fatima Alkali, Future Leaders Class October 2008**



*The October 2008 Class having rich discussions over lunch.*



*Associates from the October 2008 Future Leaders Class.*

I was really curious about the other Future Leaders participants after I got my invite to the seminar. Honestly, I was not looking forward to discussing Nigeria's problems without proffering solutions, which is what obtains in many gatherings.

However, it was really refreshing being around all those minds from diverse backgrounds. I was impressed with the spirit of ownership that each participant exhibited during the seminar and particularly afterwards, when we came up with our plans for the National Re-orientation Project.

**Taiwo Shonekan, Future Leaders Class October 2008**

# DON'T FOLLOW THE LEADER

## SIMIDOSEKUN

Simi Dosekun is the Chief Operating Officer, Kachifo Limited, a publishing house based in Lagos, Nigeria

There is a crisis of governance and leadership in Nigeria. Few Nigerians would dispute this. We all complain that our successive leaders have failed us woefully, whether for lack of will or know-how. In so doing, they have created the Nigeria we live and struggle in today, where we still lack basic infrastructure, education and healthcare, and where rampant corruption is our national shame. All of these problems can be directly attributed to our government, and as Nigerians we rarely hesitate to do so. Blaming our leaders in Nigeria is nothing new, nor is it off the mark.

But what about the “followers,” regular Nigerian citizens like you and I, going about our daily lives? Surely we too have a role in creating and perpetuating the conditions of our difficult existence? It seems clear to me that the answer is a resounding yes. Yet it also seems that many ordinary Nigerians either do not recognise this fact, or are not prepared to admit and address it.

In continuously blaming “government” or, as is more often the case, specific personalities – Yar Adua, Obasanjo, Babangida, and the other usual suspects – we are effectively failing to take responsibility for ourselves. We are absolving ourselves of responsibility for the many ways in which our communities and nation do not work. We are ignoring the reality that the average Nigerian citizen today lacks patriotism and a civic spirit; that for every government official who demands a bribe, there is a citizen who offers one as the easy way out; that the contractors who cut corners when building our roads, bridges and schools are Nigerian too. When we incessantly point the finger at government, we are saying that we the people have nothing to do with the condition of Nigeria.

However, as followers, by which I mean people not holding any state leadership position, we are not helpless in the face of bad governance. We have the power to change our leaders or demand that they be more accountable to us. This is all the more true now that we live under a democratic regime, its imperfections notwithstanding. Examples abound the world

over of peoples who successfully challenge their governments to bring about a desired political change, a recent case being in Thailand. Moreover, and perhaps more importantly, as followers we have the power to also be leaders, whether in the formal political realm or in our private lives. We do not have to wait to be led. We do not have to go along with our leaders and their bad ways.

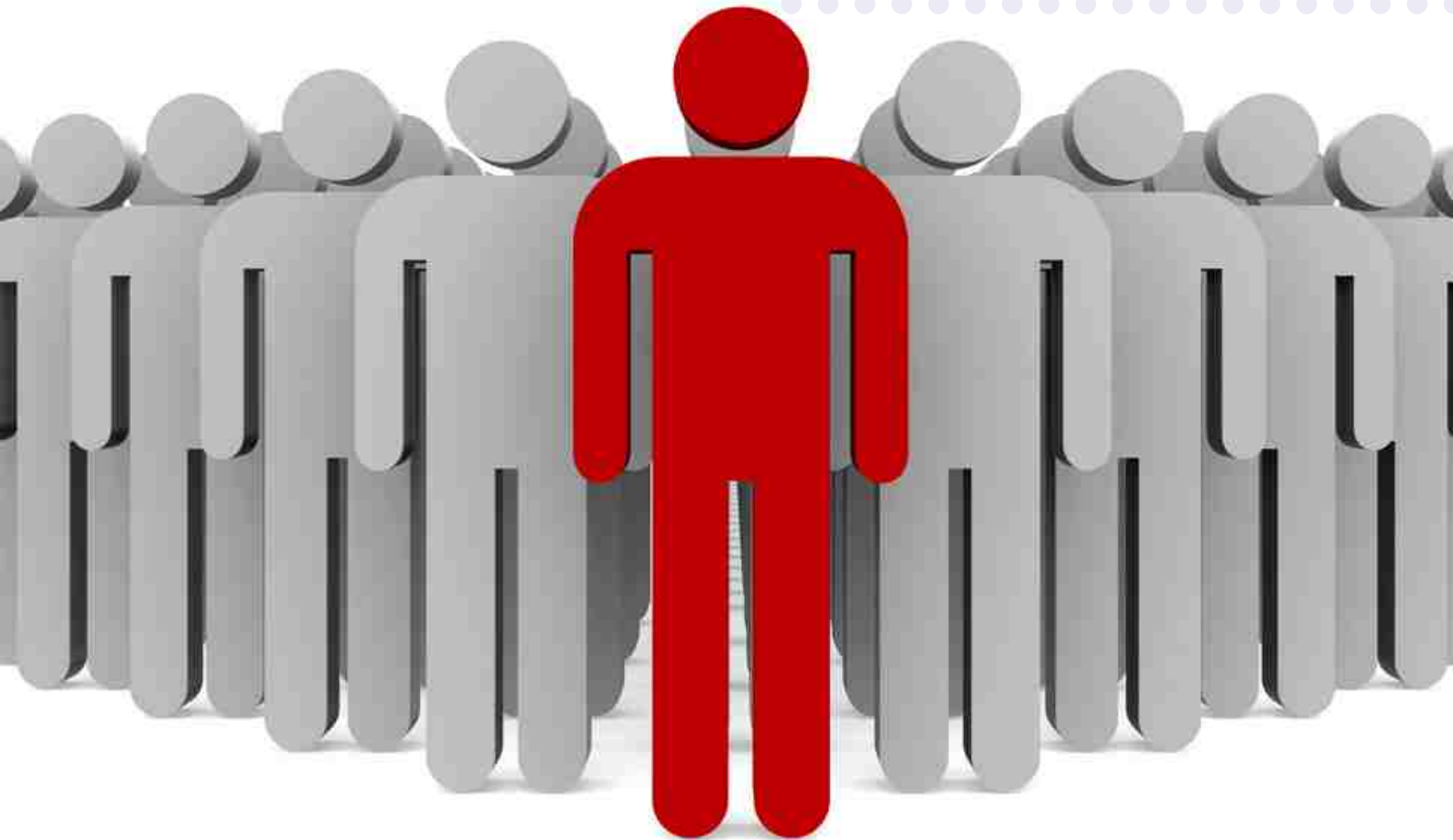
Yet again, it appears that many of us forget these simple truths or perhaps do not even know and believe them. Six years ago, I conducted a research project on popular views of corruption in Nigeria, interviewing almost thirty traders in Tejuoso Market. The results were rather depressing. Not only did the traders tell me that they too were corrupt, like our leaders, they placed responsibility for both the cause *and* cure of corruption on to this same leadership. “A fish rots from the head” they said, describing contemporary Nigerian society. “Corruption starts from head to bottom,” “from the head to the little ones gradually, gradually,” they explained to me. In “a community that has bad leaders, you cannot [expect the] masses to be doing [the] right thing.” These are all direct quotes. Their logic was that corruption in Nigeria had seeped down from the leadership to the general populace. I asked, then, that if our leaders were so bad and had succeeded in corrupting the entire nation, how could we the people stop them and stop the scourge? We could not, was the effective response: “only government can stop it,” some said; “only God,” said others. The more pessimistic, said corruption in Nigeria could not be stopped at all. In all cases, the traders saw no role for the people, the followers, to play.

I concluded the research with a deeper appreciation of the often heard claim that Nigerians are desperate, crying out, for better leadership. The conclusion, as I heard it, from the men and women in Tejuoso Market was “if only we had better leaders; we would be better people, better Nigerians, ourselves. We would do the right thing.” Personally I could not relate with this view, but reasoned that it might stem from our historically authoritarian leadership, which has tended to stifle the people's initiative and teach us to wait for orders.

With time, however, I found the traders' conclusions – and mine – to be less compelling. Indeed I ultimately found them to be an excuse, and one which average Nigerian citizens, you and I, are complicit in reproducing in our daily

lives. Yes, we all know that we suffer from generally poor political leadership in Nigeria and have few good examples to emulate. Yes, our democratic and judicial institutions are weak, such that it is difficult for the ordinary man or woman to hold elected officials accountable. These are facts, but so is this even simpler one: as Nigerians, wanting to build a better nation, we do not actually have to follow the leader. We can lead ourselves.

*Simi Dosekun is the  
Chief Operating Officer,  
Kachifo Limited, a  
publishing house based in  
Lagos, Nigeria.*





# A CALL TO LEADERSHIP

BY HIS EMINENCE, SULTAN SA'AD ABUBAKAR



It is with much happiness and gratitude to Allah [SWT] that I express my appreciation to the management of the Nigeria Leadership Initiative (NLI) for inviting me to its annual dinner and for requesting me to serve as the guest speaker. Since its establishment in January 2006, NLI has demonstrated, within the short period of its existence, a unique vision and a veritable commitment to improving the quality of leadership in Nigeria. With its courses and seminars, its National Re-Orientation Initiative, as well as its innovative programs in health, education and the economy, NLI has begun to lay the requisite foundation for the emergence of a New Nigeria and of a dynamic and visionary leadership which will guide it to assume its rightful place in the comity of nations. May Allah [SWT] continue to guide and strengthen you to realize the lofty goals you have set for such a noble initiative.

