

Together. End poverty. Together. End poverty. Together. End poverty. Together.



2011
Annual
Report
and Accounts

act:onaid

Together. End poverty. Together. End poverty. Together. End poverty. Together. End poverty. Together.



act:onaid

Annual
Report
and
Accounts
2011
Annual
Report
and
Accounts

Over half the hungry people in Nigeria are small farmers. Majority of the farmers are women, who receive little or no support from the governments. ActionAid Nigeria and our partners are helping women small farmers to join groups to learn how to improve their yields.

PHOTO: ACTIONAID



CONTENT

Message from the
Chair of the Board
and Country
Director

PAGE 4

Progress
on our
strategic
priorities and
plans

PAGE 9

Our sorrys
and lessons
in 2011

PAGE 23

Summarised
2011 financial
statements

PAGE 28

Our
work in
2011

PAGE 6

Progress on
organisational
objective

PAGE 18

Moving
forward:
2012 and
beyond

PAGE 25



THE year 2011 was a year of critical transition for us in ActionAid Nigeria. It was a year of transition from associate to affiliate status. This transition however is not without added responsibilities and obligations. It requires higher level of accountability both within the ActionAid federation and in the development sector.

The year also marks a period when the organisation focused on review of strategies. ActionAid Nigeria therefore was not only working at realigning her strategy with the international strategy but rebuilding our culture of critical engagement with the socio-political environment and also creating stronger link between our internal teams and the groups and people we work with.

We have in the year moved on to working more with right holders to build their agencies and voices. We focused more on those interventions that strengthened some of the platforms created by the people themselves to advance their cause. Some of these efforts to strengthen people interventions are defined in our support for such platforms as Economic Literacy and Budget Accountability Network; National Budget Working Group (NBWG); Human Security Network; Legislative Advocacy Coalition on Violence Against Women

Message from the Chair of the Board and Country Director

(LACVAW); Voices for Food Security Coalition; Activista – platform for young activists and campaigners engaged in mobilisation and organising for social transformation; and the Coalition on Alternate Development Strategy – a broad coalition of NGOs, labour and students movements focusing on alternative development strategy.

Strengthening people's power and reinforcing their active participation in governance were important priority for us in the year, hence our investment in election monitoring exercise in which we not only collaborated with our partners in monitoring the 2011 general elections, but also created

an election situation room through which we were able to access information on the field and provide both security agencies and the media with real time information thus providing critical intervention on behalf of the people.

In the year 2011, we also focused on linking up with policy makers and legislatures desirous of making input into transformative changes. Some of our partners were either former development workers, allies of development platforms or legislatures who lacked the platforms to do so. We did not only provide relevant support for some of them, but also got them actively involved in some of the activities targeted at issues concerning the poor, especially women and children as well as the socially disadvantaged.

We emphasised the Human Rights Based Approach (HRBA) and made it the pillar on which our works rested. We engaged more with the policy arena just as we focused on building the capacity of groups, coalitions, networks and people at the grassroots on how to step into the policy space and make demands.

The year also marked the demonstration of our advertised belief in democratic principles. The leadership of the Board of

Trustees changed in the year with the pioneer Chair of the Board, Prof. Uvie Igun handing over to the new chair, Prof. Patricia Donli. The transition did not only exemplify our subscription to the principle of democracy but also highlighted ActionAid Nigeria and our board's ability to regenerate leaders.

In this report we present the details of the

forementioned, some of our achievements, our learning, the principle of accountability and our sorries.

We thank all who have believed and walked the thorny road of development with us in the year. We salute the courage of those poor who never gave up and chose to align with our rights-based approach and not wait for tokenism as

forms of intervention. We also salute the courage of the staff who braved the unpredictable roads to bring succour to the poor. We dedicate the successes of the year to the people of Nigeria who never gave up in spite of the ever-present threat of dispossession by the fast expanding neo-liberal agenda.

Prof. Patricia Donli
Board Chair



Hussaini Abdu PhD
Country Director



ActionAid Nigeria learns from its experiences and challenges, and applies the lessons to our empowerment, solidarity and campaigns work. Climate change, the economic crisis and security challenges are creating new and serious threat to people's efforts to overcome poverty in Nigeria. These also make ActionAid's work more relevant – and more urgent– than ever.

Our 2011 Annual Report, available at www.actionaid.org/nigeria, provides an overview by selecting one story from each context that illustrates achievement, and gives an overall review and reflection that highlights challenges and failures across the 613 communities we are working. We focused this year more on stories of most significant change demonstrating impact, as we had a comprehensive mid-term review of our Country Strategy Paper that had already

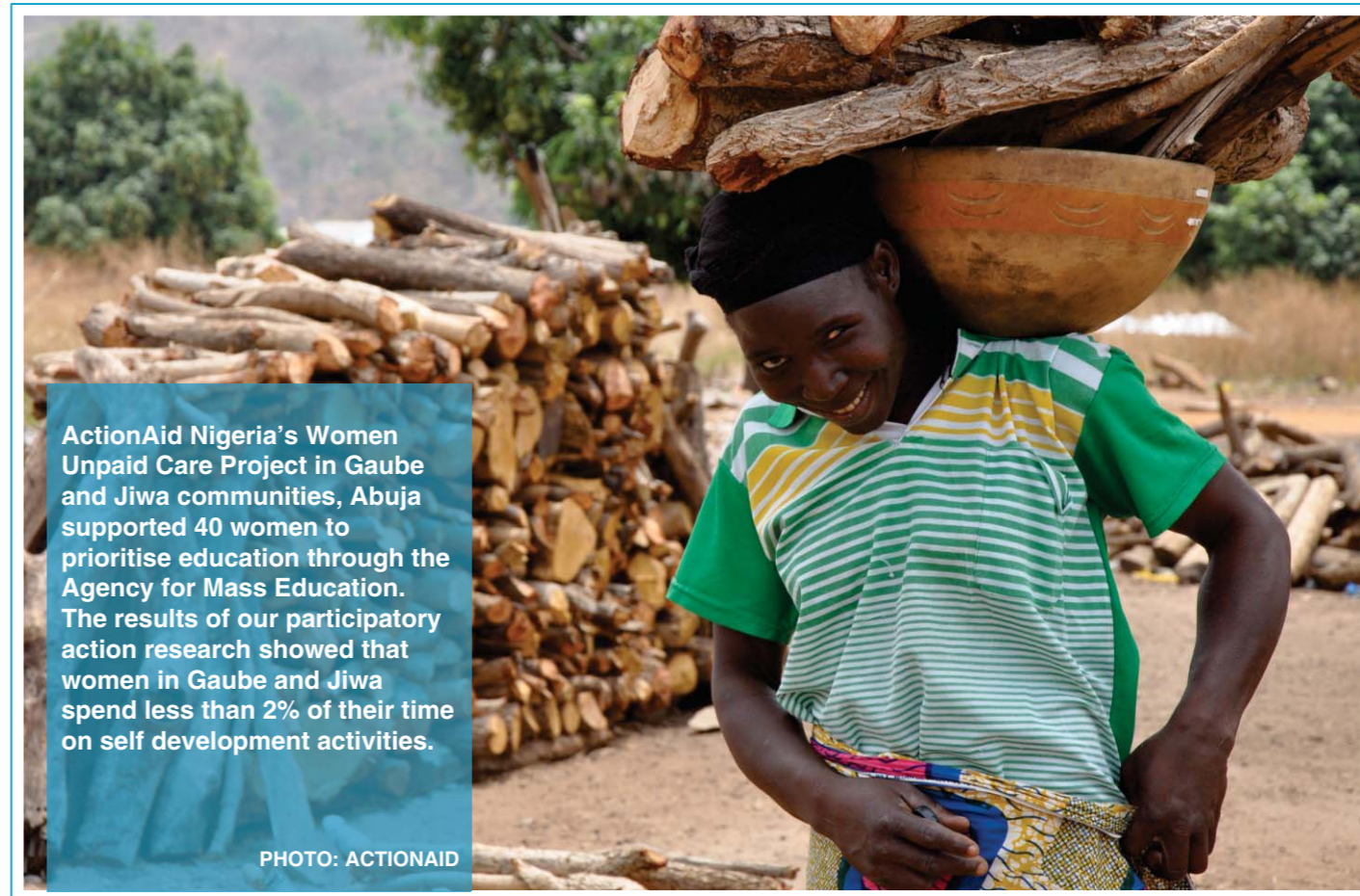
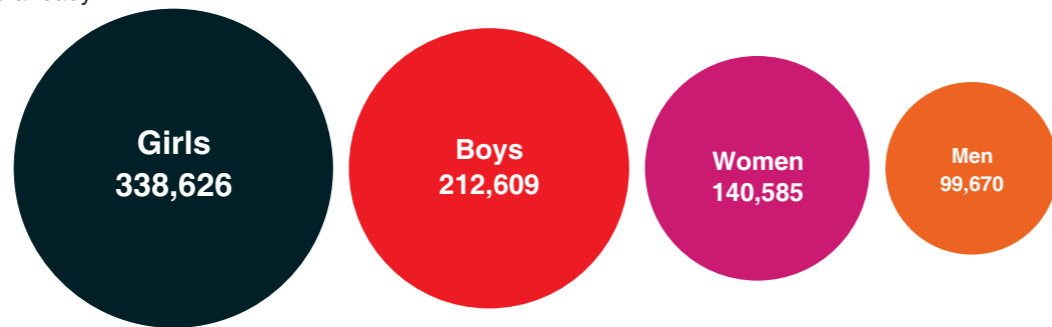
Our work in 2011

