



ActionAid is a global movement of people working together to achieve greater human rights for all and defeat poverty. We believe people in poverty have the power within them to create change for themselves, their families and communities. ActionAid is a catalyst for that change.

Head Office

Plot 477, 41 Crescent, off Sa'adu Zungur Avenue Gwarinpa, Abuja
Telephone: +234 (0) 812 8888 825-7
Email: info.nigeria@actionaid.org
Website: www.actionaid.org, www.actionaid.org/nigeria

Regional Office

1A, Adeboye Solanke Street
Off Allen Avenue (behind Zenith Bank)
Ikeja, Lagos.

 Twitter: www.twitter.com/ActionAidNG

 Facebook: www.facebook.com/ActionAidNigeria

Take | End Action: | Poverty!

Country Strategy Paper 2014 - 2018

“Overcoming poverty is not a task of charity, it is an act of justice. Like Slavery and Apartheid, poverty is not natural. It is man-made and it can be overcome and eradicated by the **actions** of human beings. Sometimes it falls on a generation to be great. You can be that great generation. Let your greatness blossom

Nelson
Mandela

18 July 1918 – 5 December 2013



COVER PHOTO: FEMI IPAYE



PHOTO: FEMI IPAYE/ACTIONAID

Content

CONTENTS	iii	Big Sister	15
FOREWORD	iv	WHO WE ARE	17
ABBREVIATIONS & ACRONYMS	2	Our Vision, Mission and Values	18
INTRODUCTION	3	Our Theory of Change	19
About This Strategy	4	Our Unique Ways of Working	20
CONTEXT ANALYSIS	5	MISSION OBJECTIVES	21
Poverty In The Midst of Plenty	5	ORGANISATIONAL PRIORITIES	25
Democracy without Democrats	9	APPENDIX:	
Culture of Discrimination and		RISK MATRIX	30
Exclusion	12	Financial Performance	32
Failing Social Service Provisioning	13	Board Members and Country	
Saving Our Climate	14	Management	34
Civil Society Space	15		

Foreword

This strategy, **Take Action: End Poverty!**, is a reflection of the challenges of poverty and exclusion in Nigeria. It is ActionAid's response to these challenges through effective ways of ensuring people, individually and collectively, take action to end poverty in the country. The strategy evolved from concerted efforts by our staff, Board members, the General Assembly and partners to build on the gains of the past two strategies. With this new strategy we are moving beyond intervening in the issues of the poor and socially disadvantaged, working with the people and their agencies to influence government policies. This policy is geared towards getting people more actively involved in the efforts at ending poverty.

Drawing from reviews of the performance of the last two strategies, **Fighting Poverty in the Midst of Plenty** (2004 – 2008) and **Fighting Poverty in the Midst of Plenty II** (2009 – 2013), staff, partners and other collaborators, including government agencies expressed the belief that people acting in concert to end poverty is a priority we need to set.

In this new strategy, just as we have been able to partner with some government agencies and people's platforms in the last few years, we also look forward to active involvement of businesses in influencing pro-

people actions and organisations. Businesses in Nigeria have been growing in influence and some of them are providing useful development interventions, we therefore look forward to their standing with the people to ensure a focused public policy environment working to end poverty.

The young people, who constitute well over 40 percent of the country population, we hope will be active among those at the vanguard of our efforts to move people, government and corporates to take action to end poverty in the five years of this new strategy.

Through this strategy we expect to inject a new dynamism into our work. We expect to carry out people driven interventions on governance and accountability, women's rights, health, education, food and human security in face of conflicts and emergency. Our interventions will focus on working with poor people and their agencies, influencing government policies, building strategic relationship with businesses and partnering with other organisations.

We therefore invite development partners, government agencies and partner organisations and communities to support this strategy paper through increased collaboration.



Professor Patricia Donli
Chair, Board of Trustees



Hussaini Abdu, PhD
Country Director



PHOTO: FEMI IPAYE/ACTIONAID

Abbreviations and Acronyms

AAI:	ActionAid International
AAN:	ActionAid Nigeria
APRM:	African Peer Review Mechanism
AU:	African Union
CBO:	Community Based Organisation
CCM:	Country Coordinating Mechanism
CD:	Country Director
CP:	Country Programme
CSO:	Civil Society Organisation
CSP:	Country Strategy Paper
D, HROE:	Director, Human Resources and Organisational Effectiveness
DoF:	Director of Finance
DoP:	Director of Programmes
ECOWAS:	Economic Community of West African States
EGBEK:	Enhancing Girl Child Basic Education in Kebbi
GDP:	Gross Domestic Product
GSM:	Global System for Mobile Communications
HRBA:	Human Rights Based Approach
H S M:	Human Security Manager
ICT:	Information and Communication Technology
INGO:	International Non-Governmental Organization
LGA:	Local Government Area
LRP:	Local Rights Programme
NACA:	National Agency for the Control of AIDS
NEITI:	Nigeria Extractive Industries Transparency Initiative
NCC:	Nigeria Communications Commission
NGO:	Non-Governmental Organisation
PAP:	Partnership against Poverty
PRS:	Promoting Rights in Schools
UNICEF:	The United Nations Children's Fund



Introduction

ActionAid Nigeria has implemented two Country Strategy Papers since it was established in 1999. **Fighting Poverty in the Midst of Plenty** (2004 – 2008) and **Fighting Poverty in the Midst of Plenty II** (2009 – 2013) were developed and implemented in response to the paradox of the majority of the people living in extreme poverty amidst the country's enormous human and material resources. Keeping faith with our strategy, ActionAid Nigeria has remained strongly committed to its vision of creating a world without poverty and injustice in which every person enjoys his or her right to a life of dignity. As affiliate of ActionAid International, we have continued to perform our responsibilities, showing fidelity to the tenets of the constitution of the federation, and remain one of the strongest members of the civil society community in the country.

In the first country strategy paper, ActionAid Nigeria prioritised five Thematic Areas: (i) **Right to Life of Dignity in the Face of HIV/AIDS**; (ii) **Right to Education**; (iii) **Right to Human Security in Conflict and Emergencies** (iv) **Women's Rights** and (v) **Right to Just and Democratic Governance**. These were all linked together by our geographically based integrated Local Rights Programme. In the second strategy, the prevalence of hunger and recognition of the place of food security in poverty eradication necessitated the introduction of **Right to Food** as

the sixth thematic area. The Right to life of Dignity in Face of HIV programme was also expanded to address other serious public health concerns.

In 2011, we had a mid-term review of **Fighting Poverty in the Midst of Plenty II**, with a view to aligning our priorities with the new ActionAid international Strategy, **People's Action to End Poverty**. In the implementation of the strategies and in the alignment with the new international strategy, we have remained committed to the organisation's vision of ending poverty and injustice.

The strategies enabled us to adopt flexible approaches to our work, especially in terms of our geographical focus. This allowed us to maximise impact in the 12 core states where our Local Rights Programmes (LRP), hitherto known as **Partnership against Poverty (PAP)**, are located. We also work innovatively and strategically with partners and donors across the rest of the country.

The objective of building a strong movement against poverty within Nigeria to influence the formulation and implementation of policies linked to the international anti-poverty movement was further strengthened in the second strategy through emphasis on building people's agencies and linking all of these in our work at the local, state, national and international levels.



