



ANNUAL REPORT



2022

Acronyms/abbreviations

ANC	Antenatal Care
AO	Area Officer
BfdW	Brot fur die Welt (Bread for the World), Berlin, Germany
BoD	Board of Directors
BoT	Board of Trustees
CLTS	Community-Led Total Sanitation
D&P	Development & Peace, Canada
DEC	Development Exchange Centre
DCG	DEC Conference & Guest House
DLPH	Decentralize Local Project Holder
ED	Executive Director
EU	European Union
FCT	Federal Capital Territory (Abuja)
FM	Finance Manager
IFAD	International Fund for Agricultural Development
KMC	Knowledge Management & Communication
LGA	Local Government Area
MDA	Ministries, Departments & Agencies
MEF	Micro Enterprise Fundamental
MIS	Management Information System
NBS	National Bureau of Statitics
PRO-ACT	Pro-Resilience Action
PROSELL	Produce and Sell
REFLECT	Regenerated Freirean Literacy through Empowering Community Techniques
SBMC	School Based Management Committee
SDG	Sustainable Development Goals

TBA	Traditional Birth Attendant
UK	United Kingdom
VSLA	Village Savings & Loans Association
WASH	Water, Sanitation and Hygiene
WASHCOM	Water, Sanitation and Hygiene Committee

CHAIRMAN DEC BOARD OF DIRECTOR'S REMARKS

It is our pleasure to present to you our annual report for the year 2022, which outlines the achievements and progress made by our organization in providing social and economic services to the vulnerable groups in Nigeria. As you are aware, Nigeria faced a myriad of challenges in 2022, including social, political, economic, and ecological problems that have adversely affected the lives of the people. Nonetheless, DEC remained steadfast in its mission to improve the living standards of our target beneficiaries.

Gender inequality: Women in Nigeria continue to experience discrimination, with limited access to education, employment, and decision-making roles. Our vocational skills training, functional literacy education, and economic empowerment programs aim to empower women and provide them with the resources and tools they need to become self-sufficient and independent.

Nigeria's healthcare system continues to be plagued by inadequate infrastructure, a shortage of trained healthcare professionals, and limited access to healthcare services. Our sexual maternal health education programs aim to provide women with essential healthcare services, information, and resources to make informed decisions about their newborn health.

Environment is under threat from pollution, deforestation, and desertification, resulting in adverse health effects, food insecurity, and climate change. Our water and sustainable environment programs aim to promote sustainable agriculture, provide access to clean water and sanitation facilities, and promote climate change mitigation and adaptation strategies.

Poverty rate remains high, approximately 133 million people (NBS) with many individuals struggling to make ends meet. Our microcredit services aim to empower women entrepreneurs and provide them with the resources they need to start and grow their businesses, ultimately reducing poverty and increasing employment opportunities.

The country is currently preparing for the 2023 general election, which presents an opportunity for positive change, but also potential risks of instability. We understand the importance of promoting good governance and peace-building, and we will continue to prioritize these areas in our programs.

We recognize that our efforts to address these challenges are just a small part of the broader solution, and we continue to seek partnerships and collaborations with other organizations, government agencies, and stakeholders to maximize our impact. We remain committed to our vision of creating a better future for all, particularly the vulnerable groups in Bauchi, Nigeria.

In conclusion, we extend our sincere gratitude to our stakeholders and supporters for their continued trust, support, and encouragement. We are proud of the progress we have made and look forward to working together to achieve our mission of improving the lives of our target beneficiaries.

DEC GOVERNANCE AND MANAGEMENT STRUCTURE

DEC Board of Trustees

Mrs. Antonia Kundera	Chairperson
Mr. Ado Solomon	Vice Chair
Alh. Inusa Kida	Member
Mr. Henry Osadolor	Member
Haj. Larai Hamadu	Member
Dr. Musa Moda	Member

DEC Board of Directors

Mr. Bulus Gwashi	Chairman
Mrs. Hannatu Rwang Unanam	Vice Chair
Mrs. Sarah Drambi Kefas	Member
Mr. Lazarus Ruben Yerima	Member
Mr. Kefas Solomon Akundo	Member
Mr. Francis Ademola Olaitan	Member
Alh. Muhammed Lawal Bello	Member
Mrs. Mercy K. Wodung	Member
Mrs. Fidelia N. Yaji	Member
Haj. Rabi Ibrahim	Member
Mr. Samuel B. Yelmison	Ag. Executive Director/Board Secretary