been a rich learning process.

Externally, the context of our programming was influenced by the key challenges facing the poor and excluded, especially women and girls. For example, in the education sector there were issues of access and equity, standard and quality assurance, teacher development, learning infrastructure and funding. Despite several efforts made by both state and non state

actors, a high percentage of girls are still not accessing education especially in Northern Nigeria. Within the challenges of access and equity are also cases of school-based violence that contribute to drop out of girls in schools. Our analysis shows a high connect between costs of education; early marriage/pregnancies and girls drop out in schools. This highlights the importance of our rights-based approach, as a mechanism to empower people to build movements to campaign on rights – to hold governments to account.

Number of people we reached in 2011



ActionAid Nigeria's Women Unpaid Care Project in Gaube and Jiwa communities, Abuja supported 40 women to prioritise education through the Agency for Mass Education. The results of our participatory action research showed that women in Gaube and Jiwa spend less than 2% of their time on self development activities.

PHOTO: ACTIONAID



We are thus proud that in 2011, we strengthened the capability of communities and civil society groups to demand for quality educational services, increased investment for local sustainable agriculture, improved health systems and legal frameworks and disaster risk reduction and response.

Not only did we bring the issue of violence against women and girls within national policy debates, supported internally displaced persons due to disasters and conflicts and ensured women participation in decision-making and local governance, we also campaigned to get decision-makers and appropriate government agencies to take action that protect and promote the rights of poor people.

Internally, our overall accountability has ensured great strides towards the desired improvements. In 2011, ActionAid Nigeria was appraised and approved to become an affiliate of the ActionAid federation. We aligned our Country Strategy with the International Strategy and carried out an extensive mid-term review of the implementation of our *Country Strategy Paper* over the past two and half years. The review found our strengths to include our commitment to taking sides with the poor and excluded our unique rights-based approach, our partnerships and reputation

with social movements, and our commitment to learning and accountability. We are committed to addressing the weaknesses found, most of which relate to how we are organised internally, as well as the need to have a clearer and more consistent identity and approach with our diverse range of stakeholders, across our different programmes. These few examples show that to succeed



in the coming years, the struggle for justice and equality needs new thinking, new approaches and new ways of organising. This report not only demonstrates our ability to evolve and adapt; it also highlights the effectiveness of our *Human Rights Based Approach* in order to bring about lasting change for poor people. It also helps to ensure that our work in communities is sustainable and success can be replicated.



IN our Local Right Programme communities, our engagement with government institutions has influenced policies and practices in order to improve service delivery to the neediest communities.

In 2011, ActionAid Nigeria largely succeeded in influencing and promoting relevant laws and policies that address the needs of poor and excluded communities.

CSP Objective 1:

Work with governments and their institutions to promote laws, policies and practices that address the rights of poor and excluded communities with accountable and democratic governance

Progress on our strategic priorities & plans

Some of the successes recorded at both the national and state levels are:

1. School-Based Management

Committee: findings from the baseline survey conducted at the inception of the Enhancing Girls' Basic Education in Northern Nigeria (EGBENN)¹ project highlighted that one of the key issues affecting effective delivery of quality public education in Nigeria is the low participation of citizens in school management especially in rural communities. As a result, education authorities at the state and local levels including school administrators and teachers were not accountable to the citizens in the delivery of quality education. Thus ActionAid Nigeria supported Kebbi, Sokoto and Zamfara states to establish and train School Based Management

Committees (SBMC) made up of representatives of different groups in the communities) in all public schools in the three states to provide some oversight functions to ensure that the schools are able to deliver quality education to the children. In addition we facilitated spaces for interaction between the SBMCs and different government agencies responsible for the delivery of education at the state and local levels. Consequently, the SBMC began to engage with their different duty bearers to address issues affecting the delivery of quality education in the communities. As a result, the state became more responsive to the provision of adequate infrastructure, posting of female teachers to serve as mentors to the girls and provision of learning materials.

In collaboration with UNICEF and the National Universal Basic Education Commission, we organised several meetings to share success stories arising from this initiative. As a result, the Minister of Education gave a directive that all schools in Nigeria should establish School Based Management Committees. ActionAid Nigeria also moved to ensure that the directive was taken as an agenda at the National Council of Education

¹Enhancing Girls Basic Education in Northern Nigeria (EGBENN) project is a three-year contract from Oxfam Novib aimed at eliminating gender disparities in basic education in Northern Nigeria



meeting (the highest policy making body on Education, made up of the 36 state Commissioners of Education, and the Federal Minister of Education). In 2011, the directive was adopted as a part of the national policy on education. ActionAid Nigeria shared the guidelines for the establishment and implementation of SBMCs in the 36 states at a meeting with all the state Education Commissioners, and is currently working with other stakeholders to develop a final policy document on SBMC.

2. REFLECT² methodology: we persuaded the Nigerian government through continuous engagement with the Federal Ministry of Education (FMOE) to adopt REFLECT methodology as one of the national official methodologies for the delivery of adult literacy programmes in Nigeria. Our experience deploying Reflect methodology in communities we work has shown that the REFLECT approach links adult learning to empowerment. Having begun life as an approach to adult literacy, REFLECT is now a tool for strengthening people's ability to communicate through whatever medium is most relevant to them, creating a democratic space which

strengthens people's ability to speak for themselves at all levels. Although our REFLECT projects in our Local Rights Programme (LRP) communities are diverse, they all focus on enabling people to articulate their views: the development of literacy and other communication skills is closely linked to the analysis of power relationships. In most of our LRP communities, REFLECT circles have strengthened people's dignity and self-confidence and have improved health practices, children's education and local community organisation.

