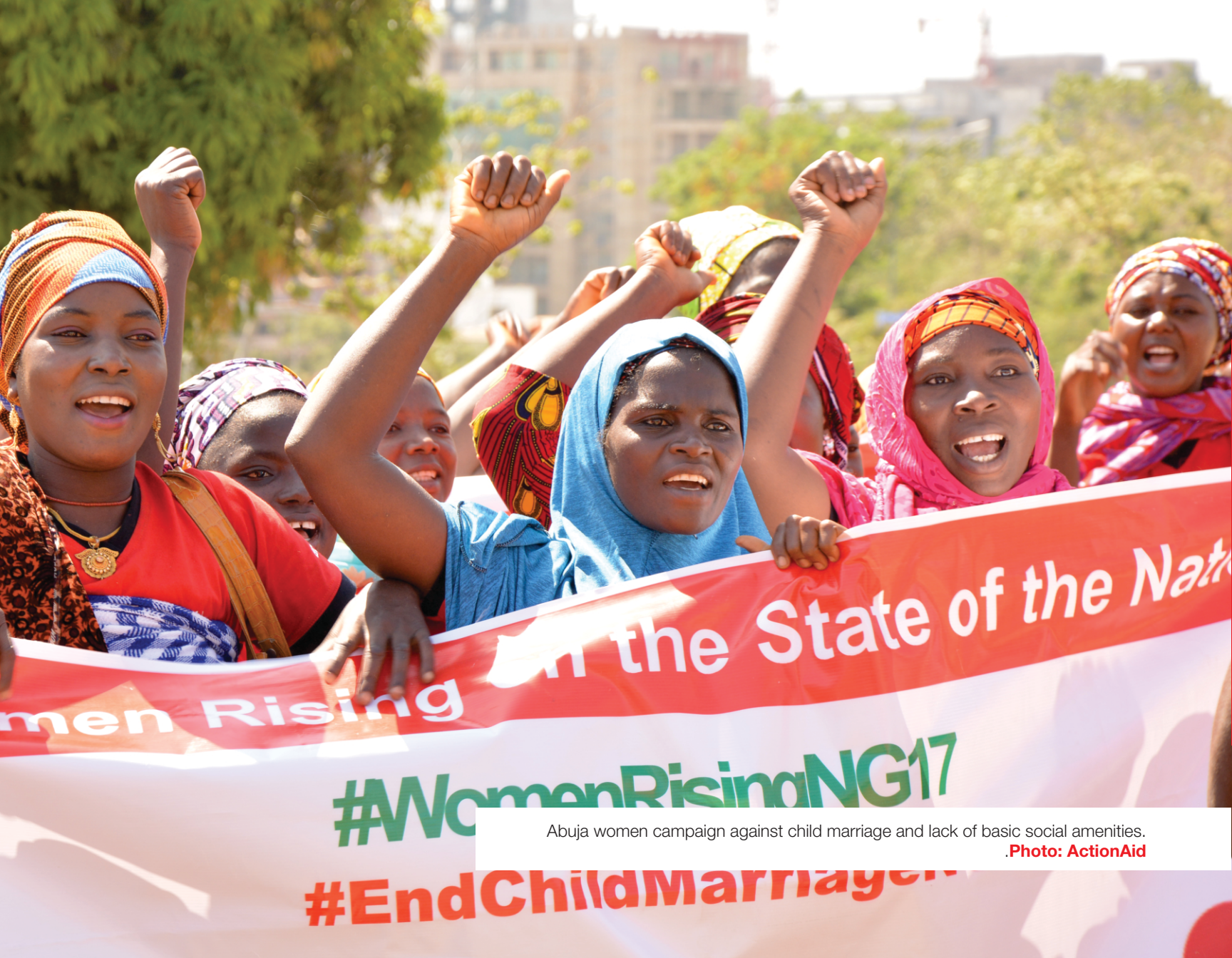


**act!onaid**

# **SOCIAL JUSTICE** **to End Poverty**

ActionAid Nigeria Country  
Strategy Paper 2018 - 2023





Women Rising in the State of the Nation

#WomenRisingNG17

#EndChildMarriage

Abuja women campaign against child marriage and lack of basic social amenities.

.Photo: ActionAid





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## Abbreviations And Acronyms

Participatory Reflection And Review Processes (PRRP)

Country Strategy Paper (CSP)

Human Immunodeficiency Virus/ Acquired Immunodeficiency Virus (HIV/AIDS)

Ministries, Departments And Agen

Local Government Area (LGA)

Cooperate Social Responsibility (CSR)

National Economic Empowerment Development Strategy (NEEDS)

- Recovery And Growth Plan (ERGP)
- The National Bureau Of Statistics (NBS)
- United Nations International Children's Emergency Fund (UNICEF)
- African Union (AU)
- Local Rights Programme (LRP)
- Violence Against Women And Girls (VAWG)
- Sexual Reproductive Health (SRH)
- Gender Based Violence (GBV)
- Monitoring, Evaluation, Research & Learning (MERL)
- Geo Positioning Tracking System (GPS)
- Management Information System (MIS)
- Internet Of Things (IOT)
- Global Secretariat (GS)
- Monitoring & Evaluation (M&E)
- Information, Communication & Technology (ICT)
- Value For Money (VFM)
- Institutional Partnership Development (IPD)
- Full Cost Recovery (FCR)
- Human Resources And Information System (HRIS)
- Enterprise Risk Management (ERM)





ActionAid beneficiaries in Sokoto during a girls club session.  
**Photo: ActionAid**



## Who we are

ActionAid Nigeria is a social justice organisation working to eradicate poverty through gender equality and the redistribution of wealth and power. We apply a human rights based approach to development. We mobilise the active agency of people to confront unequal power relations that exclude them or others from participating in decision-making and limits their access to and control of resources and opportunities. We also challenge the norms and practices that undermine women's rights and promote patriarchy in formal and informal spheres. These we believe will contribute to the realisation of **social justice** for all.

ActionAid Nigeria was established in 1999 and registered with Corporate Affairs Commission in 2007. We are a national non-governmental, not for profit, non-partisan organisation and an affiliate member of the ActionAid International Federation which is registered as a non-profit in The Netherlands. Federation members maintain strong relationships of interdependence and mutual accountability, ensuring a strong balance between self-rule and shared-rule.



# INTRODUCTION

## The Purpose

Social Justice to End Poverty 2018 - 2023 is our response to the deepening inequality of power and wealth, injustice and poverty in Nigeria. It guides our work in addressing injustice, inequality and their effects on Nigerians: poverty and exclusion. It is also a framework by which our effectiveness in achieving our goals, objectives and sustainable impact on the lives of poor and excluded people would be measured and judged.

## The Process

The development of this strategy was participatory and inclusive. It captured the voices of our constituencies, communities, partners, civil society groups, donors, supporters, staff, Board, General Assembly, peers in the ActionAid Federation and the Government. The process commenced in June 2016 and culminated with the sign off by ActionAid Nigeria General Assembly in June 2017.

The comprehensive 2015 Participatory Reflection and Review Processes (PRRP) findings fed into this CSP. The PRRP which is conducted annually provides space for our constituents, communities, partners and other stakeholders in the change process to engage and provide feedback on our development commitments. In order to generate additional evidence, data from the midterm review of our last CSP and the ActionAid International strategy review (Taking Stock IV), were also considered in developing this strategy.

These reviews allowed us to assess the impact of our interventions, learn from our experiences and provided evidence for the direction of this CSP. Additionally, we convened consultations with national and international activists to interrogate social movements and people organizing in Nigeria.

## OUR VISION

A just, equitable and sustainable world in which every person enjoys the right to a life of dignity, freedom from poverty and all forms of oppression.

## OUR VALUES

A just, equitable and sustainable world in which every person enjoys the right to a life of dignity, freedom from poverty and all forms of oppression.



### Mutual respect

requiring us to recognise the innate worth of all people and the value of diversity



**Equity and Justice** requiring us to ensure the realisation of our vision for everyone, irrespective of but not limited to gender, sexual orientation and gender identity, race, ethnicity, caste, class, age, HIV status, disability, location and religion.



### Integrity

requiring us to be honest, transparent and accountable at all levels for the effectiveness of our actions and our use of resources; and open in our judgements and communications with others.



### Solidarity with People Living in Poverty

and Exclusion being the only bias in our commitment to the fight against poverty, injustice, and gender inequality.



### Courage

of Conviction, requiring us to be creative and radical, bold and innovative - without fear of failure - in pursuit of making the greatest possible impact on the causes of poverty, injustice, and gender inequality.



### Independence

from any religious or political party affiliation.



