

LEADERSHIP DEVELOPMENT FOR MOBILIZING REPRODUCTIVE HEALTH (LDM) Nigeria

8 years of leadership development by the dRPC with IIE
support



Fellows of Packard Foundation Leadership Programs at the National Health Conference Abuja

Leadership Development for mobilization in reproductive health

Introduction

The year, 2010, marks the eight year of the Leadership Development for Mobilization of Reproductive Health (LDM) program in Nigeria. The LDM program is been unique for its ability to reach out to change agents such as Islamic scholars, secondary school teachers, midwives and development workers who would normally have throughout of themselves as RH leaders. Since its formation, the fellowship of RH leaders has grown from a handful of fellows in different programs to a close-nit fellowship and network of

Phase 1 2002-2006

Building technical capacity for leadership in RH - Overseas Training Phase

1.0 Introduction

The period 2002 to 2006 was one in which the primary focus of the LDM program was on identifying, selecting and processing fellows to attend overseas short term training programs. The then Selection Committee was comprised of senior leadership fellows of the IHP such as Dr. Mairo Mandara, Hajiya Bilkisu Yusuf, Dr. Habib Sadauki, Chief Imam Sani Isah, Dr. Sunday Shittu. The Selection Committee's emphasis was on identifying activists from within civil society groups with a passion and commitment to change. Once selected, fellows had a say in selecting the course they were to attend. Favorite courses in the early days were the Islam and Family Planning course run by the Institute for Family Planning in Alexandria, Egypt; the Understanding and Managing RH Programs run by the Institute of Social Studies, the Hague; Gender and RH run by Alhfad University for Women/WHO, Sudan.

The Islam and Family Planning study tour which emerged to be the most popular was adapted from the Islam and Family Planning course in response to the specific needs and requirements of the Nigerian LDM participants over the years. Since the commencement of the LDM program in 2002 more fellows have attended this program than any other program. By 2006 40 fellows attended this program. The study tour offers senior Islamic scholars an opportunity to see best practices and debate issues about Islamic precepts on issues ranging from early marriage, HIV/AIDS, family size, birth spacing and the rights of women in Islam.

Participants come from varied backgrounds and are members of various leadership organizations and agencies:

- Members of Islamic medical associations and Muslim doctors
- Members of Sharia Commissions or similar agencies throughout Northern Nigeria
- Independent Islamic scholars
- Muslim Women Activists
- Senior civil servants working in the area of health administration

Participants were drawn from 10 different states in Northern Nigeria with the largest number coming from Kano State. Approximately three quarters of the participants are male and one quarter female. In response to the specific needs of the Nigerian fellows the tour has been customized to accommodate the groups' interests in outreach maternal health facilities as well as to involve the Nigerian Ambassadors' participation in the graduation and other ceremonies of the tour.

The Nigerian Ambassador to Egypt, Alhaji Gali Umar, makes it a point to attend all graduation ceremonies, presenting certificates and putting on record the importance of this collaboration for Nigeria



The study tour program is spread over 12 days of intensive visits to selected sites and key officials where participants were allowed to interact with officials and to ask questions through interpreters. At the end of each day the group reviewed the day's activities and planned for the next day's program. Each

group of the study tour had been officially met at the Cairo Airport by Mr. Abdelfattah Abdou, the Deputy Director of the Institute in the early morning. Immediately after arrival and a brief visit to the center's hostel in Alexandria for breakfast and introduction to staff, the official 12 day study tour begins.

1.1 Participant's Assessment of the study tour

Over the years, study tour participants have generally rated the course to be well organized, informative, full of new information and some have even assessed it as 'life changing'. Participants generally believe that the best practices seen in Egypt could be implemented in Nigeria. Of particular significance for participants has been the high level to which typical health facilities were equipped in Egypt, the high level of motivation of health professionals despite their modest wages and the commitment to standards and management in the Egyptian health system. Participants who took part in the TOT of the Islam and RH Course rated technical information received as well as the facilitation on planning and organizing trainings as excellent. However, some participants did have some critical remarks to make. The most consistent remark made over the years had to do with the sanitized nature of the tour. Several participants commented that they were not taken to poor rural settings similar to some Northern Nigerian settings and that some segments of Egypt's population were not seen throughout the tour.

What I would do differently in my workplace when returning is that I would do more advocacy and networking to get the public, the NGOs and the Ulama as well as all stakeholders to support government's drive to provide free Maternal and child welfare services with a View to reducing Maternal Mortality and Morbidity (Senior Muslim Medical Doctor, Kano State)

I will try my all my best to highlight to the Ulama who are directly under my office to put more effort on maternal health problems at our local government level. I also want to give lectures and sermons to husbands on the threat of maternal death to our entire society. (Chief Imam, and Emirate Council Member, Borno State)

By the end of this grant period, 2006, evaluations of the LDM program revealed that fellows were developing technical capacity in areas such as the Islamic perspective of RH; Monitoring and Evaluation of RH programs; Management of RH programs; gender programming and gender budgeting. These achievements notwithstanding, it was also clear that there was little networking and no real learning around leadership development. While the LDM was referred to as a leadership program there was more technical than leadership capacity building.

Phase II 2006 - 2008
In-country leadership strengthening

2.0 Introduction

During this phase of the program the focus shifted from overseas short term training to in-country leadership strengthening activities designed to get fellows working together and develop leadership skills around advocacy. Under the 2006 to 2008 grant, the LDM Nigeria program sought to strengthen networks of leaders, support leaders’ professional development through post training participation in workshops, conferences and meetings and support fellows activities and projects through mini-grants. All fellows supported by the Packard Foundation under the University of Washington, Visionary Leadership Program, International Health Programs and former Leadership Development Mechanism were supported under the current LDM during this reporting period.