Consequently, we believe that the adoption of the methodology will enable groups to develop their own learning materials by constructing maps, calendars, matrices, and diagrams or using drama, story-telling and songs to capture social, economic, cultural and political issues from their own environment. While members of a REFLECT circle will learn the basics of literacy, they will also be learning how to access information or demand services more effectively. This has created a platform for empowerment as we implement our programme using the Human Rights Based Approach.

3. Family Life and HIV Education curriculum: Through our education initiatives, 44 education secretaries, staff of State Universal Basic Education Board (SUBEB) and Ministry of Education and Teachers on Family Life and HIV Education were trained on the FLHE curriculum. The programme was necessitated by the challenge faced by parents, educators and communities in creating environments that support and nurture health. As a result, a total of 136 children were reached by the FLHE programme in two pilot states of Kebbi and Sokoto. These trainings have thus fostered the acquisition of factual information, formation of positive attitudes, beliefs and values as well as development of skills to cope with the biological, psychological, and socio-cultural aspects of human living among school children. Consequently, there were commitments from the Kebbi and Sokoto State Governments to step-down the training in 1,604 and 1,990 public schools in Kebbi and Sokoto states respectively.

4. Mothers' Association: The Federal Ministry of Education adopted ActionAid Nigeria's model of Mothers' Association in

participatory school governance to improve the participation of women in school governance aimed at improving quality of public education. Significant part of our work in 2011 was to establish adult literacy classes for the Mothers' clubs. This work benefitted 72 women in Etutu and Opada communities in Kogi State.

5. Agriculture policies and programmes: Through our support of 10 civil society organisations to participate in high level meetings and policy dialogues, we were able to influence ECOWAS food crisis' prevention and management charter, Comprehensive Africa Agriculture Development Programme (CAADP) plan and ongoing alignment of the government agriculture transformation agenda to include issues affecting smallholder women farmers, increased investment in local sustainable agriculture and livelihood, and climate change.

ActionAid recognises the primacy of the agency of the poor and excluded rights-holders, citizens, social justice movements and other civil society actors in the fight to end poverty and injustice. We recognise that the quality of our relationships with poor people, communities, our partners and allies is fundamental to our success in achieving our mission.

Reducing HIV-related stigma: despite real progress that has been made nationally in tackling HIV and AIDS, there is still widespread stigma and discrimination against people who are HIV-positive. These societal attitudes are adversely affecting both people's willingness to be tested for HIV and their adherence to anti-retroviral therapy. For instance, the 2008 Nigeria Demographic Health Survey³ revealed that only about 25% of people would buy food from an infected shop keeper, and 50% would want people living with HIV quarantined.

In 2011, ActionAid Nigeria conducted training sessions on policy influencing and advocacy skills for civil society organisations

CSP Objective 2:

Work with organisations to advocate democratic, accountable and transparent governance with pro-poor policies and programmes

and their networks as well as the government agencies responsible for the control of HIV and AIDS. Specific advocacy plans were developed as an immediate output of the trainings. Using the learning from these trainings, ActionAid Nigeria supported the civil society organisations to engage in series of advocacy and policy influencing initiatives as planned, including breakfast meetings with members of parliament, policy dialogues, alliance building with the civil society networks, religious and

²Reflect is an innovative approach to adult learning and social change, which fuses the theories of Brazilian educator Paulo Freire with participatory methodologies. It was developed in the 1990s through pilot projects in Bangladesh, Uganda and El Salvador and is now used by over 500 organisations in over 70 countries.

³The 2008 Nigeria Demographic Health Survey (NDHS) is a nationally representative survey intended to furnish programme managers and policymakers with detailed information on levels and trends in fertility; nuptiality; sexual activity; fertility preferences; awareness and use of family planning methods; infants and young children feeding practices; nutritional status of mothers and young children; early childhood mortality and maternal mortality; maternal and child health; and awareness and behaviour regarding HIV and AIDS and other sexually transmitted infections. Additionally, the NDHS collected information on malaria prevention and treatment, neglected tropical diseases, domestic violence, fistulae, and female genital cutting (FGC).





Women farmers in Tiggi Community, Kebbi State discussing resilience to climate change in their community.

PHOTO: ACTIONAID



traditional leaders, law enforcement agencies, and the association of lawyers etc. The civil society organisations also used the skills and knowledge gained from the trainings to draft state specific HIV/AIDS anti-stigma and discrimination bill.

As a result of sustained advocacy efforts, the bill was passed and signed into law in two Nigerian states where ActionAid works (i.e. Cross River and Kaduna states). With this law in place, the rights of over 10,000 persons living with HIV and AIDS in these states to associate freely and access services are now protected under the law. It is also envisaged that this will improve voluntary counselling and testing, voluntary disclosure of one's status and uptake of treatment, but importantly, children of HIV positive persons can enjoy education without discrimination. According to the Coordinator of Cross River State Network of Persons Living with HIV and AIDS, "there have been cases of stigmatisation of PLWHIV by family members but we did not know how to handle such issues, but now with the law in place and working with the Ministry of Justice, we have legal instrument to prosecute such offences." Since the signing of the bill into law early 2011, the number of support groups of PLWHIV has

increased from 80 to 92; "this is because our people are more confident now that there is law protecting them from stigmatisation and discrimination."

Strengthening quality education: our Country Strategy Paper requires us to ensure that all children have access to free quality education within an equitable system where children's rights – especially those of girls—are respected, injustices are challenged and children's lives can be transformed. In 2011, we led a campaign that aimed to make a strong push for free, compulsory, quality early childhood education and adult learning. The campaign was supported by citizens from 11 states across the country (i.e. Ebonyi, Gombe, Kaduna, Katsina, Kebbi, Kogi, Nasarawa, Niger, Plateau, Sokoto, Zamfara States and the Federal Capital Territory). The campaign contributed to some significant improvements in practice with a view to strengthen public education. For example, in Niger State, the implementation of Universal Basic Education (UBE) laws, especially with regards to zero fees and levies in public primary and junior secondary schools has fully commenced. By the end of 2011, the State Universal Basic Education Board (SUBEB) in Ebonyi state supplied school furniture to five public schools, and the Non

Formal and Adult Education Agency in Kogi State supplied writing materials to Etutu and Pada communities adult women literacy centres.

CSP Objective 3:

Enhance access for women and girls to decision-making processes, resources and justice at all levels

In line with our commitment in our CSP, we continued to work with women from the excluded groups and to ensure that we promote women's rights across all our work. This is because of the extreme forms of discrimination that persist in many parts of Nigeria where we work.

Women in political leadership: women suffer exclusion and marginalisation in



decision making process and structures of the country. This is deeply rooted in the patriarchal character of the society. This has persisted all through the different political experiences of the country. Nigeria's transition from military to civilian rule, in May 1999, has not brought any significant increase in women's formal presence in the political arena. Although the numbers of women in elected positions has increased with subsequent elections in Nigeria, the proportions of seats occupied by women show that their representation in politics is still abysmally low.

For over half a decade, the campaign for 35% affirmative action for Nigerian women in elective and appointive positions has been on but has not yielded much result. However, in 2011, Nigeria recorded approximately 33% in appointive positions for women in the Federal Executive Council. This is a product of years of struggles of Nigerian women supported by different local and international agencies including ActionAid Nigeria. We built up public pressure on the president, governors and other state leaders to prioritise women in all appointive positions. Across the media, we delivered compelling narratives on the urgency for action, and the cost of inaction. We provided key leadership and support with campaign partners to deliver a massive

popular campaign for women's participation in decision making.