Distinguished Members, Ladies and Gentlemen, the task of evolving a credible, purposeful and forward-looking leadership for this great country of ours is essential and necessary if we really wish Nigeria to survive and prosper in the challenging environment of the 21<sup>st</sup> century. We must, as we evaluate this gargantuan task, have the courage to ask: *Why have we not been able to get our act together as a nation and as a people to realize our collective goals? Why have we allowed ourselves to drift to the point of being unable to address even the basic problems of our human development, problems which ought to have been banished to the dustbin of history decades ago? Why have we allowed our peers to surpass us in almost all aspects of socio-economic development, only to spend the scarce resources at our disposal on study tours of these countries, the outcome of which is invariably destined to the loneliness and oblivion of our library shelves? Why are the memoirs of our leaders not the celebration of success that they should be, but rather sorrowful litanies of intrigue and misadventure, and indeed veritable catalogues of missed opportunities?*

Distinguished Ladies and Gentlemen, I am not asking these questions to suggest that we have not

made progress as a nation in the last few decades. Definitely, we have recorded significant achievements since independence in our national life, especially in the area of infrastructure and social services. Our democracy, despite systemic challenges, is also on course. Most importantly, Nigerians have always been able to rise to the challenge of safeguarding the unity of the nation whenever demanded of them, putting to shame the prophets and prophetesses of doom who abound within and outside the confines of its territory. But there is also a consensus which cannot be doubted, that Nigeria, despite its huge potential, its human and material resources and the great opportunities it had at various times, has not been able to take full advantage of all these factors and propel its people and the continent to a higher plane of development. Unlike our Asian counterparts who have been able to recalibrate their nations' moral compasses and value systems, prioritize their developmental goals and mobilize their entire nations to work toward their realization, Nigeria's leadership has not been entirely successful in rising up to these developmental challenges and in inspiring the nation to attain greater heights. As a result, we have been able to plan systematically, operate optimally and compete effectively as the giant of Africa that we really are.

Distinguished Guests, Ladies and Gentlemen, how do we recalibrate Nigeria's moral compass to evolve a purposeful leadership that will safeguard the nation's integrity and promote its socio-economic and political development? The fundamental task, in my considered opinion, is the re-establishment of the primacy of values in our national life. We must be a nation of values and our leaders must embody and be guided by the **core values** we share as a people. Above all, Nigeria's rich cultural and religious traditions and its vast intellectual heritage provide a common substratum upon which the nation's core values could be predicated.

In a lecture I delivered at Columbia University, New York, in November 2007, I drew attention to some of these core values, personal as well as

institutional, which had a pride of place in the minds and actions of my ancestors, the Sokoto Caliphal leaders, most of which are commonly shared by the other polities and peoples that came to constitute our great country, Nigeria. These core values invariably include probity and the fear of God; tolerance and moderation; mutual consultation and the promotion of the public good. There are also two key values which found preponderant mention in the literature of the Sokoto Caliphate. These are equity and justice and the fight against corruption. On the issue of justice, Shaykh Uthman Ibn Fodio, the grand founder of the Sokoto Caliphate, could not have been more categorical:

*A leader gains victory over his adversaries according to his justice and is defeated according to his injustice. Seeing to the welfare of the people is a more effective tool of governance than the use of coercion. The crown of a leader is his integrity, his stronghold is his impartiality and his wealth is [the welfare of] his people.*

In another place, Shaykh Uthman Ibn Fodio declared, in an oft-repeated quote:

*One of the swiftest ways of destroying a state is to give preference to one particular tribe over another or to show favour to one group of people rather than another... Other practices [destructive to sovereignty] are arrogance and conceit which take away virtues. There are six qualities which cannot be tolerated in a leader: lying, envy, breach of promise, sharpness of temper, miserliness and cowardice. Another is the seclusion of the leader from his people, because when the oppressor is sure that the oppressed person will not have access to the ruler, he becomes even more oppressive.... A state can endure with unbelief but it cannot endure with injustice.*

Concerning the responsibilities of leaders in ensuring good governance and avoiding corrupt practices, the statements of Shaykh Abdullahi Ibn Fodio, the younger brother of Shaykh Uthman, remain as relevant today as 200 years ago:

*The governor has to see to the welfare of the people... The governor must not think that he is the owner of the province over which he is appointed to govern, whereby the land becomes his personal property which he can give to whom he likes and refuse whom he wishes. Such action is misguided*

*and belongs to the Era of Ignorance. He should realize that he has been entrusted to take charge of the affairs of the people only for the purpose of looking after their religious and temporal interests... A governor is forbidden to touch property acquired unjustly such as bribes obtained for appointing a judge or any other officer. The use of such property is unanimously regarded as illegal. It corrupts the religion and opens the door wide for other briberies and the oppression of the poor... it is also illegal to accept any gift from the common people, for such an action is the door leading to all types of calamities. When a gift finds its way to a man in authority, justice and goodness find their way out of him.*

These testimonies clearly indicate the high premium Nigeria's cultural, religious and intellectual traditions place on the imperative of evolving an ethical, purposeful and upright leadership, and indeed the urgent need to re-establish the primacy of values in our societies if we wish to move this nation forward.

The second challenge for the realization of effective leadership in Nigeria is bridging the wide gap between what we believe in and what we practice. Why should otherwise decent people find themselves deeply engrossed in activities which are ethically questionable and destructive to the collective self-interest of the nation? What is it about the Nigerian environment that undermines upright and forward-looking individuals and tends to promote those with dubious moral credentials? How did we ever come to believe that the Almighty God is out there simply to do our bidding, when we wreak havoc on all the things that He declared sacrosanct and visit misery on the generality of his servants whom he has ennobled?

For once, we must stop to think and come to the realization that this God that we seek to deceive and bribe is an all-knowing God who is better informed about the state of our affairs and the cause and consequences of our actions. For once, we must stop and think and come to the realization that spirituality and God-consciousness require us to behave as true believers who take our obligations to God most seriously and our responsibility to our fellow human beings most sacrosanct. The God that we worship is the universal God who loves all his creatures and cares for them equitably. We cannot expect to use ill-gotten wealth to gain any unfair

advantage of divine favours and blessings. For once, we must stop and think and come to the realization that the boldest expression of piety and virtue is the courage to do what is right when it really matters. Can we, for once, honourably discharge the trust that the Almighty had bestowed on us; and what greater trust can he bestow other than the leadership of his servants?

Distinguished Members, Ladies and Gentlemen, another tasking challenge for evolving effective and purposeful leadership in Nigeria is the imperative of raising the moral tone and stature of the society and the ethical orientation of the citizenry. Indeed, we are as we are governed. When the citizenry has high expectations of itself it will demand the same of its leaders. As Sultan Muhammad Bello, one of the founders of the Sokoto Caliphate, rightly observed, “the leader should order his followers to observe justice and goodness and avoid doing injustice to each other, and to love good deeds and hate evil deeds. In short, the moral value and the conduct of the leader is a reflection of the moral value and conduct of his people.”

Undoubtedly, raising the moral stature of our society would save us from a few national embarrassments. For how we all wish, as Nigerians, to be spared the sorry spectacle of cheering those who loot the treasury all the way to national glory and stardom? But after all, how many Nigerians are there who would not readily partake in the sorry spectacle of honours and accolades being showered on the very persons who deprived the nation the attainment of its developmental goals; and felicitate with them in their achievement as “pillars of communities” and “icons of our time?” Indeed, how many of us give second thought to enjoying the support and patronage of these icons and of benefiting from their largesse and from their wisdom and sagacity on how to survive and thrive in the trenches of Nigeria's socio-economic and political life? The point I wish to raise here, Distinguished Members, is that we must all take a share of the blame in our sordid state of affairs. More importantly, we must work together to evolve a society which frowns on impurity; questions the source of wealth of those aspiring to lead; redefines success in the context of its collection vision; and has the consciousness to safeguard its collective interest.

Finally, I wish to state that the task of evolving an

effective and purposeful leadership for Nigeria may not be complete without the enabling environment to plan and strategize for the future of the nation. Our record and experiences in visioning have not been encouraging, to say the least. From our development plans of the 1970s and 1980s, to Vision 2010, NEEDS and SEEDS, we seem to be lurching from one strategy to another, unable to muster courage to implement any with seriousness and consistency. Recently, we saw the emergence of Vision 20-2020, under the leadership of President Umaru Musa Yar'adua, with the ambitious goal of making Nigeria one of the twenty leading economies in the world by the year 2020.

Distinguished Members, Ladies and Gentlemen, let us begin to take as a nation and as a people, our vision and our strategic plan seriously. Let us develop a common ownership of our nation's developmental goals and objectives. Let us genuinely and wholeheartedly embrace the culture of excellence that would give us the ability and opportunity to make our mark in the competitive global environment we all live in. We must persevere in our efforts, despite all odds, to shore up the nation's moral capital. We must also engage, unrelentingly, in leadership development at all levels of state and society to sustain our quest for excellence. Most importantly, we must have confidence in ourselves and be willing to harness our collective will, as well as the energy, innovation and enthusiasm of our people, to transform Nigeria into a value-driven and prosperous society and to make the nation a force to be reckoned with in the global arena.