DEC Management

Mr. Samuel B. Yelmison	Ag. Executive Director
Mr. Musa Saka	Ag. Finance Manager
Mrs. Helen Abah	Microcredit Manager (McM)
Mrs. Emily Stephen	Ag. Human Resource Manager
Mr. Samuel B. Yelmison	Head of Programmes
Mr Andrew Ishaku Sammai	Ag. Head Internal Control
Mr. Andrew Dauda	Guest House Manager
Mr. Atiku V. Usman	Head of Knowledge Management & Communication

ABOUT OUR ORGANIZATION

DEC is a non-governmental organization that was established in 1987 to serve as a forum for exchanging development ideas. Over the years, it has evolved into a multi-sector mission that aims to deliver social and economic services to its target beneficiaries. DEC's services and programmes has touched the basic fabric of its target beneficiaries, particularly women, who are considered among the vulnerable groups in society, through functional literacy education, vocational skills development, maternal health education, water and sustainable environment, economic empowerment, good governance and peace-building, and microcredit.

DEC Bauchi, which was registered in 1997 as a trustee incorporated organization, has a Board of Trustees and a Board of Directors that work to enhance its service delivery. The organization's apex decision-making body is made up of members of the registered women's groups across the states where DEC operates.

Due to its credibility and capacity to achieve its objectives, DEC continues to receive support from various local and international partners, including government and development agencies. The organization has received financial, material, and technical support for its activities, and this support has been critical to the success of its programmes.

OUR VISION

A society with equitable opportunities for sustainable development

OUR MISSION

"Empowering women to improve their living conditions and status through integrated development services and initiatives"

CORE VALUES

Accountability: Willing and ready to perform in a manner that makes us accountable, responsible and answerable to all stakeholders both internal and external.

Inclusion: Ensuring a gender social inclusion and respect for human dignity and creating an environment where everyone counts.

Integrity: Ensuring credibility, trustworthiness and projecting positive image of individual and organization at all times and in all things.

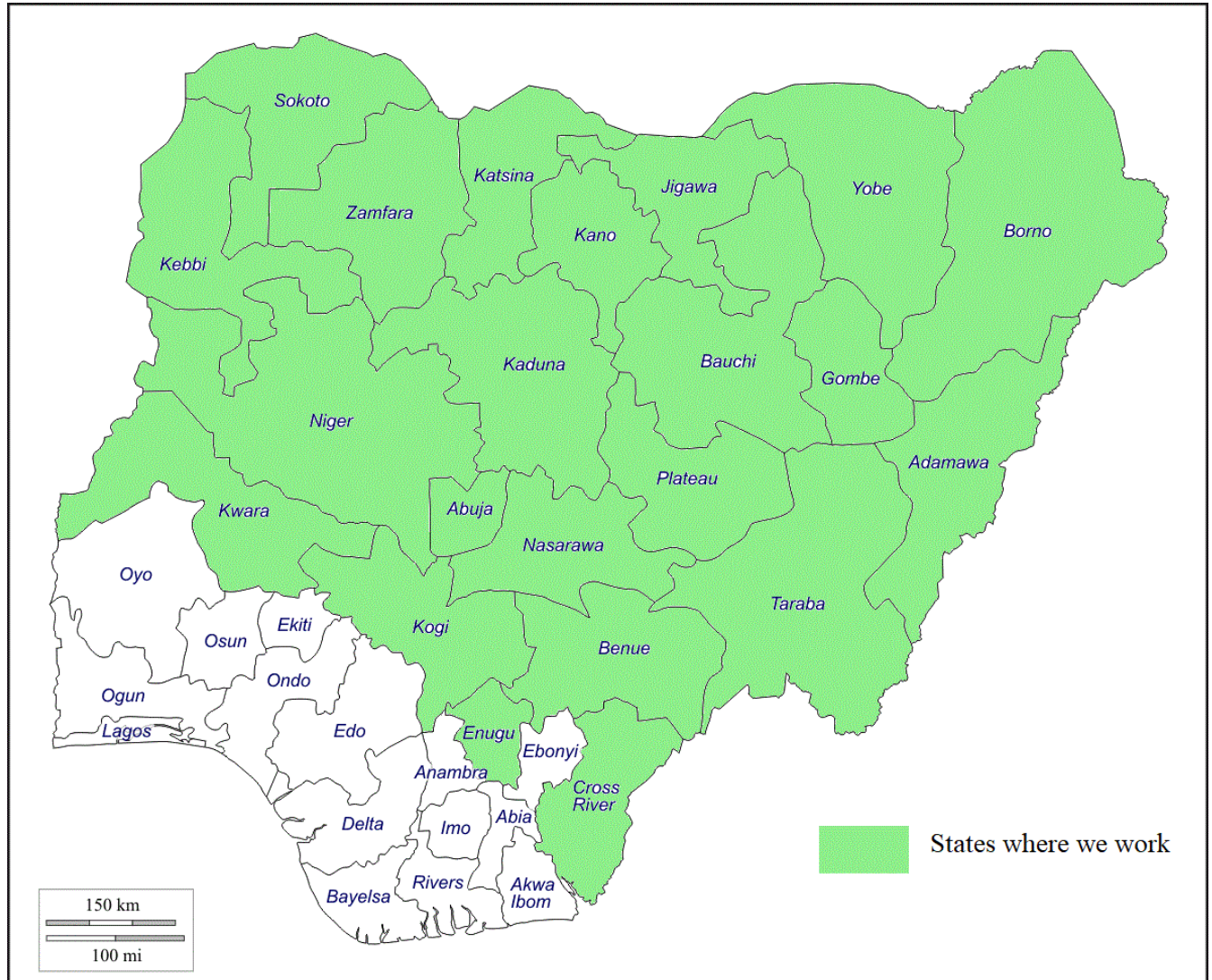
Partnership: DEC values relationships, rights, responsibilities and mutual sharing of resources for the achievement of common goals.

