



# 2018 Annual Report



...from mediation to a Research & Policy Think-Tank that provides strategic policy recommendations on key issues of national importance.

# Acknowledgment



For the past one year, The Kukah Centre has moved from being a mediation institution that offers alternative approaches to the challenges of leadership to becoming a Research and Policy Think Tank that provides strategic policy recommendations on key issues of national importance. The Centre has also become the Secretariat for the National Peace Committee; a group made up of eminent Nigerians, whose mandate is to contribute to credible electoral processes and ensure peaceful transfer of power, including advocacy and mediation, before, during and after elections. The NPC seeks to identify and articulate all the challenges that derail credible elections and peaceful transfer of power in Nigeria.

Following the successful year 2018, the Centre wishes to express its profound gratitude to God for the opportunities to implement projects critical to national peace, stability and development. In particular, the Centre will like to thank the King Abdullah Centre for Inter-Faith Dialogue (KAICIID), Ford Foundation, McArthur, Tony Blair Institute (TBI) for Global Change, ProFuturo, Plan International, the Swiss Embassy, and so many other organisations for their partnership and

collaboration. A very special gratitude goes to the European Union and other member states for supporting the activities of the National Peace Committee, whose Secretariat is The Kukah Centre. Additionally, we extend our appreciation to the eminent members of the NPC, who through their dedication, commitment and collective wisdom, and under the able leadership of General Abubakar Abdulsalam (rtd) GCFR, worked so hard to ensure the signing of the 2019 National Peace Accord for peaceful campaigns and political rallies devoid of incitement and hate speech.

Furthermore, the Centre is extremely thankful to all the experts and consultants, community leaders, traditional rulers, youth groups, government representatives and NGO partners who participated in anyway to the success of the Centre's 2018 projects. Finally, the Centre acknowledges the able leadership of the Founder, Most Rev. Dr. Matthew Hassan Kukah, whose continued guidance has helped refined the objectives of the Centre and has taken it to greater heights. The Centre looks forward to more robust research and policy engagements in 2019.

A handwritten signature in black ink, appearing to read 'Atta Barkindo'.

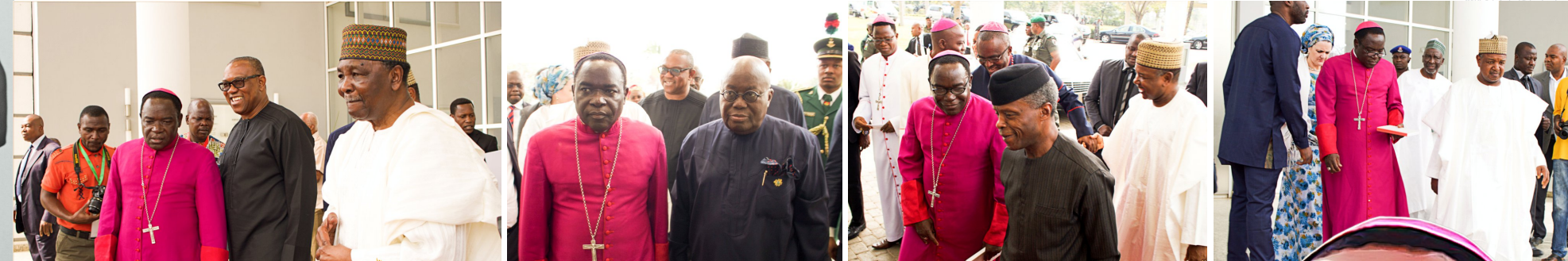
Rev. Fr. (Dr.)

**Atta Barkindo**

Director, The Kukah Centre &  
Head of Secretariat, NPC, Abuja



## FAST FACTS



### BISHOP KUKAH

One of Nigeria's foremost public intellectuals, **Bishop Matthew Hassan Kukah** has delivered numerous lectures and written over seven books and scores of articles on various aspects of governance, faith, and public policy in Nigeria. He is well-regarded across the country, and has been called "the conscience of the nation" and "Nigeria's spiritual guide," among other praise.

Born in Kaduna State in 1952, Bishop Kukah's background and experience have motivated his work to promote stronger Nigerian national unity through interfaith dialogue and promotion of economic and social justice for all citizens.

**Bishop Kukah has deep experience in mediation and conflict resolution and has been a long-standing champion of peace and nation-building in Nigeria. These are the values that lie at the core of the work of the Kukah Centre.**

### THE KUKAH CENTRE

The Centre was established by Bishop Kukah to enhance and encourage greater citizen engagement in Nigeria. The Kukah Centre is a nonprofit organization that promotes an active and engaged citizenry by providing support for inclusive dialogue and advocacy initiatives.

The Centre treats political leadership as a collaborative exercise and aims to promote governance structures which incorporate multiple levels of engagement, including individuals, households, small businesses, the private sector, NGOs and government.

**Interfaith dialogue is at the core of the Centre's work and involves actively promoting conversations among Nigeria's faith communities, as well as between leaders in faith and public policy.**



### MISSION

Believing that the pursuit of the Common Good of all citizens should be the basis for the existence of government, and that citizen participation in their own affairs should be at the heart of governance, we shall, through this Centre, aspire to set up a mediating institution for achieving this.

**We shall seek to conceptualize, identify, design, clarify and articulate proactive mechanisms that will increase policy proficiency, effectiveness and efficiency, and public participation and input for the attainment of the Common Good and the pursuit of the ideals of good governance.**

### VISION

**To aspire towards the attainment of a more humane, democratic and free society where citizens can live in real and true freedom, unencumbered by any structures of exclusion on the basis of ethnic, religious, social status, economic or gender differences.**

Fast Facts  
 Mission and Vision  
 About Bishop Kukah  
 The Kukah Centre  
 Programme Areas of the Centre  
 Partnerships in 2018  
 Our Results for 2018  
 Policy Influence on the International Scene

**PART 2:**  
 Project Reports for 2018

**PART 3:**  
 Financial Reports for 2018

ANNEXES

# FAST FACTS

## LEADERSHIP

KUKAH CENTER was founded by Bishop Matthew Hassan Kukah. The Center was established in 2013 and became fully operational in 2015

## FINANCE

Grant financing to the tune of.....  
Within this year (2018), we realized a grant financing of for the execution of short term projects.

## PROGRAMME AREAS

Good Governance, Leadership Development, Inter-Faith Activities, Advocacy and Knowledge Promotion.

The scale-up of activities in these four programme areas took place quarterly within the year 2018

## STRATEGIC PARTNERS

To effectively carry out these activities and meet its goals, the Centre has, throughout 2018, adopted a partnership approach that engages multiple stakeholders in its work and allows the Centre to maintain a lean and flexible core staff. The types of partners engaged include public engagement partners, advocacy partners, faith-based partners, programmatic partners, and funding partners. Some of the partners engaged are - KAICIID, Tony Blair Institute for Global Change, UK Department for International Development (DfID), Northern Governors' Forum, Women Interfaith Council (WIC), Centre for Population and Development (CENPODEV), Catholic Bishops Conference, Conciliation Resources, UK, Catholic Caritas Foundation of Nigeria, Plan International, European Union, United States Agency for International Development, McArthur, Ford Foundation, American University of Nigeria, and Son of Hope Foundation.

## PROGRAMME PARTNERS AND ACTIVITIES

**TONY BLAIR FOUNDATION:** This is a collaborative Christian Leaders and Imam Leaders Preparation programme held from March 2017. It was aimed at equipping Religious Leaders with the knowledge, skills and attitudes needed to strengthen social cohesion and resilience to extremist ideologies in communities served by selected participants.

**DIWA:** The Development Initiative of West Africa (DIWA) addresses critical long-term issues affecting vulnerable communities in the areas of access to education, health and nutrition, water, capacity-building, good governance, emergency relief, other social services, and peaceful co-existence in multi-religious and multicultural environment. DIWA takes pride in its grassroots consultative approach to problem solving, vast indigenous partner network, and careful monitoring of projects. At the moment, The Kukah Centre and DIWA are implementing a project that trains religious leaders on interfaith dialogue and countering violent extremism in local communities.