Womens' Unpaid Care: in addition, we impacted directly on people's lives, particularly through an action research on women's unpaid care project being piloted in Gaube and Jiwa communities in the Federal Capital Territory. The action research was done through a participatory process that sensitised women to evaluate time spent on various categories of care and work with the objective of reducing and compensating such work. The results of the research showed that women in the two communities spend less than 2% of their time on self development activities. Consequently, 40 women prioritised continuing education. This decision prompted ActionAid Nigeria to lobby the Agency for Mass Education to revamp the existing literacy centres in the two pilot communities. The centres have been refurbished, teachers deployed, and classes have commenced – for the forty women.

Violence against women: during the year, ActionAid Nigeria in collaboration with the Legislative Advocacy Coalition on Violence against Women (LACVAW) held several advocacy meetings with relevant committees in the National Assembly to

advance the passage of the Violence Against Persons Prohibition (VAPP) bill. Following these negotiations, the bill successfully passed second reading at the House of Representatives and currently awaiting final reading and approval. We also witnessed increased support from legislators and law enforcement agents on issues of violence against women and girls following several targeted engagements and the 16 days of activism campaign.

AMURO is a community of five villages in Afikpo North Local Government of Ebonyi State, South-East Nigeria. It is one of the communities where ActionAid's Local Rights Programme (LRP) is located, working through its partner – Participatory Development Alternatives (PDA).

Apart from having greater domestic workload than men – involving caring for children, cooking and cleaning and long hours fetching water, denial of access to lands is one of the issues that came up from the women in this community during a Reflect circle meeting. This led to the process of engaging with the traditional structures that upheld this practice. Due to the mode of land ownership - a woman is not entitled to inherit land except through the man by marriage. Therefore unmarried older women do not own land and widows had their farmlands taken away from them the day their husbands die. This makes it more difficult for them to fend

Amuro women break age-long tradition on access to land

for their families as farming is the major source of livelihood in Amuro community.

During a stakeholders' meeting marking the 16 days of activism, the Reflect circle widow participants presented a drama to show how denial of access to lands affect their lives and livelihood. The drama was a classical display of injustice by the 'Essas' who are the

community policy makers/opinion leaders.

The 'Essas' after series of advocacy events including the 16 days of activism convened a meeting during one of the traditional festivals to announce an amendment to the age-long tradition of not giving portions of land to women especially widows. One of the widows, Mrs. Margaret Ogeri Egwu Oti



from Ezi Acha village, testified that she was among those that received farmlands in 2011, the first time since the death of her husband.

There are 10 widows from the villages and five showed interest in the use of the farm lands. The five women were given 'ebeh esato' (eight big beds or heaps according to the traditional measurement) which is equivalent to 50 x 50 meters.

The widows can now go to their own farm instead of staying at home or working as labourers on other people's farms during the farming season. They are now able to produce food for their families, sell farm produce and use the proceeds to send their children to school.

Mrs. Ogeri Egwu, one of the widows in the community said "we don't feel like outcasts anymore, we are now true Amuro indigenes and we are happy about this new sense of belonging"

CSP Objective 4:

Strengthen poor and excluded people and communities to influence policies and practices that affect their rights

IN 2011, Nigeria witnessed unprecedented flooding in several locations across the country. One of our priorities for the year was increasing the speed and efficiency of our response, and we successfully responded to seven medium and major emergencies, and small-scale disasters.

Responding to emergencies: using rights based approach, we actively involved people affected by the disasters, and ensured that the responses incorporated issues of rights. For example, we responded swiftly in providing emergency relief directly to 316 households of average of six persons per household in five states affected by flood. Over 75% of direct beneficiaries were women. Training

sessions on setting up early warning systems and rapid response were held in the communities and as a result when the flood occurred, the fatalities were minimal and community people immediately resolved to support reconstruction efforts by the displaced persons.

Mid 2011, when many poor people were marooned by flood waters in Bauchi, Delta, Kogi, Lagos and Oyo States, ActionAid Nigeria supported 316 households with average of 6 persons per household with food and non-food relief supplies and psychosocial support. As a way of linking our intervention with long-term development, in solidarity with people living in poverty, we supported the development of more comprehensive policy options document with apt recommendations on emergency response and disaster risk reduction for engagement of governments and relevant institutions.

Youth participation in development: also in 2011 we placed particular attention on ensuring the active participation of children in our work, not only in education, but in other thematic interventions. We recognise that children are an important constituency due to their vulnerability, their potential as agents of change and their role in our fundraising. Following the tailored training

sessions organised by ActionAid Nigeria for girls' clubs in 28 communities where the initiative is implemented, we were able to link club activities to improvements in girls' attendance and performance in school and to the improvement in relationships between boys and girls. This is illustrated in the words of a head teacher of one Junior Secondary School where Transforming Education for Girls in Nigeria and Tanzania project⁴ was implemented, *"before now, no girl came first (in exam grades) in any class. In the last exam (2011 semester), girls came first in primary 3 and 4"*. Girls' Club members conduct household visits to confront parents on why children are not in school and sometimes engage facilitators or other adults (teachers, School Based Management Committees) to offer practical or motivational support (books, pencils etc). The actions of the girls are beginning to change the practice of parents feeling comfortable with their girls being out of school.

Empowering young people to act: our focus for the Activista⁵ was building a structure that would tap into the existing organising youth culture in the country. In 2011, we facilitated the emergence of eight

⁴Transforming Education for Girls in Nigeria and Tanzania (TEGINT) is a five-year £4 million Comic Relief funded girls' education project coordinated by ActionAid

Activista functional cells with an average of 15 young people in each cells in our Local Rights Programme locations and in urban centres to build rural-urban solidarity for taking action. It became a space for political education and consciousness building, generating over 300 hits monthly on facebook and other social media platforms. During the World Food Day, 40 Activistas mobilised 200 smallholder farmers across four communities to support our campaigning goals for **HungerFREE**. The Activistas are encouraged following issues identified in their cell meetings to engage with duty bearers in partnership with the people living in poverty.

Responding to HIV using STAR approach: a lot of our work to ensure the centrality of rights, social justice, gender and women rights in response to HIV epidemic was carried out using the *Societies Taking Actions through Rights* (STAR) methodology. ActionAid and its partners facilitated the formation of discussion groups and then took them through an awareness-raising process in which they discussed their needs and what they can do collectively to solve their

⁵Activista is ActionAid's network of student and youth activist groups in more than 29 countries, campaigning for a HungerFREE world

problems. In 2011, we supported over 114 STAR circles in 11 states. Eighteen thousand, six hundred and fifty (18,650) people were reached by the STAR groups. This led to positive impact in the lives of thousands of pregnant women and under-5 children. For instance, within the year, we recorded an increase in uptake of services including:

(i) increased uptake in family planning services by 103 women and 51 girls; (ii) increased uptake of immunization services from facilities for under 5 year olds (3,241 girls and 2,303 boys); and (iii) 158 births deliveries attended by skilled health workers in 2 states as against 233 deliveries taken in 6 states in 2010.

We also supported the STAR groups to drive policy changes targeted at protecting the rights of internally displaced persons. So far, three states have developed draft bills and the groups have continued to engage with their specific states legislators.