Teamwork: complimenting each other's ideas and expertise towards achieving both individual as well as organizational goals.

Transparency: Ensuring we are open and accountable in the use of resource and in the ways decisions are made on matters of interest which are laid bare to the organization and its stakeholders.

Innovation/Creativity: Valuing and encouraging the ability to bring out new and great ideas that bring unique insights into DEC's work, giving it competitive advantage or resulting in lowering the cost of operations for the organization.

Our coverage in Nigeria



Our Strategic Role

DEC's ultimate goal is to **improve lives of women and families, and ensure that communities are living in peace and harmony**. In order to achieve this goal, six (6) major outcomes have to be achieved, these are:

1. Economic Empowerment: *Poverty reduction amongst vulnerable households and improved living standards.*
2. Health: *Improved Health and Wellbeing*
3. Education: *Improved Access to Quality Education and reading outcome*
4. Governance: *Improved Access to Justice, Accountable Institutions, Peaceful and Inclusive Societies*
5. Environment: *Sustainable Management of Energy, Water and Sanitation*
6. Institutional Strengthening: *Effective, Efficient and Sustainable Organisation*

THE REPORT

DEC has implemented a range of activities that aim to build up community resilience and promote ownership and sustainability of social development interventions that the organization has initiated. These efforts are supplemented by a variety of partner-supported activities, such as the

"Socio-economic Empowerment for Communities in Northern Nigeria" and "Small-Scale Project for Community Based Organization" funded by Bread for the World (BftW), Germany." DEC also collaborates with other partners on projects such as "OSAIID" and "Produce and Sell (PROSELL)," which are funded by the European Union and implemented by Oxfam, and "Youth Entrepreneurship and Women's Empowerment in Northern Nigeria (WAY)" funded by Menonite Economic Development Association (MEDA) respectively. Together with DEC's core programme, these partnerships have made important contributions towards realizing the organization's vision and mission, as well as advancing key international development goals as defined by the SDGs. The DEC Strategic Plan outlines these interventions in detail and serves as the basis for measuring progress and success.

DEC's microcredit services operates in 24 states (including the FCT), while social projects are targeted at vulnerable communities in locations where they are most needed as well as, as determined through thorough assessments and surveys, and by enhancing local organization capacity for sustainable development. The one-year report for 2022 provides an assessment of activities undertaken by DEC, with funding coming from both partner organizations and DEC's own resources. Going forward, the ongoing 5-year Strategic Plan that took effect in 2019 will continue to guide DEC's efforts, with specific targets and achievements set out in the plan serving as important benchmarks for measuring progress.