Distinguished Members, before I starve you at your own dinner, I need to stop. Once again, let me congratulate you for the wonderful work you have been doing and give you the renewed assurances of our support and commitment to this noble initiative. In me you have strong believer and supporter of your ideas of a united, strong and well-developed Nigeria socially, politically and economically. May the Almighty continue to bless us all and our dear country, amen.

### **Sultan Sa'ad Abubakar**

*This is an excerpt of His Eminence, Sultan Sa'ad Abubakar's address at the NLI 4<sup>th</sup> Annual Awards Dinner.*



## NLI 4<sup>TH</sup> ANNUAL AWARDS DINNER

NLI successfully held its 4th Annual Awards Dinner sponsored by FirstBank Nigeria at the Lagos Oriental Hotel's Function Room on 31 October 2009. The Guest Speaker, His Eminence, Sultan Sa'ad Abubakar, was represented by Ambassador Hamzat Ahmadu, CON, the Wali of Sokoto. In his address, the Sultan called on all Nigerians to take up the task of evolving a credible, purposeful and forward-looking leadership

At the dinner, NLI had the privilege of giving the Values-Based Leadership Award for 2009 to Mallam Adamu Ciroma. This award honors an outstanding leader whose achievements reflect a high standard of honor, integrity and industry. Mallam Adamu Ciroma joins previous recipients, Mr. Akintola Williams, Prof. Bolanle Awe and Chief Emeka Anyaoku.

Also at the dinner, Associates from the May 2009 class presented their class projects; Nanre Nafzinger spoke on the Cartoon Project, and Temitayo Adegoke and Innocent Isichei presented the Business Plan Competition. The cartoon project seeks to develop a character children can identify, which embodies NLI Core Values.



*Ambassador Ahmadu, Wali of Sokoto, delivering the Sultan's Speech*



*Dr. Christopher Kolade presenting the 4<sup>th</sup> Annual Values Based Leadership Award to Mallam Adamu Ciroma*



*October 2009 Associates on their way to the Awards Dinner from Protea Hotels, Lekki*



*Ms Fatima Wali, Mrs Maryam Uwais (Snr NLI Fellow) and Mr Asue Ighodalo (Snr NLI Fellow)*



*Mr. Asue Ighodalo, NLI Fellow, and Mr. Segun Aganga.*



*Dr. Christopher Kolade (NLI Founding Patron),  
Ambassador Hamzat Ahmadu and Mallam Adamu Ciroma.*



*Mr. Segun Aganga and  
Mr. Pascal Dozie, Chairman, MTN Nigeria*



*L-R  
Hauwa Magoro, Maryam Aliko, Zahra Modibbo, Carmelle Norice,  
Florence Okoli and Adaku Uche (October 2009 Associates)*



*NLI Senior Fellow Mrs Maryam Uwais, Guest,  
Mrs Dozie, Yvonne Ike and Guest*



*Mr. Aganga and some guests at the dinner*



# FRIENDS OF NLI INC. IS LAUNCHED IN NEW YORK CITY

On August 15th 2009, Friends of NLI Inc. had its inaugural dinner at the New York Marriott East Side Hotel. Friends of NLI Inc. is open to people across the world who embrace the core values and mission of NLI and also want to actively promote NLI activities in Nigeria and the Diaspora.

Prof. Olupona, the Chairman of the Dinner-Organising Committee, opened the event with a speech about NLI and the leadership role we all have to play. This set the tone for the main speakers – Prof. Ibrahim Gambari, Under-Secretary-General and Special Adviser to the Secretary-General on the Iraq Compact and Other Issues, and Mr. Nuhu Ribadu, NLI Fellow.

He was followed by Mr. Aganga who gave an overview of NLI – our projects and initiatives, seminars and areas where funds are needed. Mr. Ribadu then spoke on his leadership role in Nigeria and the sacrifices he personally made for Nigeria. This motivated the mostly young audience, who had a lot of questions for all the speakers.

NLI Senior Fellow, Dr. Olu Obaro, who flew in from London, gave the vote of thanks and wrapped up the evening nicely. Prof Gambari was particularly impressed with NLI and wondered why someone in his position had not heard about it previously. He eagerly signed up to be an Ambassador for NLI by helping promote it at the UN and to the international community.

We are grateful to the planning committee:

Kunle Deru – NLI Associate, May 2009  
Olaolu Egeonu – NLI Associate, May 2008  
Segun Ajayi – NLI Associate, May 2008  
Rotimi Ajibola – NLI Associate, May 2009  
Prof. Jacob Olupona – NLI Senior Fellow, 2006  
Nike Campbell Fatoki – Former Exec. Director, NLI

We would also like to say a big thank you to Chief Gboyega Delano for providing us with Ilora Beauty products for our dinner guests.



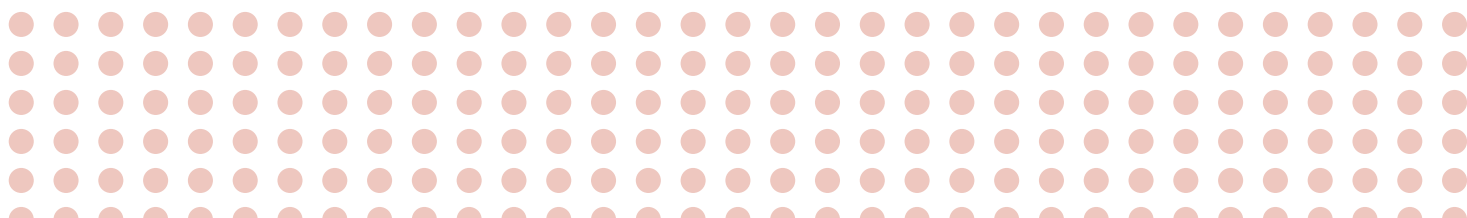
*Prof Jacob Olupona, Chairman of the occasion, delivering the opening remarks*



*Guest Speakers, Mr. Nuhu Ribadu and Ambassador Ibrahim Gambari*



*NLI Senior Fellows and Associates at the Dinner*







*Silent Auction items at the Dinner*



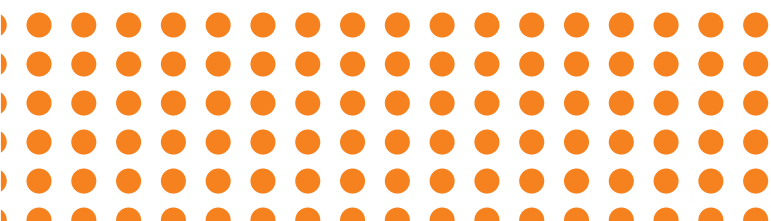
*Guests at the dinner*



*Guests at the dinner with Guest Speakers, Mr. Nuhu Ribadu - NLI Snr Fellow and Former EFCC Chairman and Ambassador Ibrahim Gambari*



*Guests at the dinner*





*Dr. Adamolekun, Guest Speaker at the Symposium*



*Dr Efunbo Dosekun, NLI Fellow, NLI Founding Patron, Dr. Kolade, NLI Founder, Mr Segun Aganga and guest speaker, Dr. Adamolekun*



*Guests at the Symposium*



*Dr. Dosekun, moderating the Symposium*

## 2<sup>ND</sup> CHRISTOPHER KOLADE SYMPOSIUM

The 2nd Christopher Kolade Symposium was held at the Nigerian Institute of International Affairs on May 21, 2009. The Special Guest Speaker, Prof. Oladipupo Adamolekun D. Phil (Oxon), NNOM, gave a presentation on the “Role of Professionals in Public Affairs.”

Dr. Adamolekun highlighted four broad categories of public service professionals as: (i) top public service managers; (ii) senior public service professionals; (iii) middle-level public service professionals; and (iv) junior public service professionals. He went on to say that all four categories of public service professionals are variously involved in three core roles categorized under: i) policy advice; ii) policy implementation; and iii) service delivery and development and nurturing of public service institutions. More details of the presentation can be accessed on our website.

Dr. Efunbo Dosekun moderated the discussion session, and closing remarks were made by Dr. Christopher Kolade and Mr. Moyo Ajekigbe, NLI Fellow.

In attendance were public servants, private sector professionals and members of academia.



*Rotimi Ajibola, Mrs Bola Adesola (NLI Fellow) and Mr. Moyo Ajekigbe (NLI Fellow)*



*Mr. Segun Aganga and Dr. Christopher Kolade*



# UNIVERSITY LEADERSHIP SEMINARS

## University of Lagos Leadership Seminar

The first NLI University Leadership Seminar was held at the University of Lagos on February 7th, 2009. There were 22 students in attendance. The seminar was moderated by Adenike Oke, NLI Associates, Rotimi Awopetu, Akeem Oyewale, Enesi Makoju and Adeolu Akinyemi. Also in attendance were two senior NLI Fellows, Mr. Jimi Morgan and Mr. Gbenga Oyeboode, who moderated the discussion “What would you fix in Nigeria if you had the opportunity?” The one-day seminar was a condensed version of the three-day Future Leaders Seminar.



*Participants from the Seminar*



*Participant from the UK University Seminar*

## The UK University Leadership Seminar

This event was held on 17 April, 2009 at the London offices of Goldman Sachs. In attendance were 13 university students, a representative from the World Bank, founder of NLI, Segun Aganga, and various NLI associates.





## 3<sup>RD</sup> NLI ANNUAL AWARDS DINNER

NLI's Third Annual Awards Dinner was held on Saturday, 25 October, 2008, at the Grand Ballroom, Eko Hotel and Suites, Victoria Island, Lagos. The guest speaker, Lisa Rabbe, Managing Director of Goldman Sachs, gave a presentation on Policy, Values and the Recent Market Turmoil. The National Re-orientation Project was also launched at this event, presented by the October 2008 Future Leaders Class.