Promoting the rights of children through theatre: the Child Rights Act, which was enacted in 2003, seeks to regulate and protect the rights of children as enshrined in the 1999 Constitution and other subsidiary legislations. However, as protective as the Act is, it is yet to put an

end to the many sufferings of Nigerian children. Reason for this is innumerable; and anecdotal evidence showed that there is an ignorance of the existence of the Child Right Act, 2003 especially by the parties whose involvement in ensuring its successful implementation is most necessary and very much needed. Top of this list are the parents/guardians of the children and the children themselves who have no idea that they have rights and what those rights are. It was against this backdrop that ActionAid Nigeria in partnership with Swedish Embassy, UNICEF, the Swedish Institute and the Ghana National Theatre decided to host series of unique events aimed at promoting the rights of children and women in Nigeria through theatre tagged the *African Cinderama*.

The country-wide caravan-like campaign tour used traditional theatre, music and folklore to reach over 10,000 students and over 5,000 parents, guardians, policy makers and opinion leaders. It created an innovative, safe and open forum for clarification on the issues around intentions and motives behind the Child Rights Act and has reduced resistance to its domestication in Kogi, Sokoto and Kwara States and the Federal Capital Territory.



THE year 2011 was a year of tremendous change for ActionAid Nigeria. We began the year with a review in preparation for the affiliation process. ActionAid Nigeria was finally approved as an affiliate of ActionAid International in compliance with the Accountability, Learning and Planning System (ALPS) requirements of the internationalisation process. The impact of the change of status will begin to reflect from 2012. For instance, the new status places a huge responsibility on the Board of Trustees (BOT) in carrying out their oversight function on the new Affiliate. However, a development and training plan has been put in place to enhance their understanding of corporate governance, financial management, legal responsibilities, fundraising, resource mobilisation and ActionAid International policies in the light of the new status to ensure they are well equipped to deliver on their strategic role. Also, at the various board meetings in the coming year, the new strategic direction of ActionAid Federation will be shared with board members to increase their understanding of our goals and brief them on the domestication of the relevant goals in Nigeria by ActionAid Nigeria. This, we hope will further deepen their understanding of the Peoples' Action to End Poverty strategy and the mission of



Progress on our organisational objective

the organisation.

In addition, the board recently approved our new re-structuring done in line with the new structure, at the international level. The restructuring is required to ensure the effectiveness and efficiency of functions.

Deepen accountability

We were able to deepen our accountability to our stakeholders by having our quarterly board meetings and the Annual General meeting. The meetings provided a platform for the General Assembly and the Board to perform their oversight functions and also deliver on their responsibilities to the constituencies they represent. The members also had the opportunity to review the activities and engagements of ActionAid Nigeria in line with the vision, mission and goals of the organisation.

We had a review of the Country Strategy Paper (fighting poverty in the midst of plenty 2). The mid-term review of ActionAid Nigeria country strategy was undertaken in line with ALPS framework with the purpose of ensuring that ongoing learning and critical reflection on change takes place through our work in Nigeria and through engagement with poor and excluded people and other stakeholders, and lead to improved programme quality. The exercise revealed the gaps and strength of the organisational structure. It has positioned the units in the organisation to strategically re-focus and deliver on the set goals.

We also reviewed our performance management process and reduced the frequency of appraisals from four to two. With this reduced process, staff's response to call for appraisals has improved since there are only two appraisal processes, mid-year and end of the year appraisals with the objectives set at the beginning of the year.

Our Participatory Review and Reflection Processes (PRRP) are an accountability mechanism in which communities, ActionAid and our partners put the achievements of each year under the



Women from Gaube gather every month at a community reflection meeting to share how they are dealing with issues around unpaid care work

PHOTO: ACTIONAID



CSP Objective 5:

Strengthen the structure, systems and processes of ActionAid Nigeria and its partners for accountable, effective and dynamic operations

scrutiny of community members. In 2011, we undertook a concerted campaign to ensure the high quality of our PRRP processes. Senior management staff and function staff were asked to take part in national and local PRRPs, and to follow up with our local rights programme partners to ensure quality processes. As a result, we saw more innovation and investment in this critical process. The process was enriching for both the staff and community participants.

Strengthen our systems and structures
In recognition of the evolving nature of the

culture and changes inherent in a dynamic work environment like ActionAid Nigeria, we reviewed, updated and shared the staff policy manual. This review has addressed challenges experienced in standardisation of policy guidelines for decision making purposes. We enforced disciplinary measures to enhance compliance to policies.

With the security challenges in the nation over the last year, we updated the security policy within the context of the environment in which we operate and this was done with a view to ensuring staff safety and security.

We commenced the implementation of a health insurance scheme that caters for staff and their families. The health plan has been introduced to address challenges experienced by staff especially those on lower pay grades in bearing the financial burden of care for members of their family. We also upgraded the crèche at the head office to support our nursing mothers and also for the comfort of the children.

Building capacity and empowering our staff, partners and rights holders
We conducted capacity assessment of select staff so as to address capacity gaps in a more strategic way. A training plan was developed from the appraisal reports of

2010 and because of challenges in funding, an initiative was conceived and implemented to raise funds and also leverage on the competencies of staff within the organisation rather than using external facilitators. This was successfully explored at the last gender training.

We also trained about 70% of our staff in ActionAid methodologies such as HRBA, REFLECT etc. This was to enable staff understand the tools needed in effective programme delivery.

Within our framework of developing human capital, we organised several capacity building programmes for our partners and the people we work with. The trainings include Policy influencing and Advocacy, STAR methodology, Economic Literacy and Budget Accountability in Governance, and Resource Mobilisation and Financial Management. A total of 646 people were trained in 2011 (see graph below). All the trainings have enhanced the capacity of our partners and community people to engage with duty bearers both at state and local government levels on issues of denial of rights and also to improve our programme delivery.

Diversifying and increasing income
Our overall performance in fundraising was

remarkably better in 2011 despite the difficult economic environment. The 2011 plans were precedent on an £8 million budget. Before the end of the year, we were able to add two new contracts from Bill & Melinda Gates Foundation and Partnership for Transforming Health Systems Phase II⁶ valued at \$607,034 and £181,433 respectively. This success was achieved through training staff in fundraising and selecting a core team of staff to tender for and implement institutional donor contracts. The biggest challenge remains bringing in significant new unrestricted funding.