Economic Empowerment Unit Outcome

In 2022, we conducted a thorough assessment of households in communities to identify the most vulnerable households, particularly female-headed households, who would benefit from our project. We identified households who were in dire need of our assistance and enrolled them in our 'pass-on-the-gift' scheme. Under this scheme, identified most vulnerable household was given a pair of livestock for husbandry, which could be used for nutrition and income generation. At the end of a cycle, a young pair was collated and issued to the next set of most vulnerable households. This allowed us to reach a wider range of people and make a greater impact. Mrs. Zulaihat Aliyu was selected as one of the beneficiaries of the 'pass-on-the-gift' scheme, and she received a female goat. She had never owned any livestock before, and the goat will provide her with an opportunity to supplement her income.

We also provided Micro Enterprise Fundamentals Curriculum and Village Savings Loan Association (VSLA) training to selected households. Volunteers were trained to establish and coordinate VSLA groups, which allowed beneficiaries to pool together financial resources and access soft loans bearing minimal interest with ease to engage in Income Generating Activities (IGA) and other ventures that would improve their livelihood. This helped beneficiaries to become financially independent, as they were able to start their own businesses. One of our success stories is that of Mrs. Ruth Mammam from Pakka Community, a widow with three children who was able to use the proceeds from the VSLA to start a small business selling clothes. With the profits from her business, she was able to provide for her children's education and other basic needs.

We also engaged agricultural extension workers to manage and train farmers (including at least 50% women) who were enrolled in Farmers' Training Field Schools (FTFS) within communities. These farmers were trained on agricultural strategies and innovative approaches that have the capability of improving farming processes (yield, processing, storage) using the Nigerian Agricultural Enterprise Curriculum (NAEC). We are proud to report that one of our success stories is that of Mr. Mohammed Yahaya from Pakka Community was able to increase his farm yield by 30% after attending the training program.



A presentation of livestock to a beneficiary during Livestock distribution at Gaidam, Kwaya Kusar LGA, Borno State



20

Goats distributed 20 households



45

VSLA groups established



250

Farmers trained through FTFS

Education Unit

Outcome

Education unit conduct community sensitization/campaign/awareness creation on girl child enrolment in schools and establish literacy and debating clubs in the centres. We also identify/establish 10 non-formal learning centers in communities, where women will be enrolled into adult literacy classes, and adolescent girl child centers. These centres are supported with learning and instructional materials

such as . Our project empowers women and out of school children with literacy, numeracy, vocational, and life skills through 10 ReFLECT centres.

ReFLECT is a unique adult literacy program that builds on the concepts of the Brazilian educator, Paulo Freire. It emphasizes the need to bring together the community to work together in developing literacy, numeracy, and life skills. The program is participatory, and its methods are inclusive, using techniques that are relevant to the local communities. ReFLECT is conducted in a group setting, and learners participate in problem-solving, decision-making, and critical reflection exercises. The program focuses on both the cognitive and affective domains, encouraging learners to reflect on the social, economic, and political issues that affect their lives. This approach creates an empowering and transformative learning experience for the learners, enabling them to develop the skills and knowledge required to make informed decisions about their lives.



During handing over learning and instructional materials in BaramDutse Community, Bauchi State



ReLECT facilitators during exercise session at Gombe State

Our project has recorded numerous success stories, including that of Hussaina Ahmed, a 22-year-old woman from Baram Dutse community. Mariam had never attended school due to poverty and cultural beliefs. Our ReFLECT program offered her the opportunity to learn basic literacy, numeracy, and life skills. Mariam's participation in the program has been transformative, empowering her to make informed decisions about her life. She has now enrolled in a vocational training program and has started a small business. Mariam's story is just one of the many success stories that our project has recorded.



Health Unit

Outcome

Our organization has focused on improving the health sector in our target communities. Our primary targets are women of childbearing age and children under the age of 5, with the aim of reducing infant and child mortality rates, as well as maternal mortality rates.

We have worked closely with the health sub-committee to train Traditional Birth Attendants (TBAs) on modern, safe health practices. These TBAs were also equipped with first-aid kits to aid them during child delivery. The TBAs have also been mobilizing pregnant women to uptake ANC, PNC, child spacing, and other MNCH services. We have also established a partnership with primary health facilities to ensure information sharing, resource mobilization, and service delivery, creating synergy between DEC and health agencies and facilities.

In addition, we conducted community outreach, reaching persons on HIV/AIDS, Tuberculosis, Malaria, and diabetes sensitization. The beneficiaries were screened, tested, and referred for treatment. We also engaged 10 community members as activists/champions, who have been mobilizing every community person towards healthy living and influencing husbands to support their children and pregnant wives to uptake MNCH services.