The mission of the project is to help change the current orientation of Nigerian society by promoting the core values identified by Nigerians as fundamental to the future development and success of our country. NLI will serve as motivators, promoters and catalysts for change. The night included a presentation by Lola Adesioye, a New York-based journalist on her perspective and lessons to be learnt from the U.S. elections.



*Participants of the October 2008 Future Leaders Class.*



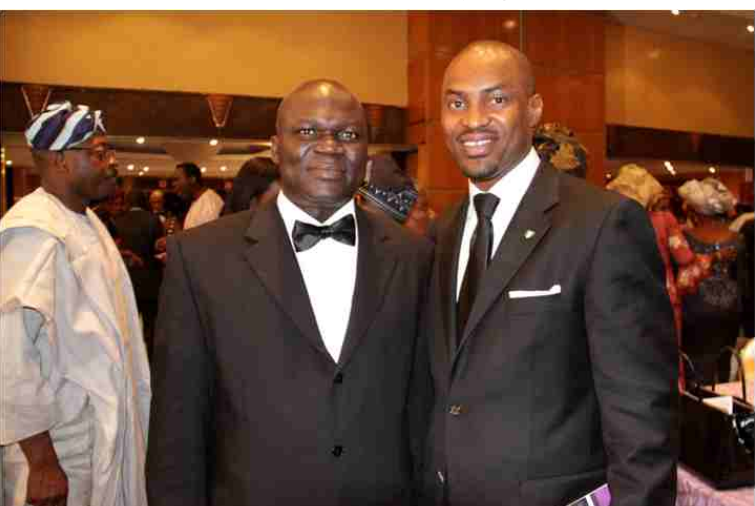
*NLI Founder, Segun Aganga with Associates from the October 2008 Future Leaders Seminar*



*Lisa Rabbe, Dr. Kolade, Mr. Aganga and Mr. Ajekigbe at the Awards Dinner*



*NLI Senior Fellows with Dr. Christopher Kolade, NLI Founding Patron*



*Guests at the dinner*

## SICKLE CELL DINNER

A fundraising event was held in London, UK on November 17, 2008, for the Sickle Cell Project, NLI's flagship health project. In attendance were the Nigerian High Commissioner to the United Kingdom, Dr. Dalhatu Sarki Tafida and many dignitaries. The event was highly successful, with the Nigerian High Commission pledging their full support for healthcare development in Nigeria.



*NLI Fellows, Dr. Solebo and Dr. Obaro.*



*Guests at the dinner.*



*A cross-section of guests at the Sickle Cell Dinner.*



# THANKS AND APPRECIATION

We would like to thank our Sponsors, Associates, Fellows and Friends that have made the work NLI has started successful to-date. We hope to continue with our partnerships in 2010.

## Corporate Sponsors



## Individuals

Dr. Christopher Kolade  
Asue Ighodalo  
Maryam Uwais  
Dele Olojede  
Dr. Reuben Abati  
Dr. Olu Obaro  
Dr. Bashir Ibrahim  
Prof. Jacob Olupona  
Jide Zeitlin

Gboyega Delano and Ilora Products  
Gbenga Oyeboode  
Nuhu Ribadu  
Prof. Ibrahim Gambari  
Mrs. Okeke  
Dr. Ladipo Adamolekun  
Dr. Efunbo Dosekun  
Mr. Oye Hassan-Odukale  
Mrs Claire Omatseye

Mr. Gbenga Dairo  
President Yar'Adua  
Mrs Bola Adesola  
Udo Udoma  
Belo Osagie  
The NLI Advisory Board  
All NLI Associates and Fellows



# MEET THE LEADERS

## 2006 NIGERIA LEADERSHIP INITIATIVE SENIOR LEADERS CLASS

1. **Bola Adesola** - Executive Director, Lagos Directorate, First Bank of Nigeria, Lagos, Nigeria.
2. **Olusegun Adeniyi** - Journalist, and Author. Former Special Adviser to the Presidency on Communications. Former Editor, THISDAY, Lagos. Nigeria Member, Nigeria's Extractive Industries Transparency Initiative (EITI).
3. **Professor Tayo Akinwande** - Professor of Electrical Engineering and Computer Science at the Massachusetts Institute of Technology, USA. Recipient of the 1996 National Science Foundation Career Award.
4. **Dr. Festus B. Dada** - Surgeon. President of Crown Medical Group, California, USA.
5. **Gboyega Delano** - Entrepreneur. President & Chief Executive Officer, Ilora L'Original Beauty Concepts Inc., Chicago, USA. Former Vice President, Soft Sheen/L'Oreal (the largest manufacturer of beauty products in the world). 2006 Chicago Minority Business Man of the Year.
6. **Nasir El-Rufai** - Former Minister of the Federal Capital Territory, Abuja, Nigeria. Former Chief Executive of the Bureau of Public Enterprises and Member of President Obasanjo's Economic Team. Recipient of a national honour – OFR.
7. **Tony Elumelu** - Group Managing Director & Chief Executive Officer, United Bank of Africa (one of West Africa's largest banking networks), Lagos, Nigeria.
8. **Asue Ighodalo** - Leading capital markets lawyer, Managing Partner, Banwo & Ighodalo, Lagos, Nigeria.
9. **Bridget Itsueli** - Certified Counsellor & Mediator. Proprietor, Lagos Resource Centre, Lagos, Nigeria.
10. **Reverend Matthew Kukah** - Scholar, negotiator and renowned public affairs analyst. Vicar General, Catholic Archdiocese, Kaduna, Nigeria. Served as Secretary to the National Political Reform Conference in 2005.
11. **Jimi Morgan** - Chartered Accountant and Financial Analyst, London, UK.
12. **Major-General Sarki Mukhtar** - Former National Security Adviser to the President of Nigeria. Retired military officer & diplomat. Has held many senior positions in the Army and the public service including Military Governor of both Kaduna and Katsina States and member, Armed Forces Provisional Ruling Council. Recipient of a national honour – CFR.
13. **Ndidi Okonkwo Nwuneli** - Founder & Chief Executive Office, Leadership Effectiveness Accountability & Professionalism (LEAP), Lagos, Nigeria. Recipient of a national honour in 2004 – MFR.
14. **Dr Olu Obaro** - Radiologist. Head of the Department of Radiology, King George Hospital, London, UK.
15. **Dr. Adhiambo Odaga** - Ford Foundation Representative for West Africa, with overall responsibility for overseeing the Foundation's grants in the region. Recipient of a national honour in 2004 – MFR.

16. **Oye Hassan-Odukale** - Managing Director/Chief Executive Officer, Leadway Insurance (one of the largest insurance companies in Nigeria). Chairman of the Insurance Association of Nigeria. Recipient of a national honour – MFR.
17. **Adebayo O. Ogunlesi** - Chairman & Managing Partner, Global Infrastructure Partners. Non-Executive Chairman of the Africa Finance Corporation (AFC). Former Executive Vice Chairman & Chief Client Officer of Credit Suisse, New York, USA. Ranked 7<sup>th</sup> in Fortune Magazine's list of Most Powerful Black Executives in the Americas.
18. **Professor Jacob K. Olupona** - Chair of the African Studies Committee and Academic Professor of African & African-American Studies and Religion, Harvard University Faculty of Arts and Harvard Divinity School, USA.
19. **Dele Olojede** - Journalist. Media strategist & consultant. Executive Chairman, Timbuktu Media, South Africa. First African to win the Pulitzer Prize, journalism's highest-regarded honour.
20. **Ayo Oke** - Diplomat & civil servant. Ambassador, Commonwealth Secretariat, London, UK, responsible for policy coordination and development.
21. **Bunmi Oni** – Former Managing Director, Cadbury Nigeria Plc. Past Chairman of the Nigeria Economic Summit Group. Chairman, Steering Committee on Competition and Anti-Trust Reform. Recipient of a national honour – MON. Recipient of 2006 Best CEO of the Year Award.
22. **Lola Oni** - Lecturer and Nurse Director, Brent Sickle Cell and Thalassaemia Centre, London, UK. Recipient of a British national honour – OBE - for her outstanding contribution in the field of Sickle Cell disease.
23. **Jim Ovia** - Co-founder and Chief Executive Officer, Zenith Bank Plc (one of Nigeria's leading banks). Serves on the boards of many organisations including the Transnational Corporation of Nigeria and the Nigeria Investment Promotion Council. Recipient of a national honour – MFR.
24. **Professor Femi Oyebode** - Head of Department of Psychiatry at the University of Birmingham, Queen Elizabeth Psychiatry Hospital. Chief Examiner, Royal College of Psychiatrists and a Research Fellow at the Centre for West African Studies, Birmingham.
25. **Nuhu Ribadu** – Former Executive Chairman, Economic and Financial Crimes Commission (EFCC), and Assistant Inspector General (AIG) of Police, Nigeria. Recipient of 2006 Silverbird Man of the Year Honour.
26. **Dr. Seyi Solebo** - Paediatrician, NHS Trust, UK. Member of the Royal College of Paediatrics and Child Health.
27. **Jide Zeitlin** - Ambassador to the United Nations for U.N. Management and Reform Private investor. Founder, The Keffi Group. Senior investment banker and Partner Managing Director of Goldman Sachs & Co until December 2005. Chairman of the Board of Trustees of Amherst College, USA