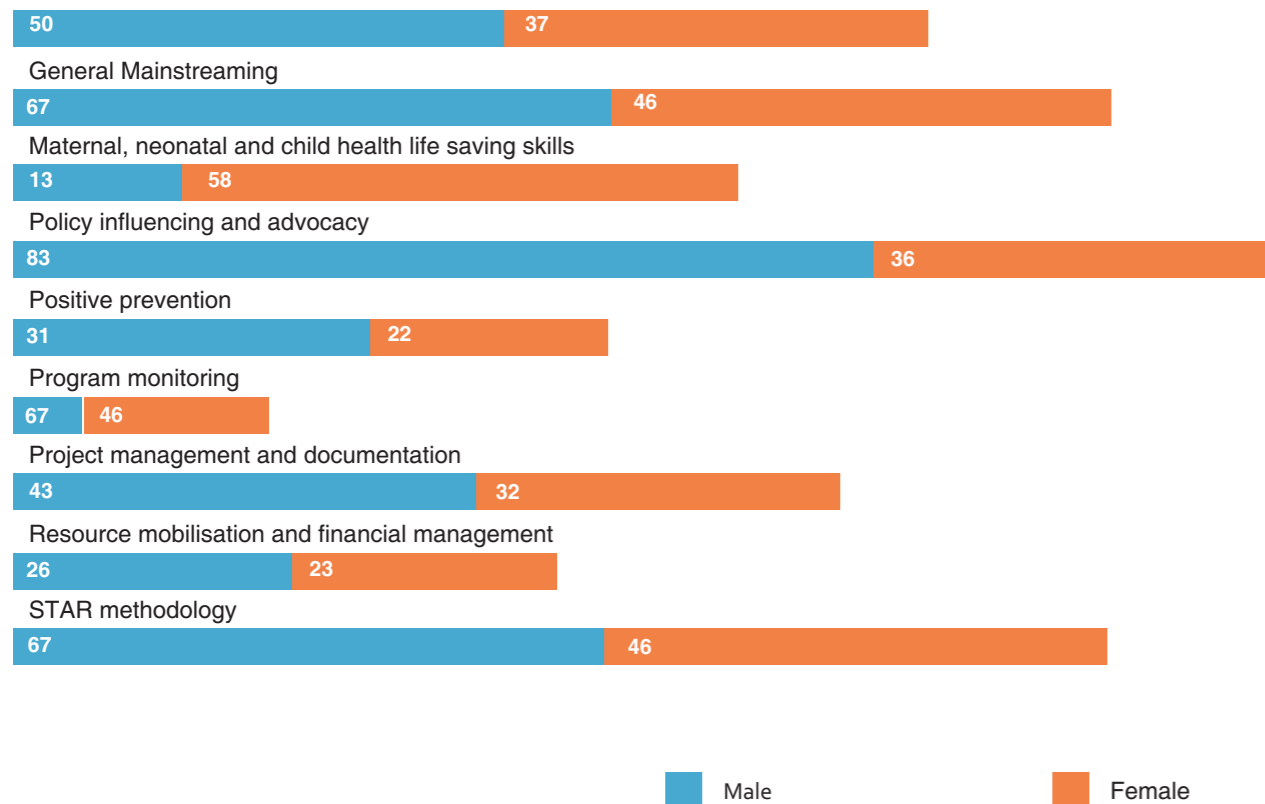
Our attempt at diversifying income was postponed to 2012 because the restructuring/alignment of our Country Strategy needed to be completed to clarify roles and responsibilities as well as give opportunity for the presentation of our reviewed strategy to our funders and supporters.

In early 2012, we intend to commission a feasibility study on the prospects of introducing localised fundraising initiatives. The report is expected to inform the review of our fundraising strategy and will also be the basis of our fundraising ambition for 2012.

⁶PATHS 2 is a 6-year national programme funded by the UK's Department for International Development (DFID) to lead health system strengthening effort in Nigeria



Number of persons trained



DURING the year, there were noticeable increase in the incidence and frequency of high profile flooding, conflicts and crises including terrorism in Nigeria. This created a distortion in planned activities in the year.

An area of focused attention and improvement is insufficient motivation to continue the monitoring of REFLECT

Our sorrys and lessons in 2011

circles and insufficient commitment to ensure that the REFLECT circles functioned as planned on the part of our implementing partners. With very poor terrain, unfavourable weather, lack of incentive and other infrastructural challenges, the circles in some communities are moribund.

Furthermore, we learnt that there are two models of engagement between communities and government as facilitated by ActionAid Nigeria and its partners. In one model, following the establishment of the REFLECT circle in a community and identification of their priority interventions, the local government area (LGA) is brought into the partnership with the community through the LRP partner facilitation. In the second model, ActionAid Nigeria and the LRP partners facilitate State Government participation at that stage. Anecdotal evidence seems to suggest that the second model works better and is likely to be more sustainable. This is because state governments control local government resources and engaging only with the LGAs confines ability to respond to community priorities to the very limited resources available to the LGAs.



Women from one of our local rights communities at a peer education training in Akwa Ibom State

PHOTO: ACTIONAID



Members of School Based Management Committees at the launch of a junior secondary school in Bolorunduro Community, Ondo State.

PHOTO: ACTIONAID



IN the coming year, we are committed to *reclaiming our identity and values and increase organisational resources (Fundraising)*.

Our central values of mutual respect, equality and justice, honesty and transparency, courage of conviction, independence and humility with gender equality drive our ambitions to innovate, take risks, and promote women's leadership and advance alternatives and lasting solutions. We will deepen our commitment to these values by constantly communicating them, building this as part of our recruitment process, revisiting our values periodically, confronting contradictory behaviour and properly building value assessment in our feedback mechanism.

Our organisational performance depends on our commitment to our values, our capacity and resource base. ActionAid Nigeria had a steady growth in income since inception, albeit with occasional resource shocks and droughts. We had a budget of £8 million in 2011. However, with the number of projects closing out and the character of funding environment drastically changing, we need to respond to this situation with renewed deft, vigour and innovation.

Moving forward: 2012 and beyond

Therefore in 2012 and beyond, we will build and promote our institutional fundraising. We will continue to promote and strengthen our regular giving – we would be part of the sponsorship reform initiative at the international level and work to build our own sponsorship fundraising locally. We will restructure our fundraising mechanism and set up a strong technical committee and provide all the capacity support for it to deliver effectively.

Another priority will be to strengthen programme quality through training, technical advice and guidance to frontline staff on issues such as linking local programme, solidarity and campaigns work. We also need to deepen our understanding

of how to better integrate popular mobilisation and campaigning into our programme work and vice versa, and develop better systems to join up our campaigning and advocacy efforts across local communities. Attention will be focused on gathering high-quality, evidenced stories and reliable numbers, in line with our commitment on improving our monitoring and evaluation data and analysis.

Furthermore, for ActionAid Nigeria to effectively align, localise, and implement the **People Action to End Poverty** strategy, we are considering and planning for the following key factors:

Organisational structure

Need for re-structuring to enable the structure cater for the essential elements of the alignment. The restructuring is required to ensure that the organisational structure enables the effectiveness and efficiency of functions.

Systems

Need to review a number of the systems particularly the monitoring and evaluation system. One of the key shifts of the People's Action to End Poverty strategy is the usage of evidence based indicators. Therefore the system should be able to adequately cater for this. The external





Madam Morenike Ademulyi 70, member of SBMC and Fr. Patrick Adebayo of the Justice Development and Peace Commission at the launch of a junior secondary school in Bolorunduro Community, Ondo State.

PHOTO: ACTIONAID



communication and advocacy system will also be adjusted to integrate aspects of profile and brand management. There is also need to design, develop and implement a system that will not only promote innovation and creativity, but be able to capture and evaluate it.

People

Need for a deliberate focus and attention to building and enhancing the capacity of our people to effectively deliver the commitments we have made in our Country Strategy Paper and our contributions to the People's Action to End Poverty strategy. We will purposefully invest in social media usage and function skills, innovation and creativity, results-based management skills, resources mobilisation skills, research and analysis skills, gender transformative programming skills, profile management/brand management skills and programme sustainability skills



Activista members at one of our Organising for Change training.