**NATIONAL PEACE COMMITTEE:** The National Peace Committee, convened by Bishop Kukah and Chaired by General Abdulsalami A. Abubakar envisages a Nigeria that is built on peace, justice and equality, where every citizen has the right to democratic participation and can live freely in any part of the country, contributing to its growth, development and stability. It aspires to design strategies and set up proactive mechanisms for engaging stakeholders irrespective of region, religion and political affiliation for the attainment of free, fair and credible elections, and for peaceful transfer of power. It also serves as an advocacy platform, providing mediation and reconciliation intervention before, during and after elections.

**PLAN INTERNATIONAL:** Kaduna State Youth Peace Academy - The project is designed to train and improve the peace building abilities of 120 young leaders from diverse religious and ethnic backgrounds in Nigeria's Kaduna State to lead initiatives that build peace and tolerance in their communities. It supports six cohorts of these leaders to implement initiatives that they design, enabling them to drive a locally rooted process that builds inter-communal tolerance.

**CARITAS GERMANY:** The Leaders for Peace in Nigeria (L-PiN) Programme will build on the premise that religious leaders have high influence on social cohesion within communities, and as such, need to be equipped with critical thinking and other relevant skills needed to counter harmful narratives that instigate and drive communal conflict. The Programme will therefore consist of inter and intra-religious training sessions for religious leaders to equip them with knowledge and skills that will increase their capacity to address religion-based extremist tendencies and offer counter-narratives. It will also consist of continuous interactive engagements between implementing partners, religious leaders and community members.

**KAICIID:** The King Abdullah Bin Abdulaziz International Centre for Interreligious and Intercultural Dialogue, an Inter-governmental Organisation established in Vienna, Austria, official address at Schottenring 21, A-1010 Vienna, Austria. Over a seven-year-long negotiation and development process, KAICIID's mandate and structure were designed to foster dialogue among people of different faiths and cultures that bridges animosities, reduces fear and instills mutual respect. Intercultural and interreligious dialogue helps build communities' resistance against prejudice, strengthens social cohesion, supports conflict prevention and transformation and can serve to preserve peace. As an international organization, KAICIID supports the Universal Declaration of Human Rights, in particular the right to freedom of thought, conscience and religion. The Centre also combats all forms of discrimination based on culture, religion or belief. We implement programmes to overcome stereotypes in a long-term process that leads to a culture of dialogue that enables greater understanding of people of other cultures and followers of other religions. Currently, The Kukah Centre and KAICIID are in partnership to facilitate the formation of Regional Peace Committees in the six geo-political regions to contribute to peaceful elections and transition.

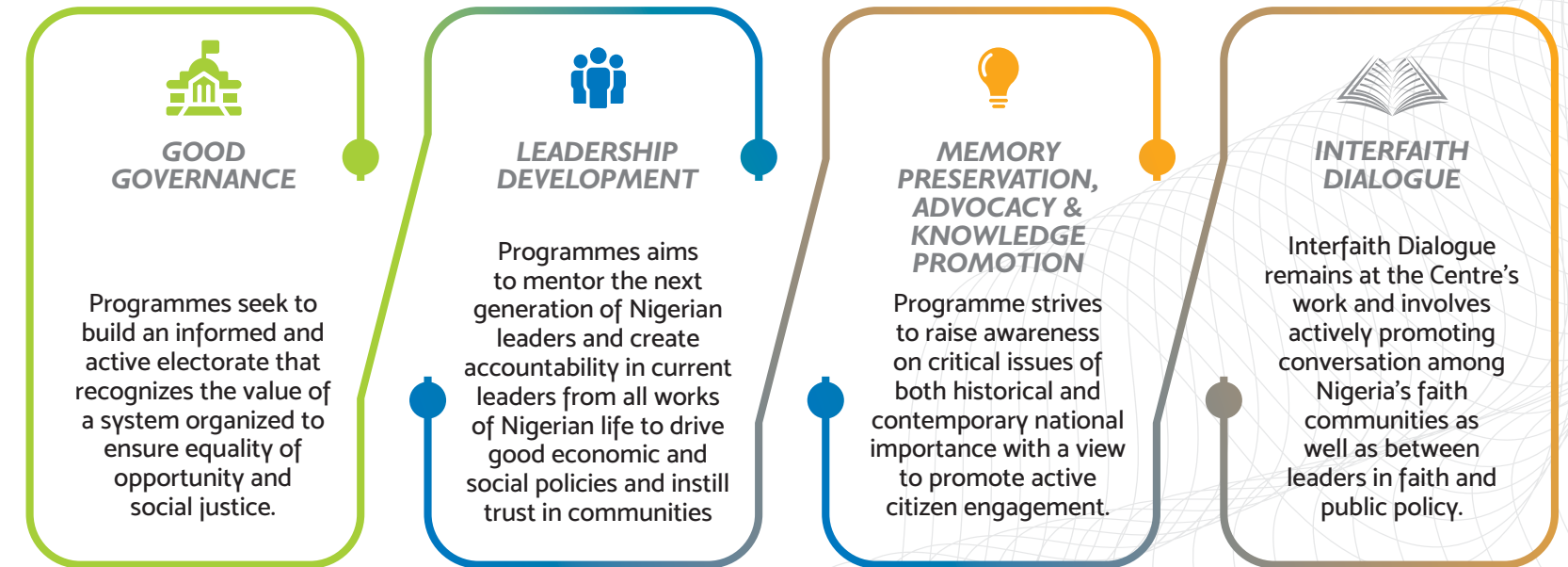
**PROFUTURO:** This is also an ongoing project in partnership with the Catholic Bishops Conference, the Northern Governors Forum and ProFuturo, a Spanish NGO. The project is a program of education that provides access to digital form of teaching and educating children and young people. It is intended to keep kids off the streets, and refocus their minds on the acquisition of skills through technology.

# FAST FACTS

## Programme Areas

Throughout the year under review, the Centre treats political leadership as a collaborative exercise and aims to promote governance structures which incorporate multiple levels of engagement, including individuals, households, small businesses, the private sector, NGOs and government.

Activities of the Centre fall into four (4) major programme areas:



The Centre has succeeded in positioning itself as a global Research and Policy Think. It intends to increase visibility in the area of research, policy recommendation and engagement.

