

Standing Together

Dignity. Equality. Justice. Love



2019 - 2026

Country Strategy

Christian Aid Nigeria



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List of acronyms

DRR	Disaster Risk Reduction
ERGP	Economic Recovery and Growth Plan
HDI	Human Development Index
HIV	Human Immunodeficiency Virus
IDP	Internally Displaced Persons
LGA	Local Government Area
NFI	Non-Food Items
NGO	Non-Governmental Organisation
PCVA	Participatory Capacity and Vulnerability
PWD	Analysis People with Disabilities
SDG	Sustainable Development Goals
SOP	Standard of Operations
VSLA	Village Savings and Loans Association
WASH	Water, Sanitation and Hygiene

April 2017: Christian Aid volunteers, themselves IDPs, organise the registration of households. Each person brings their papers and is checked off on the lists. Data is gathered online in a Kobo database which the team has designed.



Foreword

I am delighted to write this foreword for the 2019-2026 strategy of Christian Aid's Nigeria Country Programme, our biggest programme in Africa, and one of the biggest in the global organisation. As the Head of the African division in Christian Aid, I have witnessed the growth and expansion of the Country Programme as a result of drive, tenacity and passion for improving the quality of life of the poorest and most marginalised groups in Nigeria.

It is therefore apt that this new strategy makes a bold statement on how the Nigeria programme will drive the Christian Aid purpose of ending poverty. Drawing from the strategy of the global organisation, the programme in Nigeria will build new local, regional and global partnerships, facilitate movements for change and stand more boldly with the poor and marginalised.

Nigeria is an extremely important country in Africa and has the potential to lead the growth and development of the continent, it is therefore my hope and expectation that this strategy will guide the implementation of activities as Christian Aid in Nigeria works towards eradicating poverty in Nigeria.

Karimi Kinoti

Head of Africa Division,
Christian Aid

Acknowledgement

For 16 years, Christian Aid in Nigeria has worked to empower the poorest and most vulnerable groups in selected locations to take ownership of their development through critical programme areas. Our work has brought about lasting impact in the lives of individuals and communities, giving hope to those in despair and reaching out to those hardest to reach.

We have not done this alone. Our work with partners, both funded and non-funded have had incredible impact on the delivery of our programmes and we remain grateful for their dedication and passion to see a better Nigeria.

The development of this 7-year strategy which began in 2017 has been both an arduous and exciting journey as we step into a new phase of programme delivery with the sustained and reinvigorated purpose of an end to poverty in Nigeria. I especially thank the staff of Christian Aid Nigeria who have dedicated their time to ensuring that this strategy was drafted and finalized, and for their commitment to ensuring that this strategy is realized.

Within the global organization, we acknowledge Amanda Mukwashi, the Chief Executive Officer of Christian Aid for her leadership in taking Christian Aid through a new phase and strategy.

Charles Usie

Country Director,
Christian Aid Nigeria

Executive summary

Our essential purpose is an end to poverty. Poverty is political and to tackle it, there needs to be essential shifts in power imbalances that act as enablers to injustice and the deepening levels of poverty being experienced in Nigeria. This has driven us for over 15 years working in Nigeria. We have built strategic and critical partnerships with communities, civil society, state and non-state actors as we recognise that we could not do it alone. In our years of working in Nigeria, we have worked in communities that are the hardest to reach, and with the most vulnerable within those locations. We have made lasting differences in the lives of individuals and communities, however, we acknowledge that a lot more needs to be done.

The external environmental analysis undertaken as part of the development of this strategy shows that Nigeria is still confronted with many challenges such as poverty, injustice and inequality, poor governance, corruption, high debt burden, weak economy, human rights abuses, disaster risk and environmental degradation. The resultant effect of these is that a huge proportion of the population are in extreme poverty.