Nigeria Leadership Fellows as at 2006

LDM		VLP		IFPLP		UW/PLP		Total	
F	M	F	M	F	M	F	M	F	M
42	43	21	12	19	13	3	3	85	71

2.1 RH fellows speak up and shape National and Northern reproductive health policies!!

Fourteen RH fellows of the LDM, VLP and the IFPLP programs were supported to attend the First National Health Conference on the 28th and 29th November 2006 to advocate for greater attention to be give to maternal health in national health. The fellows held an advocacy planning meeting on Thursday 9th November 2006 during the visit of Greta McKinney from the LDM San Francisco Office to come up with a slogan and action plan. The slogan “***Maternal Health is National Health***” was developed and the fellows agreed to increase awareness by asking questions and making verbal submissions in the workshop sessions.

During the two day workshop, the fellows met nightly to coordinated their strategy during the workshop and at the end of the workshop. Fellows also networked with Advocacy Nigeria, which mounted a strategic campaign to bring to the attention of the conference organizers the under-representation of RH in the National Health Policy. As a result of the interest generated in the workshop, fellows agreed to set up discussion forum and monitoring group on

the adoption of the National Health Act I their states. The table below summarizes the list of fellows who participated in this conference.

Table 1.0 LIST OF FELLOWS NETWORKING AT THE NATIONAL HEALTH CONFERENCE

S/NO	NAME	SEX	State	PROGRAM
1	Dr. Clara Ladi Ejembi	F	Kaduna	IFPLP
2	Alhaji Mustapha Kolo	M	Borno	LDM
3	Dr Umar Faruk Jibril	M	Kano	LDM
4	Dr Bello Dikko	M	Kano	IFPLP
5	Dr. Abdul Ishaq Funsho	M	Kwara	LDM
6	Mrs. Salome Dashe	F	Plateau	LDM
7	Dr. Jonathan Karshima	M	Plateau	IFPLP
8	Hajiya Jamila Nuhu Musa	F	FCT	LDM
9	Alhaji Shehu Makarfi	M	Kaduna	IFPLP
10	Hajiya Rakiya Sani Ahmed	F	Kano	LDM
11	Prof. Bala Dogo	M	Kaduna	VLP
12	Alhaji Lawal Yau	M	Jigawa	LDM
13	Hajiya Aisha Halliru	F	Kano	LDM

In 2007 18 fellows have been supported to attend 4 major conferences to review national maternal health and gender related national policies. The breakdown of the fellows is: 4 VLP; 4 IFPLP; 10 LDM fellows. Two Packard fellows, one VLP and one LDM, were supported to attend the Nigeria HIV/AIDS summit on 1st-15th April 2007. The summit was organized to bring together all stakeholders with a view to breaking all barriers between different constituencies ranging from government to civil society organizations and donor agencies. Another objective was that the summit would provide a good platform for consensus around issues and challenges.

Fellows were also supported to contribute to the rich debates and discussions at the National Conference on Maternal, New born and Child Health on 28-29th March 2007. Fellows collaborated with Advocacy Nigeria and made their presence felt at the National Health Conference of Nigeria in Abuja. Four fellows working on gender and health were supported to participate in the zonal dissemination and review meetings of the National Economic Empowerment Strategy (NEEDS 2) strategy review workshop in Kaduna, Bauchi and Benue States.

A team of 25 RH Fellows from all leadership programs were facilitated to attend the first Health Summit of the Northern Governors on 12th November 2007, at Arewa House, Kaduna state. At this forum fellows advocated for increased funding for Maternal Health and Alhaji Shehu Mohammed Makarfi,

IHP Fellow addressed the forum making a strong appeal for increased funding for maternal health.

The fellows mounted suggestion boxes to canvas the views and opinions from delegates about how maternal health could be improved in Northern Nigeria. Media representatives, government officials, NGO representatives, concerned Nigerians, development partners and even some of the Personal Assistants of the officials present stopped to give their inputs at the table of the suggestion box. The handwritten suggestions/recommendations received which were collated and classified by the dRPC, were published on Page 11 of the Daily Trust, Monday, November 26, 2007.

2.2 Training of Trainers (TOT) on Islam and RH

Five Packard RH Fellows were supported to attend a specially customized TOT in Islam and Reproductive Health in Alexandria, Egypt from Jan 31st 2007- Feb 19th 2007. The TOT was conducted by experts on Islam and Reproductive health who were affiliated to Islamic and Medical Institutions. The main focus of the tour was to prepare a strategic group of Packard Fellows to be able to conduct and or to support step-down trainings in Islam and Maternal Health. The participants in this TOT included, Dr. Habibu Sadauki, (IHP Fellow); Dr. Murtala Mai, (IHP Fellow); Dr. Umar Dikko (IHP Fellow); Alhaji Alballahi MaiWada also a fellow, who was paid for by his organization and Hajiya Safir Tahir (VLP Fellow). Since 2002, 42 fellows have been supported to attend the Islam and Maternal Health Study Tour in Egypt. This study tour was especially customized from the Islam and Family Planning course in response to the needs of Nigerian fellows.

2.3 LDM supports fellows for continued leadership and professional development

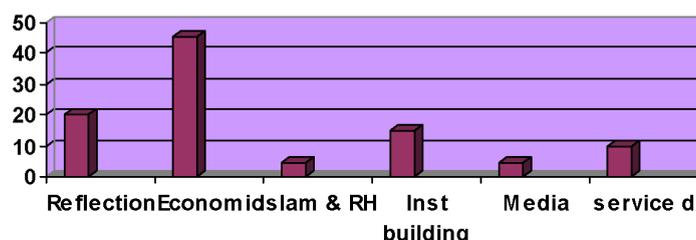
Two fellows requested for institutional support in the form of minigrants to develop their organizations and organizational programs in gender and reproductive health. They were Hajiya Dije Yahaya and Dr. Umar Faruk Jibril. Hajiya Dije Yahaya received \$2, 000 to build the capacity of her organization, the Women Rights Advancement Protection alternative (WRAPA) Northwest Zonal Office. Dr. Umar Faruk Jibril who is a lecturer and Head of Department, Communications Department, Bayero University Kano was awarded a \$2,000 mini-institutional grant to develop a curriculum for Strategic Communication Training in RH. The curriculum is expected to be launched in mid-June 2008.