## 2007 NIGERIA LEADERSHIP INITIATIVE SENIOR LEADERS CLASS

1. **Dr. Reuben Abati** – Journalist. Chairman, Editorial Board, The Guardian Newspapers, Lagos, Nigeria. Recipient of the 2006 Freedom Peace Prize for Journalism Award.
2. **Jacobs Moyo Ajekigbe** – Former Managing Director & Chief Executive Officer, First Bank of Nigeria (FBN), (one of Nigeria's largest banks). Chairman, Kakawa Discount House Ltd. and Director, First Pension Custodian.
3. **Dr. Auwalu Anwar** – Public Servant. Former Secretary for Education, Federal Capital Territory Abuja (FCTA). Previously served as the FCTA Secretary for Agriculture & Rural Development.
4. **Dr. Titilayo Banjoko** – Change Management Consultant. Managing Director, Africa Recruit & Find a Job in Africa, UK. Board Member, Commonwealth Business Women's Network.
5. **Dr. Efunbo Dosekun** – Paediatrician. Joint Executive Director, Lifeline Children's Hospital and Healthcare Capacity Development Co. Ltd, Lagos, Nigeria.
6. **Bashir Yusuf Ibrahim** – President/CEO, Dirham Group, Abuja, Nigeria. Served as Special Assistant to the Vice President on National Assembly Matters.
7. **Dr. Olurinde Lafe** – Engineer. Chairman and CEO, Innovative Computing Group Inc. (LAFE Technologies) Ohio, USA. Served as consultant to NASA, USDA, USAID, UNESCO, World Vision and Defense Advanced Research Program Agency (DARPA).
8. **Olatunji Lardner** – Journalist, Development Communications Consultant. CEO, West African NGO Network, Lagos, Nigeria. Served as consultant for the UNDP, UN, Ford Foundation, DFID and World Bank.
9. **Prof. Lawal Mohammed Marafa** – Academic. Professor, Department of Geography and Resource Management, Chinese University of Hong Kong (CUHK). Recipient of 2005 Exemplary Teacher Award at CUHK.
10. **Oba Nsugbe, QC** – Legal Practitioner & Queens Counsel. Joint Head, Pump Court Chambers, UK. Member, Bar Council Committee and former member, Judicial Studies Board, UK.
11. **Prof. Abdul Raufu Mustapha** – Academic. University Lecturer and Kirk-Greene Fellow, University of Oxford, UK. Recipient of the British Academy Small Research Grant and Nuttfield Foundation Small Research Grant.
12. **Prof. Omolola Ogunyemi** – Academic. Assistant Professor of Radiology, Harvard University Medical School, Massachusetts, USA. Served on the Board of Fate Foundation, Nigeria.
13. **Dr. Ngozi Okonjo-Iweala** – Economist. Distinguished Fellow, Brookings Institution, USA. Served as the Head of the Nigerian Presidential Economic Team, Nigerian Minister of Finance, Minister of Foreign Affairs and as a Vice-President, World Bank.
14. **Victor Gbolade Osibodu** – Entrepreneur and Management Consultant. Founder & CEO, Vigeo Holdings Limited, Lagos, Nigeria. Recipient of National Honour – MFR.
15. **Prof. Oluyemi Osinbajo** – Lawyer. Former Attorney General and Commissioner for Justice, Lagos State, Nigeria. Founder & Director, Integrity the Convention on Business Integrity. (1999–Date). Appointed a Senior Advocate of Nigeria (SAN) in 2004.



16. **Gbenga Oyebo** – Lawyer. Managing Partner, Aluko & Oyebo, Lagos, Nigeria. Chairman, Access Bank Nigeria Plc. Serves on the Board of ETISALAT Nigeria and Crusader Insurance Plc. Recipient of National Honour – MFR.
17. **Folusho Phillips** – Management Consultant & Industrial Economist. Chairman & Founder, Phillips Consulting Group, Lagos, Nigeria. Active speaker on Human Resource Management at key international conferences.
18. **Sen. Udoma Udo Udoma** – Lawyer. Former Chief Whip of the Senate of the Federal Republic of Nigeria and Leader of the South-South Caucus. Managing Partner, Udoma & Belo-Osagie. Served as Director of the Nigerian Economic Summit Group (NESG).
19. **Maryam Uwais** – Lawyer and Human Rights Activist. Principal Partner, Wali-Uwais & Co., Abuja, Nigeria.
20. **Kabiru Abdullahi Yusuf** – Journalist and Media Consultant- Editor-in-Chief/CEO of Media Trust Limited, Abuja, Nigeria.

## 2007 NIGERIA LEADERSHIP INITIATIVE FUTURE LEADERS CLASS

1. **Ify Ajegbo** – Group Head, Minaj, Lagos, Nigeria
2. **Dr. Abisola Adebayo** – Medical Doctor. Technical Officer, DFID/SNR Program, Cross Rivers State, Nigeria.
3. **Onome Ako** – Consultant, World Vision, Canada
4. **Olanrewaju Alakija** – Vice President, Structured Products & Capital Markets Origination and Sales, Global Markets & Investment Banking Division, Bank of America Merrill Lynch, UK.
5. **Olanrewaju Fatimilehin** – Special Adviser to the Minister of Finance, Nigeria
6. **Dr. Akudo Ikemba** – Executive Director, Global Friends for Africa, Lagos, Nigeria.
7. **Kabiru Ilelah** – Special Adviser to the Executive Governor on Scholarship & Student Affairs, Bauchi State, Nigeria.
8. **Fatima Mamman-Daura** – Program Officer, Pathfinder International, Kaduna, Nigeria
9. **Hadiza Mohammed** – Frontier Capital, Lagos Nigeria
10. **Michael Nzewi** – Managing Director & Co-Head of Investment Banking, Cardinal Stone Partners, Lagos, Nigeria
11. **Tolulope Ogunlesi** – Journalist, NEXT, Lagos, Nigeria
12. **Richard Ogunmodede** – Principal Manager, Corporate Planning Group, FirstBank Lagos, Nigeria.
13. **Abiola Osagie-Ojo** – Management Consultant, Phillips Consulting, Lagos, Nigeria.
14. **Sam Okwulehie** – Group Area Manager, Europe & North America, Kenya Airways, United

Kingdom.

15. **Adedapo Olagunju** – Group Treasurer, Access Bank, Lagos, Nigeria.
16. **Babajide Olanrewaju** – Principal, Satya Capital, UK.
17. **Babatunde Olanrewaju** – Partner, Mckinsey & Co. Inc., UK.
18. **Boye Olawoye** – Vice President, Afrinvest, Lagos, Nigeria.
19. **Edore Onamakpome** – Deputy Manager, Stanbic IBTC Bank, Nigeria.
20. **Ese Owie** – President/CEO, The Caledonian Group Limited, Nigeria.
21. **Ayotunde Owoigbe** – Partner, Banwo and Ighodalo, Lagos Nigeria
22. **Fola Oyeyinka** – Fola Oyeyinka- Special Adviser to Minister of Finance, Nigeria
23. **Ahmed Shekarau** – Journalist. Editor, Sunday Trust Newspaper, Nigeria.
24. **Bukunola Alakija** – Lawyer. Freshfields, UK.
25. **Seifa Tobi** – Program Officer, United Nations Institute for Training & Research, Nigeria.
26. **Aminu Umar-Sadiq** – Associate, Denham Capital Management, UK.
27. **Hauwa Yabani** – MD, Abuja Technical Village, Abuja, Nigeria

## **MAY 2008 NIGERIA LEADERSHIP INITIATIVE FUTURE LEADERS CLASS**

1. **Modupe Adefeso** – Centenary Doctoral Scholar, University of London, UK.
2. **Abiola Alabi (née Adekanbi)** – MD, M-Net Africa, Lagos, Nigeria.
3. **Solape Agagu** - Principal Consultants, IO Talents Limited, Nigeria.
4. **Olaolu Aganga-Egeonu** – MBA Candidate, Stanford Business School, USA.
5. **Tosin Ajayi** – Campus Minister, Every Nation Ministries, Imperial College, UK.
6. **Segun Ajayi** – Medical Student, Ross University of Medicine, Illinois, USA.
7. **Kenneth Amaeshi** – Associate Professor, Cranfield University, UK.
8. **Chinelo Anohu** – Commission Secretary, National Pension Commission, Nigeria.
9. **Rotimi Awopetu** – Marine Services Executive, Vigeo Holdings, Nigeria.
10. **Isa Dogonyaro** - Deputy Detective Superintendent, Economic and Financial Crimes Control Commission (EFCC), Nigeria.
11. **Yewande Adewusi** - Strategy Analyst, United Bank for Africa (UBA), Nigeria.