We therefore envision ***“a just, equitable and peaceful Nigerian society where poverty is eradicated and (everyone) is empowered to live life in all its fullness”***. In this new strategic plan, we have reviewed our program portfolio, to ensure the consolidation and deepening of our interventions as much as possible, while also exploring new areas in line with our avowed commitment to addressing the root causes of poverty, injustice and inequality. Our three priority areas of intervention: ***‘Humanitarian, Sustainable Livelihood and Resilience’, ‘Democracy and Good Governance’*** and ***‘Health and Human Development’*** are based on the nexus that exist between them and poverty. We will explore new funding opportunities to deepen and expand coverage of these programmes, while demonstrating innovation and building on the unique capacity and expertise available to us to develop and implement projects with high impact across communities.

We remain committed to our essential purpose, and our 7-year global strategy reiterates this, while expressing Christian Aid as one entity. We will work in global, regional, national, state and local level partnerships, contributing to advocacy and policy influencing at these levels. We will expand based on and boosted by lessons learned from past efforts at the community and state level, feedback from partners and stakeholders, increased demand for Christian Aid presence by program beneficiaries and in alignment with government’s efforts to improve citizen’s quality of life. This strategy aligns with the Sustainable Development Goals (SDGs) and Nigeria’s Social and Economic Development Goals as articulated in the 2017 – 2020 Economic Recovery and Growth Plan (ERGP). Therefore, it is our hope that through this strategy we can contribute to Nigeria’s attainment of its target towards the SDGs across several of the goals.

This seven-year strategy is a bold response to the identified needs of the poor and marginalized. It rests on our values of dignity, equality, justice and love, developed in alignment with our new global strategy and analytical framework. This strategy presents a renewed response to the call to challenge the causes of poverty and to transform our world into a place where everyone can experience life in all its fullness.



‘If not for GEADOR, I would have made the biggest mistake of my life, pressuring my daughter to marry early.’ Our CAAGI project in Kaduna improved the opportunities for adolescent girls.

Our story

Who we are

Christian Aid exists to create a world where everyone can live a full life, free from poverty.

We believe that poverty is an outrage against humanity. It robs people of their dignity and lets injustice thrive. But together we have the power to transform lives. We are a global movement of people, churches and local organisations who passionately champion dignity, equality and justice globally.

We provide urgent, practical help in times of crisis and beyond. We seek to eradicate extreme poverty by tackling its root causes. Together with people living in poverty we amplify our voices to speak truth to power and create lasting change.

Our global vision is a world where everyone has fullness of life; a life lived with dignity, free from poverty and need; where global resources are equitably shared and sustainably used; and where the voice and agency of the poor and marginalised are fully realised. To enable us achieve this, we will prioritise a portfolio of activities that can deliver on all three pillars of our poverty, power and prophetic voice analytical framework – **Poverty** (reaching those most in need), **Power** (addressing the root causes of poverty), **Prophetic voice** (speaking truth to power and building local and collective agency).

We work in some of the poorest and hard-to-reach communities, providing support on the basis of need, regardless of religion or ethnicity.