### Humility

recognising that we are part of a wider alliance against poverty and injustice



## Our Edge in Nigeria

- Our uniqueness lies in community rootedness, strong connections with marginalised groups and hard-to-reach communities, local legitimacy and acceptance.
- Our approaches and methodologies are participatory, mobilizing and empowering communities in distinct and unique ways to challenge structural, hidden and obvious causes of poverty. Some of these approaches are, the Human Rights Based Approach, Feminist analysis, Partnership and Reflection on Action.
- We link issues from the local to national, regional and international through building solidarity, policy advocacy and campaigning at these levels.
- We are a recognised leader in advancing women and girls' rights.
- We create space for civil society and citizens to participate in the design and implementation of sustainable solutions to social justice issues.
- We have a positive and enviable history of birthing strong issue-based national coalitions and networks.
- We generate alternative models and are prompt in responding to critical issues of human rights and development.
- We are politically informed and astute in approaching our work.
- We are known for our accountability and transparent processes.
- We are passionate and committed.

Wife of the Vice President of Nigeria, Mrs. Dolapo Osinbajo inaugurated as child protection Ambassador by ActionAid.

**Photo: ActionAid**



# OUR GUIDING PRINCIPLES

Our work is guided by the principles of equality of rights, bias towards women and girls, pro poor politics, policies and programmes, and strategic partnerships.







## The Principle of Equality of Rights and Equity of Outcomes and Impact:

We believe that everyone has equal rights irrespective of sex, gender, age, ethnicity, religion, abilities and other emerging aspects of identity or affiliation. We believe that every person should have the freedom to develop their interests and talents without any form of discrimination regardless of differences. We believe in and seek equality in the relations of power between men and women and their gendered identities. We advocate the transformation of all social relations of power that oppress and exploit any set of people on the basis of gender; and interrogate the relations of power in the most intimate and private realms as well as in the public sphere.

We will therefore work to create understanding of patriarchy and gender as systems of unfair power and create analytical tools to expose hidden and normalized power imbalances between men and women and other issues in gendered identity. This will be our lens for analysis, critique and transformation premised on understanding and responding to the ways in which multiple aspects of each person's social identity and status

## Taking sides with those who are on the thinner edge of the power equation:

intersect to create unique experiences of oppression and privilege.

Women and girls: Our analysis of power relations between male and female shows that women are most disadvantaged and excluded. This informs our taking sides with women and girls to contribute towards advancing equality of rights.

The poor and excluded: Ending poverty and achieving social justice lies in the management and redistribution of resources. We therefore take sides with people living in poverty and advocate for accountable, democratic, transparent policies and programmes that eradicate poverty.

Strategic Partnerships: We believe in the power of collectives, hence we work with individuals, organisations, social movements and groups that share our values, at local, national, regional and international levels to achieve common goals.



In 1999, ActionAid Nigeria commenced work on education and HIV/AIDS. Since then we have implemented three strategies- Fighting Poverty in the Midst of Plenty (2004 – 2008); Fighting Poverty in the Midst of Plenty II (2009 – 2013) and Take Action: End Poverty (2014 – 2018).

The first two strategies focused on the paradox of poverty in the midst of plenty and our analysis of the roles of stakeholders including citizens and Government.

**Our third strategy, Take Action:** *End Poverty* recognised the role of business in influencing the drivers of poverty and inequality and began to consider socially responsible businesses as potential allies in eradicating poverty.

This phase saw us campaign to influence progressive taxation to support government's drive to generate resources to fund the social sector.

**Social Justice to End Poverty 2018 - 2023** has led us to interrogate how change happens and what the deterrents to positive change are. Our reflection shows an increase in our knowledge of the drivers of poverty and highlights our experience with the changing nature and dynamics of poverty and injustice.

In working with Government as duty bearers, applying our Human Rights-based Approach to development has helped us build a relationship based on mutual trust and accountability with some Ministries, Departments and Agencies (MDAs) of government especially where there is eagerness to improve the effectiveness of their mandate delivery for better quality of gender responsive public services to citizens. In collaboration with our partners, we have developed alternatives that are tried and tested as models for government's replicability and scalability or upscaling to impact more people. Involving government in the design of projects enabled us to have access to the power and the reach of government to achieve within a short while through policy, what combined efforts of civil society cannot, thereby reaching more people and bringing about improvement in rights and the quality of life for citizens where we work. Working on local governance has taken on critical importance as the lack of LGA autonomy limits the outcomes of our advocacy initiatives at that level, hence the need to engage constitutional review processes to correct this and facilitate appropriate responses to citizens' demands. However, we have also found that our work with Government and its agencies can range from collaboration to confrontation without violence and within the ambits of legality and justice.

In our corporate engagement, there is a need to project the voices of our constituents in spaces where corporates wield influence on the direction of government policies. Existing laws provide them flexibility around ethics and practices that undermine development efforts, resource mobilisation and redistribution. Identifying individual corporate champions with whom to model the change we want to see before it is rolled out to the sector will generate alternatives that are credible and invite innovations for the public good. Partnering with corporates requires us to negotiate with them to achieve their CSR obligations by addressing the root causes of poverty.

From working with young people, we have learnt that to achieve more and tap the potentials of young persons, there is a need for better ways of engagement and building leadership for the present rather than limiting our relationship only to campaigns. Working with them where there are no incentives makes it difficult as the economic status of young people is dire. This has implication for their ability to volunteer. There is need to develop an appropriate vision with young men and women based on youth interests and potential to mobilize for change.

We also learnt through our partnership approaches that partnership still remains an effective and efficient way of working if we are to achieve gender equality, eradicate poverty and attain social justice. Our model of partnership assessment and capacity building has proven to be a successful way of building organizational capabilities and advancing organizational health and sustainability.



# THE CURRENT SITUATION

## Poverty and Inequality in Nigeria



Amina and her set of twin live in an IDP camp in Borno State. Like many others, her children have only been immunized once and they currently have eye defects due to lack of vital nutrients.

**Photo: ActionAid**

Nigeria is a resource rich country with strong growth potential. It is a leading economy in Africa in terms of economic growth. With approximately 184 million people, about half of whom are women and more than two thirds young persons. Nigeria accounts for 47% of West Africa's population, and has one of the largest populations of young persons in the world.

It is a federation that consists of 36 States and one federal capital territory, and a multi-ethnic and culturally diverse society. With an abundance of natural resources, Nigeria is Africa's biggest oil exporter and has the largest natural gas reserves on the continent. However, Nigeria's huge development potential and opportunities has not translated into inclusive growth and better standards of living for her citizens.

Over the years, successive governments have initiated several development plans aimed at poverty alleviation, from Vision 20-20 to the National Economic Empowerment Development Strategy (NEEDS) to the recently launched Economic Recovery and Growth Plan (ERGP) for 2017–2020. Except for the latest which is still new, these have failed to address the problem of poverty in the country. The overriding market-driven ideology of these interventions coupled with issues of corruption and mismanagement of resources have resulted in expanding inequality between the rich and poor. In 2016, Nigeria experienced its first full-year of recession in 25 years when global oil prices reached a 13-year low. These incidences have exacerbated the rate of extreme poverty in the country. The National Bureau of Statistics (NBS) reports show that the percentage of people living in poverty increased from 65% in 1996 to 69% in 2010 indicating that a vast majority of Nigerians are living below the poverty line (NBS, 2010). This startling figure has remained the same up till 2017, if not worse.

Development agenda for Nigeria therefore requires bridging the vast inequality gaps in access to economic opportunities, quality and relevance of services in health, education and other social services as well as improving the efficiency of their delivery at all levels. Above all, citizens must be empowered to hold the government accountable for lack of political will on the part of the leadership to promote people-centred development. The divide between the 'haves' and the have nots' has worsened social problems such as, gender-based violence, fuelling violent agitations, denying people's dignity and their voice. This deepens social frustration and the likelihood of conflict.



## Conflict and Poverty

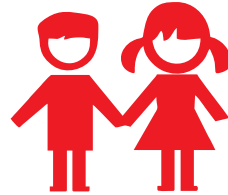
In recent years, growing discontentment and violent agitations that have roots in deprivation and poverty has led to increased violent extremism in the northeast, a restive insurgency in the Niger Delta region, self-determination struggles in the South East and a perennial inter-communal violence across the middle belt as demonstrated by the intractable herdsmen and farmers crises. There is a growing insecurity challenge with increased kidnapping and violent crimes exacerbated by unemployment, growing numbers of frustrated young persons, and the degradation of natural resources and climate change stressors. These underlying factors are reinforced by deliberate manipulation of differences by the political elites.