2.3 Minigrants to support fellows' projects

Mini-grants were awarded to fellows holding a leadership position in an organization or to a team of two or more Fellows residing in the same location. The objective of the Minigrant project was to foster collaboration between Fellows, for fellows to utilize skills and knowledge acquired from the training courses they participated in and to build capacity and mentor younger RH fellows in the organization of the fellows. Minigrant activities ranged from training workshops to curricula development. The Project is expected to run from March 2007 to Dec 2008.

The Mini-grants projects included reflections and researches of fellows past project experiences in HIV/AIDS and Islam and Reproductive health. They also included integrated reproductive health and economic empowerment practical projects as well as service delivery and media projects.

Areas of fellows' minigrant projects



Source: Grant application forms

Over the period of the project, monthly or quarterly status reports were submitted by the fellows. A review meeting was held on 2nd August 2007 with the LDM Program Director where a selection of fellows were invited to talk about their projects. Each of the invited fellows gave status reports of their projects, including their achievements their challenges and lessons learnt. Some of the fellows who were supported to carry out economic empowerment projects displayed some of their products at the meeting.

Summary of minigrants awarded to RH Leaders

Name & program	Sex	Funds	State	Objective of mini-grant proposal
1. Mani Gambarawa (VLP)	Male		Katsina	Common misconceptions, myths, questions and issues raised about Islam and RH. Eg. Is it true that women who die in childbirth are taken into paradise? To identify the leading Islamic scholars of the different schools of thought.
2.Ladi Wayi (VLP)	Female		Kano	To identify and provide and integrated package of income generation skills RH information to 40 adolescent females

3.Safir Tahir (VLP)	Female	Sokoto	To design and provide and integrated program of income generation skills and RH/HIV/AIDS information to 40 women in livelihood associations	
4 Dr. MaiRiga (LDM)	Male	Borno	To identify 10 new RH fellows engaged in FP service delivery to be mentored	
5 Aminu Abdullahi (VLP)	Male	Jigawa	To coordinate a follow up open space training on Family planning service delivery to providers	
6 Jamila Nuhu (LDM)	Female	Abuja	To conduct investigative reports into gender and reproductive health policy making at the nation level	
7 Musa Kazaure (LDM)	Male	Jigawa	To undertake investigative journalism into the incorporation of women's issues in Northern interest associations in Northern Nigeria	
8.Aisha Abba (LDM)	Female	Kano	To identify existing films with RH themes, to make them assessable in Hausa language, to screen them and stimulate discussions amongst adolescents	
9. Mustapha Kolo (LDM)	Male	Borno	To design and provide and integrated program of income generation skills and RH/HIV/AIDS information to 40 women in livelihood associations	
10. Dr. Farouk (LDM)	Male	Kano	To develop and pre-test a Module on Strategic communication in RH within the BSc Mass Communication Dept in Bayero University Kano	
11. Dije Yahaya (LDM)	Female	Kano	\$2,000	To provide organizational effectiveness support the Zonal Office of the NGO Women Advancement (WRAPA)
12. Jamila Yahaya (LDM)	Female	Kano	\$2,000	To explore and document the processes which organizations implementing HIV/AIDS undertake when designing and redesigning HIV/AIDS interventions. The methodology proposed is that of a longitudinal case study of SWAAN HIV/AIDS interventions
13. Hajiya Binta Gombo	Female	Kano		To provide RH information to adolescents within economic empowerment projects
14. His Highness Alhji Gidado, Sulaiman Farfaru District Head	Male	Katsina	\$2,000.00	To Sensitize community leaders to the rights of women to access health facilities and services in the remote border area of Zandam, Katsina
				50 Traditional and religious leaders in Zandam

2.4 Fellows mentor young scholars working on gender and RH

The idea for this project is based on the assumption Packard Foundation Leaders have participated have the skills and practical experiences to mentor young researchers working in the area of Reproductive Health in Northern Nigeria. The dRPC believes this group of leaders is well situated to support and mentor young researchers who can benefit from their practical insights and

professional experiences. The dRPC awarded mentoring fellowships to 7 final year undergraduate and postgraduate students, to be mentored by nine of the Packard fellows, to carry out research work on their Project/Thesis.

2.4.1 The mentoring fellowship

The mentoring fellowships are not designed to replace formal guidance by academic supervisor. The mentees had to conform to specific criteria set by the dRPC before receiving the fellowship. Fellowships covered all costs associated with interviews, questionnaire administration, archival work, peer/mentor's review of research design and preliminary findings, contact between supervisors and mentor, data coding and analysis of quantitative data; purchase of research materials such as tape recorders, cassettes and batteries. Fellowships also included experience sharing and training in research methods. The fellowships are expected to run from May 2007 to March 2008.

The first planning meeting was held at the dRPC office where all the 7 mentees were introduced to their mentors and together they worked on a work plan and budget for the period of the fellowship. Over the months, the mentors had various meetings with their mentees where they drew up questionnaires and planned out strategies on the approach they would take. Progress reports were also written and sent in by both mentees and mentors alike.

2.5 Fellows' media network project

The LDM media fellows came up with a new concept to develop a short intensive production, training film tagged 'from script to screen' aimed at introducing the participants to the techniques, methods and discipline of producing video films which promote positive behaviors and attitudes towards gender and maternal health in Northern Nigeria. The fellows collaborated with Motion Pictures Practitioners Association of Nigeria (MOPPAN) to plan and coordinate the training, which resulted in the production of two 5-minute mini-films in Hausa language with English sub-titles on themes related to gender and maternal health. The sum of N1, 000, 000 was expended on this activity.

The script to screen training was held at Mambayya House, Bayero University Kano, Kano City from 6th-10th June 2007. The methodology used was that of lead paper presentations by Packard Fellows followed by intensive practical sessions. The practical sessions included script writing by the participants, production planning, shooting the films and post production activities. Two

scripts written by the participants were selected to be produced into films. The dRPC further decided to produce the films on CD and make 1000 copies to distribute widely. The films were also screened at the Packard Foundation Biannual meeting on the 31st of July which was held in Kano State. Rich discussions were generated and the participants gave inputs into the film production. This project was generally well accepted by the trainers and trainees.