12. **Olamide Falade** – Completion Engineer, Total, Nigeria.
13. **Katherine Idemudia** – Head, Channels Products, First Bank of Nigeria Plc, Nigeria
14. **Habeeb Idris** – Acting Editor, Sunday Trust Newspaper, Nigeria.
15. **Nasir Ingawa** – Projects, Federal Road Safety Commission (FRSC), Nigeria.
16. **James Mamza** – Enterprise Officer, Bureau of Public Enterprises (BPE), Nigeria.
17. **Dozie Okpalaobieri** – Special Assistant to the President, African Center for Economic Transformation (ACET), Accra, Ghana.
18. **Olusegun Okubanjo** – Vice President, Barclays Wealth International – West Africa, London, UK.
19. **Chidi Okpala** – UBA, Nigeria
20. **Kehinde Onobote** – Assistant Manager, First Bank of Nigeria Plc, Nigeria.
21. **Tosin Otitoju** – Ph.D. Candidate, California Institute of Technology, USA
22. **Akeem Oyewale** – Managing Director, Asset Management, Stanbic IBTC, Nigeria.
23. **Reginald Udom** – Senior Associate, Aluko & Oyebo, Nigeria.
24. **Hadiza Bala Usman** – Senior Manager, Emerging Marketing Telecoms Services (EMTS), Nigeria.
25. **Deji Williams** – Lagos State Advertisement and Signage Agency (LASAA), Nigeria.

## **OCTOBER 2008 NIGERIA LEADERSHIP INITIATIVE FUTURE LEADERS CLASS**

1. **Lola Adesioye** – Socio-political commentator/writer for UK and US publications.
2. **Zakiyyah Ahmed** – Research Scientist, Novartis, UK.
3. **Folasope Ayesimoju** – Manager, Standard Bank, South Africa.
4. **Kemi Ajayi** – Practice Manager, Banwo & Ighodalo, Lagos, Nigeria.
5. **Adeolu Akinyemi** – Writer/Entrepreneur, Lagos, Nigeria.
6. **Fatima Alkali** – Lawyer & Lecturer, University of Abuja, Nigeria.
7. **Opeyemi Atawo** – Lawyer, UK.
8. **Yomi Awobokun** – Chief Operating Officer, Oando Marketing, Lagos Nigeria
9. **Gloria Braimah** – Education Programme Manager, UBA Foundation, Lagos, Nigeria.



10. **Hala Daggash** - Public Health Physician, Lagos University Teaching Hospital, Lagos, Nigeria.
11. **Obinna Chidoka** - Executive Director, Peniels Mercantile Limited, Abuja, Nigeria.
12. **Simidele Dosekun** - Chief Operating Officer, Kachifo Limited, Lagos, Nigeria.
13. **Eyo Eyo** . Branch Manager, First Bank of Nigeria, Lagos, Nigeria
14. **Aderonke Falayi** . Medical Doctor, University of Maryland, School of Medicine, Division of Consultation/Liaison Psychiatry, Maryland, USA.
15. **Sele Inegbedion** - Assistant Vice President, Global Treasury, Credit Suisse, UK
16. **Enesi Makoju** - Assistant Vice President, First Bank Capital Limited, Lagos, Nigeria.
17. **Chris Okeke** - Programme Manager, Federal Public Service Reform Programme, Abuja, Nigeria.
18. **Nneka Okonkwo** - Project Finance Lawyer, White & Case LLP, UK.
19. **Adeniyi Olagunju** - Artist and Photographer, UK.
20. **Kamil Olufowobi** - Project Coordinator, Exxon Mobil, Lagos, Nigeria.
21. **Ekene Onu** - Founder and Creative Director, Nouveau Africana Media, Atlanta, USA.
22. **Dr. Yemi Osindero** - Director, Principal Finance, Standard Chartered Bank, South Africa and Nigeria.
23. **Taiwo Shonekan** - Special Assistant to the Executive Director, Corporate Banking, First Bank of Nigeria, Lagos, Nigeria.
24. **Mahmud Tukur** - Assistant Detective Superintendent, Economic and Financial Crimes Commission, Training and Research Institute, Abuja, Nigeria.
25. **Halima Wali-Inuwa** - Project Manager, Coalitions for Change, Abuja, Nigeria.
26. **Jamila Wada** - Adviser, BGL, Lagos, Nigeria.

## **MAY 2009 NIGERIA LEADERSHIP INITIATIVE FUTURE LEADERS CLASS**

1. **Degbola Abudu** - Group Head, Corporate Finance, Oando, Nigeria.
2. **Olamidé Adams** - Pricing and Marketing Manager, Air France KLM Group, Nigeria.
3. **Temitayo Adegoke** - Senior Associate, Aluko and Oyeboke, Nigeria.
4. **Dami Adesanya** - Analyst, Goldman Sachs International, UK.
5. **Olurotimi Ajibola** - Vice President, BNP Paribas, USA.

6. **Lola Akingbade** - Paediatricist, Mayday Hospital, Croydon, Surrey, UK.
7. **Kunle Alli** - Acquisition Finance Analyst, Deutsche Bank, UK.
8. **Babasola (Baba) Alokolaro** - General Counsel to the Governor, Lagos State Government, Nigeria.
9. **Adebisi (Debisi) Araba** - Environmental and Waste Management Specialist, UK.
10. **Christopher Arokoyo** - Relationship Manager, FirstBank Nigeria.
11. **Olaseni Bello, Jr.** - Attorney, USA.
12. **Stephanie Busari** - Digital Features Producer, CNN.com International, UK.
13. **Kunle Deru** - Associate, Sidley Austin LLP, USA
14. **Gila Dikko** - Project Officer Aviation Unit, Bureau of Public Enterprises (BPEs), Nigeria.
15. **Stella Duru** - Senior Counsel, Banwo & Ighodalo, Nigeria.
16. **Chiamaka Ezenwa** - Investment Banking Associate, Morgan Stanley, UK.
17. **Tara Idiegbe** - MBA Candidate, Harvard Business School, USA.
18. **Innocent Isichei** - Consultant, Corporate Council on Africa, USA.
19. **Muhammed-Maikudi Mohammed** - Chief Executive Officer, Emmotec, Nigeria.
20. **Rhoda Nanre Nafziger-Mayegun** - Chief Executive Officer, Linking the Youth of Nigeria through Exchange (LYNX), Nigeria.
21. **Abubakar Momodu** - Investment Officer, International Finance Corporation, South Africa.
22. **Sope Ogunyemi** - MBA Candidate, University of Southern California, USA.
23. **Abdullahi Sheriff** - Business Analyst, Buro Happold, UK.
24. **Joy Adaobi Nnoli** - Branch Manager at FirstBank Nigeria.
25. **Feyi Olusanya** - Assistant Vice President, BGL Plc, Nigeria.
26. **Titi Odunfa** - Executive Director Strategy, Verod Capital, Nigeria.
27. **Ayodeji Oyetunde** - Senior Associate, Aluko & Oyebode, Lagos, Nigeria.
28. **Hadiza Rasheed** - Molecular Cell Biologist, Nigeria.
29. **Lola Solebo** - Ophthalmic surgeon, UK.
30. **Seke Somolu** - Principal Partner and Managing Director, Sweet Media, Nigeria.
31. **Terfa Tilley-Gyado** - Editor, Timbuktu Media Ltd., Nigeria.

**32. Sadiq Usman** - Special Assistant to Governor, Central Bank of Nigeria, Nigeria.

## **OCTOBER 2009 NIGERIA LEADERSHIP INITIATIVE FUTURE LEADERS CLASS**

1. **Adelowo Fope** - Associate, Goldman Sachs, UK.
2. **Agbroko Ruona** - Journalist and Writing Consultant, NEXT Newspaper, Nigeria.
3. **Ajisafe Abi** - Trader, Investment Technology Group, UK.
4. **Aliko Maryam** - Education Consultant, Abuja.
5. **Alimi Abosede** - Graduate Student, University of Reading, UK.
6. **Aliu Joke** - Associate, Aluko & Oyebode, Nigeria.
7. **Aliyu Abdulrahman** - Analyst, Abuja Investment Company Limited, Nigeria.
8. **Aminu Abdulkareem** - AG Editor, Weekly Trust, Nigeria.
9. **Bassey Reginald** - Graduate Student, Baruch College, USA.
10. **Daura Muhammad** - NYSC, African Petroleum Plc., Nigeria
11. **Jacobs Aderemi** - Associate, UBS, UK.
12. **Lamba Abubakar** - GSAP Analyst, Shell Petroleum, UK.
13. **Luke Onofiok** - Speaker of the Nigerian Youth Parliament, Nigeria.
14. **Maduka Ifunaya** - Dean of Students and Director of Leadership Development, Oprah Winfrey Leadership Academy, South Africa
15. **Magoro Hauwa** - Project Manager & Business Development Director, Zibboo Media Networks, UK.
16. **Modibbo Fatima** - Medical Doctor, Institute of Human Virology, Nigeria.
17. **Monye Chukwuka** - Founding Partner, Ciuci Consulting, Nigeria.
18. **Norice Carmelle** - MD/PHD Candidate, Columbia University, USA.
19. **Nwachukwu Funmi** - Head of Corporate Planning and Strategy, Aso Savings and Loans, Nigeria.
20. **Odeleye Yinka** - Vice President/Deputy General Manager, Investment Banking Group, Citi Bank, Nigeria.
21. **Okoli Florence** - Commercial Lead, Business Development, Shell Petroleum, Nigeria.
22. **Okonkwo Aneto** - Management Consultant, McKinsey & Co, USA.
23. **Okuribido Dipo** - Associate, Banwo & Ighodalo, Nigeria.



- 24. Osagie Efe** - Project Assistant and Consultant, OIC International, USA.
- 25. Rotimi Akin** - President, African Youth Unite for Change, (AFYUCh), Nigeria.
- 26. Plumptre Subomi** - Head of Consulting Unit, Alder Consulting, Nigeria.
- 27. Solebo Oyin** - Co-Founder, MIH Investments, UK.
- 28. Uche Adaku** - International Development Manager, JA Worldwide, USA.