## Women's Rights

Women in Nigeria continuously grapple with difficulties foisted upon them by cultural norms and practices that hold them back from achieving their full potential. In Nigeria, women rank lower than men in almost all indices of development. Women still have a higher unemployment rate than men; the employed few are concentrated in the informal sectors like agriculture, petty trading and services. Home-making, child care and other unpaid care work remains unrecognised and uncompensated. In the public sphere, the fortunes of women have remained abysmally poor despite official adoption of 35% affirmative action. In 2007 the number of women in the Senate was 8 (7.3%), this number decreased to 7 in 2011 (6.4%) and back to 8 (7.3%) in 2015. The number of women in the 360 member House of Representative was 26 (7.2% ) in 2011, but decreased to 19 (5.3%) in 2015. Access to education is still low, especially in the northern parts of the country where early child marriage is commonly practiced. Educational developments in northern Nigeria is lagging behind other parts of the country on practically every indicator, number of facilities, transition rates, girls enrolment, number of teachers. 10.5million children of primary school age, out of which 60% are girls, are still not in school (UNICEF). With continued conflict in the North East, low girls enrolment further aggravates gender imbalances that will stifle present and future opportunities against women.





## Child Rights

With a maternal mortality ratio of 814 to 1,000 per 100,000 live births (CIA, 2015), Nigeria continues to have one of the highest levels of maternal mortality. Incidences of gender-based violence abound with health consequences such as miscarriages, disabilities, unwanted pregnancies, HIV/AIDS and other sexually transmitted diseases; economic and social discrimination is the norm.



Children from Benue State Expresses their joy during the launch of the campaign to end Violence Against Children in the State, sponsored by the Catholic Relief Service and ActionAid.

**Photo: ActionAid**

As at 2017, 21 out of 36 States had adopted the Child Rights Act 2003 enacted by the Federal Government following the signing and ratification of the UN Convention on the Rights of the Child. In spite of this, children are at risk of multiple violations of their rights such as violence, trafficking, exploitative labour, abuse, child marriage and female genital mutilation. Sixty percent of children often experience one or more types of violence before attaining adulthood. Over 17.5million children can be categorised as orphans and vulnerable children while a quarter of Nigerian children age 5-14 are involved in child labour (UNICEF). In recent years, the global community has increasingly recognised that:

- (i) the number of children experiencing abuse, violence, exploitation and neglect is significant, and is rising in some areas (2008 Secretary-General's Study on Violence Against Children)
- (ii) efforts to address child protection issues have been poorly coordinated and resourced, with a focus on stand-alone / single issue based projects (such as on sexual exploitation, child trafficking, street children, child labour etc) with limited sustainability; and
- <sup>1</sup> (iii) children face multiple risks – abuse can be combined with exploitation and/or abandonment, for example, yet many programs are designed to address a single risk.

Children's issues must be addressed holistically through preventive and response programmes dealing with the array of poverty, protection and rights issues in tandem. In order to achieve sustained change a systems building approach to reform is essential.

## Continuous Exclusion of Young Persons in Development

Young people constitute 42% (NBS) of the country's population and yet this group remains underrepresented in governance and its processes. Encumbered by laws and practises in accessing public office, their creativity and voice is missing in policy making processes. Unemployment stands at 24% for this group, meaning they remain economically disadvantaged, making them vulnerable to power mongers, economic exploitation through casualization and poor working conditions, foot soldiers for violent agitations and prone to trafficking and desperate search for better opportunities outside the shores of Nigeria. The condition of the young woman is that of double jeopardy with far reaching consequences of these conditions exacerbated by lesser economic opportunities, rape and other forms of violence, early marriages, health care that do not respond to the unique challenges of this group, male preference in

education, human trafficking for sexual and economic exploitation, the burden of unpaid care work and unsafe spaces limiting the potentials for full economic competition.

There have been attempts at developing specific interventions targeting young people; however the potentials for translating into economic empowerment for the young people remains limited as these interventions do not take into consideration the heterogeneous composition of this group in terms of geography, literacy levels, skills and access.

Young men and young women continue to show resilience with far reaching initiatives and ideas for growth, this has to be supported and complemented for broader and more inclusive development.

## The Environment and Sustainable Development

In Nigeria environmental degradation has continued to impact on the health and socio-economic wellbeing of the people especially communities whose livelihood largely depends on it.

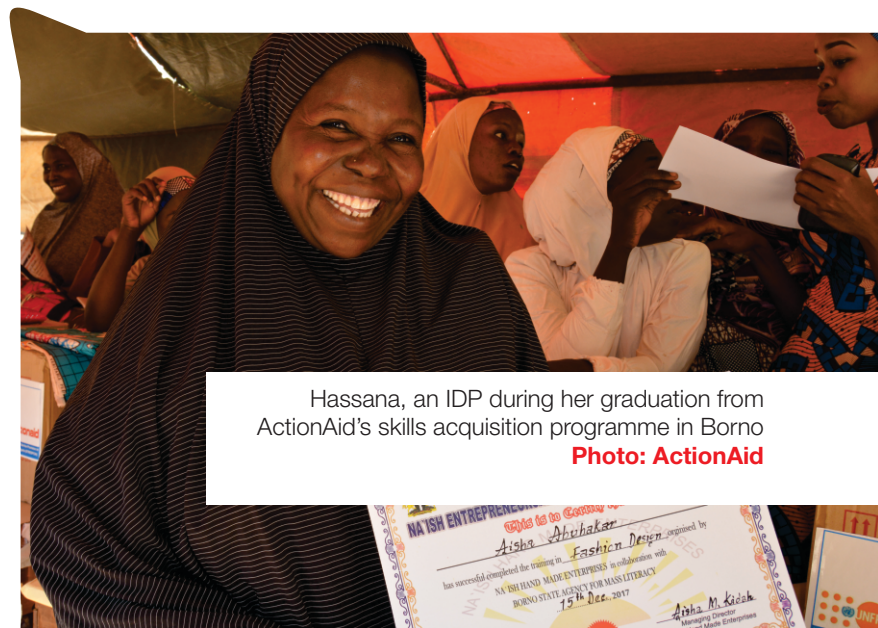
The connection to climate change is real. as a result of the ecological and environmental hazards from climate change, indiscriminate oil exploration and desertification. 35,000 hectares of arable land is lost annually to desert encroachment and drought in northern Nigeria and floods occurring elsewhere, with

far reaching implications for women's rights, child and adult nutrition, livelihoods, resource competition and conflicts between communities and between farmers and herdsman. The various forms of ecological challenges constitute a threat on the community and the survival of people. Women are most affected because of their culturally and socially defined roles and responsibilities, because their adaptive capacity is low due to poverty and because their livelihoods are tied to the environment.

## Regional and Global Opportunities for Action against Poverty

In 2014, the AU celebrated the Year of Agriculture and Food Security and received backing from African leaders for a fresh approach in the form of the Malabo Declaration on Accelerated African Agricultural Growth and Transformation for Shared Prosperity and Improved Livelihoods. The Malabo Declaration calls for the elimination of hunger and malnutrition, the reduction of import dependence and the establishment of a strong regional market for agro-food products based on agro-commercialisation. Particular emphasis is placed on building opportunities for value addition. This could prove critical in ensuring significant income generation for small holders and rural labourers unable to escape poverty.

Key initiatives such as the Africa Governance Architecture by the African Union and the Open Governance Platform are providing opportunities for linking actions and solidarity from the sub national, national and international levels for citizens' engagement on governance. The inequality that exists between nations is bound to increase in the face of cyclic global financial crisis, volatile energy prices, changing geo-politics and shifting aid priorities to countering terrorism and global insecurity. While this might not have a significant shock on the government's revenue base, it undermines development initiatives by non-state actors at tackling key socio-economic challenges while creating an opportunity to increase actions around demand for accountability and curbing corruption on the management of public resources.