2.6 Islam and RH Roundtable

With more than half of the RH fellows being Islamic scholars and Muslim medical workers, (ISAMMW) the LDM program has fashioned out innovative activities to maintain the involvement and commitment of this important group. In 2006, two fellows who were Islamic scholars conducted a step down Open Space meeting on the theme of Maternal Health to 80 Islamic scholars in Kaduna State. In 2007 a Roundtable was held on 14th July 2007 at Tahir Guest Palace Kano State. The Roundtable took the format of an experience sharing forum by the Packard Fellows who attended the Islam and Maternal Health Study Tour in Egypt. The presentations reflected on the Egyptian experiences and lessons learnt by the fellows. The presentations were made to a forum of 44 Senior Civil Servants working in the health bureaucracy in the 6 Packard focal states. At the end of the Roundtable a network was formed to continue the work of advocacy to a wider audience of Islam scholars and traditional leaders. The network of Islamic scholars have conducted more than 40 advocacy visits to strategic Islamic scholars and traditional leaders including the Sultan of Sokoto.

2.7 New Technologies in Participatory Methods in RH - Open Space National and State level meetings and Facilitative Leadership Training

An historic National Open Space meeting with over 100 RH leaders took place at Arewa House in Kaduna State in 2006. A core group of 12 Master Trainers were trained to cascade the meeting technology into the states and Open Space State level meetings were held in months following the initial start up meeting. The meetings provided an opportunity for fellows to coordinate their efforts in RH and to develop practical action plans for implementation as a network. In each state meeting, the practical issues represented the dominant concerns and key RH problems discussed. For example, in the case of Jigawa State, the fact that no participants signed up to attend the Family planning (FP) session led the Design Team to conclude that a specific activity was required addressing how to communicate FP information in a culturally sensitive manner. In the case of the Bauchi/Gombe meeting, the gathering of RH leaders present generated so much information on the situation of maternal health in the community that they took the decision to formalize the proceeding in the form of a publication for dissemination to policy makers. In the Borno/Yobe State meetings, the group

emerged from the forum with a clear decision to take the issues identified to the Executive Governor for action. In the Open Space meeting for Islamic scholars in Kaduna state, the group saw this activity as a continuing one rather than a discrete workshop and reserved funds for outreach preaching on the Islamic position on maternal health.

In an effort to continue the momentum generated by the Open Space Meeting of 2006, follow up activities were planned in 2007. The most effective of these activities which can be show cased is the Jigawa State fellows training program on family planning for community based health providers.

2.7.1 Open Space in JIGAWA State

In Jigawa State, the fellows received \$2,000.00 to organize a one day training workshop for 20 health care providers and 10 CSO members. This activity was expected to bridge the information gap on effective family planning information and services for the family planning services providers in the state general hospitals /community clinics and members of the civil society organizations. The activity was aimed at training the target group on communicating and rendering effective family planning services in their communities. This training came about as a result of the Jigawa State level Open Space workshop that was held in 2006 where it was observed that all the participants avoided a session on family planning. The need to hold a training workshop on family planning was recognized and 3 LDM fellows, an Islamic Scholar from Katsina State and two medical doctors from Kano State were identified as the resource persons at the training workshop. The Islamic Scholar opened the workshop giving participants the Islamic view on family planning and the medical doctors followed up with discussions on various methods of family planning and the side effects case management. The training was interactive as the participants asked questions that are not only related to methods of family planning but the best way to communicate the need to the community. The participants also gave reasons why their communities are resistant to accessing family planning information and services. The end of workshop evaluation showed a positive change in attitude and knowledge of family planning by health care providers.



Open Space Meeting in Jigawa State, 2006

2.7.2 Open Space in BORNO/YOBE State

In Borno/Yobe States, the network of Packard Leaders received the sum of \$1,500.00 as a minigrant towards the objective of identifying and mentor prospective reproductive health leaders in the states. At the first inaugural meeting which was held in July, the network formed a committee to develop, produce and distribute application forms for identification of the RH leaders. Screening of the candidates took place on 17th of August 2007. Preferences were given to candidates belonging to NGOs/CBOs, applicants between the age of 20 and 44 years, married applicants, female applicants, past experience in NGO/CBO work and those who are not involved with demanding occupations such as students and civil servants. At the end of the screening 33 applicants were short listed for the interview. A total of 13 candidates were successful in the interview, 6 from Borno and 7 from Yobe, and one from each state were taken as reserves; making the total number to 15 in all. The successful candidates are scheduled to undergo in-country leadership development training under the new grant in 2008.

2.8 Facilitative Leadership Training

A two-day facilitative leadership training program was

**FACILITATIVE LEADERSHIP TRAINING
29TH JUNE, 2008 TO 30TH JUNE, 2008
LIST OF PARTICIPANTS**

- | | |
|---------------------------|---------------------------|
| 1. Aminu Abdullahi | JYNET Gumel Jigawa State |
| 2. Prof. Bala Dogo | CARE - NGO, Kaduna |
| 3. Dr. Abdulkarim Mairiga | Sunni Hospital, Maiduguri |

4. Lawal Y. Charanchi	ARFHYD, Katsina
5. Samira Abdulkadir	Al- Yusra Foundation, Kano
6. Dije Yahya	WRAPA, Abuja
7. Eugene Eric Kim	Blue Oxen Associates, U.S.A
8. Rakiya Sani Ahmed	Ilham Development Centre, Kano
9. Fatima Balal	dRPC, Kano
10. Dahiru Sani	Kaduna Business School, Kaduna
11. Umar Faruk Jibril (PhD)	Bayero University, Kano
12. Shehu U. M. Makarfi	SICHST Makarfi, Kaduna State
13. Lawan Ya'u Abdullahi	VILDEV Jigawa State
14. Abdulrazaq S. Alkali	YOSPIS Kano
15. Hadiza Isma'il	dRPC, Kano
16. Muhammad Mustapha	DAG, Kano
17. Ladi Wayi	WAYS Kano
18. Imam Muh'd Sani Isah	WRMF, Kaduna
19. Kabir M. Abdullahi	Packard Foundation, Abuja
20. Christopher Mbasua	dRPC, Kano



There was a 2 day Facilitative Leadership Training which started immediately after the LDM Meeting from the 29th June to the 30th June, 2008 with 20 participants. Mr. Ayalew Zegeye facilitated the training. The objective of the training was for the participants to identify his/her leadership style and the following:

- Challenges of leadership
- Dilemma of leadership
- Need for change
- Frustration
- System failure
- Accountability and Transparency

It was discussed also that leadership is about us (who we are) and this follows us everywhere. Developmental Leadership was also discussed meaning, development should start from our households, schools, religious houses. There was also a dialogue on Personal Leadership Vision and Shared Leadership Vision.