PHOTO: FEMI IPAYE/ACTIONAID

About this Strategy

This strategy is a product of wide consultation with our stakeholders, including our board members, partners, our communities, peer organisations, state agencies and our staff. This was done through an all-embracing and systematic process, involving a thorough review of the implementation and performance of the last strategy by independent experts; peer review by colleagues from the International Secretariat, a partners/Board reviews session and staff forum. A staff reference team was set up to coordinate these activities on behalf of the organisation. The team gave regular feedback to colleagues for review and recommendations. The final draft was presented to the Board of Trustees for approval.

This strategy document therefore benefited from inputs from our partners, staff members, government agencies, our international colleagues and friends of ActionAid Nigeria. The strategy builds on experiences from our 13 years of programming and field experiences. It also aligns with the ActionAid global strategy.

Our strategic focus for the next five years will be on:

- Strengthening people's capacity for action to hold government and corporates to account and enhance

people's access to quality services.

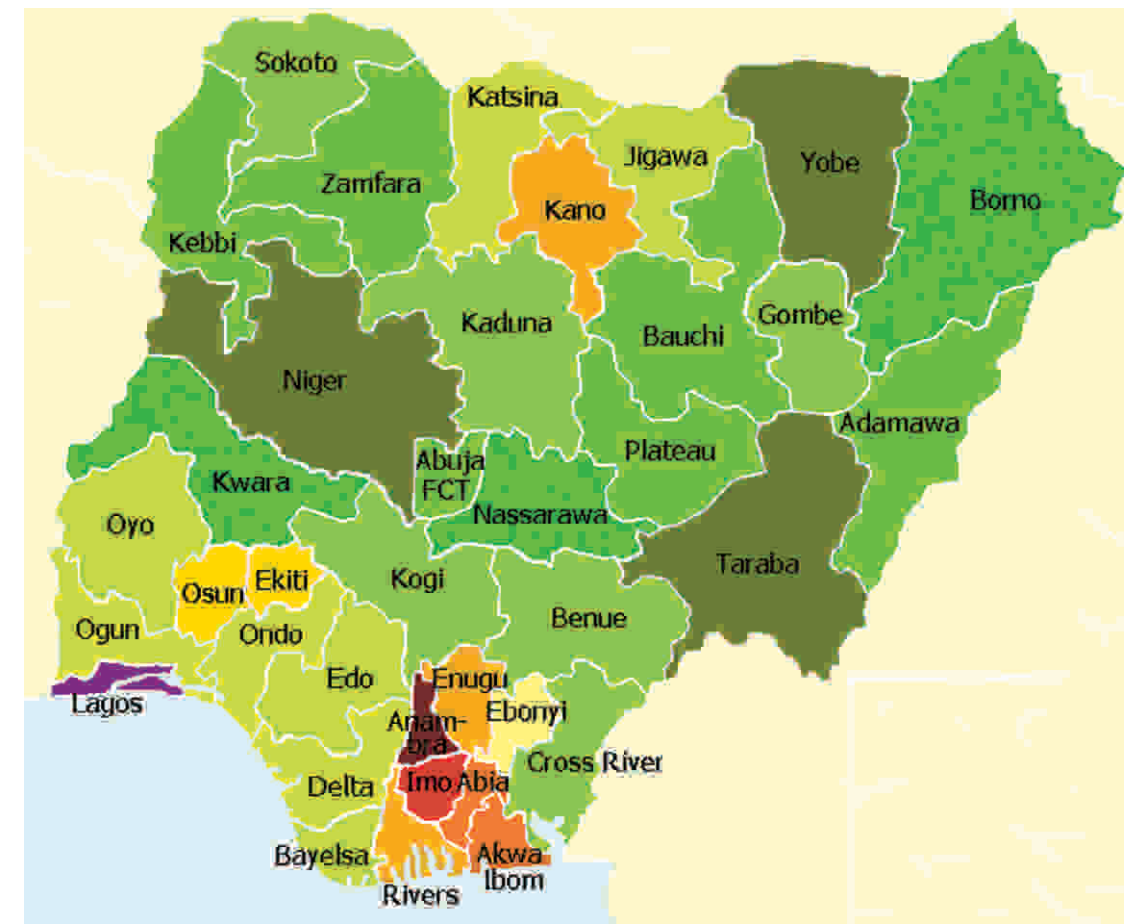
- Advancing the rights of women and girls, including promotion of their safety and participation in public and private spaces.
- Advancing the rights of children and supporting young people in undertaking just, democratic and inclusive development initiatives.
- Enhancing human security and livelihood in the face of conflicts and natural disasters.

We have also identified some key organisational priorities required for effective implementation of the strategy. These priorities include:

- Investment in staff capacity to achieve the requisite skills mix.
- Strengthening internal governance structures to provide strategic and effective oversight.
- Strengthening systems and enhancing synergy for quality programme delivery.
- Increasing a secure resource base with the right funding mix and flexibility.

Context Analysis

Nigeria is the most populous country in Africa, with an estimated population of 168.8 million. Occupying 923,768 square metres of land, it has over 250 ethnic groups who speak over 400 languages. With three major religious groups (African Traditional Religion, Christianity and Islam), Nigeria is one of the most diverse countries in the world¹. Nigeria is a federation of 36 states, grouped into six geopolitical zones, namely South-south, South-East, South-West, North-East, North-West and North-Central. In addition, there is a Federal Capital Territory with six area councils. In all, 774 local government areas constitute the third tier of political administration.



Poverty in the Midst of Plenty

Nigeria is the second largest economy in sub-Saharan Africa; it is next to South Africa and has been projected to surpass South African economy in the next few years. The economy is dominated by agricultural and petroleum products. Nigeria has vast arable land and huge petroleum deposits. Its solid mineral potential is believed to be huge, although only a small fraction has been explored.

Agriculture accounts for about 30.9 percent of the GDP and 70.0 percent of

employment but contributes only about 2.5 percent of export earnings². Nigeria is Africa's largest producer of petroleum and the seventh largest in the world. Petroleum products account for about 15.0 percent of GDP, 71.0 percent of export earnings and 79.0 percent of government revenue³. In the last quarter of 2012, Nigeria's GDP growth was put at 7.1 percent. This growth is yet to impact positively on the lives of the poor. Typical of most neoliberal economies in developing countries, it has been a paradox of growth with increasing poverty, unemployment and inequality.

Unemployment was put at 13.1 percent in the year 2000; by 2011 it rose to 23.9

¹APRM Country Review Report No 8 Federal Republic of Nigeria. May 2008

²<http://www.africaneconomicoutlook.org/fileadmin/uploads/aeo/2013/PDF/Nigeria%20-%20African%20Economic%20Outlook.pdf>

³Ibid

percent. Unemployment among youth is over 50 percent. The top 10 percent income earners are responsible for about 43 percent of total consumption expenditure in the country, indicating an expanded rate of inequality⁴. As at 2012, about 80 percent of the nation's wealth was believed to be in the clutches of just about one percent of the population⁵. Reports indicate a steady rise in the incidence of poverty. It is estimated that poverty incidence in Nigeria increased to 69 percent in 2010 from the 54 percent recorded in 2004⁶. There are now 102 million poor people in Nigeria, an increase of 22 million since 2004. The bottom three quintiles are living on between 70 and 150 Naira per person per day⁸.