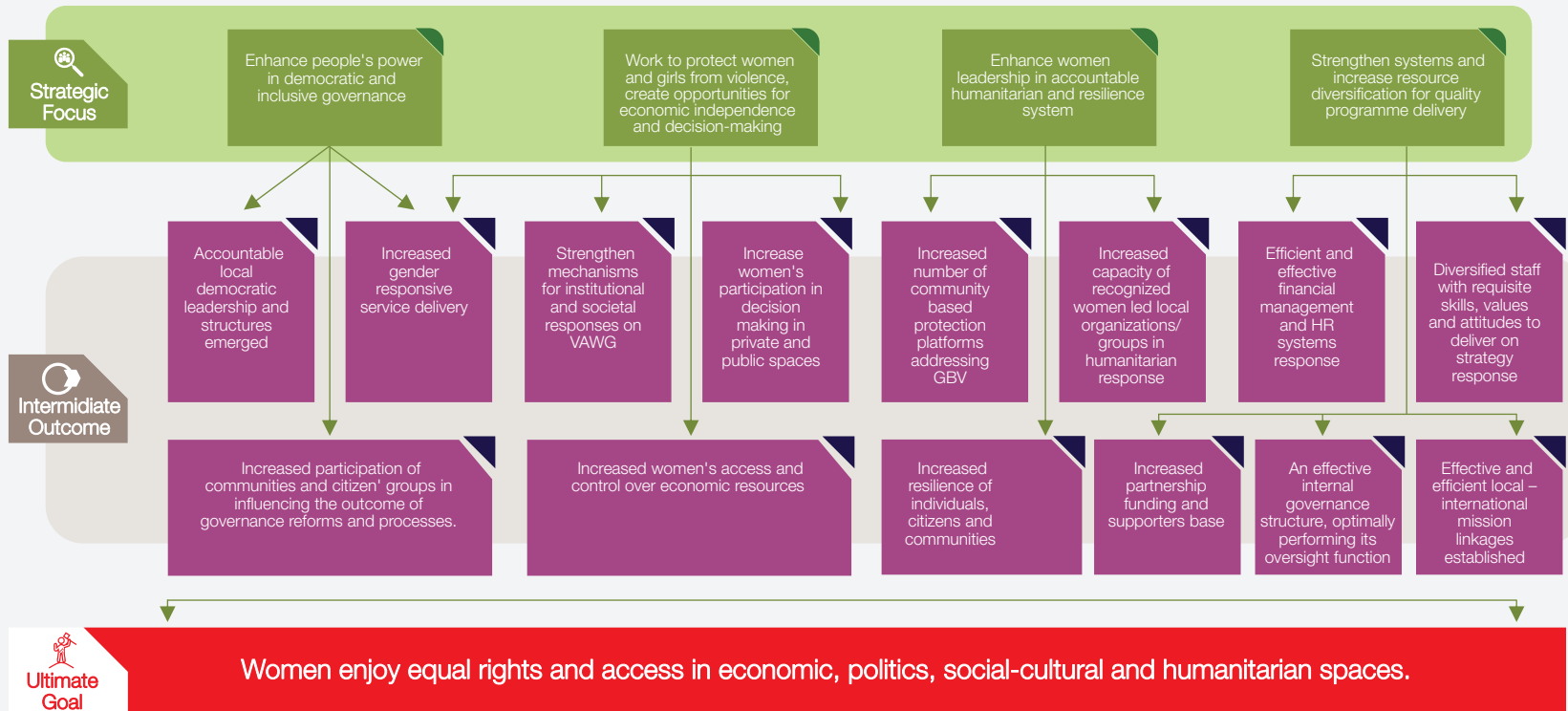
Hassana, an IDP during her graduation from ActionAid's skills acquisition programme in Borno

**Photo: ActionAid**

# THEORY OF CHANGE

Our theory of change is premised on empowering citizens especially youth, women and girls, and building accountability mechanisms. This will lead to enhanced peoples' power in inclusive governance, improved quality of life for girls and women; while achieving social justice, gender equality and poverty eradication.

## Working with Women and Girls Living in Poverty and Exclusion and their Allies to Challenge Intersectional Power Relations





Social Justice to End Poverty 2018-2023 seeks to address the challenge of deepening inequality and poverty in Nigeria. This Strategy seeks enhanced people's power in democratic and inclusive governance; protected opportunities for women's economic independence and participation in decision-making and their protection from violence; and improved women leadership in accountable humanitarian and resilience systems. Enhanced people's power in democratic and inclusive governance will be achieved through interventions and activities that ensure democratic choices, responsive local governance and transparent management of public finances. Deliberate efforts to protect women and girls from violence and to increase their opportunities for economic empowerment will be achieved through activities that increase women's participation in decision making in both public and private spheres and promoting their sexual and reproductive health. Improved women leadership in accountable humanitarian and resilience system will strengthen women's role in recovery from conflict and emergencies and building resilience in the long-term.

Social Justice to End Poverty 2023 takes cognizance of Nigeria's political economy, especially the economic and political system that fosters elite capture of power and resources; a non-inclusive growth that promotes social inequality and poverty which becomes a trigger for ethnic conflict, gender discrimination, communal violence and insurgency; an electoral process in which citizen agency in electing and holding their leader to account is rendered meaningless; a weak system of local governance that

excludes communities and local groups; and systemic exclusion and marginalization of women and girls from economic opportunities and important roles in decision-making. Leveraging on regional and global opportunities for action against poverty, the framework seeks to strengthen the supply and demand sides of government through a Right-Based Approach, with emphasis on empowering the poor and excluded to demand accountable governance and create spaces that enable citizens (especially the poor, women and girls, young persons, persons with disabilities) individually or collectively, to influence decision-making processes at all levels.

Our theory of change derives from the understanding that Nigeria, not being a resource poor country has enormous potentials to address the problems of inequality and poverty, if it can overcome governance deficits that allow unaccountable governance, poor service delivery, the exclusion of women from viable economic activities and decision-making, allow corruption to thrive in all spheres, mismanage conflicts and emergencies. Building effective partnerships at all levels with the executive, legislature, donors, business, civil society, communities and citizens especially the poor and the excluded through advocacy, evidence generation and actions leads to responsive government; a democratic citizenship that can demand for and deepen democratic governance; the centrality of women and girls in development; and a network of the poor and the excluded that can effectively protect their right to be governed on the basis of equality, justice, fairness and the rule of law.

# Financial Projection

## Background

Costing of ActionAid Nigeria CSP for 2018 – 2023 was done in compliance with the principles of programme lead funding and long term finance and funding plan.

The costing also took cognisance of the various federation costing ratios and parameters, in term of the followings:

- Staff Cost
- Project and overhead ratio
- Support cost ratio
- Reserve cover

## Costing Assumptions:

Exchange Rates:

- GBP1                      NGN390.00
- Euros                      NGN310.00
- USD1                      NGN305.00

**Source:** Central Bank of Nigeria

Inflation Rate    15%

**Source:** Nigeria Bureau Statistics

In both exchange and inflation rate, hedging was applied in recognition of macro-economic policy changes during the strategy period.

Reserves

Reserve computation was based on aggregate fund from all sources, with appropriate split into restricted and unrestricted.

The financial projection will form the basis of AA Nigeria effective financial management, applying the concept of full cost recovery and value for money. And ultimately achieve financial sustainability during the strategy period.

## ActionAid International CSP 2018 - 2023 Long Term Finance and Funding Plan

### NIGERIA

CURRENCY: GBP'0000	2016 Actual			2017 Forecast			2018 Plan		
	U	R	Total	U	R	Total	U	R	Total
A.INCOME									
Supporter Marketing - Child Sponsorship	-	1,283	1,283	0	1,180	1,180	-	1,088	1,088
Supporter Marketing - Community Sponsorship	6	13	19	6	13	19	12	28	40
High Value - Confirmed	-	205	205	0	393	393	-	251	251
High Value - Unconfirmed	-	-	-	0	-	-	-	169	169
Institutional Fundraising Income - Confirmed	-	2,354	2,354	0	2,904	2,904	-	3,031	3,031
Institutional Fundraising Income - Unconfirmed	-	-	-	0	-	-	-	2,060	2,060
Special Intervention Fund		-	-	-	-	-	-	-	-
<b>Total income</b>	6	3,855	3,861	6	4,490	4,496	12	6,627	6,639
<b>Sponsorship Income</b>	6	1,296	1,302	6	1,193	1,199	12	1,116	1,128
<b>Partnership Income</b>	-	2,559	2,559	-	3,297	3,297	-	5,511	5,511
<b>Total Income</b>	6	3,855	3,861	6	4,490	4,496	12	6,627	6,639
<b>% of Sponsorship Income to Total Income</b>			34			27		-	17
<b>% of Partnership Income to Total Income</b>			66			73			83
<b>B.EXPENDITURE - Statutory</b>									
Project direct costs	-	2,272	2,272	0	3,149	3,149	9	4,396	4,405
Project indirect costs	-	713	713	0	742	742	0	264	264
Support costs	-	618	618	1	585	586	1	914	915
Fundraising costs	-	282	282	3	244	247	0	403	403
Governance costs	-	73	73	1	44	45	1	77	78
<b>Total Expenditure</b>	-	3,958	3,958	5	4,764	4,769	11	6,054	6,065
Funds sent to LMDUs ( Flexible fund & Inter'nal Contribution)	0	0	0	-59	0	-59	-78	0	-78
RAF funds (Investment Fund)	-	150	150		100	100		-	-
<b>Net Transfers</b>	-	150	150	59	100	41	78	-	78
<b>Net Result</b>	6	47	53	58	174	232	77	573	496