We conducted food demonstrations for caregivers on identification, promotion, production, and consumption of indigenous and highly nutritious crops. We leveraged our relationship with relevant partners to provide improved seeds to our caregivers for homestead farming/gardening.

Our efforts have yielded positive results, as we have seen a reduction in infant and child mortality rates and maternal mortality rates from 4.5% to 4.2%. We have also observed an increase in the uptake of ANC, PNC, and other MNCH services, thanks to the work of the trained TBAs and community activists/champions.

A remarkable success story comes from Stella Banat, a Traditional Birth Attendant (TBA) from the Kikan community. She shared that most women in her community typically do not go to hospitals for childbirth. However, after receiving training from DEC on modern and safe health practices, she was able to sensitize women in her community about the importance of seeking professional medical assistance during delivery. As a result of her efforts, she referred three pregnant women for safe delivery in a hospital. Stella's commitment to improving maternal and child health in her community is a shining example of the impact that can be achieved through education and advocacy.



Mother and child who was fed through exclusive breast feeding in Kodomti community, Numan LGA, Adamawa State



Participants during C-IYCF training in Geidam community, Kyaya kusar LGA, Borno State



750

Women mobilized for ANC



150

Caregivers trained on expanded nutrition



843

Community members were reach through Health out eaches



40

TBAs were trained

Environment Unit Outcome

The environmental project aimed to improve the lives of rural communities through sustainable environmental practices and was a great success. With the support of the environment sub-committee, the project successfully reached 5 communities, sensitizing them on the benefits of environmental conservation.

The provision of two waterpoints through boreholes ensured that over 500 people gained access to safe water, significantly reducing waterborne diseases. Through the VLOM package, 30 individuals received training on waterpoint management and maintenance, ensuring sustainability even after the project's closure.

The establishment of environment clubs in 15 community schools, with a total of 900 school children and 60 youths, fostered environmental awareness and practices among the young generation. At least 10,000 tree seedlings were nursed and planted annually in the communities, encouraging environmental protection and sustainability. In addition, 750 households were sensitized and trained on the use of energy-saving cooking stoves, leading to a reduction in tree felling for firewood, protecting the environment, and improved livelihoods.

One success story that stands out is the story of Mama Fatima Usman, a community member Pakka, Kyaya Kusar LGA of Borno State, who received training on the use of energy-saving cooking stoves. She was previously spending a significant amount of money on firewood, which negatively impacted her family's financial wellbeing. With the introduction of the energy-saving cooking stove, she has saved a considerable amount of money, which she now uses to support her family's basic needs. Additionally, she has become a champion of environmental conservation, sensitizing other community members on the importance of energy-saving stoves and their positive impact on the environment and livelihoods.



Beneficiaries during distribution trees that was raised in Salahu Community, Kyaya Kusar LGA, Borno State



Geidam/Dayar School Environmental Club supported with working Materials after training by DEC



Governance Unit

Outcome

Through Score Card development, community members were encouraged to participate in decisions that affect their lives and hold duty bearers accountable. Interventions in communities included sensitization and training on human rights and domestic violence, linking victims to relevant stakeholders, and media engagement through radio programs, talk shows, campaigns, and drama.

A success story from one of the project sites is shared where women in a rural community were not allowed to participate in decision-making processes and were often subjected to domestic violence. With the intervention, women were trained on their rights and how to report abuses. They were also included in community meetings and decision-making processes, resulting in increased participation and inclusion.

Moving forward, the project will continue to prioritize the DO-NO-HARM principle, ensuring that project implementation does not cause harm or exacerbate existing conflicts. The project remains committed to promoting community involvement and participation in decision-making processes and looks forward to continued progress and success in the coming year.



172

People trained on Human Rights



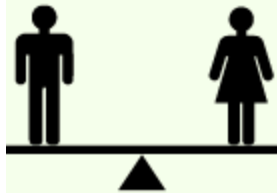
750

Copies of Scorecard produced and distributed



220

Community members trained on Advocacy and lobbying skills



107

People trained on GBV

Small-Scale Project Fund

DEC in partnership with Bread for the World have continued to support CBOs with the aim of enhancing their capacity for sustainable development. So far, there is enhanced capacity for project management, reporting and managing intra and external conflict.



SSPF staff left during monitoring visit to DLPH in Gombe.