Children of Ikot Mfom Community, after schools hours, transporting palm kernels from the farm to their homes.
PHOTO: FEMI IPAYE/ACTIONAID



The disparity between the rich and the poor continues to grow at an alarming rate. Between 2004 and 2010 Nigeria's Gini index - a measure of how unequally income

is shared - rose from 42.9 to 48.8⁹. Nigeria is therefore one of the most unequal countries in the world.

The agricultural sector employs about 70 percent of the population. 67 percent of women are working in agriculture, making up 80 percent of the agricultural labour force. However, only 7 percent of women own the land they farm, and they manage only 15 percent of plots, 10 percent among the poor. 80 percent of those working in agriculture are small-holders, cultivating 2 hectares or less¹⁰. The smallholder majority grow mostly staple food crops with few external inputs and they only engage occasionally in markets. However, government's priority intervention has been to channel huge resources to large-scale farmers, who have access to government-guaranteed loans, subsidized tractor hire services and other inputs. On the other hand, small holder farmers, particularly women farmers, in most poor communities are finding it difficult to access land, credit facilities, extension services and other essentials. Similarly, access to markets is a critical challenge due to poor state of transport infrastructure, lack of adequate storage and processing facilities, corruption and exploitative activities of middle-people.

With the embrace of neo-liberal economic reforms, Nigeria has since 1986 embarked on privatisation of state enterprises and



PHOTO: FEMI IPAYE/ACTIONAID

⁴Ogbu, Osita (2012) Towards Inclusive Growth in Nigeria

⁵Niger Delta Citizens and Budget Platform (2013) Wasted Billions: Citizens Report on State and Local Government Budgets in the Niger Delta 2012.

⁶See for instance, National Bureau of Statistics, Nigeria Poverty Profile, 2011 Africa Development Bank, "Nigeria economic outlook" 2012

⁷Per capita headcount method. With the adult equivalent method, the increase is from 60 million to 75 million, an increase of 15 million.

⁸The \$ per day measure taking account of PPP is not yet available.

⁹World Bank 2012

¹⁰The definition of small-holder (and the range of land holdings and land sizes cultivated) differs significantly from one agro-ecological zone to another. This number is therefore just a rough estimate for Nigeria as whole.



Falilat Kilani, member of the smallholder women farmers' group in Wasimi Odunwo Community, Ondo State
PHOTO: ACTIONAID/FEMI IPAYE

commercialisation of social services. However, in most cases, the privatisation efforts have not resulted in expected transformation of the fortunes of the privatised public enterprises.

The corporate sector in the past few years, especially since the transition to civil rule, has grown and increased in influence. The sector has in recent times become more influential in determining state policy directions. The local "captains of industries", in close collaboration with their multinational partners, appear to be dictating how the economy is run.

Most of these corporations are offered a vast array of tax incentives, notably on both imports and exports, resulting in massive revenue losses. From 1999-2012, the government lost nearly one N1trillion (US\$6.3 billion) – an average of N71 billion (US\$448 million) a year—on duty waivers granted to importers and exporters, according to one estimate. Apart from money lost through incentives, the nation is also said to be losing huge funds through tax avoidance by multinationals and big corporations. In the oil sector alone, according to the Nigeria Extractive Industries Transparency Initiative (NEITI), the country lost an estimated US\$9.6 billion in the past 10 years due to unpaid or underpaid tax by the oil companies.

Apart from these losses incurred due to incentives and unpaid tax by the multinationals, the nation loses huge

resources to crude oil theft which happens on industrial scale. Though data is hard to come by in the country, a recent study has shown that "an average of 100,000 barrels per day vanished from facilities on land, in swamps and in shallow water in the first quarter of 2013."¹¹ This stolen crude, which amounts to 5 percent of total output, may not include what is lost at export points. Some of what is stolen is exported. Proceeds from the sales of this stolen crude are laundered through world financial centres and used to buy assets in and outside Nigeria. Apart from creating reputation problems for the country, it substantially compromises legitimate crude oil business.

Nigeria's economy in recent years has benefited immensely from the expansion of the telecommunications industry and growth in internet access. The ICT sector is arguably the fastest growing and one of the most robust sectors of the Nigerian economy, contributing more than the manufacturing, banking and solid minerals sectors combined.¹² According to the Nigeria Communications Commission (NCC), the regulatory body in the Nigeria telecommunication sector, there are 114.172 million active subscribers on the Global System for Mobile Communications (GSM) in the country, with 34,471,520 of these using Internet data specific to the GSM.¹³ In addition, with 56 million internet users, Nigeria is said to have the highest population of internet subscribers on the African continent.



Democracy without Democrats

By the time Nigeria returned to democratic rule in 1999, a generation of Nigerians had grown under military dictatorship without practical democratic experience. It was hoped that the ghost of military dictatorship would be quickly buried. However, the challenge of popular participation and public accountability remain huge, with anti-people economic policies, mega corruption and impunity in public finance management prevalent.

The present political dispensation is still being driven by ex-military officers or people who were actively involved in previous military regimes. Although formal democratic institutions are in existence and to some extent active, politicians have shown less commitment to democracy and some of them work to undermine it through

different forms of political subterfuge and outright lawlessness. The polity is thus characterised by a continuously shrinking democratic space, over-centralisation, lack of accountability and increasing culture of impunity. There is increase in the cases of political repression at all levels of government. Democratic institutions are being systematically undermined and civil society space being challenged, no thanks to the syndrome of expanding state and the pursuit of self-interest by politicians. Electoral contests have usually assumed the dimensions of warfare, with desperate politicians working to outdo one another in electoral manipulation and vote rigging. While every politician talks about democracy, their actions and attitudes undermine everything democratic. The situation is more like a democracy without democrats.

Though Nigeria has a Freedom of Information Act, much of government

Protesters at the January 2012 protests against increase in the pump price of petroleum
PHOTO: ACTIONAID

¹¹Christina Katsouris and Aaron Sayne (2013) "Nigeria's Criminal Crude: International Options to Combat the Export of Stolen Oil", The Royal Institute of International Affairs, Chatham House

¹²Lanre Adedeji (January 2013) Telecommunications and the Nigerian economy, The Lawyers Chronicle Telecommunications and the Nigerian ECONOMY http://thelawyerschronicle.com/index.php?option=com_content&view=article&id=142:telecommunication-and-the-nigerian-economy&catid=45:trends-a-development&Itemid=57

¹³Vanguard Newspaper June 13, 2013 <http://www.vanguardngr.com/2013/06/ncc-says-34-5m-subscribers-in-nigeria-use-data-on-internet/>

business is still shrouded in secrecy and the public finance management process has remained a closed space, fuelling corruption. Politicians, with the connivance of bureaucrats, devise various means to subvert the Public Procurement Act (2007). Security agents wantonly abuse the human rights of citizens. While these abuses have remained grossly underreported, reported cases are hardly investigated. Proven perpetrators are not held to account.