**NLI LEADERSHIP INITIATIVE**

**Lagos, Nigeria**

**REPORT OF THE TRUSTEES**

**AND**

**AUDITED FINANCIAL STATEMENTS**

**FOR THE YEAR ENDED DECEMBER 31, 2009**

**NLI LEADERSHIP INITIATIVE**  
**REPORT OF THE TRUSTEES**  
**AND AUDITED FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED DECEMBER 31, 2009**

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## **NLI LEADERSHIP INITIATIVE**

### **REPORT OF THE TRUSTEES**

#### **FOR THE YEAR ENDED DECEMBER 31, 2009**

The Trustees have the pleasure in presenting to the members of the organisation, their report and the audited financial statements for the year ended December 31, 2009.

### **PRINCIPAL ACTIVITIES**

The principal activity that NLI Leadership Initiative (NLI) carried out in 2009 was engaging in initiatives, seminars and projects that promoted the NLI vision of developing values-based Nigerian Leaders within and outside Nigeria. In addition, the first University Leadership seminar was held at the University of Lagos on February 7, 2009. There were 22 students in attendance. The seminar was moderated by Adenike Oke, NLI Associates, Rotimi Awopetu, Akeem Oyewale, Enesi Makoju, and Adeolu Akinyemi. Also in attendance were two senior NLI Fellows: Mr. Jimi Morgan and Mr. Gbenga Oyeboode who moderated the discussions 'What Would you Fix in Nigeria If you had the opportunity?' The one-day seminar was a condensed version of the three-day Future Leaders Seminar. It included discussions from selected articles including Dele Olojede's Ask Nothing of God.

In April 2009, NLI had its 2<sup>nd</sup> University seminar event at the Goldman Sachs, office in London, UK. In attendance were 13 university students; a representative from World Bank, founder of NLI, Segun Aganga, and NLI associates.

In May and October 2009, NLI organised two residential Future Leader seminars in Nigeria. The seminars were organised for highly achieving and credible emerging Nigerian leaders aged 25-35 years located in Nigeria and the Diaspora. This brings the total number of Associates from the Future Leaders Seminar to 138. A requirement of the Future Leaders Seminar is that Associates participate in a project geared towards changing the orientation and economic growth of Nigeria. The May 2009 Class successfully implemented its class project: NLI's Business Plan Competition. The Business Plan Competition was funded by First Bank of Nigeria Plc. The competition was open to small and growing businesses in Nigeria particularly those in the non-oil sector. The aim of the competition was to encourage entrepreneurship and stimulate employment in various sectors. The three winning entrants were identified and awarded prize monies at the NLI's fourth Awards Dinner held on the 31st of October 2009. At the awards dinner, NLI also gave out its 4<sup>th</sup> Values based Leaders Award to Mallam Adamu Ciroma.

In May 2009, NLI had its 2nd Annual Christopher Kolade Symposium at the Nigerian Institute of International Affairs. The Special Guest Speaker, Prof. Oladipupo Adamolekun D. Phil (Oxon), NNOM, gave a presentation on the Role of Professionals in Public Affairs.

## **NLI LEADERSHIP INITIATIVE**

### **REPORT OF THE TRUSTEES – Continued**

#### **FOR THE YEAR ENDED DECEMBER 31, 2009**

NLI also continued its activities under the National Reorientation Campaign – more specifically, the Public Appeals Pillar of this campaign which involves engaging the public through recorded radio messages on Key Values identified as important to the development and success of Nigeria. These radio messages were recorded by Dr. Christopher Kolade, Mrs Maryam Uwais, and Chief Emeka Anyaoku. Dr Kolade's message on Discipline and Integrity aired on Cool FM and Wazobia FM.

In August, NLI launched a sister organization in the United States, Friends of NLIN Inc. Friends of NLI Inc and NLI will work together to promote NLI's mission within the US and the diaspora.

#### **STATE OF AFFAIRS**

In the opinion of the Trustees, the state of the Organisation's affairs is satisfactory and no events have occurred since the balance sheet date, which would affect the Audited Financial Statements as presented.

#### **RESULT FOR THE YEAR**

	2009 N
Total Income	60,335,365
Total Expenditure	(42,101,756)
	-----
Surplus for the year	18,233,609
	=====

#### **FIXED ASSETS**

Information relating to changes in fixed assets is given in Note 2 to the audited financial statements.

#### **TRUSTEES AND MANAGEMENT TEAM**

The names of the Trustees and the management team at the date of this report and of those who held offices during the year are as follows:

Dr. Christopher Kolade	Founding Patron/Director
Mr. Segun Aganga	Founder/Director
Mr. Jimi Morgan	Member
Adenike Oke	Member
Bukunola Alakija	Member
Adenike Campbell-Fatoki	Executive Director (Nigeria)
Tumi Ajibola	Executive Director (USA)

## **NLI LEADERSHIP INITIATIVE**

### **REPORT OF THE TRUSTEES – Continued**

#### **FOR THE YEAR ENDED DECEMBER 31, 2009**

The names of the Advisory Board at the date of this report are as follows:

Dr. Christopher Kolade, Former Nigerian High Commissioner to the UK; Pro-Chancellor,  
Pan African University, Nigeria  
Bola Adesola, Executive Director, Corporate & Investment Banking, First Bank of Nigeria  
Jacobs Ajekigbe, Former Managing Director, First Bank Nigeria, Plc., Nigeria  
Dr. Titi Banjoko, Managing Director, Africa Recruit/Find a Job in Africa, UK  
Nasir El-Rufai, Director, El-Rufai & Partners, Nigeria  
Bridget Itsueli, Proprietor, Lagos Resource Center, Nigeria  
Asue Ighodalo, Managing Partner, Banwo & Ighodalo, Nigeria  
Jimi Morgan, CEO, 3T Consulting, Nigeria  
Dapo Olagunju, Group Head, Treasury, Access Bank Plc., Nigeria  
Dele Olojede, CEO, Timbuktu Media, Nigeria  
Prof. Jacob Olupona, Chair of the African Studies Committee & Academic Professor of African  
& Africa American Studies & Religion, Harvard University, USA  
Prof. Femi Oyeboode, Head of Department of Psychiatry, University Of Birmingham, Queen  
Elizabeth, Psychiatric Hospital, UK  
Sen. Udoma Udoma, Managing Partner, Udo Udoma & Belo Osagie, Nigeria  
Aminu Sadiq-Umar, Finance Analyst, UK  
Maryam Uwais, Principal Partner, Wali-Uwais & Co. Nigeria

### **RESPONSIBILITIES OF THE TRUSTEES**

In accordance with the provisions of sections 334 and 335 of the Companies and Allied Matters Act, CAP C20 Laws of the Federation of Nigeria, the Trustees are responsible for the preparation of the financial statements which give a true and fair view of the state of affairs of the Organisation as at the end of the financial year and its operating results and cash flows for the year and comply with the provisions of the Act. These responsibilities include ensuring that:

- i) adequate internal control procedures are instituted to safeguard assets and prevent and detect fraud and other irregularities;
- ii) proper accounting records are maintained;
- iii) applicable accounting standards are followed;
- iv) suitable accounting policies are used and consistently applied;
- v) the financial statements are prepared on the going concern basis unless it is inappropriate to presume that the Organisation will continue in business.



## **NLI LEADERSHIP INITIATIVE**

### **REPORT OF THE TRUSTEES**

**FOR THE YEAR ENDED DECEMBER 31, 2009**

#### **LIST OF DONORS**

First Bank of Nigeria Plc  
Virgin Nigeria  
World Bank  
KLM/AirFrance  
Federal Capital Territory

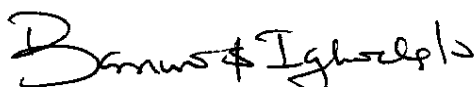
#### **EMPLOYMENT OF DISABLED PERSONS**

No disabled person was employed by the Organisation during the year. However, it is the Organisation's policy to consider disabled persons for employment if academically and medically qualified.

#### **AUDITORS**

Ernst and Young, having expressed their willingness, will continue in office as auditors in accordance with section 357(2) of the Companies and Allied Matters Act, CAP C20 Laws of the Federation of Nigeria.

**BY ORDER OF THE BOARD**

  
SECRETARY

December 15, 2010

## **INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF NLI LEADERSHIP INITIATIVE**

We have audited the accompanying financial statements of Nigeria Leadership Initiative, which comprise the balance sheet as at December 31, 2009, the income statement and statement of cash flows for the year then ended, and a summary of significant accounting policies and other explanatory notes.

### **Trustee's Responsibility for the Financial Statements**

As stated on page 5, the Trustees are responsible for the preparation and fair presentation of these financial statements. This responsibility includes: designing, implementing and maintaining internal control relevant to the preparation and fair presentation of financial statements that are free of material misstatement, whether due to fraud or error; selecting and applying appropriate accounting policies; and making accounting estimates that are reasonable in the circumstances.

### **Auditor's Responsibility**

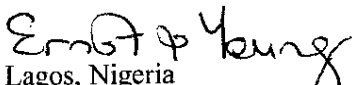
Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with International Standards on Auditing. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance whether the financial statements are free of material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

### **Opinion**

In our opinion, the financial statements give a true and fair view, in all material respects, the financial position of Nigeria Leadership Initiative as at December 31, 2009, and of its profits and cash flows for the year then ended in accordance with the provisions of the Companies and Allied Matters Act, CAP C20 Laws of the Federation of Nigeria, the Trust Deed and relevant standards issued by the Nigerian Accounting Standards Board.