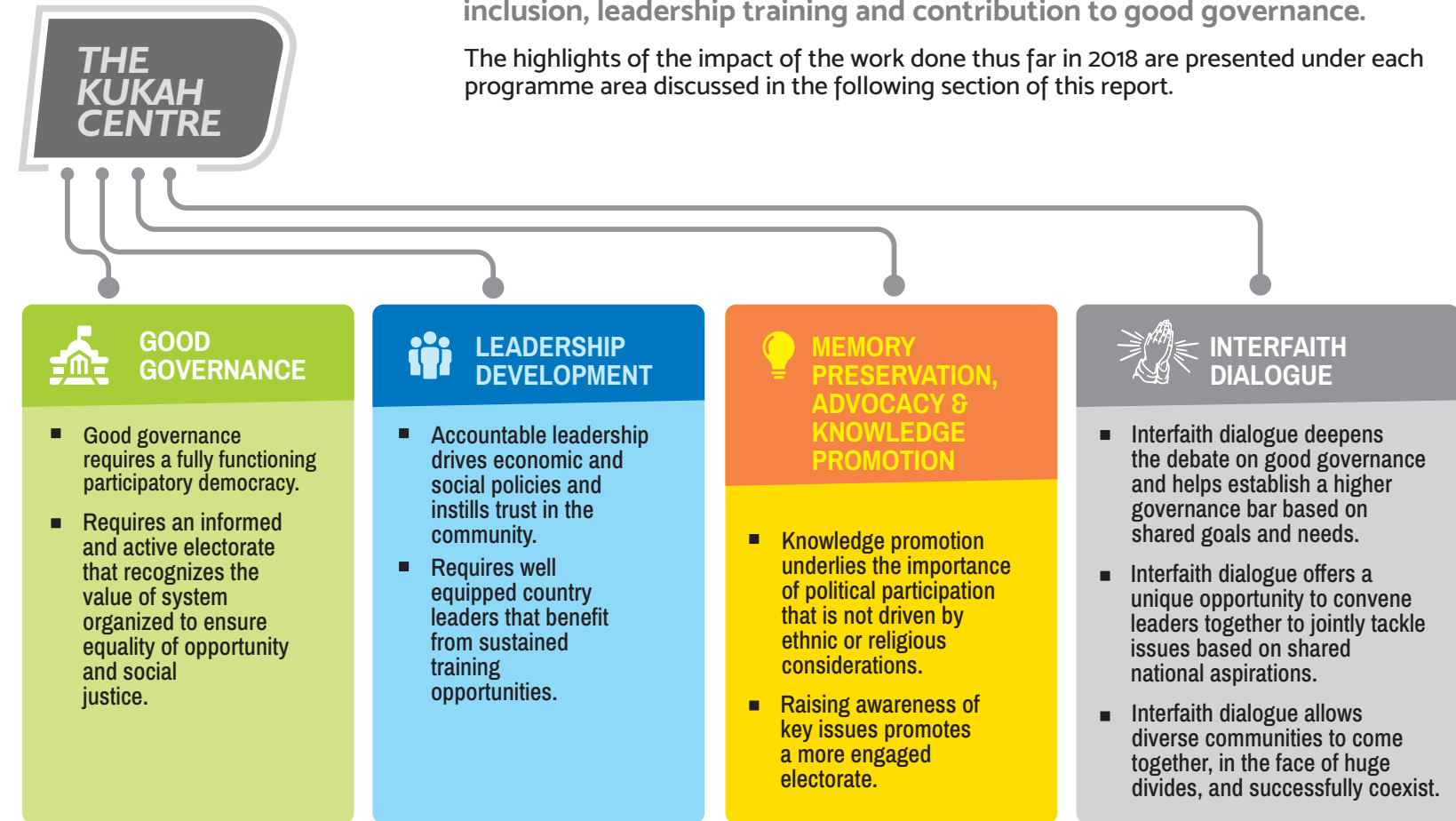
# FAST FACTS

## Our Results

The Kukah Center through its activities bridges the gap between research and policy recommendation, interfaith initiatives and programmes that promote good governance and inclusive democratic engagement. It is in the unique position of being a national center that facilitates leadership development, peace building and conflict resolution using interfaith approaches and through deepening citizen engagement on public policy.

For the year 2018, this has yielded key results in the areas of research and policy formulation, citizen engagement, advocacy of public policy on social inclusion, leadership training and contribution to good governance.

The highlights of the impact of the work done thus far in 2018 are presented under each programme area discussed in the following section of this report.



“The hysteria and euphoria that greeted General Buhari’s election victory is reminiscent of these sentiments. You get a sense of de javu, we have been on this road before, it all looks so familiar. I have listened to Nigerians sing the praises of Gen. Buhari as a morally ramrod Muslim, God fearing, a disciplined officer, a patriot, an incorruptible man who is now been adorned with a messianic regalia. We are told that he will take us to the promised land, Nigerians argue by ridding our nation of the devil of corruption. And, as they say, we shall live happy ever after.

- Bishop Matthew Kukah, Hysteria, Euphoria & Amnesia: Nigeria’s Long Walk to Freedom October 1, 2015

## Good Governance

Under this programme area, the Centre has, through 2018, implemented projects that support government efforts and encouraged good governance both in the short term and the long term. In this aspect, the Centre initiated projects to:

- Conduct a functional participatory democracy through public awareness campaigns for the improvement and promotion of policy dialogue
- Initiate inter-faith dialogue to bridge the gap between seemingly distinct groups

(religious, political and otherwise), create platforms for engagement between religious leaders of different faiths, and help establish an atmosphere of mutual respect and appreciation between religions

- Initiate studies on perceptions of good governance and dialogue with community-based organizations on the need for improvement of governance, and promote issue-based conversation.

Some of the Projects include:



# Launch of National Policy Framework on DDDR



Lack of a National Policy Framework on Countering Violent Extremism made it necessary for the Kukah Centre, with the support of Northeast Regional Initiative to develop a policy framework at the national level that will support government efforts in countering violent extremism in Nigeria. The framework recognizes that military offensive alone cannot solve the lingering conflict in the northeast. It recommends the role of the military to demobilization and advises that competent civil society groups and experts be allowed to carry out the

rehabilitation and eventual reinsertion of those associated with Boko Haram. The framework also lays emphasis on community engagement, partnership with community stakeholders, as well as the importance of local transitional justice mechanisms to augment the efforts of government. The framework was validated by selected CSOs, security agencies and government officials. On the basis of this framework, The Kukah Centre had been invited to international conferences to make presentations on its findings.

“ We are all herdsmen. We are all nomads. I have a couple of goats I got as gift that I am currently rearing. So. I am also a herdsman. We should always look beyond the surface and tackle every problem head-on. The country’s problem is much more complex  
- Bishop Matthew Kukah, Daily Post (Blaming insecurity on Fulani, herdsmen won’t help Nigeria)

Validation of National Framework for DDDR



# National Peace Committee

The Kukah Centre became the official Secretariat of the National Peace Committee in August 2018. In preparing for the NPC's intervention to support non-violent elections and peaceful transition, the Centre facilitated meetings between members of the Peace Committee and key government agencies involved with preparation to the elections such as the

Independent National Electoral Commission, INEC, Chairmen/ Representatives of the 91 registered Political Parties, Security Chiefs and the Media. It also facilitated the signing of the National Peace Accord on December 11, 2018 for peaceful conduct of political rallies and Campaigns.



## Some 2018 Highlights on Our Work in Governance

The Kukah Centre became the Secretariat of the National Peace Committee, NPC. It facilitated the engagement with different key agencies and the eventual signing of the National Peace Accord on December 11, 2018.

We validated the National Framework on Demobilisation, Deradicalisation, Rehabilitation and Reintegration, DDDR, in the North-east. This was later presented at different international fora



## Leadership Development

With our work in this programme area, we work in affiliation with the current leaders from all walks of Nigerian life in order to achieve good economic, educational and social policies and instill trust in communities. To achieve this, we:

- Conduct public education to increase citizen intellectuals and participation
- Develop relationships with key stakeholders in the private and public sectors, as well as civil society and faith-based organizations, and foster collaborations in areas of common interest

- Engage emerging leaders in a fellowship programme to enhance their leadership skills

Efficient leadership in Nigeria creates a distinction in the educational learning. Leadership not only matters; it is the second only to teaching among school related factors in its impact on student learning. The effect of leadership is likely to be maximally felt in schools where the education needs of students are majorly heightened.



We have had very difficult elections but the patience, the commitment and the sacrifices of Nigerians have not been adequately rewarded by the political elite. The economic conditions have not changed, the level of mass looting of the resources of the state has not abated. We haven't had the political elite appreciate the beauty and the benefits of what democracy can achieve in terms of consolidation our unity and giving our country a sense of direction. To that extent, the persistence of corruption is actually what has continues to hurt us.

- Bishop Matthew Kukah, Boko Haram is a symptom, not a disease (dw.com) October 5, 2012





## ProFuturo

Under the project, the Centre supports digital education for disadvantaged and out of school children across the 19 northern states. For citizens to obtain the skills to participate in governance and affairs of their country, education, and critical education for that matter remains the key.

So far 153 schools have been inspected, while 116 are selected for the project.

1. Pupils at Abbaganaram
- 2&3. should be a meeting between Bishop Kukah, Profuturo team and the Taraba State Commissioner of Finance.
4. Inspection in Sokoto
5. Army Children Secondary School, North-Bank



## PERFORMANCE INDICATORS

	STATES	# OF SCHOOLS	ELECTRICITY	SECURITY	INFRASTRUCTURE	CONNECTIVITY
1.	Adamawa	10	95%	99%	95%	100%
2.	Bauchi	6	70%	60%	30%	100%
3.	Benue	10	70%	70%	100%	100%
4.	Borno	10	95%	90%	95%	100%
5.	Kaduna	10	95%	95%	94%	100%
6.	Kano	10	90%	100%	90%	100%
7.	Katsina	3	100%	90%	95%	100%
8.	Kebbi	8	90%	91%	90%	100%
9.	Nasarawa	10	80%	80%	75%	100%
10.	Niger	10	100%	70%	70%	100%
11.	Plateau	10	90%	60%	60%	100%
12.	Sokoto	9	70%	80%	80%	100%
13.	Taraba	10	80%	70%	100%	100%

The Teacher/Pupil ratios for all participating states are presented below:

TEACHER/PUPIL RATIO				
	STATES	PUPILS	TEACHERS	RATIO
1.	Adamawa	10,120	591	17:1
2.	Bauchi	9,097	171	53:1
3.	Benue	5,717	343	17:1
4.	Borno	12,595	515	24:1
5.	Kaduna	9,533	443	21:1
6.	Kano	14,164	396	36:1
7.	Katsina	718	60	11:1
8.	Kebbi	8,635	279	30:1
9.	Nasarawa	7,728	259	30:1
10.	Niger	12,730	879	15:1
11.	Plateau	8,945	375	24:1
12.	Sokoto	11,498	357	32:1
13.	Taraba	10,984	661	17:1



Honestly, we will be very happy to assist and to support. But this project is basically for disadvantaged children, out-of-school children, thinking about the future of Nigeria and particularly, the future of northern Nigeria.