2019 Plan			2020 Plan			2021 Plan			2022 Plan			2023 Plan			CSP Total		
U	R	Total	U	R	Total	U	R	Total	U	R	Total	U	R	Total	U	R	Total
	934	934	-	836	836	-	752	752	-	677	677	-	609	609	-	4,897	4,897
18	42	60	27	63	90	40	95	135	61	141	202	91	212	303	249	581	830
-	558	558	-	202	202	-	-	-	-	-	-	-	-	-	-	1,011	1,011
-	382	382	-	276	276	-	500	500	-	560	-	-	620	620	-	2,507	2,570
-	1,516	1,516	-	1,479	1,479	-	1,006	1,006	-	378	378	-	-	-	-	7,410	7,410
-	6,728	6,728	-	7,599	7,599	-	7,594	7,594	-	8,923	8,923	-	9,800	9,800	-	42,704	42,704
256	-	256	385	-	385										641	-	641
274	10,160	10,434	412	10,455	10,867	40	9,947	9,987	61	10,679	10,740	91	11,241	11,332	890	59,110	60,000
18	976	994	27	899	926	40	847	887	61	818	879	91	821	912	249	5,478	5,727
256	9,184	9,440	285	9,556	9,941	-	9,100	9,100	-	9,861	9,861	-	10,420	10,420	641	53,632	54,273
274	10,160	10,434	412	10,455	10,455	40	9,947	9,987	61	10,679	10,740	91	11,241	11,332	890	59,110	60,000
-	-	10			9			9			8			8	28	9	10
-	-	90			91			91			92			92	72	91	90
16	5,604	5,620	-	6,192	6,192	29	7,331	7,360	44	8,509	8,553	66	8,833	8,899	164	40,865	41,029
0	253	253	30	282	312		253	253	0	253	253		262	262	30	1,567	1,597
256	909	1,165	385	896	1,281	4	1,521	1,525	7	1,752	1,759	10	1,874	1,884	663	7,866	8,529
0	566	566	1	657	658	2	750	752	3	848	851	5	1,006	1,011	11	4,230	4,241
1	91	92	1	87	88	1	100	101	1	113	114	2	127	129	77	595	602
273	7,423	7,696	417	8,114	8,531	36	9,955	9,991	55	11,745	11,530	83	12,102	12,185	875	55,123	55,998
-60	-	-60	-59	0	-59	-45	-	-45	-25	0	-25	-30	0	30	(297)	-	(297)
-	-	-		-	-			-						-	-	-	-
60	-	(60)	(59)	-	(59)	(45)	-	(45)	(25)	-	(25)	(30)	-	(-30)	(297)	-	(297)
59	2,737	2,678	64	2,341	2,277	(41)	(8)	(49)	(19)	(796)	(851)	(2)	(861)	(883)	(282)	3,987	3,705



CURRENCY: GBP'0000	2016 Actual			2017 Forecast			2018 Plan		
	U	R	Total	U	R	Total	U	R	Total
Opening Reserves Months	367	521	888	136	659	795	291	272	563
Closing Reserves Months	136	659	795	291	272	563	802	257	1,059
Opening Reserves Months	4.7	7.0	5.9	2.0	7.0	7.0	8.0	3.0	5.0
Closing Reserves Months	2.0	7.0	7.0	8.0	3.0	5.0	7.0	3.0	5.3

EXPENDITURE - Natural									
Grant and Direct Community Input	0	2,449	2,449	-	3,080	3,080	11	3,571	3,582
Staff Expenditure (ALL including benefits, pension, taxes)	0	1,276	1,276	-	1,412	1,412		1,291	1,291
3rd Party Services (consultancy, legal, professional inc audit, subscriptions )	0	44	44	-	72	72		40	40
Travel Expenditure (Including accomodation/perdiems)	0	86	86	-	39	39		290	290
Office and Admin (Rent; Rates; Water; Gas; Elec; Security,Comms etc)	0	103	103	-	166	166		417	417
Capital Expenditure (Non capitalised items; depreciation)		-	-	-	-	-		444	444
Other Expenditure	0	-	-	-	-	-		1	1
<b>Total Natural Expenditure</b>	-	3,958	3,958	-	4,769	4,769	11	6,054	6,065

Strategic Priorities									
Priority 1: Enhance people's power in Democratic and Inclusive Governance							9	2,194	2,203
Priority 2: Work to protect women and girls from violence, create opportunities for economic independence and decision making							0	1,321	1,321
Priority 3: Improved women's leadership in accountable humanitarian and resilience system							0	881	881
Other Direct programme	-	2,272	2,272	-	3,149	3,149	0	-	-
Other Indirect Programme	-	713	713	-	742	742	0	264	264
<b>Total cost - Strategic Priorities</b>	-	2,985	2,985	-	3,891	3,891	9	4,660	4,669

Number of LRPs			11			11			12
LRP number Increase per Annum			0			1			0
LRP number Decrease per Annum			0			0			0
LRP number Increase per Annum			11			12			12

2019 Plan			2020 Plan			2021 Plan			2022 Plan			2023 Plan			CSP Total		
U	R	Total	U	R	Total	U	R	Total	U	R	Total	U	R	Total	U	R	Total
802	257	1,059	3,511	226	3,737	5,803	211	6,014	5,763	202	5,965	4,951	200	5,151	291	272	563
3,511	226	3,737	5,803	211	6,014	5,763	202	5,965	4,951	200	5,151	4,061	207	4,268	4,061	207	4,268
7.0	3.0	10.0	8.5	3.0	11.5	5.6	3.0	8.6	6.5	3.0	4.8	5.0	3.0	4.5	8.0	3.0	5.0
8.5	3.0	6.7	5.6	3.0	4.6	6.5	3.0	4.8	5.0	3.0	4.5	3.8	3.0	5.2	3.8	3.0	5.2

16	5,204	5,220	317	5,667	5,984	29	6,717	6,746	48	7,923	7,971	73	7,908	7,981	494	36,990	37,484
	1,832	1,832		1,923	1,923		2,255	2,255	-	2,365	2,365	-	2,909	2,909	-	12,575	12,575
	50	50		42	42		54	54	2	56	58	-	72	72	2	314	316
1	130	131		265	265		262	262	-	361	361	6	330	336	7	1,638	1,645
256	136	392	100	131	231	7	584	591	5	675	680	4	765	769	372	2,708	3,080
	71	71		83	83		82	82		94	94	-	117	117	-	891	891
	-	-		3	3		1	1		1	1	-	1	1	-	7	7
273	7,432	7,696	417	8,114	8,531	36	9,955	9,991	55	11,475	11,530	83	12,102	12,185	875	55,123	55,998

16	2,794	2,810	-	3,096	3,096	29	3,651	3,680	-	4,277	4,227	66	4,384	4,450	120	20,396	20,516
-	1,686	1,686	-	1,858	1,858	-	2,208	2,208	-	2,565	2,565	-	2,669	2,669	-	12,307	12,307
	1,124	1,124	-	1,238	1,238	-	1,472	1,472	-	1,711	1,711	-	1,780	1,780	-	8,206	8,206
-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
-	253	253	30	282	312	-	253	253	-	253	253	-	262	262	30	1,567	1,597
16	5,867	5,873	30	6,474	6,504	29	7,584	7,613	-	8,806	8,806	66	9,095	9,161	150	42,476	42,626

		12			11			10			9	-		9			12
		0			0			0			0	-		0			0
		-1			-1			-1			0	-		0			-3
		11			10			9			9	-		9			9

# OUR STRATEGIC FOCUS

## 1. Enhanced Peoples' Power in Democratic and Inclusive Governance

### Enhancing Democratic Choices for Citizens

Democracy continues to fail in actualising the needs and aspirations of Nigerians; it has become an arena for the continuous exploitation and marginalisation of the most vulnerable groups. Despite improvement in the integrity and credibility of elections, especially since 2011, democratisation has not resulted into more transparent and accountable governance, nor has it resulted in improved service delivery. The first step in influencing development is that people become a strong determining factor in the systems and structures that produce democratic leadership. And the legal, institutional, economic and other obstacles are not a hindrance to the democratic/political aspirations of citizens.

ActionAid's work in this strategy period will empower women and young people to engage towards emergence of open and transparent electoral systems, a new politics that enables the actualisation of basic needs as basic rights.