PHOTO: ACTIONAID

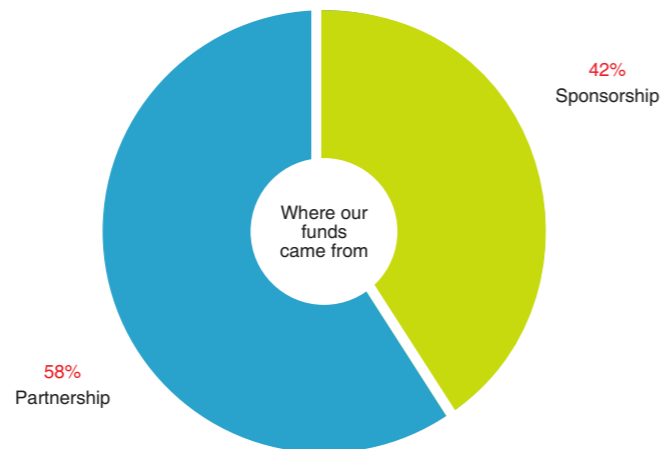


Summarised 2011 financial statement

Income

ActionAid Nigeria's total income decreased from £7.5m to £4.5m in 2010/11. The income derives principally from the activities of sponsorship and institutional partnership. Institutional partnership income declined by 57 per cent whilst income from regular committed giving (which includes both income from supporters and the public) decreased by 10 per cent. The ratio of sponsorship to institutional partnership income was 42 / 58 per cent in 2011 as shown in the graph below. A detailed analysis of income is shown in the consolidated state of financial activities.

A three-year grant from Bill and Melinda Gate Public Finance of Agriculture that was raised during 2011 was not included in the original 2011 budget and funding plan.



Income Received versus Plans period to 31st December 2011

2010 Actual GBP'000	2011 Plan GBP'000	2011 Forecast GBP'000	2011 Actual GBP'000	2011 Variance GBP'000	% Variance
2,201	1,856	1,730	1,906	176	10
4,444	3,021	3,021	1,283	-1,738	-57
880	3,099	3,099	1,171	-1,928	-62
31	0	0	149	149	
7,556	7,976	7,850	4,509	-3,341	-43
29	23	22	42	25	
59	77	38	29	302	
12	0	40	26	-432	
	0	0	3	5	
100	100	100	100	-100	



Expenditure

The actual expenditure for 2011 was £5.8m as compared to £6.5m for 2010, an 11% decrease in total expenditure. The proportion of expenditure spent on programme work has remained at the same level as in 2010 at 63% of total expenditure. There was 69% utilization of the approved budget for Grants and Direct community input in comparison to what was planned.

Grants / Direct Community Inputs

This was 70% of budget and 69% of the forecast. The low budget utilisation was due

to realignment and consolidation of all global fund budgets that impacted negatively on programme implementation. With the commencement of the new consolidated budget, performance in 2012 promises to be better compared to 2011.

Staff cost

Staff cost was above the budgeted ratio of 26% by 7% though within the original budget and forecast. The long period of realignment and consolidation of global fund budget, with the attendant suspension of programme activities was responsible for

the high staff cost ratio. The related staff cost was however reimbursed by the donor.

Capital Items

The consolidation of global fund project necessitated immediate procurement of some equipment, which is still ongoing. All procurement in 2011 were however within the budget and on need basis.

Expenditure - Natural cost classification

2010 Actual	2010 Plan	2011 Forecast	2011 Actual	2011 Variance	% Variance
4,285	5,199	5,280	3,657	1,623	31
1,840	2,157	2,215	1,900	315	14
138	480	465	69	396	85
206	409	409	164	245	60
66	12	12	19	-7	-58
6,535	8,257	8,381	5,809	2,572	
66	63	63	63	63	
28	26	26	33	12	
2	6	6	1	15	
3	4	5	3	10	
1	1				
100	100	100	100	100	



Reserves

Affiliate planned for £0.550m worth of country level reserves but realised actual of £0,726m reserves by the end of 2011. This is in line with our commitment made last year to raise reserves worth two months by end of 2011.

The LRP reserve at £0.383m was also healthy. Though there was £0.215m unspent partnership balances at the end of 2011, there was however no obligation to return the fund to donor, since the projects are still on-going. The income and expenditure trends have been critically monitored so that we meet that target. The regular giving income performance at year end was 103%. This was better than it was up till November 2011. The increase in income compared to plan and forecast was responsible for the healthy end of year LRP reserve. Regular giving income has been dropping from £2.201m in 2010 to £1.906m in 2011 because of the impact of the global economic recession on individual sponsors and limited allocation of new links to cater for drop outs.

The reserves built up in the period resulted from realising more regular income than planned by 3%, critical monitoring of the income and expenditure trends through regular production of management accounts, gains from exchange rate of

(Naira N) against the (British £), and enforcing staff and partner accountability. There has also been increased re-aligning of donor projects to cover support costs.

Un-planned income raised in the period from the International Emergency Fund and other various funds generated from ActionAid regional office to finance our partnership appraisal and monitoring, among others.

There was a remarkable effort from the fundraising department in getting to realise more partnership income enough to sustain the programmes without so much reliance on Regular Giving income and more reserves are raised.

The foreign exchange movements were also favourable in 2011 which led to the realisation of gains from all the income remitted. The average rate for the 12 months was N247.51 to £1.00 compared with N210.00 to £1.00 projected for 2011.

Comments and feedback from donors The donor report template developed by ActionAid Nigeria helped in compilation of regular reports to donors and has since been updated with new projects donor requirements. We are up-to-date on all donor reports and the feedback has been

generally good. The Net Spending Unit has good and cordial relationship with donors, which was developed over the years of quality management of donor fund.

Partners' reports / feedback

As stated above, support to partners was one of the strategic focus of the year 2011. This was done for all level and classes of partners in 2011. The immediate effect of this was improvement in the report received from the partners. It is also expected that there would be improvement in accountability by partners to the communities and by extension foster better relationship between the partners and the communities.

Significant changes in the Net Spending Unit's management

There was no significant change in the Net Spending Unit management during the year. Though there was increase in the number of staff compared to 2010. The increase was however in line with the personnel budget.

Internal audit reports / critical issues Implementation of Internal Audit recommendations, committed to by the management continued throughout the year 2011 for both Internal Audit unit and

International Audit. Follow up was done regularly by ActionAid Nigeria Internal Audit.

External audit reports status

It is statutory requirement for ActionAid Nigeria's financial report to be audited annually by an external auditor, appointment of whose is also regulated by local law. The audit of 2010 accounts was concluded in 2011 while preparation is ongoing for the commencement of 2011 accounts audit.

Process Improvement within Finance Function

The major plan of improving finance function in 2011 was the restructuring of the unit in line with the new ActionAid Nigeria structure necessitated by changes at ActionAid International. This was done with a view to ensure better succession planning and appropriate distribution of roles and responsibilities. The new structure was approved by management in 2011 and was forwarded for board approval.

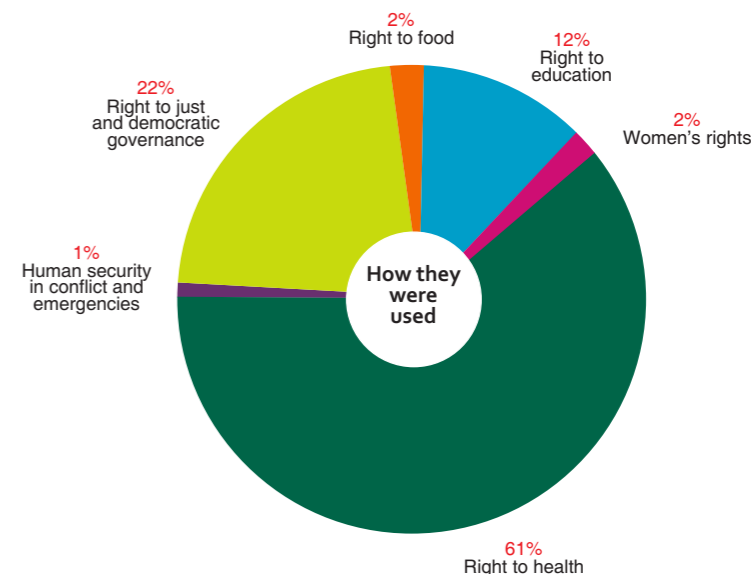
AA Nigeria Board Issues - Audit and Finance Committee:

The meeting of ActionAid Nigeria Board finance committee came up regularly every quarter during which they review finance report that includes detailed management

account as presented to the Country Management Team. The review always focuses on, but not limited to, the reserve, donor contract management and feedback from donors, sponsorship income realisation, implementation of audit recommendations and contingent liabilities - if any. Their report is presented to the board at plenary highlighting the financial health or otherwise of the Net Spending Unit and advising the board on exceptions, if any.