- Fr. Atta Barkindo,  
Daily Trust, May 27, 2019

## Kaduna State Youth Peace Building Academy



Across Northern Nigeria, extremist personalities seek to erode trust in national and social institutions, as well as tolerance across religious groups, to drive recruitment and support for violent non-state actors. This is especially prevalent in Kaduna State, where communities' lack of trust in the government's ability to protect their lives and livelihoods reduces local contributions to development and makes these populations even more vulnerable to further exploitation by extremists. This presents a risk through both organized extremist groups, but also through individuals as isolated intra-communal clashes can quickly escalate into broader violence.

Religiously motivated violence in Kaduna disproportionately affects youth, who are especially vulnerable to both recruitment, by extremist groups, and incitement to individual acts of violence as they experience high rates of unemployment, poverty, social exclusion, and political underrepresentation. Through this project, The Kukah Centre in partnership with Plan International aims to strengthen the technical peacebuilding and project management skills of young leaders in Kaduna State and works with them to launch initiatives that build tolerance in their home communities. They will create a Youth Peacebuilding Academy (YPA) that serves as a center of excellence for young leaders aged 18 to 35



to develop the technical and project management skills necessary to design and lead peacebuilding processes, as well as a place for young leaders to meet with other young leaders from different ethnic, religious, and social backgrounds to exchange ideas and experiences.

The final outcome is to improve the abilities of 120 young leaders from diverse religious and ethnic backgrounds in Nigeria's Kaduna State to lead initiatives that build peace and tolerance in their communities. It will support six cohorts of these leaders to implement initiatives that they design, enabling them to drive a locally rooted process that builds inter-communal tolerance.

## Some 2018 Highlights on Our Work in Leadership

Launch of the Kaduna State Youth Peace Building Academy, the training and implementation of Peace Strategy in local communities

Profuturo School Selection and inspection across some states in the north. This is intended to kickstart the training for digital education



## Interfaith Dialogue

Our interfaith engagements seeks to enlarge the relationship between faith and public policy.

In 2018, we held series of workshops and seminars to help drive conversations on interfaith relations and peaceful coexistence in Nigeria.



For now, before your eyes and in your hands, our country, our communities, our people are all in a state of stupor. We have never felt so alienated from one another. The bogeyman of religion, region and ethnicity, which we thought we had overcome by the sheer nature of your support base, have come back with a vengeance to haunt and threaten the very foundation of our existence.

- Bishop Matthew Kukah,  
Easter Message To Mr President  
and All Nigerians  
April 2, 2018



Political parties, when they project themselves beyond the limits of religion, region or ethnic group, can serve as a rallying point for men and women of good will in a plural society such as ours. We must therefore continue to encourage our politicians to bring the strength of their religious convictions to the political space and to avoid the constant manipulation of religion for ephemeral political ends.

- Bishop Matthew Kukah,  
<https://www.cbcn-ng.org>  
November, 29 2012

## Supporting Leaders Nigeria (SLN) Project



A group photograph of the participants at the end of a meeting with community members



Religious and community leaders are amongst the most trusted figures in local communities. The Supporting Leaders Nigeria (SLN) project aims to build on their experience and skills to equip them with the capacity to identify and tackle religious extremism within their spheres of influence through effective counter-narratives and practical community action. The project is delivered by The Kukah Centre in partnership with Development Initiative of West Africa (DIWA) and The Tony Blair Institute for Global Change.

The project goal is: Strengthened social cohesion in selected states served by participating religious leaders.

*The project outcomes are that:*

Selected religious leaders have the knowledge, skills and confidence needed to counter extremist messaging and to conduct their own community workshops/step-down training.

1. Selected religious leaders have identified challenges particular to their community and appropriate implementing actions
2. Effective mutually supportive and self-sustaining vertical and horizontal relationships exist across the network of religious leaders and implementing organisations.

3. Participant religious leaders actively and demonstratively counter the ideological basis of extremist messaging through sermons, social print and broadcast media and through local social activism.
4. Participant religious leaders and local community jointly implement action plans.

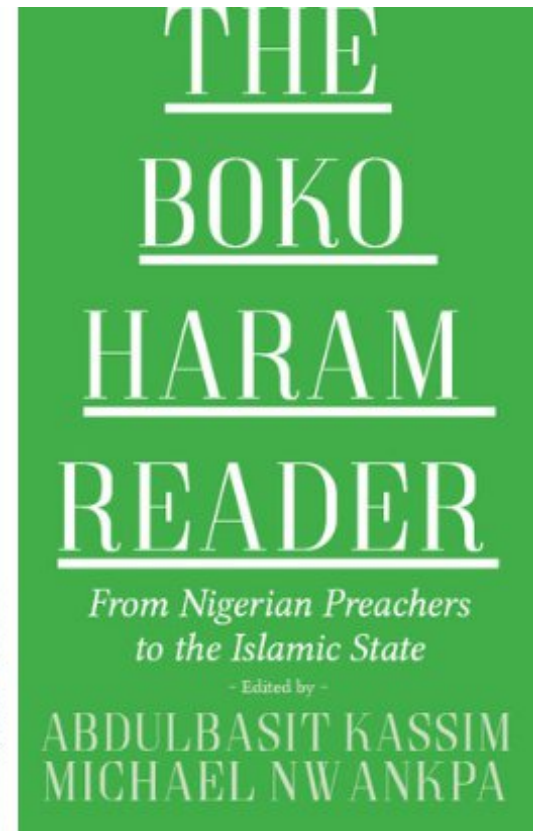
SLN seeks to understand local community needs and the challenges facing religious leaders in countering extremist narratives to ensure that the right training is delivered and that religious leaders are able to develop and implement effective action plans with appropriate support from other networks.

#### Photos:

1. Participants during the interface between the Church Leaders and Community Members
2. Prophetess Margaret Ajayi facilitating a breakout session for issue identification by a section of the Christian Community members
3. Christian Community members from Jeka Da Fari, Federal Low Cost and Tunfure, Gombe during the workshop
4. Rev Adeyemo facilitating the meeting with the community members.



## Round Table Discussion



A one-day Roundtable Discussion with Abdulbasit Kassim, the Co-editor of the Boko Haram Reader, a book that provides the original sources of Boko Haram narratives. The book highlights the violent and extremist narratives of Boko

Haram, to underscore the need to understand the group using original sources. This will provide the basis for engagement with the group and wider vulnerable communities.

## Memorial Lecture



The Kukah Centre participated in the 11th Basil Chianson Annual Memorial Lecture titled: "Understanding the Issues and the Imperative for a Development Agenda in the Context of Fulani Herdsmen and Farmers Crisis in Nigeria- A Focus on Benue State" on Saturday 25th August, 2018. This took place at the Arts Theater Complex, Benue State University, Makurdi.



Since the return to democracy in 1999, Nigeria has been grappling with diverse security challenges, chief among them are insurgency, election violence, kidnaping and most recently, the herder-farmer conflicts among others.

The north central states of Benue, Plateau and Nasarawa and other states have experienced conflicts that led to thousands of deaths and displacements as a result of clashes between pastoralists (herders) and local farmers in several communities. In January 2018 alone, Amnesty International reports indicate that 168 people were killed as a result of herdsmen-farmer clashes.

- UGWUMBA EGBUTA,  
Understanding the Herder-Farmer Conflict in Nigeria (African Centre for the Constructive Resolution of Disputes)  
13 DEC 2018

## Some 2018 Highlights on Our Work in Interfaith Dialogue

Training of Religious leaders on intra and interfaith dialogue, as well as countering violent extremism, and stepping it down to local levels.