### Making Local Governance work for the People

The Nigerian constitution recognises three (3) tiers of governance with the LGA closest to the people. The effectiveness of this tier of governance has been whittled by the erosion of its political and financial autonomy and the political control by the higher levels of government. Worst of all, open violation of the constitution has ensured that appointed officials rather than democratically leaders run local government councils in many

states. For the rights of people to participate in governance to be actualised, this tier of government must be made to function. Its fiscal and administrative autonomy must be guaranteed and its processes including the emergence of its leadership, execution of local public policy, accountability amongst others guided by the democratic principle of participation.

Our work will centre on mobilising peoples' movements and groups towards actualising local government autonomy and support the emergence of structures to provide the right architecture for inclusive local governance to function for the people.

### Public Finance for Redistribution

ActionAid's belief in the agency of the people stems from a realisation of the rights of people to determine their own

development, playing an active part in the interplay of forces in the development process for the best outcomes for the people.

This belief will see us continue building capacity and creating the necessary linkages for communities, citizens groups and individuals to constantly engage and determine the outcomes of government policies, people centred allocation, redistribution and management of public resources.

### **Effective Gender Responsive Public Service Delivery for the Poor**

Improving public services is vital to making progress on the fulfilment of women's rights - the right to education, the right to a livelihood, the right to health, and many other social and economic rights. Public services have the transformative potential to create more equal societies, countering social and economic inequalities. Yet all too often, services are inadequate and do not fulfil women's and girl's human rights.

### **Inclusive Institutional Governance Systems**

In a world where an uncoordinated relationship exists between corporates

and governments leading to cycles of financial boom and bust, with dwindling resources for development interventions and unsustainable development models, our engagement with governance will enhance government's capacity for reforms using participatory approaches. The outcomes will be sustainable, owned and accountable to the people and will serve as models for conducting government business on a broad scale. Ultimately institutions will be more accountable, responsive and use resources more constructively.

We will invest in government and provide technical support in establishing a focused network system with linked and coherent organisations, functions and capacities that can prevent and respond to all child protection concerns.

## **The change we want to see**

- **Emergence of accountable local democratic leadership and structures**
- **Increased participation of communities and citizens groups in influencing the outcome of governance reforms and processes**
- **Expansion of inclusive spaces for negotiations and children participation in protection issues**
- **Young men and women taking a leading role demanding for accountability and transformative development**
- **Increased gender responsive service delivery**
- **Increased uptake of alternative development models**



## What we will do

- We will work to balance civic participation in elections and protection of mandate to include engagement with electoral processes as the space for power contestation and determination.
- Supporting social movements and people's organisations' advancement and linkages
- Promote accountability engagement that transcends elections cycles by applying tools (community development charter, Scorecards) that enables citizens to constantly engage potential and elected public office holders and institutions
- Invest in institutional and governance reforms that will fully engage citizens to entrench a participatory regime in the formulation and implementation of government policies
- Develop alternative knowledge and models based on our extensive experience working on issues of poverty, resilience of our communities and the linkage to communities of practise and knowledge centres
- Support young males and females in communities, organized platforms, young persons spaces and in initiatives to deepen their participation and leadership in governance
- Strengthen institutional and technical capacity of state, local governments, civil society organisations and other stakeholders to provide, manage, and monitor an integrated comprehensive care to OVC and their families.



Advocacy visit to Sokoto State House of Assembly

**Photo: ActionAid**

## Who we will work with

- Our primary constituency will be our LRP communities where our investment over the years has seen sustainable community organising and far reaching changes in consciousness and a willingness to challenge the structures of exploitation
- Women and young girls in communities and organised groups leveraging on their collective power in engaging structures and processes of governance
- Young people in political parties, young professionals, young persons' spaces and through organised platforms such as our Activistas and campaign platforms to strengthen our work with young people through reorganising the Activista structure and build alliances with young people led social movements
- Government agencies, departments and structures with far reaching responsibilities for poverty eradication
- The legislature at all levels as the representatives of the people towards a pro-people framework for redistribution and management of public finance
- Urban poor in slums, squatters and dwellings who have been left on their own without the opportunity and access
- to the structures of governance and its dividends.
- Structures of elections and its managers as well as political parties
- Local Government Authorities towards pro-people local governance architecture
- The Academia and research institutes towards developing workable models for our proposed reforms and institutional engagements
- Organised citizens and professional groups, Issue-based platforms, unions, and coalitions and movements to leverage their political influence and capacity on the issues we seek to bring change around.

## 2. Work to protect women and girls from violence, create opportunities for economic independence and decision making

Our Women's Rights work will mobilise women to challenge unequal power relations at all levels and demand their rights to participation in decision making processes and spaces. We will facilitate access to information, gender responsive public services, markets and control over resources and take actions to end violence against women and girls.

### The Change we want to see

#### **Strengthened mechanisms for institutional and societal response on VAWG**

Norms and practises undermine the collective will of society and the instruments of the state to adequately deal with the issue of violence against women and girls. Our intervention will lead to increased number of women who are challenging violence and who are free from violence. We will therefore target not just institutions but male champions in communities, states and at national level towards changing norms and practices that undermine women and girls rights.

#### **Increased women's access and control over economic resources**

Women's socio-economic rights have continued to be denied mostly due to unequal power with respect to access to opportunities, resources and the burden of unpaid care work. This has resulted in economic dependence of women on men even

when they generate most of household resources. Building on our work with women in their collectives on income generating activities such as cooperatives, we will federate the business entities of women across communities and states where we work. This is to build an alternative economic block managed by the people themselves (people power) resulting to women having greater control and negotiating power.

#### **Increased Women's participation in decision making in private and public spaces**

It is recognised that women experience structural and economic disadvantages and these limit their chances to participate in leadership and decision making spaces and processes at all levels. We want to see these disadvantages turned around to enable women enjoy equal rights and opportunities.



### Women's sexual and reproductive health and access to services promoted

There are many barriers and discrimination towards women and girls sexual and reproductive health rights. These barriers and discriminations are expressed through restrictive laws and traditional practices thereby limiting women's access to SRH services. This has resulted to increased maternal mortality of 814 deaths/100,000 live births (Central Intelligence Agency 2015) and low uptake of SRH services. We will be engaging government through health governance and financing as a means to ensure that women have access to services

### How we will do this

- Engage selected government institutions in the provision of gender responsive and age appropriate public services
- Facilitate women organising and mobilising through the women peer education programme and feminist leadership
- Facilitate learning and action for women in politics
- Facilitate the federation of women's business entities across communities and states to build alternative economic block managed by the women.
- Influence local practices, traditional policies and legislation on land rights at local levels
- Generate, document and disseminate information on SRH services and facilitate women's access to quality services.
- Strengthen capacity of individuals, communities and institutions, to address VAWG and develop operational referral pathway
- Mobilise and work with a critical mass of male supporters who can influence the norms and practices as well as affirm women's challenge on violence
- Behaviour change programming for males.



## Who we will work with

- Indigent women, survivors of violence, women with disability, young girls and women's group
- Traditional and religious institutions, community structures and traditional birth attendants
- Legislators, law enforcement agencies and government ministries, department and agencies,
- Men and boys
- Development partners
- Social Movements

Maryam Ali, a new bride is full of hope again after her husband was killed by insurgents in the north-east; few weeks after her wedding. ActionAid supported her with psychosocial counselling, skills acquisition training and seed grant to start her business.

**Photo: ActionAid**



### 3. Improved women's leadership in accountable humanitarian and resilience system

Our humanitarian work is about saving lives, providing basic needs and services, and protecting people's rights. We also support people to lead the process of their own recovery and build their resilience in the longer term; and we place women and other particularly vulnerable and excluded groups at the centre of all our activities. We seek to use every opportunity brought about by disasters to shift power relationships in favour of the poorest and most excluded – especially women.

#### Building Women's Leadership

Women and girls are mostly affected in conflict situations and emergencies. They suffer gender based violence and rights violations such as rape, abduction and are sometimes used as slaves. Our intervention will focus in building women's leadership in emergency response. This will involve not only supporting them to build resilience and recover but also to play active part in locally led and accountable humanitarian response.

#### Strengthening existing institution systems and coordination role

Engage government and support strengthening of existing institutions systems within communities and states where we work. This is aimed at facilitating access to services including reproductive health. AAN will also facilitate dialogues between government institutions, political leaders, international organisations, civil society and communities on needs, sustainability, financing transition between short- and long-term interventions and social mobilization.

#### Child Protection

In line with the inter-agency Minimum Standards for Child Protection in Humanitarian Action, we will programme for child protection in emergencies. This will focus on prevention and response to abuse, neglect, exploitation and violence against children in times of emergency. This covers emergencies caused by natural or man-made disasters, conflicts, or other crises. .