There were exercise sessions during the training to determine what type of leadership qualities an individual has. This blindfold exercise was facilitated by Mr. Eugene Kim from San Francisco. After which the participants were paired up to dialogue on making meaning out of facilitative leadership.

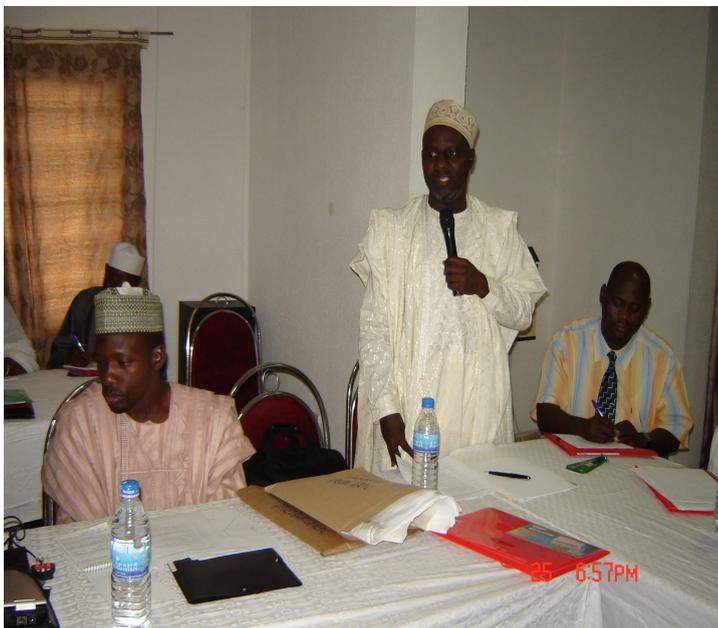
There was a dialogue on external and internal barriers for practicing facilitative leadership. Another exercise which took place was to show that leadership has different faces. This was facilitated by Mr. Ayalew. It was called the Paradigm Shift Exercise. The Participants were put in groups to share experiences of successes/gains made as a result of being able to shift paradigms and also of losses made as a result of paradigm paralysis. Presentations were made by all the groups.

The training ended at 3:00pm of the 30th June, 2008 with the Closing Remarks by Mrs. Cheryl Francisconi and Dr. Judith-Ann Walker.

2.8 Advocacy Skills Building for Fellows

During this phase of the LDM grant strategy synergies were achieved with the Advocacy in Reproductive Health Project, both of which are anchored by the dRPC and funded by the Packard Foundation. Under the ARH project 40 fellows were supported through training and coordination to conduct advocacy visits and carry out advocacy activities in the 6 Packard Foundation focal states.

Under the ARH project, RH leaders conduct a step-down training in advocacy strategies for RH in Northern Nigeria.



Alhaji Shehu Markafi introducing the group of fellows to the Spitfire Methodology in Advocacy for Reproductive Health, 20th October 2007

On 2nd November 2007, a team of Packard Foundation RH leaders paid a visit to Niger State to commence the process of deepening civil society involvement in the first Health Summit of Northern Governors. The meeting with the coordinating committee of the Health Summit aimed to locate RH more centrally in the issue statement and presentations of the Summit.



Packard Foundation RH leaders attended the first Health Summit on 12th November 2007, at Arewa House, Kaduna. At this forum fellows advocated for increased funding for Maternal Health more generally and Alhaji Shehu Mohammed Makarfi, State Focal Person for Kaduna State made a strong presentation for increased funding on behalf of all the fellows and the dRPC.

The dRPC mounted suggestion boxes to canvas the views and opinions from delegates about how maternal health could be improved in Northern Nigeria. Media representatives, government officials, NGO representatives, concerned Nigerians, development partners and even some of the Personal Assistants of the officials present stopped to give their inputs at the table of the suggestion box. The handwritten suggestions/recommendations received which were collated and classified by the dRPC, were published on Page 11 of the Daily Trust, Monday, November 26, 2007.



Northern Governors Forum, 12th November, 2007

Commencing June of 2007, the State Advocacy Teams paid advocacy visits as well as follow up visits to over 500 key stakeholders with influence over maternal health allocation in the 6 focal states. Advocacy visits were made to Executive Governors of the states, the speakers and chair-persons of health committees of state legislative houses, wives of the Executive Governors, Commissioners for Health, Women Affairs, Budget and Economic Planning, and Finance as well as influential religious and traditional leaders. By the end of December 2007, advocacy visits had been conducted to the Executive Governor of Kaduna State and his Executive Council as well as Commissioners of Health and Budgets. In Bauchi and Kano States advocacy visits had been made to all Commissioners and the Executive Council. Appointments had been given for advocacy visits in Zamfara, Borno and Katsina states in the new year 2008. The team of Islamic scholars and Opinion leaders had also met and mapped out their strategy for advocacy visits to religious and traditional leaders in all 6 focal states.

2.9 Support for fellows to mentor junior staff and associated under Heinrich Boll Foundation grant

The dRPC was able to further support fellows under a grant from the Heinrich Boll Foundation (HBF), Women's Rights and Empowerment Project to mentor

colleagues from the same NGO and develop their leadership skills in the area of women's rights.