A one-day Roundtable Discussion with Abdulbasit Kassim, the Co-editor of the Boko Haram Reader, a book that provides the original sources of Boko Haram narratives.

The Centre participated in the 11th Basil Chianson Annual Memorial Lecture titled: "Understanding the Issues and the Imperative for a Development Agenda in the Context of Fulani Herdsmen and Farmers Crisis in Nigeria"



For now, before your eyes and in your hands, our country, our communities, our people are all in a state of stupor. We have never felt so alienated from one another. The bogeyman of religion, region and ethnicity, which we thought we had overcome by the sheer nature of your support base, have come back with a vengeance to haunt and threaten the very foundation of our existence.

- Bishop Matthew Kukah, Easter Message To Mr President and All Nigerians April 2, 2018



## Advocacy, Memory Preservation & Knowledge Promotion

Our work in this programme area is to raise awareness of key national issues in order to promote citizen engagement. To achieve this, we:

- establish community engagement in partnership with key stakeholders
- work with organisations and stakeholders to establish and promote memory preservation on memorable issues and events
- establish a framework for media engagement in order to create awareness and dissemination of programme information and events organized by the Centre.



All that is needed to fix Nigeria is an egalitarian society where meritocracy is the acceptable and operational order. Nigerian must therefore strive to be a society where equality of rights are non- negotiable

- Bishop Matthew Kukah, Nigeria Needs Meritocracy to Develop (www.leadership.ng) March 25, 2018



## Conciliation Resources - Through our Eyes

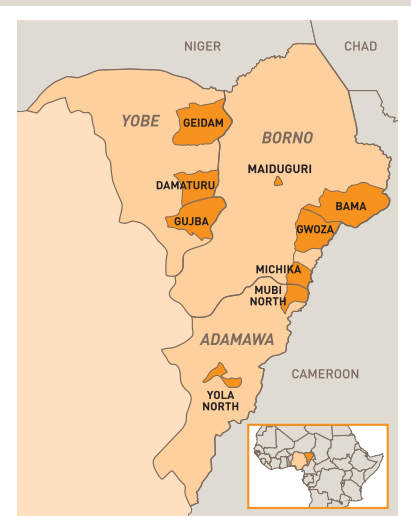


Policy paper

April 2018

## Through our eyes

People's perspectives on building peace in northeast Nigeria



Map of Local Government Areas included in the research

Following the atrocities unleashed by Boko Haram on communities across the North East region of Nigeria since 2009, different strategic responses to confront the group including military offensive as well as programmes of rehabilitation and reinsertion. However, there remains considerable neglect of community perspectives, opinions and concerns as part of policy measures aimed at promoting peaceful transition. Current government project on deradicalisation, rehabilitation and reintegration does not take cognizance of local initiatives and contributions. Importantly, significant efforts utilised at ending the conflict appear to have created parallel structures in affected communities, downplaying the role of traditional institutions, community

and religious leadership, and denying local groups the opportunity to contribute to peace and stability. The failure to listen to the voices of affected communities and victims in supporting peace processes creates the perception that those who have 'behaved badly' will be rewarded for their misbehaviours through reintegration packages, while the victims are left with no assistance. This adds to already existing layers of grievances within communities, further exacerbating the conflict.

On this basis, the project, **Through our Eyes**, implemented by the Kukah Centre and Conciliation Resources places the local community at the heart of the solution. Thus a community based

approach was encouraged. The research was conducted in three states: Adamawa, Borno and Yobe states with 3 LGAs each. Borno state (Gwoza, Bama and Maiduguri), Adamawa state (Mubi north, Madagali and Michika) and Yobe state (Damaturu, Geidam and Gujba). The research was completed in September 2017, and the report launched in March 2018. It recommended that communities and key stakeholders must be included in the design, implementation and evaluation of interventions to create a sense of ownership and push for effective solution to conflict issues. On the basis of this report, The Kukah Centre further engaged with international development partners overseas as indicated in the section on Influence on the International Scene.

## Research on Expanding Herder Farmer Conflict



The herder-farmer conflict is increasing at an alarming rate. Recently, the conflict has gained momentum largely because the Nigerian Government's attention has been fully focused on averting the menace caused by Boko Haram in Northern Nigeria. What seemed to be a mere conflict between two sets of people has increasingly evolved into one of the deadliest conflicts in decades. Historically, relations between herders and farmers have been harmonious. By and large, they lived in a peaceful and symbiotic relationship; herders' cattle would fertilise the farmers' land with their dung in exchange for grazing rights. But tensions have grown over the past decade, with increasingly violent flare-ups spreading throughout central and

southern states. Herder-farmer violent conflict has occurred in at least 22 of the country's 36 States. The conflict usually arises when the herdsmen invade community farmlands with their cattle and let them graze unguarded both on cultivated and uncultivated lands, thereby destroying valuable food and cash crops which are the backbone of the host communities. When the communities try to resist, requesting for their exit, the Fulani herdsmen become violent and attack the community. In the absence of effective government response and lasting security mechanisms to tackle the problem, some communities take laws into their hands to carry out reprisal attacks.



Evidence suggests that increase in population, the depletion of environmental resources, and weak cross-border institutions of law and order as well as regional instability have altered the migration patterns, pushing pastoralists to move towards more fertile areas in search of greener pastures. As the State cannot regulate the mutual coexistence of its citizens in the harmonious sharing of the competed resources, the parties may have to resolve to struggle among themselves with no retreat, no surrender and for the survival of the fittest. The failure of the state, for example to resolve the 'settler'/ 'indigene' identity and the inherent struggles over resources can be adduced to have brought dangerous dimensions of economic and political elements in the herder-farmer conflicts. This situation is further amplified by Nigeria's population growth and the fact that the substantial part of the population depend on agriculture. Small-holders in the country's centre and south harvest most of the country's tuber and vegetable crops while farmers in the north produce most of its grains. The project conducted research on the expanding nature of the conflict in (13) states namely Adamawa, Benue, Cross River, Edo, Ekiti, Enugu, Kaduna, Kogi, Nasarawa, Oyo, Plateau, Taraba and Zamfara. The Centre trained 8 researchers from 20th - 23rd June, 2018. They were trained to collect data on the expanding nature of the conflict. The research was completed in October 2018, with a validation of the report and a policy recommendation to the government.