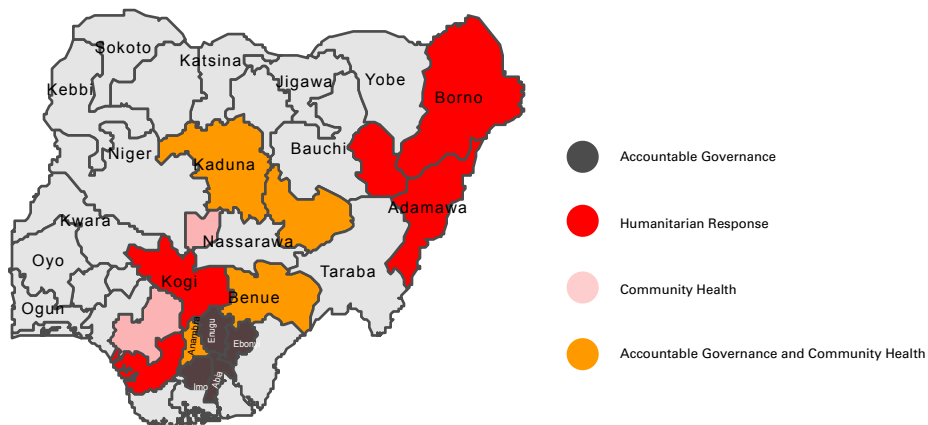
Our history in Nigeria

We began our work in Nigeria in 2003 through three programme areas: Community Health and HIV; Accountable Governance and Conflict Reduction; Climate Change and Pro-poor Energy, incorporating advocacy into all areas within the context of integrated programming.

In 2012, our five year *'Partnership for Change'* strategy streamlined our work to the areas of Governance, Community Health and Gender. Between 2015 and 2017, we shifted towards a more structured approach, incorporating governance and advocacy into all our work, and seeking integration among our various programme areas. In 2015, we also expanded our programme areas to include humanitarian response as we began responding to the growing humanitarian need in the Northeast.

To deliver our interventions for poor and marginalised people, we have worked largely in partnership with Faith Based Organizations and Local Non-Governmental Organizations. We have also partnered with religious and community leaders, community structures, government at all levels (LGAs, State and Federal) and international development partners.

Ending poverty in Nigeria: Our geographic footprint



The difference we have made in Nigeria



Active Citizens

Citizens empowered to participate in elections and engage with duty bearers for infrastructural development using social accountability tools.



Citizen Participation

Facilitated citizen participation in governance processes such as community representation in local and state policy planning.



Inclusion

Facilitated involvement of women and PWDs in decision making at community and local government levels.



Peaceful Co-existence

Reduced violence and conflicts in communities and strengthened peaceful co-existence between herdsmen and their host communities.



Health-seeking citizens

Reduced the incidence of disease in target communities by facilitating improved health seeking behaviors and increasing uptake of health services.



Participatory Budgeting

Kaduna and most states in the South East adopted inclusive budgeting practices, reflecting the needs of communities as articulated in their charter of demands.



Access to WASH facilities

Increased access of community members to WASH facilities through construction and rehabilitation of water facilities and latrines.



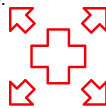
Strengthened health systems

Strengthened health systems for increased responsiveness, effectiveness and efficiency.



Universal Health Coverage

Supported the passage of Benue State Health Insurance bill to facilitate expanded universal health coverage.



Policy Influencing for health

Facilitated the passage of HIV anti-discrimination act and development and implementation of the national stigma reduction strategy for HIV positive people.



Safe spaces

Girls in project communities empowered to speak out, reject gender stereo-types and engage on issues affecting their socio-economic



Improved opportunities for girls

Re-enrolment of under-aged girls withdrawn from schools for marriage in Northern Nigeria.



Interfaith platforms

Mobilized interfaith platforms and a movement for Gender Justice in Nigeria with recognized traditional and religious leaders.



Improved Livelihood

Disaster-affected population moved from survival to livelihood threshold. Livelihoods of the population also improved through micro-gardening, VSLA, cash transfer leading to recovery of many markets and safe access to clean energy.



Strengthened Humanitarian Coordination

Strengthened the capacity of local NGOs to improve localisation of the humanitarian response and strengthened partnerships for improved coordination whilst contributing to the knowledge base shaping the international response to insurgency in the northeast of Nigeria.



Reduction in harmful traditional practices

Contributed to reduction in harmful traditional and cultural practices through engagement with traditional and faith institution.