The patriarchal character of the society has grossly undermined women's political participation and access to power. Women therefore suffer huge marginalisation and exclusion in the political process of the country. While women constitute 50 percent of Nigeria's population and majority of registered voters, they have, however, occupied less than 10 percent of elective positions since the return to civilian rule in 1999.

About three quarter of the Nigerian population comprises young people. The average age in Nigeria is 19.2 years for male and 19.3 years for female. With a population growth rate of 2.6 percent¹⁴, the children and young people's population is increasing astronomically. Of the 73.5 million Nigerians registered to vote in the 2011, 62.4 percent were young people. Despite the large percentage of the population, young people are excluded from social, economic and political processes. They have limited access to social services

and employment opportunities. These account for the restiveness amongst young people. Many of them seek alternative means for material survival, including those for which their youthful energies are suitable, even when the violent implications threaten society.

With expanding mega corruption and impunity, diminishing accountability and access to justice, political violence has since gravitated towards anarchy. This has increased violent conflicts and crimes, such as armed robbery, kidnapping, terrorism and communal violence. The situation is getting overwhelming and the state is looking overstretched. It is reported that the country currently has the largest "peace time" military and police deployment¹⁵.



Pupils at the inauguration of new school Building in Ikot Mfom, Akwa Ibom State
PHOTO: ACTIONAID/FEMI IPAYE



PHOTO: FEMI IPAYE/ACTIONAID

¹⁴National Planning Commission, 2012, Abuja.

¹⁵ Ibid



PHOTO: FEMI IPAYE/ACTIONAID

Culture of Discrimination and Exclusion

The patriarchal character of the society has impacted on gender power relations in the country. Women and girls experience exclusion and extreme prejudice. Gender-based violence has remained a major challenge, with the state, its agencies and the security institutions appearing helpless and ineffective. Issues of early marriage and flagrant abuse of rights of children are still major challenges. These are also upheld and continue to fester through traditional

practices and beliefs. Religion and traditional practices have continued to provide contexts for the repression of women.

In Nigeria, up to a third of women have been subjected to one form of violence or another -- battery, verbal abuse, emotional and psychological abuse, marital rape, sexual exploitation or harassment. One in every five has been physically abused¹⁶. Women living in poverty face suppression; violence in public and private spaces; non-participation in decision making at community, state and national levels; poor access to reproductive health services; limited access to and control of land; expanding unpaid care work; non-

recognition of the economic contributions of women; and harmful cultural and traditional practices.

Violence against women manifests on the street, in the work place and school in the forms of verbal abuse, sexual harassment and rape, all of which combine to frustrate the advancement of women and girls.

Although Nigeria is a signatory to the Convention on the Rights of the Child and has enacted a Child Rights Law, the rights of children are blatantly violated at all levels. Child labour is common but the more pernicious forms of child abuse are child marriage, child trafficking and the torture they are subjected to under allegations of witchcraft.

In some parts of the country toddlers are abandoned on streets to fend for themselves under the Almajiri system.

It is estimated that Nigeria has 10.7 million out of school children, which accounts for close to 20 percent of the global figure¹⁷.

Failing social service provisioning

In spite of the huge resources available to the country, Nigeria has one of the most defective and inefficient public infrastructure. It is said to be below what is required for development¹⁸. As at 2011, it was estimated that "Nigeria needs to invest over \$100 billion

over the next 10 years, in just four infrastructure areas, thus: power (\$18-20 billion); rail tracks (\$8-17 billion); roads (\$14 billion), and oil and gas (\$60 billion)."¹⁹ Take the example of electricity: As at December 2012, it was estimated that "60 million Nigerians now own power generating sets for their electricity, while the same number spends a staggering N1.56 trillion (\$13.35m) to fuel them annually."²⁰

Indeed, the country is littered with signposts to poor public service delivery. In the education sector, from primary to the university levels, private investments have mushroomed all over the country. These have continued to gain patronage in spite of evidence that they lack qualified teachers and basic teaching facilities. Cashing in on the instability of in the sector, characterised as it is by frequent university closures, operators of private educational institutions charge exorbitant fees while the public schools, especially those in remote locations charge outrageous but illegal fees out of reach of the poor.

Community dialogue with women group in Lugga Community, EGBEK Project, Kebbi State
PHOTO: FATIMA BUHARI/ACTIONAID



¹⁷Education for All Global Monitoring Report, <http://www.unesco.org/new/en/education/themes/leading-the-international-agenda/efareport/reports/>

¹⁸Nigeria's infrastructure yet to meet requirements for economic development' an interview with Central Bank of Nigeria Governor in BusinessDay Newspaper <http://businessdayonline.com/NG/index.php/economic-watch/18806-nigerias-infrastructure-yet-to-meet-requirements-for-economic-development>

¹⁹ibid

²⁰http://www.energy.gov.ng/index.php?option=com_content&view=article&id=47

¹⁶British Council 2012 op cited



PHOTO: FEMI IPAYE/ACTIONAID

Public health facilities are mostly patronised by the poor who do so due to lack of means to procure quality health care from private providers. The failure of the public health system has resulted in a huge crisis in maternal and child health. According to a UNICEF 2013 report on Maternal and Child health, every single day, Nigeria loses about 2,300 under-five children and 145 women of childbearing age. This makes the country the second largest contributor to the under-five and maternal mortality rate in the world²¹.

Most of these deaths are traced to preventable or treatable infectious diseases, such as malaria, pneumonia, diarrhoea, measles and HIV/AIDS. This is put at more than 70 percent of the estimated one million

under-five deaths²². While the country has made appreciable progress in HIV/AIDS prevention, reports indicate that 60,000 children are still reportedly infected with HIV in 2012, making Nigeria the country with the highest number of children living with HIV in the world.²³ HIV prevalence among the general population is 3.6 percent. About 300,000 new infections occur annually with people aged 15 – 24, contributing 60 percent of the infections. Over 75 percent²⁴ of the HIV response in Nigeria is donor funded. Given the shifting focus of donor priorities, it is critical that public resources be channelled towards sustaining the HIV response and providing quality maternal care

Nigeria ranks fourth among 22 TB burdened countries. The incidence of polio in children in parts of the country has remained a signpost of the inefficiency of the country's health system. While the main discourse around the continued transmission of wild poliovirus has been the politics of immunization and the intersection of culture and religion, what has remained underreported and easily gets pushed out of sight is the case of the underserved population.

Saving Our Climate

Climate change and the consequences of global warming have been a major concern in Nigeria in recent years, posing serious humanitarian challenges.²⁵ By 2050, higher

temperatures are expected to reduce farming periods in the Sahel region by 20%. Most parts of Nigeria are vulnerable to climate change-related extreme weather conditions such as droughts, floods and other less dramatic, but no less inimical conditions like desertification. In 2012, huge floods swept poor communities, farmlands and businesses in 30 out of the 36 states of Nigeria. An estimated 7.7 million persons were affected²⁶. Homes, properties and livelihoods, such as farms, were destroyed, while thousands of people were displaced. The situation also posed a threat to food security. In the same vein, desert encroachment in northern Nigeria has been a major cause of food shortage in the Sahel region of the country, heightening poverty, exclusion and violence. This, along with population growth, will result in renewed pressure on scarce natural resources if nothing is done to deal with the effects. Climate change induced migration has been major source of violence in most parts of the country.