## Documenting Memories of Victims

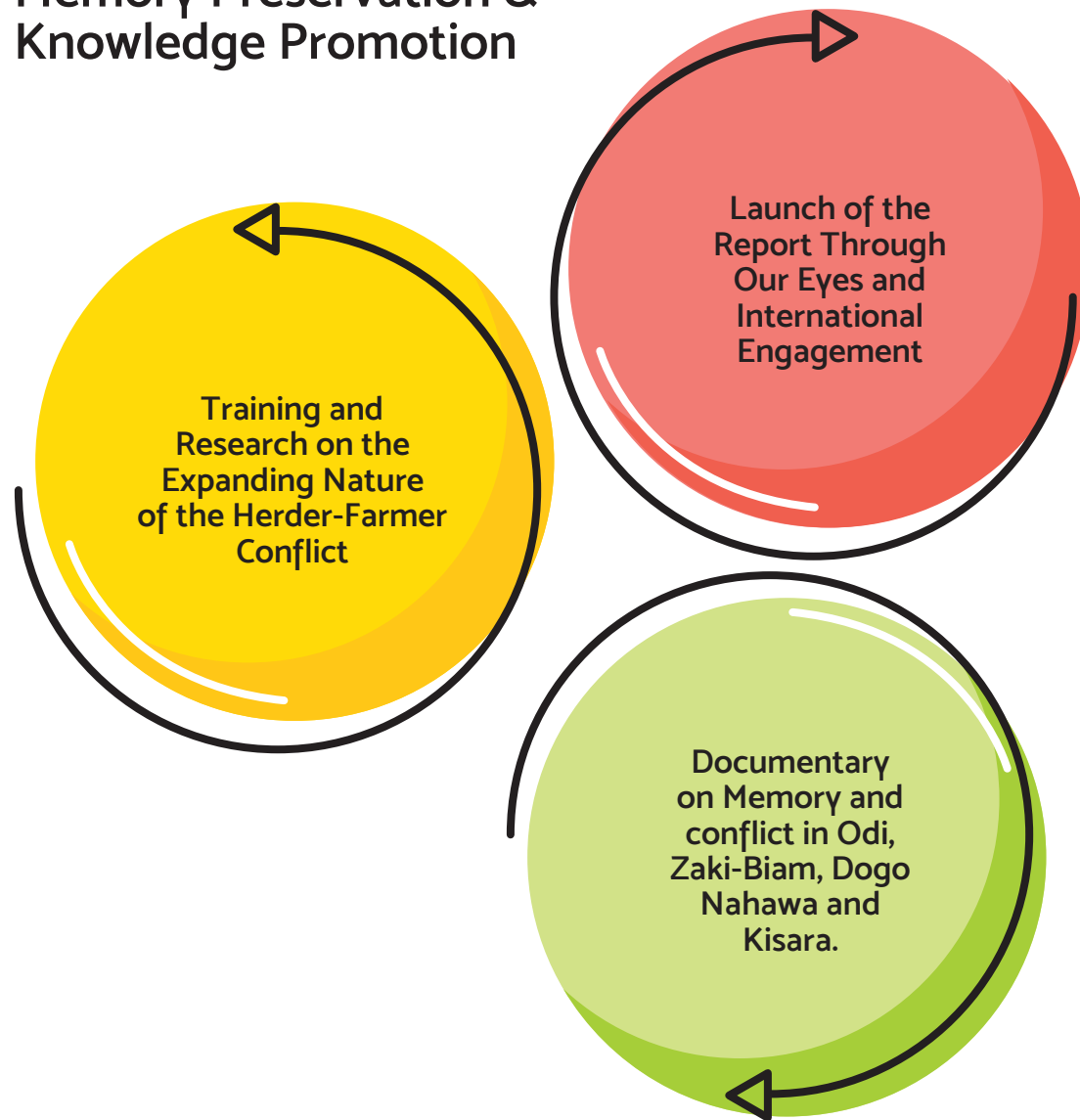


The long-term plan of The Kukah Centre is to put the theme of Memory at the Centre of public policy formulation in Nigeria. The Centre wants to do this by drawing attention of the leadership in Nigeria and its people to the horrendous costs and consequences of violence. The leadership and the people of Nigeria have very little memory of what victims of violence have gone through as communities, how they have coped and how our failure to address these issues continue to make reconciliation impossible. So far, the TKC has undertaken this project in Dogo Na Hawa, (Plateau), Odi, (Bayelsa), and Zaki Biam, (Benue). It has reviewed the Documentaries and with the herdsmen problems that have ravaged our society, we decided to identify a community,

Kizara (Zamfara) for another documentary so as to give it a wider review, covering broadly, different spectrums of violence and their reach to the larger society. The Centre will commence work on Kizara and then bring the entire project under one heading. It will organize five levels of screenings and review so as to subject it to different angles; Quality, Content, Impact, Media and Government/Policy makers.



Some 2018 Highlights on Our Work in **Advocacy, Memory Preservation & Knowledge Promotion**



In the end, we must wear the shoes of the long distance runner, believing and trusting that the truth never ever sinks to the bottom of the sea. The truth will always have a stubborn way of defying the hostile elements and popping up at the right time, no matter how long it takes.

- Bishop Matthew Kukah,  
Ex President Obasanjo & Alhaji Atiku Abubakar:  
A Reconciliation not an Endorsement  
October 15, 2018



## TKC Influence on the International Scene

The Kukah Centre's (TKC) mission looks not only on Nigeria but to the world at large. Nigeria being without doubt, one of Africa's strongholds remains a reference point for either criticisms or for influence. In whatever situation, TKC stands as a light to change narratives and as drivers of new realities as regards policies and its bearings on humanity.

It is therefore interesting to note that The Kukah Centre has over the years caught the attention of some international bodies that the Centre had to be invited to make presentations based on her citizen-centered interventions in Nigeria.

The Centre does not hoard knowledge but shares it for the world to learn and therefore, become a better place and a home for all to thrive.

The following presents some of the Centre's influence on the international scene:



## Berlin - Germany

from 2nd – 4th September, 2018, The Kukah Centre was invited to participate in the Berlin Conference intended to raise funds to address the humanitarian situation in the Lake Chad region. The Centre's intervention was linked to the report of the Community engagement that produced the 'Through our Eyes' Report. It recommended the need for a shift from mere humanitarian assistance to sustainable development and poverty reduction in the region.



The quest for national cohesion remains an illusion and the result therefore is that marketing Nigeria becomes an act of frustration. In part because too many issues have still not been resolved. Tragically as the population has increased we have not been able to craft a narrative.

Is there any institution in Nigeria that has not been taken over by quacks, including our politics? There is no institution you can blame in this country, everywhere. That is why it is even so dangerous and so important to think about how to advertise Nigeria. I mean, where do you start?

- Bishop Matthew Kukah,  
Nigerian politics taken over by quacks  
([www.vanguardngr.com](http://www.vanguardngr.com))



## Addis Ababa - Ethiopia:

From 22nd – 24th October, 2018, The Kukah Centre was represented by its Director, Fr. Atta Barkindo at the conference on violent extremism and reintegration to examine the Reintegration of former violent extremists into communities in Nigeria. Drawing his presentation on the DDRR National Framework developed by The Kukah Centre, he highlighted key issues surrounding reintegration of former violent extremists in Nigeria, including practical challenges encountered in reintegration efforts as well as lessons and recommendations that are relevant for reintegration initiatives in Nigeria.



## London - United Kingdom

The Kukah Centre was, during the year under review, engaged on international policy discussions in various countries. Conciliation Resources - UK: The Report, Through Our Eyes, produced through this project, recommends local civil society and communities to deepen collective understanding of the conflict, bring together divided communities and create opportunities to raise the voice of local populations to national and international stakeholders. As part of this project and when the report was published in March 2018, Fr. Barkindo visited the UK and had engagements with different groups and agencies:

- **26 March 2018** - Bishop Peter Price, Chair of Conciliation Resources, London
- **27 March 2018** - The Right Revd. Precious Omuku - The Archbishop of Canterbury's Special Representative on Conflict in Sub-Saharan Africa and James Megoran, Rapid Response Efforts from the Reconciliation Adviser of the Archbishop of Canterbury, Lambeth Palace, London
- **27 March, 2018** - Marco Simonetti, Regional Manager, West Africa, International Alert, Stokwell, London
- **28 March, 2018** - Foreign Commonwealth Office, FC, Africa Directorate, Department of International Development (DfID), Nigeria Desk, Whitehall, London.
- **28 March, 2018** - Fiyaz Mughal, Foundation and Director of Faith Matters, Portman Close, London



## Oslo - Norway

From 30th August - 1st September, 2018, The Kukah Centre was invited to participate in a conference on 'Drone Proliferation in Africa at the Peace Research



Institute, Oslo. The conference was exclusively devoted to understanding drone proliferation and usage in Africa. The Director of the Kukah Centre, Fr. Atta Barkindo, made a presentation on the expanding use of drones in the context of the Boko Haram conflict and around the Lake Chad region. The conference was part of the Kukah Centre's strategy towards strengthening its research and policy component.





## Kigali - Rwanda:

19 - 21 November, 2018. The conference was to provide a forum for civil society organizations to come together and explore how the DDDR and PRR frameworks converge through reintegration in violent extremist contexts conducive to terrorism. It also underscored that country-specific reintegration challenges and opportunities will be analyzed and mapped with a focus on Africa, spotlighting interventions in:

- A) Kenya
- B) Mali
- C) Nigeria
- D) Cameroon
- E) Somalia
- F) Sudan.

The presentation made by The Kukah Centre captured lessons and good practices from reintegration programming in Nigeria in the context of violent extremism conducive to terrorism and will document experiences from civil society organizations, NGOs and youth working formally or informally in these processes. It also included analyzing linkages between center-based rehabilitation and community-based reintegration as well as rehabilitation interventions that need to continue at community level within the framework of reintegration.