#### The change we want to see

- Increased capacity of recognised women led local organisations/groups in humanitarian response.
- Increased number of communities especially functional women-led community based protection platforms addressing GBV prevention and response.
- Increased resilience of individuals, citizens and communities.
- Children and young people adequately protected before, during and after emergencies.

## What we will do

- Strengthen emergency and humanitarian response in conflict zones and communities in Nigeria.
- Facilitate leadership development including feminist leadership for women and girls and support women in establishing local organisations that will respond to crises situation as they arise.
- Endorse the Call to Action on Protection from GBV by integrating women-led community based protection mechanisms as part of our core humanitarian programming.
- Support communities in addressing food and nutrition insecurities through strengthening local food systems, reviving trade and markets, increasing household resilience to future shocks and contribute to overall community development.
- Advocating for government at all levels and regional bodies to put climate change on their agenda and policy framework.
- Create economic alternatives for better choices to reduce irregular migration
- Facilitate the participation of women in the prevention of and response to gender-based violence along the GBV response algorithm and strengthen understanding and knowledge of good and sustainable practices around livelihoods, housing and early response systems.
- Strengthen our membership and participation in humanitarian coordination forums and sector working groups at all levels.
- Expand and strengthen the humanitarian unit with requisite skills required in the different sectors of our humanitarian programming.
- Increase our fundraising efforts towards expanding our resource base for humanitarian programming
- Facilitate the establishment/expansion of quality, flexible learning programmes that can also reach the most vulnerable children and young persons, and those who are most affected by the consequences of the conflict.
- Facilitate short and long term access to health services including reproductive health by strengthening existing health systems. AAN will also facilitate dialogues between government health institutions, political

leaders, international organisations, civil society and communities on health needs, sustainability, financing transition between short- and long-term interventions and social mobilization.

- AAN will also work towards supporting, sustaining and systematising existing efforts to create protective learning environments, day-to-day provision of psychosocial support in the classroom, preparation and implementation of school-based emergency plans and other programmes linking education and child protection efforts in communities.
- Build understanding and knowledge on impact on livelihood, on Women's Rights and the governance implications

## Who we will work with

- We will partner with the coordinating government ministries and agencies responsible for the humanitarian response in Nigeria at National, State and local levels.
- Establish relationships with existing community based structures focused on humanitarian response
- Partner with Humanitarian actors to complement our programming efforts





# act:onaid RESOURCING OUR WORK

## Human resources: staff, volunteers and supporters

Our strength lies in our people. We aim to be an employer of choice for passionate men and women to realise their potential and contribute to putting an end to poverty. We will maximise our human resource - our staff, volunteers and technical consultants; draw strength from their diversity to enable us achieve the objectives of this strategy. We commit to recruit and retain a diverse workforce (including young persons) who will meet the needs of the organisation. We believe the delivery of this strategy will be driven by the capability of our staff with clear understanding of the strategy and the role they play in supporting it. To enable this, we will ensure that staff engage with, own and are well resourced to deliver the strategy. We will also resource new areas of work – attracting staff who have requisite skills in livelihood, fundraising, monitoring, evaluation, research and learning (MERL) and staff capable to deliver our resilience & humanitarian work.

## The Change we want to see

Right staff mix with requisite skills and organisational structure that will support the delivery of the strategic focus and organisational priority objectives

### Capacity Development

From 2018 to 2023, we will focus on capacity development areas crucial to the delivery of this strategy. This includes knowledge management; monitoring, evaluation, research and learning (MERL), IT governance framework that will ensure ActionAid Nigeria's IT infrastructure supports and enables the achievement of this strategy and priority objectives; building sustainable information systems that will promote organisational effectiveness. ActionAid Nigeria will also continue to maximise internal resources available, encourage staff professional development, facilitate internal trainings to consolidate learning and enhance skills; while we

continue to focus on developing women leaders and supporting staff into leadership positions.

We will also create staff succession & retention strategies that map out clear staff progression initiatives and highlights reward and recognition.

Lastly, we will continue to invest and build the capacity of our partners to deliver on the partnership objectives by identifying key areas that require further improvement and facilitate processes to address the capacity gaps.

### Improved system and capacity for partner organisations

#### Information Technology

We live in a rapidly changing world that has gone digital. Development is being propelled by rapidly evolving technological innovation. In this strategy, we will be conscious of the speed of change and the interconnections between the many technological innovations that are affecting our daily work lives, and

that have a profound effect on our impact.

We will use information technology as a driver of e-governance for easy accessibility and dissemination of information. We will adapt technology into the organisational work environment for effectiveness and productivity, to improve operational efficiency and transparency.

We will leverage on technology as a tool to virtually connect and link communities. We will use social media for mobilisation and as a communication channel both internally and externally.

This strategy will invest in Information Technology/ Communication to enhance our program work in the following ways:-

**Information gathering and dissemination on our work related to accountability and information sharing on public finance.**



Use mobile platforms for anti-corruption work.

Use online platforms for sustainable livelihood & farming (Resilience)  
Digitising rural communities (development program that places demand on technology for rural communities).

Implementing an online digital library as an outcome of the research and data centre that provides timely Management Information System on ActionAid's communication [FO5] .

Have a verifiable Geo Positioning tracking system (GPS) that uses the coordinates of locations in LRP's by imaging the locations that can verify our claims of interventions.

This strategy envisages the use of cutting edge technology to deliver on its objectives. We will invest in IT to improve our organisational efficiency.

## What we will do

Digital marketing for fundraising.  
Mobile technology for MIS data capturing.

Virtual meetings to reduce travelling (More collaborative tools of having meetings virtually).

We will improve on our bandwidth to accommodate the GS rollout of the new platforms.

Security of data - we will invest in a secure platform that protects data.

In line with the Internet of things (IoT) and Green House, we will commence the adoption of going green and reduce the use of paper based communications and reporting.

## Management Information System (MIS)

We will invest in a networked central data storing repository with M&E functions to help harmonise information accessible across all country programmes to ensure availability of “real time information” on demand, track developmental changes as a result of the impact of ActionAid interventions in policies, especially as it affects the poor and excluded.

### Resource Mobilisation

The funding architecture has changed drastically, following several factors globally. Top among them are the reduction in donor commitment to meeting their percentage contribution to aid architecture, the reclassification of aid budget that is increasing spending to military and other non-human development supports and the cry by citizens of developed countries for their government to look more inwards and increase development aid to their own countries.

In Nigeria, donors are more comfortable funding their existing partners and sceptical to bring in new ones. The big donors prefer to channel their funding through the private consultancy organisations and the multi-lateral organisations, leaving little space for national organisations to compete for such funds. Secondly, the crisis in the North East has attracted huge funding from several donors, including new ones. This crisis has also attracted more International NGOs, who are also seeking from the same pot of funds.

These international NGOs, who are now focused in the North East, will at the expiration of their humanitarian intervention remain in the country and get involved in development work, across the country. These will lead to more organisations competing for the ever shrinking donor funds.

The challenge in high value funding still exists, as most high net worth individuals and private organisations will still not pass through our organizational screening that will allow us work with them.

For the child sponsorship income, we anticipate that this will keep going down, as the number of withdrawn supporters has



Mrs Eno Samuel Micheal, 50 with three Children .A Women Facilitator in Ikot Umiang Ede-Etinan Local Government Area of Akwa Ibom .She is the President Women Peer Education; She trains women on Issues of right to Education and decision making in the community under the Local Right Project Sponsored by ActionAid

**Photo: ActionAid**





always exceeded the number of new supporters that are signed on. This will affect our funding mix (restricted and unrestricted funds).

The culture of individual support to charity is still low in Nigeria, thereby affecting the pace of growth of the community sponsorship income. However, with more international organisations targeting the Nigerian market, it will increase our competition on one hand, but also positively affect the knowledge of citizens' about charity culture.

### The change we want to see

By 2023 we would have secured an increased funding of between GBP40m – GBP60m, with the right funding mix of 30:70 regular giving to partnership income, which will position us to achieve the ambition of this strategy aiming for a diversified income source.

Recognizing the funding context, we will deploy various strategies that will enable us secure the required planned fund which will finance this

strategy. We will work from individual level giving; secure funding from corporates that align with our culture; partner with peer organisations, including private consultancy firms that share our values; and target the right donors/development partners that are focused in funding the areas of our strategy.