Nigeria: Where we are

In 2018, Nigeria was rated to have the highest number of extremely poor people in the world^[1]

Key Indicators of Nigeria's Human Development

47.7% live below poverty line (\$1.90)

24% unemployment rate

43% income inequality

53.9% life expectancy

Source: UNDP Human Development Report, 2018
and World Poverty Clock, 2019

Nigeria, the 7th most populous in the world with an estimated 197 million^[2] people is essential to the growth and development of the African continent. The economy of Nigeria is still largely dependent on oil (95% of nation's income), with proceeds from the unstable market being poorly managed to such an extent that oil revenue is not impacting positively on the poor. The environment is characterized by high foreign and domestic debts as a result of high borrowing, poor power supply, high inflation rate, weak resource base, high interest rate, poor corporate governance in the private sector, non-inclusive economic growth and low investment and corresponding response to poverty eradication especially at the state level.

While economic and human development progress in recent years has seen Nigeria grow to become the largest economy in Africa and increase its Human Development Index (HDI) value by 14.4% (between 2005 and 2017)^[3], it is still placed in the low human development category, ranking 157 out of 189 countries with HDI of 0.532 (2017 ranking)^[4] and over 40% of the population still living below the poverty line.

Inequality persists. The Gini coefficient places income inequality at 43%, while overall loss of HDI due to inequality is at 34.7%^[5]. Inequality and poverty are accompanied by other worsening socio-economic indices such as insecurity, corruption, poor governance and infrastructure and unemployment. In significant proportion also are injustice, gender-based violence and discrimination, illiteracy, hunger, high population growth and maternal morbidity and mortality.

Gender inequality is among the most prevalent forms of social inequality in Nigeria. There are many prevailing beliefs and practices that not only affect access of women to health, education and other opportunities, but also impede the advancement of women and girls.

The extreme levels of poverty in Nigeria is largely linked to:
insecurity, corruption, poor governance, inequality and injustice, poor human development index, gender discrimination and domestic violence, Environmental injustice, food insecurity and poor infrastructure



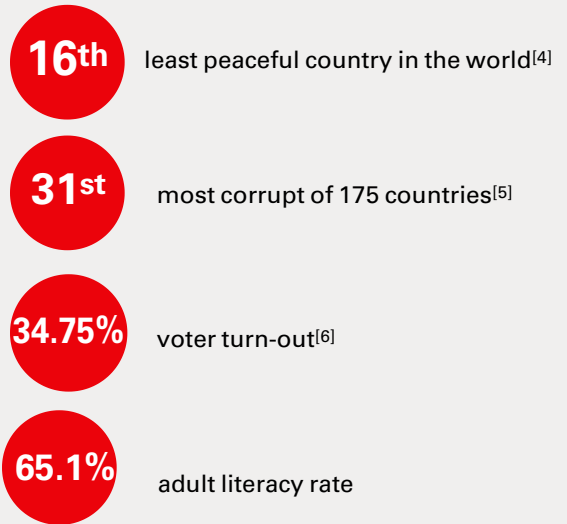
Social spending (on health, education and social protection) is abysmally low which is reflected in very poor social outcomes^[6]. For instance, since 2015, only less than 6% of the country's national budget has been allocated to health^[7]. Some of the consequences of under-investment in the health sector is seen in the high rates of maternal, infant and under-5 mortality at 576/100,000 live births, 67/1000 live births and 132/1000 live births respectively^[8].

The ***insecurity*** situation in many parts of the country has thrust those affected further into extreme poverty as millions have been displaced and left without a means of livelihood.

The problems of ***poor governance*** are numerous; evidenced by the development challenges experienced across the country. This is characterised by high levels of corruption, lack of accountability and transparency

**The combined wealth of Nigeria's five richest men
- \$29.9 billion - could end extreme poverty at a national
level, yet 5 million face hunger^[9]**

Key Indicators of Nigeria's Human Development



Source: UNDP Human Development Report, 2018
and World Poverty Clock, 2019

Yet, the Federal Government's development plan, the Economic Recovery and Growth Policy – ERGP (2017 - 2020) focuses more on economic growth than poverty eradication. The impact of social investment schemes are not yet evident in the lives of the poor as evidenced by human development indicators.