## Looking Forward

Only six (6) years into our existence, we at The Kukah Centre with the help of partners, funders and supporters has made great progress in the conduct of both empirical and evidence-based research on conflicting religious and ethnic issues within the country. Equally, we serve as a medium for intervention between the Nigerian government and the masses. Importantly, the Centre has become the Secretariat of the National Peace Committee, NPC, an important institution that promotes non-violent election and peaceful transition. In the future, we plan to enlarge our scope to cover other geopolitical regions within the country and to invite more partners and foreign aids for the realization of this dream. We equally envisage making the Centre an important research and policy institution, including leadership training programmes for young people.



## Part 2: 2018 Projects & the Schedule of Activities

Projects and the schedule of activities carried out within the year 2018 is best illustrated in the table below:

PROJECTS	TITLE	ACTIVITIES
<b>Tony Blair Institute for Global Change</b>	Religious Leaders Nigeria Project	<ul style="list-style-type: none"> <li>Strategic meeting held on .....at Kukah Centre</li> <li>Leadership Training</li> </ul>
<b>NERI</b>	National Framework on Demobilisation, Deradicalisation, Rehabilitation and Reintegration, DDDR	<ul style="list-style-type: none"> <li>Validation</li> <li>Distribution of Reports</li> </ul>
<b>European Union</b>	Support to National Peace Committee	<ul style="list-style-type: none"> <li>Printing of 2015 Election report</li> <li>Meeting with INEC Chair and Service Chiefs</li> <li>Meeting with Political parties and re-launch of NPC</li> <li>Meeting with Registered political parties</li> <li>Signing of the National Peace Accord to conduct peaceful political rallies and campaigns</li> </ul>
<b>Plan International</b>	Kaduna State Peace Academy	<ul style="list-style-type: none"> <li>Community Mapping</li> <li>Selection of Community</li> <li>Inception of the Project</li> <li>Training of Young people from Communities</li> <li>Monitoring and Evaluation</li> </ul>
<b>McArthur Foundation</b>	Research on Herder-Farmer conflict, and documentary on memory and conflict	<ul style="list-style-type: none"> <li>Strategic Meeting</li> <li>Training of Researchers</li> <li>Conduct of Research</li> <li>Completion of project</li> <li>Presentation of Report and policy brief 31st December, 2018.</li> </ul>
<b>Profuturo Foundation</b>	Digital Education for Disadvantaged Children in northern Nigeria	<ul style="list-style-type: none"> <li>Completion of School Inspection</li> <li>Arrival of Materials</li> <li>Beginning of Training</li> </ul>
<b>Conciliation Resources</b>	Completion of the Report - Through Our Eyes	<ul style="list-style-type: none"> <li>Advocacy on the report</li> </ul>
<b>International Engagements</b>	Policy Contribution at the International Level	<ul style="list-style-type: none"> <li>Oslo-Norway</li> <li>Berlin - Germany</li> <li>Addis Ababa - Ethiopia</li> <li>Kigali - Rwanda</li> </ul>

## Part 3: 2018 Financial Report

FIGURE 3:  
STATEMENT OF FINANCIAL POSITION  
AS AT 31ST DECEMBER, 2018

	Notes	2018 =N=	2017 =N=
<b>Assets:</b>			
Bank balance	2	254,288,056	19,112,188
Cash balance	2	<u>48,510</u>	<u>22,745</u>
		<b><u>254,336,566</u></b>	<b><u>19,134,933</u></b>
<b>Non-Current Asset</b>			
Building Renovation		113,725,904	15,441,642
Plant & Machinery	1	90,000	135,000
Motor Vehicle	1	2,580,000	3,630,000
Furniture & Fittings	1	684,350	986,870
Office Equipment	1	2,253,425	2,940,110
Land Fence in Progress		4,692,600	-
		<b><u>24,026,279</u></b>	<b><u>23,133,622</u></b>
Total Asset		278,362,845	42,268,555
Current Liability		<u>(600,000)</u>	<u>(600,000)</u>
<b>Net Assets</b>		<b><u>272,362,844</u></b>	<b><u>36,268,555</u></b>
<i>Represented by</i>			
Excess of Income over Expenditure		<u>272,362,844</u>	<u>36,268,555</u>
<b>Accumulated funds</b>		<b><u>272,362,844</u></b>	<b><u>36,268,555</u></b>
<i>Board of Trustees</i>			

FIGURE 4:  
INCOME AND EXPENDITURE ACCOUNT  
FOR THE YEAR ENDED 31ST DECEMBER, 2018

	Notes	2018 (N)	2017 (N)
<b>Income:</b>			
	<b>3</b>	<b><u>457,765,325</u></b>	<b><u>113,936,274</u></b>
<b>Expenses:</b>			
Staff Salary		62,595,882	24,165,757
Transport and Travels		5,786,583	4,850,934
Office Expenses		4,633,200	4,967,375
Office maintenance & repair		654,500	272,500
Audit fee		1,000,000	1,000,000
Programmes & Projects	4	54,018,405	31,573,905
Lunch / Entertainment		264,736	308,705
Depreciation		3,799,943	3,799,943
Conferences, Convention & Meetings		-	3,474,380
Staff Pension		3,685,071	576,000
Web Design/Internet		1,299,230	186,501
Documentary		9,602,099	-
Postages		195,350	46,100
EU – SDG Salaries		3,676,320	-
Toiletries/Beverages		693,067	284,650
Office Rent		-	1,038,252
Bank charges		338,977	190,214
Vehicle running		3,391,413	3,163,716
Consultancy Fee		-	158,000
EU- SDG – National Peace Committee		28,647,142	-

INCOME AND EXPENDITURE ACCOUNT  
FOR THE YEAR ENDED 31ST DECEMBER, 2018 (Contd.)

	Notes	2018 (N)	2017 (N)
Sundries		11,257,696	1,404,970
PLAN International		2,240,892	-
Freight on laptops imported		14,864,743	-
EU – SDG – Equipment		950,900	-
Printing & Stationary		6,119,170	363,640
Utilities		1,285,935	504,689
Diesel		481,200	175,140
Penalty		79,633	150,000
Newspapers & Periodicals		<u>108,950</u>	-
<b>Total</b>		<b><u>221,671,035</u></b>	<b><u>82,655,368</u></b>
Surplus/(Deficit) of income over expenditure		236,094,290	31,280,906
Surplus brought forward		<u>36,268,555</u>	<u>4,987,649</u>
<b>Surplus/ (Deficit) carried forward</b>		<b><u>272,362,844</u></b>	<b><u>36,268,555</u></b>

FIGURE 5:  
CASH FLOWS STATEMENT  
FOR THE YEAR ENDED 31ST DECEMBER, 2018

	2018 =N=	2017 =N=
Cash flows from operating activities		
Surplus for the year	236,094,290	31,280,906
Add depreciation	<u>3,799,943</u>	<u>3,799,943</u>
	<b>239,894,233</b>	<b>35,080,849</b>
Changes in working capital		
Increase in current liability	-	6,000,000
<b>Purchase of fixed Assets</b>	<b>(4,692,600)</b>	<b>(22,788,380)</b>
	235,201,633	18,292,469
Cash flow from financing activities	-	-
<b>Cash and Bank balance at the beginning</b>	<b>19,134,933</b>	<b>842,464</b>
<b>Cash and Bank balance at the end of the year</b>	<b>254,336,565</b>	<b>19,134,933</b>

FIGURE 3:  
NOTES TO THE ACCOUNT  
FOR THE YEAR ENDED 31ST DECEMBER 2018

1. FIXED ASSETS						
	<i>Building Renovation</i>	<i>Plant &amp; Machinery</i>	<i>Motor vehicle</i>	<i>furniture &amp; fittings</i>	<i>Office Equipment</i>	<i>Total</i>
Depreciation rate	0.1 =N=	0.25 =N=	0.2 =N=	0.15 =N=	0.15 =N=	=N=
<b>Cost</b>						
AT 1/1/18	17,157,380	180,000	5,250,000	2,016,800	4,577,900	29,182,080
Additions	-	-	-	-	-	-
<b>AT 31/12/18</b>	<b>17,157,380</b>	<b>180,000.00</b>	<b>5,250,000</b>	<b>2,016,800</b>	<b>4,577,900</b>	<b>29,182,080</b>
<b>Depreciation</b>						
AT 1/1/18	1,715,738.00	45,000.00	1,620,000	1,029,930	1,637,790	6,048,458
Charge for the year	1,715,738	45,000	1,050,000	302,520	686,685	3,799,943
AT 31/12/18	3,431,476	90,000	2,670,000	1,332,450	2,324,475	9,848,401
<b>Net Book Value</b>						
AT 31/12/18	<b>13,725,904</b>	<b>90,000</b>	<b>2,580,000</b>	<b>684,350</b>	<b>2,253,425</b>	<b>19,333,679</b>
AT 31/12/17	15,441,642	135,000	3,630,000	986,870	2,940,110	23,133,622

NOTES TO THE ACCOUNT  
FOR THE YEAR ENDED 31ST DECEMBER 2018 (Contd.)