Years of oil exploration in the Niger Delta has created environmental disasters in the region. Illegal and crude mining, logging and unmitigated carbon emission through different sources is a potential for huge environmental crisis.

Disaster response mechanisms in the country are still weak and uncoordinated due to inadequate funding at national, state and local government levels.

Civil Society Space

Nigeria has a history of vibrant civil society consisting of CBOs, NGOs, networks, labour and industrial unions, media and youth organisations. CSOs have made tremendous impact in their collective response to the development challenges in the country, including the struggle against military authoritarian rule, the fight against corruption, ensuring effective public service delivery and holding public officers accountable for their actions in a political setting noted for impunity. Despite the increasingly frustrating political environment, civil society organisations have kept to their historical commitment to democracy and human rights. The country has therefore experienced huge expansion in both the number of civil society organisations and the range of their concerns, types of programmes, scopes and sizes of operation. However, there is also the concern that limited accountability can undermine the legitimacy of the civil society.

Big Sister

Nigeria is West Africa's largest economy representing 55 percent of West Africa's gross domestic product²⁷. It also remains a major force in the Africa Union (AU), Economic Community of West African States (ECOWAS) and other regional bodies, playing critical roles in both their funding and positions in world affairs, including military action in conflict areas on the continent and outside it.

Grace Bukola Oyediji crosses this makeshift bridge the way to her farm in Wasimi Odunwo, Ondo State
PHOTO: FEMI IPAYE/ACTIONAID



²¹http://www.unicef.org/nigeria/children_1926.html

²²ibid

²³This Day Newspaper 28 June 2013 <http://www.thisdaylive.com/articles/un-report-nigeria-has-highest-number-of-hiv-children-worldwide/151782/>

²⁴NACA 2011, National AIDS Spending Assessment – 2009 – 2010. Abuja

²⁵ActionAid Nigeria (2012) Floods in Nigeria Policy Brief

²⁶Niger Delta Citizens and Budget Platform (2013), Wasted Billions: Citizens Report on State and Local Government Budgets in the Niger Delta 2012.

²⁷http://www.pbs.org/newshour/indepth_coverage/africa/nigeria/role.html



Who We Are

ActionAid Nigeria is a member of the ActionAid global federation. We maintain a strong relationship of interdependence and mutual accountability within the International federation, ensuring a strong balance between self-rule and shared-rule. Although we started operations in Nigeria in 1999 as a Country Programme of ActionAid International, we have transformed into an autonomous national organisation registered with Nigeria's Corporate Affairs Commission. We also have a partnership agreement with the National Planning Commission of the Federal Republic of Nigeria. We have a strong national governance structure consisting of a Board and a General Assembly, which are made up of reputable Nigerians who provide strategic oversight for its work.

ActionAid Nigeria (AAN) works with poor and excluded communities, promoting their rights and empowering people living in poverty to take necessary action to end poverty. Because we work with and engage multiple agents, at different times and situations, we act as enablers, advocates, facilitators and catalysts. We work to create space for the voices and concerns of

people living in poverty and their agencies to be embedded in government policies and actions. We maintain strong solidarity with the poor and take sides with them, even against all adversity. These elements require us to be credible, non-domineering, continuously learning and evolving a knowledge-based, activist, self-reliant and internationalist organisation. Our core values of gender equality and courage of conviction drive our determination to innovate, take risks, promote women's leadership and advance sustainable alternatives.

Our Vision, Mission And Values

Our Vision

A world, without poverty and injustice, in which every person enjoys his or her right to life with dignity

Our Mission

To work in solidarity with the poor and excluded people to eradicate poverty and injustice

Our Values

We are driven by a passionate commitment to organisational values. These values define our work and relationship with our communities, partners and other stakeholders.

- **Mutual respect**, requiring us to recognise the innate worth of all people and the value of diversity.
- **Equity and justice**, requiring us to work to ensure equal opportunity to everyone, irrespective of race, age, gender, sexual orientation, HIV status, colour, class, ethnicity, disability,

location and religion.

- **Honesty and transparency**, being accountable at all levels for the effectiveness of our actions and open in our judgements and communications with others.
- **Solidarity with the poor**, powerless and excluded will be the only bias in our commitment to the fight against poverty.
- **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.
- **Independence** from any religious or political party affiliation.
- **Humility in presentation and behaviour**, recognising that we are part of a wider alliance against poverty and injustice



PHOTO: FEMI IPAYE/ACTIONAID

Our Theory of Change

We believe that poverty is a function of human rights violations and unequal power relations. Promoting just and accountable governance principles with democratic and transparent processes are thus necessary conditions that must be ensured for poverty eradication and development in Nigeria to take place.

We believe that an end to poverty and injustice can be achieved in Nigeria through purposeful individual and collective action, led by the active agency of people living in poverty and supported by solidarity, credible rights-based alternatives and campaigns that address the structural causes and consequences of poverty.

In other words, people living in poverty often need to be supported to discover their own power, get organised and connect into movements, publicly demanding their rights from local institutions, national governments

and powerful corporate bodies. People living in poverty and exclusion are the primary agents of change. Poverty and injustice can be eradicated only when the poor and excluded are able to take charge of their lives and act to claim these rights. We are committed to promoting development from below and challenging development from above through working with the poor and excluded groups. Focusing interventions on those platforms created by the people themselves is a vital approach to ending poverty.

In order to effect change it is therefore important that we engage with people, governments and institutions to respect, promote, protect and fulfil the rights of poor and excluded people. This shall range from cooperation to protest through legitimate and non-violent process. The process shall also include providing research and evidence, promoting alternatives and running public campaigns.

PHOTO: FEMI IPAYE/ACTIONAID



Our Unique Ways of Working

ActionAid Nigeria operates at the local, national and international spheres, working with poor communities to achieve transformative changes. Our work covers the entire federation of Nigeria. Through our local rights programme, we work in both rural and urban areas, committing to long term strategic relationships with communities in some of the untouched and hard-to-reach locations. We also work to influence regional and international policy bodies.

We work in partnership with civil society organisations, community-based groups, labour movements, coalitions, networks and social movements to advance the cause of the poor and excluded. Our primary concern is to address issues of unequal power relations that create poverty. Through our unique rights-based approach, we place emphasis on empowerment, solidarity and campaigns. In collaboration with our partners, we build the capacity of the people and agencies to understand and have knowledge of their rights and claim same. We work in solidarity with them and support them in building synergies with relevant agencies, coalitions and movements. Because the underlying causes of poverty and injustice are gendered, we are especially committed to working with women from these excluded groups and to

making sure that we promote women's rights across all our work. As a result of socially ascribed roles, women living in poverty have less access to land, education, networks, technology, transport, financial resources and political power. They have less control over their bodies and safety – all of which keep them poor.

Our partnerships and alliances are important to us. We build long-term partnerships with community-based organisations and social movements, respecting their autonomy, strengthening their capacities and supporting them to share learning across issues, sectors, movements and geographies to build a formidable movement for change. We also work in alliances with many different actors, including NGOs, networks, think-tanks, unions, campaigns and progressive companies. We seek to hold those with power accountable through critical engagement. For example, ActionAid works with governments or the private sector - engaging constructively where possible, and being willing to challenge where necessary. We are also committed to our resolve to engage with policy issues, connecting local concerns to national and international agenda and providing alternatives.