In light of these challenges, this 7-year strategic plan, ***'Standing Together'*** has been developed to respond to and contribute to the on-going efforts to address these issues and reverse the trend. We, alongside our partners will continue to support the efforts of government for a holistic repositioning of the social development sector. We will also continue to empower citizens to enable them engage for a more responsible and responsive government.

This strategic plan will provide the direction and drive the change that Christian Aid Nigeria will like to see in the next 7 years in Nigeria.



As at 2015, 57 million Nigerians were without access to improved water sources, while 130 million people were without access to improved sanitation^[10]. An estimated 25% of Nigerians practice open defecation on a daily basis^[11]. The poor access to water, sanitation and hygiene (WASH) remains a major challenge, contributing significantly to high levels of diarrhea and related deaths.

The Nigeria we want to see

Our vision

A just, equitable and peaceful Nigerian society where poverty is eradicated and (everyone) is empowered to live life in all its fullness.

Our mission

To mobilise and empower the poor and marginalised to meaningfully engage in their own development, working in partnerships and building a movement to challenge and change the systems that promote and perpetuate poverty, inequality and injustice.

Our value proposition

Strategically addressing the needs of hard-to-reach populations through quality and innovative approaches while empowering communities, responding to humanitarian crisis and building community resilience. Our niche area and expertise around local and communities organizing and governance where the larger percentage of extreme poverty is found.

Our values

Our core values are:

- **Dignity:** We believe that everyone should be treated with respect and honour.
- **Equality:** We believe everyone irrespective of their sex, tribe, social and economic status, religion, should have equal opportunities.
- **Justice:** We believe everyone deserves to be treated fairly.
- **Love:** We are committed to showing care, empathy and supporting people to live their lives in fullness.

Our Theory of Change

Desired Changes

Necessary conditions

Strategies

Assumptions




- Existence of strong and functional community structures and empowered people that effectively challenge the status-quo
- Poor and the marginalised are open and receptive to change
- Poor and marginalised people increase their knowledge and build formidable networks to represent their interest
- Health systems that is able to create and increase access of the poor to quality health services
- More women in leadership positions and actively participating in decision making
- Fair tax system leads to increased revenue for government.
- Africa regional advocacy and policy work is well funded and led at divisional level, thus enabling Nigeria programme to feed in.

- Government policies and laws are pro-poor (formulated and implemented to address the priority needs of the poor)
- Government is more responsive, transparent and accountable to the people
- Resources are allocated and utilised on projects that addresses priority needs of the poor and marginalised
- The environment is enabling for civil society organisations to engage, challenge and influence policies, decisions and actions of government
- Reformed traditional structured and practices that promote and sustain gender discrimination


Strategic Behaviour
Change
Communication


Power and policy analysis,
strategic advocacy and policy
influencing


Systems
strengthening (Health
and Education)


Building a functional and
effective Movement for Change
to challenge and change
systems and structures


Innovative and high
impact gender
programming


Innovative and inclusive
peace building and conflict
resolution approach


Empowerment

- Communities see Christian Aid and other as working for their interests.
- Communities own Christian Aid interventions, mobilise and build solidarity to claim their rights.
- Duty bearers are willing and committed to provide the enabling environment, equal opportunities and access of poor and marginalized to essential services.
- Religious leaders will emphasise and spread the message that unite the people rather than those that divide them.
- Government will take decisive actions to arrest divisive actions and douse tension arising from perceived pursuance of a particular ethnic or religious agenda.

- Donor "ecosystem" and priorities do not drastically change.
- Natural disasters, local and international wars/calamities do not occur.
- Nigeria will be safe for investment by foreign investors and other international development actors.
- Multi-national companies and International Financial Institutions will stop illegal and unfair exploitation of natural resources and stop avoidance and evasion of taxes and shifting revenues to off-shore subsidiaries.

Bridging the gap

Christian Aid Nigeria will deliver high impact interventions that target those most in need by addressing the root causes of poverty, speaking truth to power and building local and collective agency.