### 2. BANK & CASH BALANCES

Bank Balances	2018 (N)	2017 (N)
Zenith Bank Plc – Kaduna	349,540	17,546
Zenith Bank Plc – Project	115,334,956	18,790,012
Zenith Bank Plc – Abuja	5,049	7,763
Unity Bank Plc -	618,028	169,067
Unity Bank Plc – Domiciliary	127,800	127,800
UBA – EU – SDG Naira Account	137,841,877	-
UBA – Kaduna	10,806	-
	<b><u>254,288,056</u></b>	<b><u>19,112,188</u></b>
<b>Cash Balances</b>		
Cash at Hand – Kaduna	3,000	14,800
Cash at Hand – Abuja	2,310	-145
Cash – NSRP/PROJECT	-	4,940
Cash – Profuturo	43,200	3,150
	<b><u>48,510</u></b>	<b><u>22,745</u></b>

NOTES TO THE ACCOUNT  
FOR THE YEAR ENDED 31ST DECEMBER 2018 (Contd.)

### 3. INCOME

	2018 (N)	2017 (N)
NSRP	-	39,034,000
PROFUTURO	32,948,500	17,703,000
BORNO STATE GOVERNMENT	-	20,000,000
CONCILIATION RESOURCES	126,000	12,380,584
TONY BLAIR FOUNDATION	15,412,702	5,981,000
NERI	27,017,888	7,800,725
CCFN	-	2,500,000
NATIONAL PEACE COMMITTEE	-	1,000,000
INDIVIDUAL/CORPORATE	-	4,485,765
DIRECT PUBLIC SUPPORT	-	570,000
UNCLASSIFIED	-	2,481,200
YALE UNIVERSITY	3,599,970	-
EU-SDG	170,153,940	-
MAC ARTHUR	30,320,000	-
NORTHERN GOVERNORS	19,136,132	-
OSIWA	10,000,000	-
PLAN	21,582,199	-
	<b><u>457,764,747</u></b>	<b><u>113,934,274</u></b>



NOTES TO THE ACCOUNT  
FOR THE YEAR ENDED 31ST DECEMBER 2018 (Contd.)

**4. PROGRAMMES & PROJECTS**

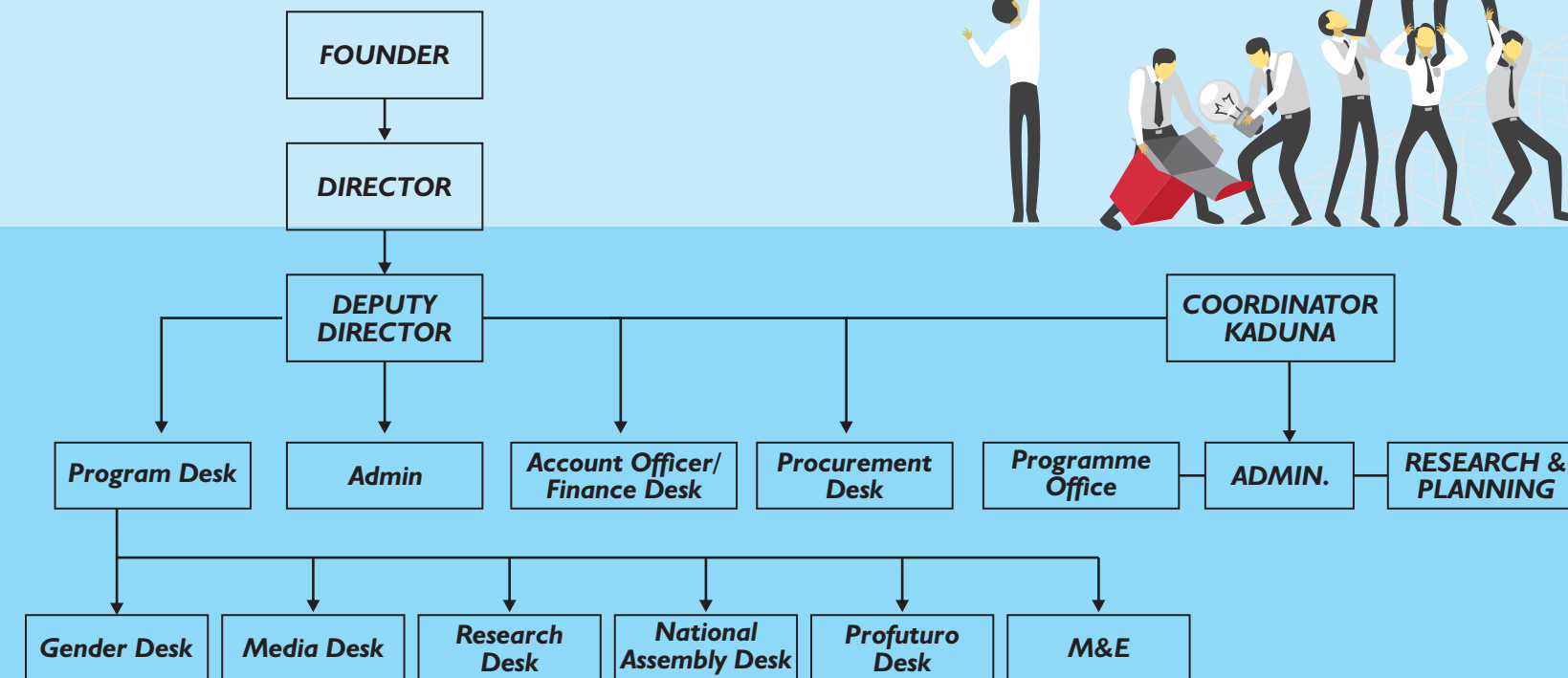
	2018 (₦)	2017 (₦)
CONCILIATION RESOURCES	5,183,420	2,496,300
FORD FOUNDATION	-	1,242,500
NATIONAL PEACE COMMITTEE	-	1,039,356
NERI	5,169,313	886,500
NSRP	-	16,011,630
TONY BLAIR FOUNDATION	6,924,102	3,829,369
DIRECT PUBLIC SUPPORT	10,652,305	6,068,250
PROFUTURO	4,223,511	-
OSIWA	5,030,278	-
MAC ARTHUR	940,500	-
PLAN INT'L	15,894,975	-
	<b>54,018,405</b>	<b>31,573,905</b>

NOTES TO THE ACCOUNT  
FOR THE YEAR ENDED 31ST DECEMBER 2018 (Contd.)

**5. EXPENDITURES BY DONORS**

	2018 (₦)	2017 (₦)
PROFUTURO	29,645,035	18,965,905
CONCILIATION RESOURCES	1,350,000	9,453,031
CCFN	-	2,620,000
TONY BLAIR INSTITUTE	9,590,934	5,538,060
NSRP	-	39,034,000
NERI	27,017,888	-
DIRECT PUBLIC SUPPORT	48,155,482	-
EU – SDG	33,274,362	-
MAC ARTHUR	19,044,050	-
NOTHERN GOVERNORS	14,864,743	-
OSIWA	10,000,000	-
PLAN	21,239,850	-
YALE UNIVERSITY	3,599,970	-
FORD FOUNDATION	4,781,378	-
	<b>222,563,693</b>	<b>75,610,997</b>

The Centre maintained a flexible structure during the execution of its projects in 2018



The Centre intends to maintain a lean and flexible core structure, with all positions filled by top talent.





FORD FOUNDATION



# 2018 ANNUAL REPORT



Flat C1, American Specialist Hospital Complex,  
(opposite Rockview Royale Hotel), 1, Luanda Crescent,  
Wuse 2, Abuja - Nigeria

e-mail: [info@thekukahcentre.org](mailto:info@thekukahcentre.org)  
website: [www.thekukahcentre.org](http://www.thekukahcentre.org)