Microcredit

Our Microcredit department remained steadfast in its mission to empower economically disadvantaged women groups through the provision of financial services such as micro loans, regular savings, and agricultural loans e.t.c. Our focus is not only on productivity and sustainability but also on the positive socio-economic transformation of our beneficiaries. By supporting income generating activities and small businesses, we enable our clients to improve their livelihoods and contribute to the growth of their communities. Our commitment to the economic empowerment of the poor and low-income households is unwavering, and we remain dedicated to providing accessible and affordable financial services that will help them achieve financial independence and prosperity.






DEC's microcredit program has 215,740 beneficiaries in 24 states (including the FCT) through 131 business units. The programme serves over 13,649 women groups.

Success Story

Esther Lawrence is an inspiring woman leader, a widow, and a mother of 7 children who has been a beneficiary of DEC's microcredit programme since 2014. She started with a loan of 20,000 and has received different packages over the years, currently on 50,000 due to the economic situation. Thanks to DEC's support, Esther has expanded her business from selling Ugwu to owning a Fadama where she grows and sells the leaves. With the income from her business, she is able to provide quality education for her children, including one who is studying at the University of Nsukka and two others at Bida Polytechnic, without any financial stress. Esther's success story is a testament to the positive impact of DEC's microcredit program on the lives of the economically active poor and low-income households, empowering them to achieve their goals and improve their livelihoods.



Esther Lawrence in place of business

	Year 2021	Year 2022
 Total number of active clients	166,600	164,502
 Total value of loan disbursed	15.7B	15.7B
 Total value of savings	3.5B	4.2B
 Number of groups	13,170	13,649
 Total value of loan outstanding	6B	7B

DEC GUEST HOUSE AND CONFERENCE CENTRE

DEC's partnership with EED-Germany in the establishment of the DEC Guest House and Conference Centre has proven to be a successful initiative. The purpose was to offer a comfortable and secure accommodation for DEC's women groups during their capacity building activities away from their homes. However, the centre's services have been extended to individuals and organizations seeking lodging and conference facilities, generating income for DEC. The facility boasts 34 well-furnished rooms and 2 conference halls of different sizes, which have hosted over 7,000 guests and accommodated 127 events with 4,365 participants. The DGC's achievement in generating a gross income of N32 million is a testament to its commitment to providing alternative resources that contribute to the attainment of organizational goals.

INSTITUTIONAL STRENGTHENING/DEVELOPMENT

Institutional strengthening is key to organisational growth, alignment and sustainability. The organisational focus is in areas such as resource mobilisation; effective management system; and networking and partnership that will enable DEC to deliver its services effectively contributing significantly, in its own way, to the achievement of key national, regional and international development objectives. It comprises of the Internal Control (IC), Finance & Administration, Knowledge Management & Communication (KMC) and Human Resource. The Internal Control responds to mitigate organizational risks and audits finances of the organization, enforcing compliance to especially financial operation policies and adherence to approved budgets. This ensures prudent use of resources and prevents resource misappropriation.

Finance & Administration ensures financial management and liquidity for DEC's entire operational plan. It ensures responsible financial investments and resource mobilization. All DEC finances are

controlled at the Head Office with funding after due process from the programme staff to the Finance Manager (FM), to the Executive Director (ED), all being vetted by the IC. All advances are retired by programme officers upon completion of activities. Staff remuneration is paid into benefitting accounts electronically. In addition, the IC has reduced financial losses by detecting and preventing fraud.

KMC:

MIS

The KMC serves the role of information management, organizational learning, growth and visibility. It is responsible for communications, MIS, information technology, monitoring & evaluation and reporting. Organizational information is shared via DEC website, social media accounts, newsletters, organizational profiles, calendars, reports, jingles and documentaries. DEC is gaining more visibility and attracting partnerships. The MIS has provided a robust monitoring tool that has continued to evolve and adapt to current realities including reduced operational cost.

M&E

The Monitoring and Evaluation (M&E) unit of the Development Exchange Centre (DEC) Bauchi Nigeria, is responsible for monitoring and evaluating the organization's programmes and initiatives to ensure that they are implemented effectively and efficiently. This report highlights the key achievements of the M&E unit in 2022.

Programme Monitoring: In 2022, the M&E unit successfully monitored all DEC's programmes, including functional literacy education, vocational skills development, sexual and reproductive health education, water and sustainable environment, economic empowerment, good governance and peace-building, and microcredit services. The unit conducted regular field visits to project sites to ensure that the programmes were being implemented as planned and that they were making a positive impact on the beneficiaries.