In the last five years, Christian Aid has supported both government and vulnerable communities to attain a holistic repositioning of the social development sector. We have gained experience and learnt lessons in this area. We have built critical relationships and networks, therefore, one of the critical elements of our work in the next seven years will be directed at government for the purpose of supporting the repositioning efforts of government and its various agencies and institutions to government for the purpose of supporting the repositioning efforts of government and its various agencies and institutions to be more pro-poor in their planning, policies and laws, program design, resource allocation and service delivery. We will also continue to support the people by way of empowerment that enable them challenge the status-quo, making government to be more responsible and responsive.

Targets: Collaborators and Beneficiaries

Our primary targets are the poor and marginalised; especially women, girls, children and persons living with disabilities living in disadvantaged and hard to reach communities.

This group bear the burden of poverty and injustice the most. This is in addition to being voiceless, powerless, inadequately cared for and perennially subjugated. Of particular importance is that Nigeria has a **youthful population**, therefore, through this new strategy, our interventions will particularly target youth focused organizations and groups to enable innovative strategies to tackle the poverty paradox and vulnerability to extremism among others in the country.

In addition to this primary audience are critical and strategic decision makers within **communities and government including community and religious leaders, political leaders and policy makers** (national, State and Local Government). Specifically, religious and community leaders are great influencers whose opinions and decisions are key determinants in the response of the poor and marginalised to programs that are designed to improve their standard of living and quality of life. They are closer to the people and their response to change will to a very large extent determine how the primary audience welcomes and embraces change.

Government as a strategic target group is premised on many factors including sole responsibility of formulating policies and making laws as well as creating the enabling environment for citizens' welfare, prosperity and improved standard of living. The government at all levels is the custodian of the peoples' resources and wealth (fund and other assets) and determines who gets what and in what quantity or who does not get. Government is the driver of policies, decisions and actions that impact on the economy, making the people beneficiaries or victims of policies and programs. We will therefore engage with policy and law makers (national and state), heads and top management of government institutions to get them to work for the people.

The other major stakeholders are **donors, international development partners** and the **private sector** who will be engaged to provide the resources that enable we intervene appropriately, innovatively and comprehensively.

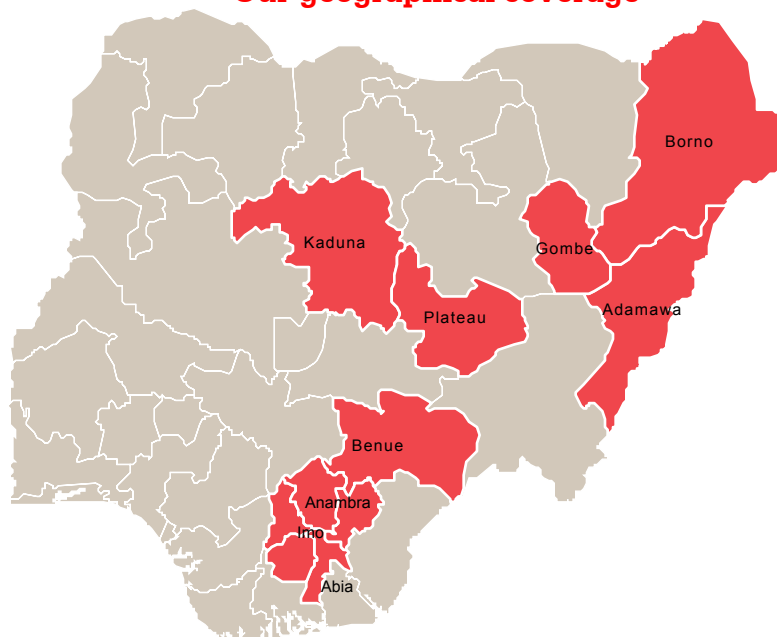
Where we will work


We will concentrate our efforts in the areas where the needs are greatest in order to achieve our vision across Nigeria. Where necessary, we will cluster states as regions using the hub approach. The selection of target locations will be based on the following criteria:

- **Poverty index:** Poverty is a national epidemic, however, the 10 poorest states in Nigeria are located in the North East and North West geopolitical zones.
- **Gender:** Gender index in Nigeria is poor but most profound in the North East and North West, with the South East closely behind it.
- **Humanitarian Crisis and Conflict:** The geo-political zones with incidence and prevalence of crisis leading to displacement of persons are in North East and North Central as well as the South/South.
- **Health and Education:** Although health and educational human development indices are poor nationally, they are poorest in the North-east, North-west and North-central.
- **Partner history:** Through continuous and increased investment in our partners and focal states over the next seven years, we will consolidate on progress made, increase impact and sustainability.
- **Donor interest:** As long as donor interests align with our vision, mission and core values, we will be flexible in the choice of project locations.

Our Advocacy and Movement for Change strategies will be rigorously pursued and repositioned at the national and state level for effectiveness and impact. In the next seven years, we will seek to grow and integrate our whole programme; consolidate old and establish new partnerships as a means of 'clustering for impact'; and raise our profile with State Governments to pave the way for local people to participate in governance.

Our geographical coverage



 Where we are present

How we will work

Our strategy for the next seven years will be delivered through three **priority programme areas** supported by our pillar of **operational excellence** and six **cross-cutting themes**.

The programme areas have been prioritized because of the nexus that exist between them and Christian Aid's analytical framework: **Poverty, Power and Prophetic voice**. Our operational excellence is a mix of **ve** workstreams; strong support systems that drive the delivery of the various programs in line with the strong desire to address the root causes of poverty, injustice and inequality and not the symptoms.

We aim to have a well networked program that has the digital capabilities, nancial resilience, people skills and quality program necessary to achieve our strategy and contribute effectively to the development of Nigeria whist utilizing all available resources within the globally networked organization of Christian Aid. We have clustered all our support functions with a plan for a more improved and sustainable program.

The cross-cutting themes are a combination of strategies and broad interventions that are an integral dimension of the design, implementation, monitoring and evaluation of our work and related operations, both in speci c project locations and nationally.



Cross-cutting themes:

- Programme Quality and Learning (MEAL)
- Advocacy and Campaigns
- Partnership and Capacity Strengthening
- Gender, Inequality and Inclusion
- Research and Development
- Strategic/Social Behavior Change Communication

Priority programme areas

Our three priority programme areas will address key individual components:

<p>Humanitarian, Sustainable Livelihood and Resilience:</p> <ul style="list-style-type: none"> • Humanitarian Response: Food security, Protection, WASH, NFI, Nutrition, Early recovery • Disaster Risk Reduction • Sustainable Livelihood: Entrepreneurship, Inclusive markets, Sustainable Agriculture, Private sector engagement, Access to clean and safe energy • Health Emergency • Resilience 	<p>Democracy and Good Governance:</p> <ul style="list-style-type: none"> • Peace building • Accountable Governance • Electoral process • Anti-corruption • Tax Justice • Labour and Trade: Policies and legislation 	<p>Health and Human Development</p> <ul style="list-style-type: none"> • Health and Well Being: Health policy and advocacy influencing (Health and Social Justice), Health emergencies/ health in fragile systems, • Health Systems Strengthening, Health Education and promotion, Shifting social norms and addressing social determinant of health. • Basic Education: Advocacy and policy influencing, Promotion and mobilization, Strengthen community structures (performing oversight functions)
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Humanitarian, Sustainable Livelihood and Resilience

The goal of this programme area is a ***dignified life for disaster, conflict affected and other vulnerable communities*** in Nigeria. We will to ensure ***timely and efficient response*** that meet the ***essential and long-term basic needs*** of beneficiaries of all ages. We will build ***disaster resilient communities*** and ***safer communities***, with ***improved livelihood and resilience*** for the affected populations. Our work will also include ***improving the capacity*** of civil society actors and other relevant institutions to respond to needs and protect the rights of their stakeholders, while also ensuring that leaders become more ***accountable and transparent***.