Fellows participating women's rights capacity building workshop

Name of participant	Organization
Mallam Lawal Yau	Village Development Forum, Jigawa State
Hajiya Jamila Yahaya	Muslim Sisters Organization, Kano State
Hajiya Sadiya Adamu	Muslim Sisters Organization, Kano State
Mallam Mustapha Kolo	Sukul Development Association, Borno State
Chief Imam Sani Isa	Muslim/Christian Forum, Kaduna State
Imam M. Katchalla	Islamic Scholar, Borno State
Mallam Lawal Mani Gambarawa	Islamic Scholar, Katsina State



Women's rights and empowerment civil society activists in group work session at the HBF supported capacity building training workshop on Day II, of the meeting, 26th October, 2007, Venue, Nassarawa Hotel, Nassarawa GRA, Kano State

2.9 LDM Bi-Annual meeting 22nd – 28th June 2008

The LDM Bi-Annual Meeting took place at the Tahir Guest Palace in Kano between the 22nd – 28th June 2008.

Attendance:

1. Mrs. Cheryl Francisconi	Ethiopia
2. Mr. Ayalew Zegeye	Ethiopia
3. Mr. Haddis Muguleta	Ethiopia
4. Dr. Judith Ann Walker	Nigeria
5. Dr. Yahaya Hashim	Nigeria
6. Ms. Magdalena Lopez	Philippines
7. Mr. Sanjay Pandey	India
8. Mrs. Kamyla Marvi	Pakistan

The Program Director, Mrs. Cheryl Francisconi opened the meeting with words of happiness for being in Nigeria again. She thanked everybody for being there and she apologized for starting the meeting late. She thanked dRPC for giving them a huge welcome and was glad to have everyone there. She also said she was glad to have Ayalew Zegeye from Ethiopia to facilitate. She welcomed everyone once again.

Dr Walker started by welcoming everybody. She said she was honoured that Nigeria is the host and that there was a lot of preparations and micro planning for this activity because Nigeria has a challenging environmental plan. She welcomed everyone once again and thanked them for being adventurous to be here and that they were looking forward to being with them.

The meeting covered the program review; strategizing for the future; sessions on monitoring and evaluation; Country Manager's mentoring and site visits. The site visit to Katsina state started by 7:30am on the 23rd June. The group was joined by RH leaders who escorted them to Zandam village. The group arrived Zandam at 11:30am where they visited the Antenatal clinic and dispensary constructed by an LDM fellow Alh. Magaji Zandam.



From Zandam, the group visited the Emir of Katsina and the new 500 bed Maternity Hospital yet to be commissioned.



Phase III 2009-2010

Report of the LDM Nigeria Program for the Period

3.0 Introduction

The current phase of the LDM Project focused on three key outcomes as follows:

Outcome 1.

Sustainable, functional and vibrant networks of leaders serve as platforms for action and learning in leadership for RH

Outcome 2.

Expanded and diversified leadership networks and improved capacity of leaders to work individually and organizationally for RH systems change

Outcome 3.

Strengthen capacity within strategic organizations at multiple levels to deliver RH leadership development activities

3.1 RH Leaders Network Activities

While most fellows have been engaged in networking at the local level during the reporting period, there are in fact 5 functional networks of fellows in the LDM program currently. These networks are:

1. Network of Islamic scholars
2. Network of youth and girl child education
3. Network of Master trainers in leadership development.
4. Media Fellows Network
5. Network of Fellows in Zamfara State

3.1.1 Activities of the Network of Islamic Scholars: Sensitization visits to Sokoto and Zamfara for traditional and religious leaders on family planning /reproductive health – Outcome 1

Introduction

As part of preparatory actions towards implementing activities designed in its implementation plan of this program, the network of Islamic scholars set off to

Sokoto and Zamfara states on a six-day sensitization visit from 23rd - 28th April, 2009.

Objectives

In the course of the visit the team held three achievable objectives, these are:

- To meet with traditional and religious leaders in Sokoto and Zamfara in order to sensitize them to the issues of FP/RH .
- To seek cooperation from traditional and religious leaders to collaborate with LDM Nigeria on upcoming programs and in-country trainings on Islamic position of child spacing and RH
- To support and pave way for smooth identification of new Islamic scholars to participate in dRPC programs on Islam and Child spacing

A many as 14 Islamic scholars and traditional leaders were seen, important discussions were generated and significant contacts made by the end of the visits. The list of scholars and leaders who were responsive to advocacy visits of network has been forwarded to other development projects so that they may be contacted to be included in other RH programs as well as work with the dRPC. Many of the leaders on this list are also be interviewed by the ILA research team working on the important topic of cultural leadership in Northern Nigeria.

3.1.2 Developing an integrated Leadership in RH training program

The network of Master Trainers in RH was formally constituted and executive members elected in a network meeting in April 2009. Executive members included, Hajiya Bilkisu Yusuf, Mallam Shehu Markarfi and Hajiya Aisha Halliru. A work plan was developed with focused on two specific tasks – to facilitate the training of new RH leaders by customizing a leadership training program which draws from the RH expertise amongst the fellows and builds upon the Interaction British Council training manual. Throughout the period of April – May 2009, the group worked under the guidance of Hajiya Bilkisu to review curricula and make recommendations about sessions, topics and materials to be included into the British Council program. The British Council consultant worked closely with the group. A rich data base of materials was provided by Hajiya Bilkisu Yusuf from which manuals were brought together around the topics: applying leadership skills and components to RH problems in the community, gender, components of RH; RH problems and status in Northern

Nigeria; taking action on RH problems, designing and implementing individual action plans in RH.

An Open Space meeting of fellows was held on 8th May 2009 to identify topics to input into the curriculum on leadership development being developed by the Network of Master Trainers. The venue was the Kano Community education resource centre and the event was coordinated by Hajiya Aisha Halliru. A design team was constituted from amongst the network of master trainers in RH. The open space circle was opened at 9.56 am, with a warm welcome and a tone setting introduction about the importance of coming up with important themes for training and curriculum development in leadership training for RH. The themes for the Open space discussion suggested by RH leaders were:

- 1. TRAINING RH NGO LEADERS ON THEIR ROLES AND FUNCTIONS**
- 2. YOUTH AND LEADERSHIP IN RH**
- 3. DEVELOPING GENDER SENSITIVE CURRICULUM IN RH**
- 4. DEVELOPING CURRICULA ON THE ROLE OF ISLAMIC SCHOLARS AND MALE INVOLVEMENT IN RH**
- 5. DEVELOPING CURRICULUM FOR MUSLIM SCHOLARS IN TERTIARY INSTITUTIONS AND LEGAL DEPARTMENTS**

Approximately 7-10 participants signed up to participate in the discussions on each of these themes. Participants made important suggestions about the format of training, suggested the names of effective trainers, recommended important topics and called for special consideration to be given to working with Islamic scholars in RH leadership development. Participants also called for the involvement of formal institutions such as universities in the training and teaching of RH.