Resource allocation / cost allocation criteria

While the main criteria for resource allocation were the thematic priorities set out in the Country Strategy Paper. The resource allocation committee constituted by the Country Director in 2009 has since been responsible for resource allocation, both in terms of national level resource allocation and allocation of new links to new or existing Local Rights Programme.



Risk matrix / finance hygiene processes / action plans update

The major risk to the ActionAid Nigeria during 2011 remained the effect of the global economic recession and the probable loss of income on both sponsorship and partnership. The general election of 2011 was also a major source of concern in terms of possible pre and post election violence. Steps were however taken at mitigating the risk as follows:

- Monitoring of budget implementation

and cost control Value for Money purchases through strengthening of procurement committee

- Effective monitoring management of naira exchange rate.
- More focused fundraising with support from West and Central Africa (WACA) Institutional Partnership Development and Board.

Though not much was achieved in 2011 in terms of new donor funded contract, the

effect of the post election violence was well mitigated with no disruption on programme activities.

Staff statutory tax compliance status

Compliance with statutory tax and remittance to relevant tax authority is up to date for all staff of the Net Spending Unit. The same is true for all International staff; tax is computed and remitted appropriately and is equally up to date.



ACKNOWLEDGEMENT

Central to ActionAid Nigeria's way of working are our relationships with numerous local partners and allies. Our sincere thanks to the many organisations and individuals who make our work possible.



Investing in our future
The Global Fund
To Fight AIDS, Tuberculosis and Malaria

ActionAid Nigeria acknowledges funding from:

- Comic Relief
- European Commission
- The Global Fund
- UK Department for International Development

Our thanks also for the generous support of the ActionAid International Emergency Fund, and of ActionAid affiliates and their supporters around the world including:

- ActionAid Greece
- ActionAid Italy
- ActionAid Sweden
- ActionAid UK

Special thanks to our partners:

- Economic Literacy and Budget Accountability Network – *to promote economic literacy and budget accountability for governance*
- National Budget Working Group (NBWG) – *a coalition of CSOs supported to promote community budget monitoring and tracking in Nigeria through collaboration with the Economic and Financial Crimes Commission (EFCC) and United Nations Development*



Programme (UNDP)

- Citizens Wealth Platform – *coalition of faith based, non-governmental organisations and community based organisations mobilizing and engaging citizens in the budget process arising from the January 2012 mass protest*
- Human Security Network – *providing policy and communications support to a multilateral groups focusing on promoting human security strategies in conflicts and emergencies*
- Women in Conflict Network
- Legislative Advocacy Coalition on Violence against Women (LACVAW) – *working on the violence against persons' bill at the national level*
- Occupy Nigeria Movement – *to build leverage and consensus amongst citizens groups and social movements on deepening discussions and engagement on transparency and accountability in governance arising from the fuel subsidy removal*
- Voices for Food Security Coalition – *working on our HungerFREE and food rights work*
- Civil Society Accountability Network – *to institutionalise civil society monitoring and assessment of public service delivery*
- Election Situation Room – *a platform of civil society and media organisations working on general election observation*
- Policy Influencing Education Network – *focus on coordinating education NGOs and CBOs in influencing pro-poor policies*
- Activista – *platform for young activists and campaigners engaged in mobilisation and organising for social transformation*
- Coalition on Alternate Development Strategy – *a broad coalition of NGOs, labour and students movements focusing on alternative development strategy*

Above all, we appreciate our implementing partners

Akwa Ibom State

- African Human Development Centre
- Community Partners for Development (CPD)
- Glocare Initiative
- Positive Health Initiative (PHI)
- Women United for Economic Empowerment (WUEE)

Bauchi State

- Fahimta Women and Youth Development Initiative (FAWOYDI)

Bayelsa state

- Man and Water Survival Foundation (MWSF)

Benue State

- Make we Talk Coalition
- Ohonyeta Care Givers (OCAG)
- OSA Foundation



Cross River State

- Association of Grassroots Counselors (GHAC)
- Cares Initiative
- Initiative for people's Good Health (IPGH)
- Nigeria Youth AIDS Programme(NYAP)
- Positive Development Foundation (PDF)

Delta State

- Environmental and Rural Mediation Centre (ENVIRUMEDIC)
- Koyenum Immalah Foundation (KIF)

Ebonyi State

- Participatory Development Alternatives (PDA)

Gombe State

- Hope For the Lonely (HFL)

FCT

- Society for Community Development (SCD)

Kaduna State

- Global Initiative for Women and Children (GIWAC)
- Hope for the Village Child (HVC)
- Support Health Education for Development (SHED)
- STD/AIDS Awareness and Prevention NGO
- Youth in Support of Community Development (YOTASCID)

Kebbi State

- Active Support for Rural People Initiative (ASURPI)

Kogi State

- Participation Initiative for Behavioural Change in Development (PIBCD)

Kwara State

- Centre for Community Empowerment and Poverty Eradication (CCEPE)

Lagos State

- Community Health Information Education Forum (CHIEF)
- De Family House Initiative
- Humanity Family Foundation for Peace and Development
- Jakin NGO
- Nigerian Youth Aid Programme (NYAP)



Nasarawa State

- Africa Health Project (AHP)
- Center for Peace and Rural Development (CENPERD)
- Centre for Youth Women and Community Action(NACWYCA)
- Child Education and Community Development Initiative (CECDI)
- Project Agape
- Vanguard for Development

Plateau State

- Center Gospel Health and Development (GHaDs)

Ogun State

- Catholic Centre for Life
- Positive Outreach Foundation
- The Youth Future Saver's Initiative

Ondo State

- Justice, Development and Peace Commission (JDPC)

Rivers state

- Youth Fate Renaissance (YFR)

National

- Civil Society in Malaria Control, Immunization and Nutrition (ACOMIN)
- Community Action for Popular Participation (CAPP)
- Civil Society for HIV and AIDS in Nigeria (CiSHAN)
- TB Network



act:onaid

ActionAid is an international anti-poverty agency working in over 40 countries, taking sides with the poor and excluded people to end poverty and injustice together. It was established in 1972 in the United Kingdom and commenced operations in Nigeria in 1999, through a Country Agreement signed with the National Planning Commission of the Federal Republic of Nigeria.

We are registered in Nigeria with the Corporate Affairs Commission as a national organisation, and an affiliate of ActionAid International.

ActionAid Nigeria
NAIC Building
Plot 590 Cadastral Zone, Central Area
PMB 1890, Garki, Abuja NIGERIA
+234 9 461 8778/9
info.nigeria@actionaid.org
www.actionaid.org/nigeria