PHOTO: FEMI IPAYE/ACTIONAID



Mission Objectives

Objective 1

Strengthen people's action to hold governments and corporates accountable and enhance people's access to quality services

In achieving this objective, we will work with civil society organisations, social movements, youth platforms and relevant government agencies to fight corruption and impunity; and increase citizens' involvement in governance, especially in electoral processes to strengthen public accountability. Through policy research, campaigns and our economic literacy and budget accountability initiatives, we will ensure transparent procurement processes, engage government budgetary processes and get people to hold the state accountable in budgeting, revenues, taxation (to ensure tax justice) and expenditure. We will promote peoples' action to demand for quality public services and strengthen State's capacity to provide these services, including *gender and youth-responsive public services*.

These services will include: Maternal and Child Health, Sexual and Reproductive Rights, Primary Health care, Quality Basic Education, Girl Child Education, Early Child

and Adult Education and Education for Children with Special Needs. Others include, Gender-friendly Infrastructure in Tertiary Institutions, Water Supply and Sanitation and electricity. We will increase our engagement with corporate organisations to influence public policies *towards achieving fair redistribution of resources* and increased impact of our programme delivery.

Key Outcomes:

- **Outcome One:** Increased access to quality social services by people living in poverty and exclusion.
- **Outcome Two:** Increased citizens' engagement in governance and public finance management processes.
- **Outcome Three:** Increased engagement with corporates and governments in the promotion of tax justice and pro-poor fiscal policies.



PHOTO: FEMI IPAYE/ACTIONAID

Objective 2

Advance the rights of women and girls, promote their safety and participation in public and private spaces

In order to achieve our mission to eradicate poverty and injustice, the rights of women and girls has been placed at the centre of our work. We will work with women and girls and their organisations to advocate for better policies and practices that advance their rights. We will work with governments and the private sector through policy research and campaigns to ensure provision of quality reproductive health services and the promotion of maternal and child health. In addition, we will work with stakeholders to provide the enabling environment to reduce unpaid care burden on women and provide adequate infrastructure to make our cities safe for women and girls. We will work with traditional institutions to eliminate harmful traditional practices, such as child marriage, widowhood practices and female genital cutting. We will engage political

parties and other platforms to enhance women participation in decision-making. We will work with women and relevant institutions to enhance economic alternatives and livelihood of women.

Key Outcomes:

- **Outcome Four:** Increased policies/legislation and actions that eliminate harmful practices and violence against women and girls.
- **Outcome Five:** Increased participation of women and girls in decision-making spaces and processes.
- **Outcome Six:** Enhanced capacity of women to demand for fair economic alternatives and livelihood.

Objective 3

Advance the rights of children and support young people in building a just, democratic and inclusive society

Drawing from our 13 years-plus experience in working on children's issues, this strategy seeks to deepen our child right programming, with particular focus on girl child education, education for children with special needs and early child education. We will work with civil society organisations, state agencies and communities in advancing the rights of children, building solidarity across different rights issues and empowering communities to act in defence of these rights. We will advocate for children to have access to quality basic education and other social services, while supporting their increased participation in decisions that affect their lives, using the Promoting Rights in Schools (PRS) framework.

This strategy will take advantage of the expanding young population to enhance youth participation in decision-making. Through different youth platforms, such as Activista, we will work to deepen public accountability, influence public policies and advocate for social services. We will work to support young people's organisations and

contribute to building a strong and dynamic youth movement that will contribute to the collective quest for viable alternatives. With the expanding public access to mobile telephony and internet, we will use the new media to enhance young people's engagement with different institutional processes, including elections, political parties and the private sector.

Key Outcomes:

- **Outcome Seven:** Increased access by children to qualitative basic education.
- **Outcome Eight:** Decrease in harmful practices that target and infringe on the rights of children and young people, such as allegations of "child witches", child labour, child marriage and child trafficking.
- **Outcome Nine:** Increased actions to mobilise young people and their organisations for progressive social change.

2013 Activista Organising for Change Camp in Akure, Ondo State
PHOTO: ACTIONAID





Organisational Priorities

Objective 4

Enhance human security and livelihood for the poor and excluded

To achieve this objective, we will work with different agencies to strengthen government and people's capacities to build resilience, reduce disaster risk and establish effective and people-friendly early warning systems. We will also collaborate with government, the private sector and other civil society groups and communities to build a disaster risk reduction programme. We will work to support the enactment of conflict sensitive policies at all levels, on the strength of which we will mobilize citizens to hold states accountable in response to violent conflicts and disasters. To further strengthen accountability, we will maintain strategic engagement with the Country Coordinating Mechanism (CCM) for disaster response and ensure provision of quality services in emergency. We will work to ensure women and young people become major players in our emergency response initiatives at all levels. We will support initiatives to protect the rights of vulnerable groups during conflicts and emergency.

Food security and livelihood is at the core of our fight against poverty. We will therefore work to strengthen small-holder farmers and relevant civil society platforms to advocate for smallholder farmer-friendly policies and hold government accountable in terms of its

international commitments on agriculture. We will support the promotion of women's access to land and agricultural inputs, and continue to stand against land grab or policies that undermine people's rights to livelihood. We will work with women and their organisations to engage governments on land redistribution and promote sustainable agricultural practices.

Key Outcomes:

- **Outcome Ten:** Increased citizens' engagement in the formulation and implementation of social protection and disaster management policies and frameworks.
- **Outcome Eleven:** Increased resilience of the poor and vulnerable to natural disasters.
- **Outcome Twelve:** Increased citizens' (especially women and youth) participation in emergency response, conflict reduction and peace building initiatives.
- **Outcome Thirteen:** Increased small-holder farmers' capacity to demand pro-poor policies and their implementation

Invest in staff capacity and requisite skill mix for effective delivery of organisational objectives

Over the years, we have built core capability in project management, engagement with duty bearers, campaigns and community mobilisation. In terms of organisational structure, AAN has a very good representation of women at all levels, with a female-to-male representation balance of 50:50. Women occupy key leadership positions within the organisation. The Women Forum instituted in the last strategy period has also enhanced the process of leadership development by providing a platform for capacity building, which has enabled female staff to compete for and grow into more strategic positions.

Critical areas for capacity development have been identified, including knowledge management and information technology which impact the maintenance of organisational memory and culture. Another key capacity requirement is our fundraising architecture and fundraising practices in different programmatic areas, which have become responsive to changing funding contexts in Nigeria.

In light of our intent to venture into new programme areas and to keep up with advancing alternative IT solutions for our work, especially in maintaining our databases in tracking the impact of our programmes, we will invest in staff capacity

building and deploy the relevant hardware and software.

We will continue to imbibe the right politics, values, quality and skills in new entrants into the organisation through knowledge management and staff development programmes.

Key Outcomes

- **Outcome Fourteen:** Maintain a minimum of 50 percent female ratio in leadership position with female staff actively contributing to strategic decisions.
- **Outcome Fifteen:** Improved staff capacity to deliver on strategic and organisational objectives.