Open Space Participants, Kano, 8th May 2009

3.2 New leaders inducted into the LDM Program – Outcome 2

A total of 53 new RH leaders were inducted into the program between 2009 and March 2010 through 4 rounds of interviews and 2 rounds of in-country leadership development training, the first of which took place between 17th – 20th April 2009 at the Bolton White Apartment, Abuja.

The training program was especially customized as an off-shoot of the British Council’s Interaction program with British Council Consultant, Umar Kawu and Dr. Yashua Alkali Hamzah working together to develop a customized Leadership development in RH program to meet the needs of the fellowship of new RH leaders.

MEMORIES OF THE PROGRAMME

1. My most memorable or significant learning from this program is that:” *I learnt that I can learn through play and enjoying myself*”
2. My strength or skill that I gained from this day is “*Confidence in myself*”.....”*fellowship with others*”
3. The things that I found most challenging on this day was: “*I was getting angry with the slow pace of change in my community. This training did not give me peace; it disturbed me*”
4. One memory from this training that makes me smile is: “*the new friends I have made and our collective commitment to change*”

The new RH leaders were selected through a comprehensive interviewing process which was conducted by the older generation of RH leaders from the early cohorts. The Selection Committee included, Hajiya Dije Yahaya; Alhaji Bello Sule; Dr. Sagir Sahel; Hajiya Rakiya Sani Ahmed; Mallama Ladi Wayi; Alhaji Katchella; and Hajiya Safir Tahir.

Of the total of 53 new RH leaders in the program 12 were awarded mini-grants to conduct activities which they had initiated earlier. While there have been significant challenges ensuring that leaders conformed to financial and reporting requirements of the mini-grant process, funding has been released to 10 of the 12 fellows and about 7 have completed their projects. Mini-grant projects included adolescent RH trainings for out of school youth; in-school youth forums on empowerment and RH; and women economic empowerment projects.



Fellows making presentations at the end of training, 2009, FCT

3.3 Institutional Capacity building for Leadership Development for reproductive health – Outcome 3

Under the current funding cycle of the LDM program for the period 2008-2011, outcome 3 aims at building sustainable capacity within strategic organization to deliver leadership development for RH products such as training. To carry out

this activity, the LDM Nigeria first advertised opportunities under this component of the program in National Daily the Trust Newspaper. The newspaper called for alling for established organizations in both the private and public sectors to express interest in having their capacity built to deliver sustainable RH leadership development activities. In the advertisement which was placed in the Daily Trust, a national daily newspaper, we emphasized that our program will be needs responsive but with a clear objective of providing a range of capacity building support (training, study tours, mentoring, materials development) to enable organizations to better provide RH leadership development activities.

The call for expression of interest was made against the background of leadership development training organizations mapping carried out in 2008. During this mapping we learnt that leadership development training organizations in Nigeria are largely geared towards providing training to senior executives in the private sector. Most training organizations therefore developed expertise in organizing study tours and workshops in attractive destinations such as Dubai and Singapore. Leadership development courses cost between \$5,000.00 to \$8,000.00 for a 10-14 day exposure.

We also learnt that few civil society organizations and international organizations were engaged in leadership development activities for beneficiaries from the third sector and even fewer were providing leadership development activities with a focus on reproductive health. The few organizations which stood out were the - African Leadership Forum, of Ota, Ogun state which ran a national program on leadership for medical doctors and civil society activist. Another strategic organization was the UNDP which designed and rolled out an innovative leadership development program for NGO leaders, academics and women leaders on HIV/AIDS. Along with the UNDP, the British Council Interaction leadership development program also targeted civil society activist but revolved around good governance and African development themes.

Against this background, we were not surprised to receive 16 applications, from a range of organizations, many of which were not strategic, did not really run leadership development programs and seemed unlikely to be able to carry out activities on a sustainable basis. A shortlist was developed of the strongest organizations and an assessment exercise was carried out. Following upon the assessment, 8 organizations were selected and an in-depth needs assessment exercise was carried out to determine their capacity building gaps and needs.

The initial assessment exercise was carried out by Mallam Aminu Abdullahi, VLP Fellow and youth CSO capacity building consultant. The leadership development in-depth needs assessment was conducted by Umar Kawu, Interaction National Consultant, British Council complemented by the efforts of Mallam Shehu and LDM RH leader, Aminu Hassan Gamawa. The table below summarizes the findings.

Summary of Needs Assessment and Recommendations of Strategic Organizations
– Outcome 3

Name of Organization	Type of organization	Leadership development needs	Capacity strengthening program
Abantu for Development, Kaduna	Nigerian branch of an indigenous African Women's NGO, Headquarters in Kenya. Hajiya Bilkisu Yusuf, Chairperson of Board	Training techniques for community based training of women's organizations Curricula review and materials on leadership development for women Need to learn about other country experiences	Training of Trainers on community based training for women's groups Study tour Materials development and curriculum review
Bayero University Kano Centre for Democratic Research and Training, Kano	Quasi-autonomous Centre with Director in a Federal tertiary level institution	Support to develop new leadership development programs which include RH for women political leaders Information and updates on population and RH Materials Sustainability planning and fund raising	Materials development and curriculum review Support for curriculum development and sustainability planning Support to attend conferences
Public Health Department, Ahmadu Bello University, Kaduna State	Federal tertiary level institution which has been working with the MacArthur Foundation to introduce RR into curriculum	Team and collaborative skills building between the Sharia and penal law departments Updates on Family planning and RH	Team building training workshop Support to attend conference Materials
Gender and Population Ma Course, Dept of Geography, Usman Dan Folio, Sokoto	Federal tertiary level institution with an established population and gender program	Recent Materials on Leadership in RH Curriculum development Updates on Population and RH Networking with other population training organizations	Materials Support to attend meetings and conferences IT support for networking
Centre for Information Tec and Development, Kano/Jigawa	Private organization with youth focus in information tech. Reaches hundreds of youth in Northern Nigeria	Curriculum Training of trainers Leadership updates RH updates Management, team building and systems strengthening	NOT SURE WHAT TO DO HERE