Specifically, we will achieve the following:

Increased supporters' base that will join the AAN movement in the fight against poverty

Increased partnership funding (IPD and High Value) to supporting the delivery of this strategy


Retooling our funding mix to bridge the gap arising from child sponsorship

Piloting innovative product and services

Our financial projection is as included below:



## SUSTAINING OUR WORK

A photograph of Mrs Helen Aniete, a woman with a blue and yellow patterned headwrap and a red, white, and black striped dress, standing next to a green palm oil processing mill. She is smiling at the camera. In the background, another woman is operating a similar machine. The setting is an open-sided building with concrete pillars and a dirt floor. The mill is a large green metal structure with a hopper for palm fruit at the top and a collection tray at the bottom. A white hose is connected to the side of the mill.

Mrs Helen Aniete, 42 with seven Children .A farmer in Ikot Aka /Nung Ikono /Ekpene Ubium in Mpat Enin Local Government Area of Akwa Ibom .Using the Palm Oil Processing Mill donated by African Human Development Centre and ActionAid under the Local Right Project For Skill Acquisition and Livelihood.

**Photo: Wale Elekolusi/ActionAid**



## Communicating our work

Information, communication and technology will form the backbone of our communication strategy. We will invest in ICT to be able to share experiences and receive information from our target groups.

We will use both the traditional and new media in reaching millions of people in Nigeria and globally. Through our work and engagement with the media, we will be known as an organisation at the forefront of contributing to eradicating poverty.

Our use of information technology and web platforms will enable us share experiences of our target group and broaden the reach of alternatives that ultimately is our picture and agenda of change.

We will use appropriate communication tools and approaches to facilitate opportunities and platforms that amplify our perspectives, build supporter base and increase knowledge of our issues to our constituencies and beyond.

We will also work to build the capacity of the media to understand relevant development issues to improve the quality of reportage and media's engagement on the issues.

We will also use social media platforms as social mobilisation and information dissemination platforms to enlist a large number of supporters who are not only supporting the work we do but also act as campaigners and social agitators for issues relating to our constituencies.

We will monitor and learn from our communications work, measure effectiveness of how we are reaching our audiences and how our brand is impacting on our targets by using available digital tools to adapt our strategies and learn what aspect of our communication approach is most effective and how we can regularly advance our communications tools for better impact.

## Financial management, System and Processes

The financial circumstances of any organisation have a great impact on achieving its mission and ultimately its vision. It is in recognition of this fact that we design our financial management plan to achieve financial sustainability during the life-span of this strategy. We intend to achieve this focusing on the following key outcomes.

### The change we want to see

#### **Increased efficiency and effectiveness in the utilization and management of resources**

Value for money (VFM) principles will be the foundation upon which our financial management will be built. It will be integrated at every stage from budgeting & planning, implementation, monitoring and control. This will contribute to the economic, efficient, effective and equitable management of our resources. We will adopt a full cost recovery (FCR) approach in all existing and new projects.

In light of current dwindling and restricted resources, these approaches (VFM and FCR) will enable us to free resources and build a stronger unrestricted reserve to support our national level policy work.

### **Efficient and effective financial management systems and process**

To drive the achievement of our ultimate goal of financial sustainability, adequate investment will be made in financial management systems to be able to efficiently and effectively capture data and produce complete, accurate and timely reports. We shall build in controls into our technology driven processes while continuously seeking new ways to simplify and improve on our processes to achieve shorter turnaround time.

## **Governance & Leadership**

ActionAid Nigeria has an existing strong governance structure which comprises the Board and General Assembly that provide oversight functions for the organisation. The composition reflects diversified members in areas of gender, skills & competence, representatives from the poor and marginalised, young people, people living with disability and geographical diversity.

The Board and General Assembly are involved in ActionAid Nigeria programmes, there is synergy between the General Assembly, Board and Management and play critical role in defining the culture of ActionAid Nigeria

and providing leadership.

The governance organs will continue to provide oversight functions across the governance and Management functions of ActionAid Nigeria to develop the right culture, leadership and skill sets that are appropriate and essential for the effective delivery of this strategy.

We will continue to build efficient and effective governance, facilitate regular and timely meetings (Committee meetings, Board and Annual General Assembly meetings) and improve member participation in international governance processes to strengthen the capacity of the Board and General Assembly members while ensuring succession planning for continuity.

This strategy will strengthen the capacity of the governance structures and systems to deliver on its mandate for effective delivery of the oversight functions, resource mobilisation, continuous involvement of the Board and General Assembly in programme and policy influencing work; and develop areas for engagement with the federation governance processes.

### **The change we want to see**

**A committed and diversified Board with deep understanding of ActionAid work that will support the organisational resource mobilisation.**

**Improved Board oversight functions – leadership, financial and policy influencing.**

## Culture and HR Systems

ActionAid Nigeria is a people-centred organisation, underpinned by our human rights based approach. This strategy will have an effective human resource investing in people and systems. We will promote diverse staff with right attitude; who will live and be a role model for ActionAid values.

We will maintain a matrix structure with open, easy and effective communication between various levels of management and staff; adopt participatory approach to decision making process especially on issues that directly affect staff, support creativity, work life balance and ensure representation of women at all levels.

We will build a strong enabling environment to deliver on our strategic objectives, centred on an agile, empowering, performance-focused culture while building highly effective teams.

To deliver this strategy, we will maximise use of our human resources, develop more cross teams and cross function working, break away from working in silos. Give staff the autonomy and accountability they require to achieve the ambition of our strategic goals. Our approach to achieving this will be a key part of the work on both organisational design and culture.

Staff will be managed through robust performance management practices and processes that tie reward to performance. We will invest in systems & technology

(Finance, IT and Fundraising), prioritize security, empower women and operationalise Human Resources and Information System (HRIS) in recruitment and other areas of work for improved communication with and among staff.

### The Change we want to see

Increased diversity among staff and build women's leadership at all levels of the organisation

Improved and operationalised Human Resource and Information Systems (HRIS) that will promote communication and efficiency among staff towards ensuring organisational effectiveness

Increased high performing teams with attitudes and values that align with ActionAid and sustain the achievement of the organisational overall objectives.

Improved work life balance among staff

## Measuring our work

We will adapt participatory monitoring, evaluation, research, and learning (MERL) in line with our Accountability Learning and Planning Systems to define the change we want to see. This implies working with our principals and partners from the conception through program delivery to monitoring.

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We will be deliberate in tracking our contribution to change in line with our theory of change, programme and national standardised indicators while using evidence to drive smart decision-making and policy. Our work will be measured both qualitatively and quantitatively.

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We would develop a knowledge centre working with research institutes and the academia to generate and test alternative models.

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We will use information technology and web platforms to document and communicate the impact of our work. We will also use quarterly newsletters and fact sheets drawn from sex and age disaggregation, and status to disseminate information on key issues.

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We will use Political Economy Analysis and the feminist lens as an integral part of learning process with innovation around knowledge generation and its dissemination. We will develop an evidence tracker for monitoring campaigns, movement building and citizens' mobilisation action for programme efficiency and quality that measure learning outcomes.





## Managing Risk

Some of the events and circumstances that constitute threats to our achievement in the last strategy are still present and are envisaged within this current strategy period while new ones are identified. In managing these risks, we shall adopt an enterprise risk management (ERM) framework that focuses on organisation-wide risks such as strategic, operational, financial, environmental, human capital, reputation, technology and compliance.

We shall involve every staff in the risk management process in order to ensure that every aspect of AAN risks are identified and appropriately managed.

Risk	Probability	Impact	Mitigating Actions	Risk Owner
<b>External</b>				
Citizens' cynicism on government responsiveness and its impact on HRBA	High	High	Share success stories on government responsiveness and quick wins.	DoP
Insecurity: violent conflict (ethno religious crisis); terrorism and insurgency; kidnapping, robbery and so on	High	High	Liaise with security agencies and INGO forum on security alerts and share same with staff and partners Staff to comply with security advice(s) AAN to ensure that all staff and consultants are covered under group life insurance	CD and SFP
Electoral violence	High	High	Liaise with security agencies and INGO forum on security alerts and share same with staff and partners Staff to comply with security advice (s) AAN to ensure that all staff and consultants are covered under group life insurance	CD and SFP

Risk	Proba bility	Impact	Mitigating Actions	Risk Owner
External				
Shrinking donor fund and changing donor priorities	Medium	High	Diversifying our funding base	Head, Resource mobilisation/CD
Rising inflation and exchange rate	High	Medium	AAN to continue to adopt a reasonably conservative exchange rate for its budget	DoF
Program related risk				
Supporters attrition	Medium	High	Improve supporters relationship	HRM
System related risk				
Reputation/relationship	Low	High	AAN should continuously live by its shared value Due diligence should be carried out on AAN potential relationships	CD
Fraud and loss of fund	Low	High	Strict implementation of the financial control Improved monitoring of the partners financial management systems Strict implementation of internal controls	DoF

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