PHOTO: FEMI IPAYE/ACTIONAID



Strengthen internal governance structure to provide strategic and effective oversight

AAN has a robust governance structure made up of the General Assembly and Board. They are charged with the responsibility of strategic oversight and support for fundraising. The membership reflects different professional competencies and cultural diversity. These organs also include representatives of poor and excluded people.

To ensure the Board and General Assembly continue to perform their statutory responsibilities, we will work to strengthen them with affective and adequate information on strategy implementation and ensure better involvement of Members in community activities, policy advocacy, campaigns and fundraising. We will continue to work with the International

Governance Unit to draw support for our governance development plans and periodic reviews.

Key Outcomes

- **Outcome Sixteen:** Increased involvement of Board members in policy community level programme initiative and policy influencing.
- **Outcome Seventeen:** Increased participation synergy and strategic relationship between the General Assembly, Board, and Management.
- **Outcome Eighteen:** Increased Board members' capacity to support organisational fundraising.

PHOTO: FEMI IPAYE/ACTIONAID



ActionAid Nigeria staff at 2013 Staff Retreat
PHOTO: ACTIONAID

Strengthen system and enhance synergy for quality programme delivery

ActionAid Nigeria has a robust staff performance management system that not only focuses on reviewing staff objectives but also incorporates measurement of staff adherence to organisational values. The system involves capacity assessments that feed into capacity development and succession plans. Line managers' ability to engage with the system have been improved over the years through continuous capacity development and monitoring, resulting in a process that runs through each year with active coaching, mentoring and feedback sessions not limited to appraisal

periods.

In view of the above, there is the need to increase staff response to performance management and facilitate a change in perception of the process to increase the impact of the outcomes and results generated by the various components of the system. The support provided to our partner organisations will require further monitoring to ensure that all organisations are reached and that the capacity gaps identified are addressed to ensure sustainable growth.

Working with partner organisations is ActionAid Nigeria's approach to programming. Supporting the capacity development of these organisations is therefore important for effective programme delivery. In the last strategy period, we provided support to these organisations on systems and governance development.

We will work closely with line managers through implementation of mentoring programmes to further enhance their appreciation of the relevance of the performance management process and its impact on overall organisational performance. We will also work extensively in deploying our capacity assessment tools to provide in-depth information on staff competencies for proper role alignments.

We will work with our partners to identify key areas that require further support and address the capacity gaps. We will support reviews of their existing organisational structures and staffing against desired standards necessary to deliver on our objectives in the long term. To achieve this, we will deploy our participatory Partnership Appraisal and Monitoring Framework to determine baselines from which support can be provided.

With the increasing security challenges in the country, we will work to ensure the security and safety of staff and our organisation's assets. This will be done through commitment to the implementation

of the Security Policy and Country Operational Plan. We will also facilitate the provision and maintenance of office facilities while ensuring an environment conducive for optimal productivity.

Key Outcomes

- **Outcome Nineteen:** Increased number of skilled staff able to deliver on the strategic objectives.
- **Outcome Twenty:** Increased number of partner organisations having systems and structures in place, able to sustain operations after partnerships phase-out.

Increase Resource base with right funding mix and flexibility

In the last few years, we have made tremendous progress in our independent fundraising efforts. However, the funding mix is skewed in favour of partnership income. Although this can be regarded as a success in our effort to raise more institutional income, the funds are often contractually restricted and fraught with risks. It therefore, limits the amount of resources available for national level policy work, emerging interventions and special organisational initiatives. In view of this, the strategic focus is to improve implementation

of the existing child sponsorship, raise more high-value income, further increase institutional funding and raise unrestricted fund to ensure a more diversified funding base. The following fundraising initiatives will be prioritised during the strategy period:

Child Sponsorship: We will work with the International Secretariat and our funding affiliates to continue improvement in management of the existing child sponsorship mechanism. The idea is to attract allocation of more supporters, thereby increasing regular giving income.

High-value and Institutional Fundraising: While we have made appreciable progress in institutional fundraising, we will continue our efforts in building on our current profile with our donors. To complement this, we will intensify action in raising the national level

high-value funding through our corporate engagements and high-value individual supporters.

Community Sponsorship: With the support of AAI fundraising team, we will commence a Nigerian fundraising product called Community Sponsorship in 2014. This is a new model of regular giving, but one that places emphasis on the community and not the child. Roll out of the initiative will be gradual in order to leverage on lessons learnt and improve on the process. The funding will be wholly unrestricted to provide better flexibility.

Key Outcomes

- **Outcome Twenty-One:** Community Sponsorship fully rolled out with more unrestricted fund to support innovative programming.

PHOTO: FEMI IPAYE/ACTIONAID



Risk Matrix

S/N	RISK EXTERNAL	PROBABILITY	IMPACT	MITIGATING ACTION	RISK OWNER
1.	Citizens' cynicism on government responsiveness and its impact on HRBA programming.	High	High	1. Increased engagement with the relevant government agencies	DoP
				2. Continuous capacity building of public office holders	
				3. Deepen HRBA in our various communities	
				4. Build capacity of governments at different levels on HRBA	
2.	Disasters and emergencies	High	High	1. Continuous sensitisation of government on emergency and support for community preparedness systems	H.S.M
				Preparedness and disaster risk reduction	
				2. Continuous alliance between AAN and Human Security Networks	
				3. AAN to have a dedicated fund for emergency	
				4. Supporting development of resilience capacities in the communities	
3.	Insecurity:	High	High	1. Liaise with security agencies and INGO forum on security alerts	CD
	Violent conflict (ethno religious crisis)			2. Staff compelled to avoid travelling to highly volatile areas.	
	Terrorism & Insurgency			3. AAN to continue to engage government on pro-poor policies.	
	Kidnapping and Robbery			4. AAN to ensure that all staff are covered under Group Life Insurance.	
4	Post-election violence	High	Low	1. AAN to engage political parties on the need to have violence-free election	CD
				2. Engage citizens to shun electoral violence	
				3. Engage government on the conduct of free and fair election	
5.	Shrinking donor fund and changing donor priorities	High	Medium	1. Diversifying our funding base	
6	Significant Foreign Exchange Fluctuations	Medium	High	1. AAN to continue to adopt a reasonably conservative exchange rate for its budget	DoF

S/N	RISK INTERNAL	PROBABILITY	IMPACT	MITIGATING ACTION	RISK OWNER
	Programme related risks				
7	Poor project performance	Low	High	1. Management to continue to monitor performance of all projects being managed by AAN	DoP
				2. Build staff capacity on project management	
8	High attrition rate in partners organisations	Medium	Medium	1. Simplify the HRBA pack for partners and communities	DoP
				2. Continuous capacity development in partners organisations	
9	Supporters attrition	Medium	Medium	1. Commence the community sponsorship fund raising	DoF
				2. Continuous drive for partnership funding	
				3. Continue to improve on servicing of supporters	
	System related risks				
10	Inadequate staff skill mix	Medium	High	1. Management to invest in the right staff skill mix for the strategy implementation	D, HROE
11	Possible failure to meet the Community Sponsorship target	Low	Medium	1. Having detailed and realistic implementation plan	CD
				2. Board and management commitment to the success of the scheme	
S/N	RISK	PROBABILITY	IMPACT	MITIGATING ACTION	RISK OWNER
12	Reputation/relationship risks	Low	High	1. AAN should continuously live by its shared values	CD
13	Fraud and loss of fund	Low	High	1. Strict implementation of the financial controls	DoF
				2. Improved monitoring of the partners financial management systems	
				3. Strict implementation of internal controls	