Impact Assessment: The M&E unit conducted impact assessments on all of DEC's programmes in 2022. These assessments helped to determine the effectiveness of the programmes and identify areas for improvement. The assessments also helped to demonstrate the impact of DEC's programmes on the beneficiaries, particularly women.

Human Resources:

The department is responsible for managing the human capital at DEC, which includes recruiting, appointing, and deploying staff as needed.

During 2022, the department conducted several staff audit exercises and staff appraisals to ensure that our workforce was aligned with our organizational goals and objectives. We also identified areas where staff capacity needed improvement and organized in-house training sessions to address these areas. In addition, we identified external trainings - local, national, and international - and assigned staff to attend based on identified need.

One of our key achievements this year was the successful deployment of 810 staff members across various departments within the organization. This ensured that all departments had the necessary human capital to achieve their goals and objectives. We also ensured that staff were adequately trained and equipped to perform their roles effectively, which contributed to our overall success as an organization.

Our focus on staff capacity building also contributed significantly to our success in 2022. By identifying areas where staff needed improvement, we were able to provide the necessary training and support to help them perform better in their roles. This, in turn, improved the quality of our services and helped us achieve our mission of delivering social and economic services to our target beneficiaries.

In terms of our staff capacity strength, we are pleased to report that our workforce is made up of qualified and skilled individuals who are dedicated to their roles within the organization. We have a total of 810 staff members, who are deployed across various departments within the organization.

Looking ahead, we remain committed to the ongoing development and management of our human capital. We will continue to conduct regular staff audits and appraisals to ensure that our workforce is aligned with our organizational goals and objectives. We will also identify areas where staff capacity needs improvement and organize appropriate training sessions to address these areas.



An Oradian visit to DEC to review its digitalization process.

CHALLENGES

During the period, DEC has come across numerous challenges that may have in one way or another affected its output and outcome.

- Increase in cost of equipment due to naira devaluation has affected the ability to replace faulty equipment such as generators.
- DEC faced a challenge due to the devaluation of the naira, which meant that the organization had to provide more counterpart funding for the grants it received. As a result of the devaluation, the cost of foreign currency increased, making it more expensive to access external funding sources.
- Insecurity in some of the areas where the organization operates was a significant challenge. This posed a threat to staff safety and hindered access. In some cases, activities had to be postponed or suspended altogether due to security concerns.
- Poor road conditions in some locations also made transportation difficult and increased operation costs. This meant that staff and materials sometimes had to be transported over long distances, which required additional resources and time.
- The challenge of fuel availability and high prices also had an impact on the microcredit operations of DEC. In areas where fuel was scarce or expensive, it may have been difficult for DEC staff to travel to meet with borrowers or conduct loan assessments. This could have delayed the processing of loans and created additional administrative burdens for staff.

LEARNING POINTS

DEC has gained tremendous experience that has proved helpful for its future programming.

These may be summarized thus:

- i. First line support has been improved in branches. With this, further automation can be achieved.
- ii. Training and capacity building of staff and CBOs has paved ways to learning new things, opened doors for more opportunities and also improvement in productivity.
- iii. DEC has the capacity to be a resource centre for NGOs.
- iv. DEC may consider partnering with organisations that have remarkable ideas and achievements.
- v. Establishing and maintaining contacts and relations with stakeholders (government MDAs, media agencies) facilitates smooth collaboration and implementation.

Conclusion:

The 2022 Annual Report of Development Exchange Centre (DEC) highlights the organization's unwavering commitment to promoting sustainable development and empowering women in the face of the challenges posed by Nigeria's socio-political, economic, and ecological context.

DEC's success in 2022 is a testament to the hard work and dedication of its staff and partners, who worked tirelessly to deliver critical services to vulnerable groups, particularly women. It is also a demonstration of the importance of partnerships and collaborations in achieving sustainable development.

Looking to the future, DEC remains committed to its vision of creating a society with equitable opportunities for sustainable development and its mission of empowering women through integrated

development services and initiatives. The organization is determined to continue its efforts to address the challenges faced by vulnerable groups and promote sustainable development in Nigeria.

BOT, BOD and Management of DEC are grateful to its partners for their continued support and looks forward to building on its successes in the coming years. Together, we can create a better future for all.