Opportunities Industrialization Centre International OICI, Northern Zonal office, Kano	USAID, IP with funding from the Central Bank of Nigeria. OICI runs youth enterprise and HIV awareness programs with funding to 2012	IT presentation skills support Team building Adolescent Rh updates Curriculum development TOT in leadership for RH	IT & team building support Curriculum development TOT in leadership for RH
African Leadership Forum, Northern Alumni	Northern Branch of National Alumni Association of the Africa Leadership Forum. Has approval from the Kano state gov't to run secondary school based programs	Capacity building Specific support for Events & project mgt Systems strengthening Curriculum development Network Organizational effectiveness Fund raising Core support to establish an office	Support for capacity system and structure strengthening Networking systems strengthening Events and project management support Core support

Between July of 2009 and March of 2010 the LDM Program commenced a process of exploring effective mechanisms for engaging organizations under the institutional collaboration component of the program, that is outcome 3. Several exploratory mechanisms were tried and tested in order to determine receptivity of the organizations; as well as readiness to utilize inputs on leadership in RH into existing programs and on-going activities. The first group to be engaged and supported was the African Leadership Forum, Northern Alumni. Secondly, the USAID supported OICI office was supported through a series of trainings conducted by Hajiya Bilkisu Yusuf and Mallam Umar Kawu on leadership for RH. Thirdly, the Universities, BUK, ABU and UDF were supported by providing materials to input into and strengthen existing courses on leadership in RH.

3.3.1 REPORT OF THE SUPPORT FOR AFRICAN LEADERSHIP FORUM : AFRICA YOUTH LEADERSHIP INITIATIVE TRAINING WORKSHOP FOR YOUTH, Date: 13th – 15th May, 2009, Venue: Rumfa College For SCIENCE AND TECHNICAL SCHOOLS BOARD, and the KANO STATE SENIOR SECONDARY SCHOOLS MANAGEMENT BOARD

The Africa Youth Leadership Initiative (Alumni Members of the Africa Youth Leadership Forum Initiative) in fulfilling part of its mandate towards sustaining the democratic process in Nigeria, engaged students from various secondary schools in Kano state metropolis in a three days Youth Democratic Leadership Training Workshop (YDLTW).

To provide strategic support for the Alumni Association of the Africa Leadership Forum a Memorandum of Understanding was reached between the development Research and Project Centre and the Africa Leadership Forum (ALF) in respect of the Africa Youth Leadership Initiative. Also the National Orientation Agency (NOA) went into collaborations with AYLI to effectively impalement the project by providing local publicity and tutor aids.

The YDLTW obtained permission from the Kano State Senior Secondary Schools Management Board and the Science and Technical Schools Board, to train 100 students from 10 selected schools on youth leadership for RH. As part of the dRPC's support for this youth organization, specific support was provided for this event as follows:

1. Pre-event training program was organized by LDM Nigeria on events and project management, financial management.
2. Mentoring of the organization's executives
3. Training of trainers on communication strategies for reaching youth on leadership in RH

With the support LDM Nigeria a successful training program was held by the Alumni Association on - **leadership, civic education and life building skills** was held at Rumfa College, Kano State.



Facilitators were all members of YDLTW and included Miss Jemima Bodam and Mr. Ibrahim Garba who interchangeably facilitated in the two groups. While Miss Jemima Bodam talked on the topic of Gender Equity and Mainstreaming, Mr. Ibrahim Garba facilitated the session on Influential Leadership for Development

The Executives of the African Leadership Forum and of its Youth network comprised of the Chairman Okoye Maria Emmanuel and the Secretary General Oliver Eze Emmanuel were present and worked towards a successful event.

Day Two (14th May, 2009)

Day two of the workshop started with a re-cap, handled by Okoye Maria Emmanuel and Jemima Bodam, participating Students were picked at random to share what was understood in day one. The recap lasted for an hour and participation sessions soon followed with full discussions on important topics on gender, civil rights and responsibilities as well as life planning.



The participant had their tea break after the self esteem exercise and then launched into the second segment of the training exercise.



Evaluation

- Issues concerning life planning, life building skills, self esteem and gender were treated in a culturally sensitive manner consistent with the culture and norms of the society
- Sessions were fully participatory, with 80% participation by both male and female students
- Welfare was high as meals and refreshments were provided for
- Collaboration with government agencies such as the National Agency was high as they supported the event with the schools provided transportation to and from the event
- The network of Alumni of the ALF as well as the ALF were present and supported the event
- Public address system did not work effectively
- There was a complete absence of power and participants were inconvenienced by the heat.

S/N	FACILITATORS	TOPICS
1.	Jemima Bodam	Volunteerism/Gender Equity
2.	Ibrahim Garba	Influential Leadership for Development/Self Esteem Part 1
3.	Oliver Eze Emmanuel	Nigeria in the World today/Civic Values and Citizenship
4.	Musa Lawal	Community Service
5.	Adebola Ganiyu	Advocacy, Lobby and Bargaining
6.	Surajo Moh'd Usaini	Scenario Building and Map to a new Nigeria
7.	Okoye Maria Emmanuel	Conflict Management
8.	Aziza Abdul	Drug Abuse in relation to HIV/AIDS/ Life Building Skills 1
9.	Aisha Suleiman Umar	Life Building Skills and HIV/AIDS 2
10.	Mustapha Nasir	Information Technology for Leadership

3.4 Upcoming activities in 2010

As the LDM program approaches the second quarter of 2010 the key activities to be undertaken are contained in the annual work-plan and budget. These include continuing support for networks; training of staff of institutions being supported on participatory methods in leadership for RH training; more mini-grants and selection and induction of new fellows.