Financial Projection



CURRENCY: GBP'0000	2012 Actual			2013 Forecast			2014 Plan			2015 Plan			2016 Plan			2017 Plan			2018 Plan			CSP Total				
	R	U	Total	R	U	Total	R	U	Total	R	U	Total	R	U	Total	R	U	Total	R	U	Total	R	U	Total		
A. INCOME																										
Regular Giving - Child Sponsorship	1,608	-	1,608	1,486	-	1,486	1,568	-	1,568	1,255	-	1,255	1,152	-	1,152	1,060	-	1,060	975	-	975	6,010	-	6,010		
Institutional Fundraising Income - Confirmed	3,656	-	3,656	2,653	-	2,653	2,383	-	2,383	918	-	918	536	-	536	317	-	317	317	-	317	4,471	-	4,471		
Institutional Fundraising Income - Unconfirmed	-	-	-	-	-	-	3,020	-	3,020	4,440	-	4,440	4,765	-	4,765	4,415	-	4,415	2,900	-	2,900	19,540	-	19,540		
Community Sponsorship	-	-	-	-	-	-	-	69	69	-	183	183	-	291	291	-	413	413	-	587	587	-	1,543	1,543		
Total Income	5,264	-	5,264	4,139	-	4,139	6,971	69	7,040	6,613	183	6,796	6,453	291	6,744	5,792	413	6,205	4,192	587	4,779	30,021	1,543	31,564		
Sponsorship Income	1,608	-	1,608	1,486	-	1,486	1,568	69	1,637	1,255	183	1,438	1,152	291	1,443	1,060	413	1,473	975	587	1,562	6,010	1,543	7,553		
Partnership Income	3,656	-	3,656	2,653	-	2,653	5,403	-	5,403	5,358	-	5,358	5,301	-	5,301	4,732	-	4,732	3,217	-	3,217	24,011	-	24,011		
Total Income	5,264	-	5,264	4,139	-	4,139	6,971	69	7,040	6,613	183	6,796	6,453	291	6,744	5,792	413	6,205	4,192	587	4,779	30,021	1,543	31,564		
% of Sponsorship Income to Total Income			31			36			23			21			21			24			33			24		
% of Partnership Income to Total Income			69			64			77			79			79			76			67			76		
B. EXPENDITURE																										
Project costs	5,031	-	5,031	3,648	-	3,648	5,528	59	5,587	5,091	110	5,201	4,747	175	4,922	4,451	248	4,699	3,472	352	3,824	23,289	943	24,232		
Support costs	455	232	687	393	334	727	854	142	996	1,044	996	1,044	997	997	997	776	776	776	612	612	612	4,283	142	4,425		
Fundraising costs	194	-	194	160	-	160	267	246	513	292	153	445	292	166	458	279	83	362	231	117	348	1,361	765	2,126		
Governance costs	-	91	91	-	66	66	41	58	99	126	-	126	137	-	137	115	-	115	94	-	94	513	58	571		
Total expenditure	5,680	323	6,003	4,201	400	4,601	6,690	505	7,195	6,553	263	6,816	6,173	341	6,514	5,621	330	5,951	4,409	470	4,879	29,446	1,908	31,354		
Funds sent to LMDUs (Flexible fund & Internal Contribution)	(158)	-	(158)	(161)	-	(161)	-	(1)	(1)	-	(4)	(4)	-	(6)	(6)	-	(8)	(8)	-	(12)	(12)	-	(31)	(31)		
RAF funds (Investment Fund)	-	-	-	-	-	-	-	246	246	-	153	153	-	166	166	-	166	166	-	-	-	-	565	565		
Investment Fund Repayment	-	-	-	-	-	-	-	-	-	-	-	-	-	(188)	(188)	-	(188)	(188)	-	(188)	(188)	-	(564)	(564)		
Unrestricted Allocations	-	633	633	-	400	400	-	200	200	-	200	200	-	200	200	-	200	200	-	200	200	-	1,000	1,000		
Net Transfers	(158)	633	475	(161)	400	239	-	445	445	-	349	349	-	172	172	-	4	4	-	0	0	-	970	970		
Net result	(574)	310	(264)	(223)	-	(223)	281	9	290	60	270	330	280	123	403	171	86	257	(217)	118	(99)	575	605	1,180		
Opening reserves Amount	1,155	-	1,155	973	-	973	750	-	750	1,040	-	1,040	1,369	-	1,369	1,772	-	1,772	2,029	-	2,029	750	-	750		
Closing reserves amount	891	-	891	750	-	750	1,040	-	1,040	1,369	-	1,369	1,772	-	1,772	2,029	-	2,029	1,930	-	1,930	1,930	-	1,930		
Opening reserves Months	1.8		1.8	1.6		1.6	2.0		2.0	2.6		2.6	3.6		3.6	4.7		4.7	5.9		5.9	5.9		5.9		
Closing reserves Months	1.6		1.6	2.0		2.0	2.6		2.6	3.6		3.6	4.7		4.7	5.9		5.9	5.9		5.9	5.9		5.9		
Number of LRPs			12			12			12			12			12			12			12			12		
LRP number increase per Annun			0			0			0			0			0			0			0			0		

Corporate Information

Our Board of Trustees

Prof. Patricia Donli

Prof Sam Egwu

Prof. U. A. Igun

Mr. Johnson Ikube

Dr. Kole Shettima

Dr. (Mrs) Timiebi Koripamo-Agary

Mr. David Nwachukwu

Barr. Ranti Bosede Daudu

Barr. Hauwa Evelyn Shekarau

Ms. Omotunde Ellen Thompson

Ms. Jummai Umar-Ajjola

Mr. John Odah

Ms. Rabi Isma

Ms. Mosun Belo-Olusoga

Dr. Hussaini Abdu

Country Management Team

Dr. Hussaini Abdu

Country Director

Ifeoma Charles-Monwuba

Director of Programme /Deputy Country Director

Oluwole Elegbede

Director of Finance

Funmilayo Oyefusi

Director of Human Resource & Organisational
Development Manager

Gimba Ahmed Bello

Head, Internal Audit

Tasallah Chibok

Head, Programme Quality

Suwaiba Jubrin

Head, Partnership & Local Rights Programme

Toyin Ekpeneidua

Head, Sponsorship and Fund Raising

Tunde Aremu

Policy, Campaigns & Communications Manager

Aishatu Aliyu

Finance and Operations Manager

Olugbenro Olajuyigbe

Human Security in Emergency Programme Manager

Ipoade Omilaju

Programme Manager, Health

Andrew Mamedu

Programme Manager, Education

Amina Baba-Manu

ENR Programme Manager

Jummai Lawan Musa

Impact Assessment and Shared Learning Manager



PHOTO: FEMI IPAYE/ACTIONAID