  
Lagos, Nigeria

December 15, 2010

## **NLI LEADERSHIP INITIATIVE**

### **STATEMENT OF SIGNIFICANT ACCOUNTING POLICIES**

**FOR YEAR ENDED DECEMBER 31, 2009**

**a. Basis of Accounting**

The financial statements have been prepared under the historical cost convention.

**b. Income**

Income comprises grants from donor Organisations and individuals, interest on bank deposits and other receipts from publications, training, workshops and consultancies/honorarium for technical assistance services.

**c. Taxation**

In accordance with Nigeria Leadership Initiative status as a non-profit organisation, it is exempted from corporate income tax.

**d. Foreign Currency**

Transactions in foreign currencies are accounted for at the rate of exchange prevailing at the dates of the transactions. Assets and liabilities in foreign currency are translated to naira at the exchange rates ruling at the balance sheet dates. Gains and losses resulting from settlement of such transactions and from the translation of monetary assets and liabilities denominated in foreign currency are recognized in the income and expenditure account.

**e. Investments**

Investments are stated at lower of cost and net realizable value. Provisions are made for any diminution in the carrying value of the investments.

**f. Fixed Assets**

All fixed assets are stated at cost less accumulated depreciation.

**g. Depreciation**

Depreciation of tangible fixed assets is calculated to write-off the cost, on a straight-line basis, over the expected useful lives of the assets.

The annual rates of depreciation are:


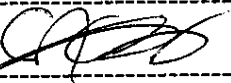
	%
Motor Vehicle	25
Furniture and equipments	20



# NLI LEADERSHIP INITIATIVE

## BALANCE SHEET

AS AT DECEMBER 31, 2009

	Notes	2009 ₦	2008 ₦
Fixed Assets	2	1,945,070	2,476,094
CURRENT ASSETS			
Cash at bank and in hand	3	22,305,592	2,890,959
		<u>22,305,592</u>	<u>2,890,959</u>
CURRENT LIABILITIES	4	(1,650,000)	(1,000,000)
NET CURRENT ASSETS		<u>20,655,592</u>	<u>1,890,959</u>
TOTAL ASSETS LESS CURRENT LIABILITIES		<u>22,600,662</u>	<u>4,367,053</u>
FINANCED BY:			
Accumulated fund	5	22,600,662	4,367,053
		<u>22,600,662</u>	<u>4,367,053</u>
  ) Trustees			

See notes to the financial statements on pages 12- 14.

# **NLI LEADERSHIP INITIATIVE**

## **INCOME AND EXPENDITURE ACCOUNT**

### **FOR THE YEAR ENDED DECEMBER 31, 2009**

	Notes	2009 ₦	2008 ₦
<b>INCOME</b>			
Donation		-	1,608,204
Other income		583,465	351,200
Office Space Donation		-	500,000
Corporate Contribution		30,586,000	38,455,500
Admin others		1,450,000	-
Corporate Sponsor		2,500,000	-
Individual sponsor		200,000	-
Business plan competition		14,433,900	-
Other sponsors		150,000	-
Debate competition		10,432,000	-
		-----	-----
Total Income		<u><u>60,335,365</u></u>	<u><u>40,914,904</u></u>
<b>EXPENDITURE</b>			
Audit Fees		1,250,000	1,000,000
Depreciation		641,024	173,906
Other Admin Expenses		1,355,738	2,795,881
Salaries and other labour related expenses		7,670,509	2,466,293
Bank Charges		401,003	242,025
Seminars:			
• Future leader		16,460,753	11,452,966
• Christopher Kolade Symposium		713,500	1,681,350
• Senior Leader		200,000	10,425,720
• Award Dinner		3,741,000	4,347,453
• Business Plan Competition		9,668,229	1,962,257
		-----	-----
		<u><u>42,101,756</u></u>	<u><u>36,547,851</u></u>
Surplus for the year		<u><u>18,233,609</u></u>	<u><u>4,367,053</u></u>

See notes to the financial statements on pages 12-14.

**NLI LEADERSHIP INITIATIVE**  
**STATEMENT OF CASH FLOWS**  
**FOR THE YEAR ENDED DECEMBER 31, 2009**

	Note	2009 ₱	2008 ₱
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>			
Cash receipt from donors		60,335,365	40,914,904
Cash paid to employees and other operating Expenses		(40,810,732)	(35,373,945)
Net cash inflow from operating activities	6	<u>19,524,633</u>	<u>5,540,959</u>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>			
Investment in fixed asset	2	<u>(110,000)</u>	<u>(2,650,000)</u>
Net increase in cash and cash equivalents		19,414,633	2,890,959
Cash and cash equivalents at beginning of the year		<u>2,890,959</u>	<u>-</u>
Cash and cash equivalents at end of the year	3	<u><u>22,305,592</u></u>	<u><u>2,890,959</u></u>

See notes to the financial statements on pages 12 -14.



## NLI LEADERSHIP INITIATIVE

### NOTES TO THE AUDITED FINANCIAL STATEMENTS

#### 1. CORPORATE STRUCTURE AND BUSINESS

The Organization was incorporated as a non-governmental and non-profit making organisation. It is run by an Executive Director who reports her activities to members of the Board of Trustees.

#### 2. FIXED ASSETS

	Motor Vehicles ₦	Furniture and Equipments ₦	Total ₦
<b>COST</b>			
As at January 1, 2009	2,650,000	-	2,650,000
Additions	-	110,000	110,000
	-----	-----	-----
At December 31, 2009	2,650,000	110,000	2,760,000
	=====	=====	=====
<b>DEPRECIATION</b>			
As at January 1, 2009	173,906	-	173,906
Charge for the year	619,024	22,000	641,024
	-----	-----	-----
At December 31, 2009	792,930	22,000	814,930
	=====	=====	=====
<b>NET BOOK VALUE</b>			
As at December 31, 2009	1,857,070	88,000	1,945,070
	=====	=====	=====
 As at December 31, 2008	 2,476,094	 -	 2,476,094
	=====	=====	=====

## NLI LEADERSHIP INITIATIVE

### NOTES TO THE AUDITED FINANCIAL STATEMENTS - Continued

	2009 ₦	2008 ₦
<b>3. CASH AT BANK AND IN HAND</b>		
First Bank plc	22,284,214	2,526,947
Zenith Bank Plc	21,378	364,012
	<u>22,305,592</u>	<u>2,890,959</u>
Cash at bank	<u>22,305,592</u>	<u>2,890,959</u>
<b>4. CURRENT LIABILITIES</b>		
Accruals – Audit Fee	<u>1,650,000</u>	<u>1,000,000</u>
<b>5. ACCUMULATED FUNDS</b>		
Balance as at January 1,	4,367,053	-
Surplus	18,233,609	4,367,053
	<u>22,600,662</u>	<u>4,367,053</u>
Balance as at December 31,	<u>22,600,662</u>	<u>4,367,053</u>
<b>6. RECONCILIATION OF NET INCOME TO NET CASH PROVIDED BY OPERATING ACTIVITIES</b>		
Surplus	18,233,609	4,367,053
Adjustment to reconcile excess income to net cash provided:		
Depreciation	641,024	173,906
Increase in Creditors and Accruals	650,000	1,000,000
	<u>19,524,633</u>	<u>5,540,959</u>

## **NLI LEADERSHIP INITIATIVE**

### **NOTES TO THE AUDITED FINANCIAL STATEMENTS - Continued**

2009	2008
<del>N</del>	<del>N</del>

#### **7. CAPITAL COMMITMENTS AND CONTINGENT LIABILITIES**

The Organisation has no capital commitment or known liabilities for which appropriate provision has not been made.

#### **8. SUBSEQUENT EVENTS**

No event has occurred since the balance sheet date, which could have a significant effect on the Audited Financial Statements.



# **NLI LEADERSHIP INITIATIVE**

## **STATEMENT OF VALUE ADDED**

**FOR THE YEAR ENDED DECEMBER 31, 2009**

	2009 ₦	2008 ₦
Income	60,335,365	40,914,904
Cost of seminars and other services	(34,605,153)	(34,081,558)
Value Added	<u>25,730,212</u>	<u>6,833,346</u>

Applied as follows:

To pay employees:

- as Salaries and labour related expenses	7,670,509	30	2,466,293	36
---	-----------	----	-----------	----

Retained for the Organistaion's future:

-for asset replacement as depreciation	641,024	2	173,906	2
- for expansion as retained surplus	18,233,609	68	4,367,053	62
	<u>26,545,142</u>	<u>100</u>	<u>7,007,252</u>	<u>100</u>

Value added represents the wealth which the organization has been able to create by its own and its employee's efforts. This statement shows the allocation of that wealth among employees, capital providers and retained for future creation of wealth.

# **NLI LEADERSHIP INITIATIVE**

## **TWO YEARS FINANCIAL SUMMARY**

### **FOR THE YEAR ENDED DECEMBER 31,**

	2009 ₦	2008 ₦
Accumulated fund	22,600,662 =====	4,367,053 =====
Fixed Assets	1,945,070	2,476,094
Net Current Assets	20,655,592 -----	1,890,959 -----
	22,600,662 =====	4,367,053 =====
Income	60,335,365 =====	40,914,904 =====
Surplus for the year	18,233,609 =====	4,367,053 =====

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