Type of Intervention	Outcomes
Respond to the urgent and immediate humanitarian needs of communities affected by natural and man-made disasters, using and prioritizing the survivor community-led response approach.	<ul style="list-style-type: none"> • Increased access to good quality, essential humanitarian services including food and non-food items in crisis affected populations of the North East. • Increased access to food, nutrition, protection support, unconditional cash transfer, conditional cash support, access to safe energy, WASH interventions to IDPs living in both camps and host communities in a dignified manner and immediate needs are met.
System and technological strengthening for effective and efficient humanitarian programming and delivery.	<ul style="list-style-type: none"> • Improved humanitarian policy framework with SOPs, using essential communication technologies with capacity to respond technically and comprehensively in an efficient manner.
Strengthening of partner capacity for timely and effective delivery of response.	<ul style="list-style-type: none"> • Enhanced partners' systems and capacity to network, fundraise, design and deliver high impact response at different levels.
Build the preparedness and resilience of individuals and communities living in poverty and vulnerable situations to absorb future shocks and disasters.	<ul style="list-style-type: none"> • Improved quality of life for affected and vulnerable communities as well as individuals in conflict affected areas. • Improved skills, organization and confidence gained by vulnerable groups, communities and individuals to enable them to facilitate and initiate early actions on emergency response through government and other non-state stakeholders support on humanitarian intervention for improved quality of life.
Advocacy to relevant stakeholders for synergy and linkages.	<ul style="list-style-type: none"> • Community ownership and buy-in, increased budgetary allocations and public-sector investment as well as new partnerships with multilateral bodies, donors, the private sector etc. for new projects, job creation and investments in their communities.

Democracy and Good Governance

The goal of this programme area *is improved government accountability and responsiveness to the needs of poor and marginalized groups*. In the long-term, we will ensure *robust citizenship-government engagement* to enable communities and marginalised groups *take ownership of their own development*, engaging duty bearers with all information available to them. We will *empower women* and facilitate their *active involvement in decision-making processes*, while contributing to a *reduction in cases of violence against girls, improved girl-child enrolment and eradication of girl-child marriage*. We will also build the *resilience of youth* to conflict. We will seek to ensure that government policies become more *inclusive, and processes of governance participatory*.

Type of Intervention	
Peace Building	<ul style="list-style-type: none"> Improved peaceful co-existence especially for communities in crisis prone and vulnerable areas. Strengthened community systems for peace building and conflict resolution
Accountable Governance	<ul style="list-style-type: none"> Improved government accountability and responsiveness to the needs of the poor and marginalized groups. Increased government commitment to human rights, rule of law and separation of powers Increased participation of marginalised groups, especially women, PWDs and youths in leadership and decision-making processes at all levels. Improved citizens engagement with duty bearers
Electoral Process	<ul style="list-style-type: none"> Active citizenship More transparent electoral processes Increased confidence of the citizens in the electoral process resulting in reduced apathy
Anti-corruption	<ul style="list-style-type: none"> More transparent governance processes (such as in policy formulation, service delivery etc.) for marginalised groups. Improved government and traditional institutions commitment to enact and implement equitable policies and laws. Active citizenship and improved behaviour and actions towards corrupt practices Inclusive and participatory development
Labour and Trade policies, Inclusive Markets, and Tax Justice	<ul style="list-style-type: none"> Fair tax systems and administration for the poor and marginalised Favourable national and international trade laws and policies

Health and Human Development

Through this programme area, we will seek to *increase access to and improve utilisation of quality health and education services that guarantee better outcomes for communities*. Communities will be better equipped to hold duty bearers to higher degrees of accountability and responsiveness with a view to *improve their human development index*. We will also support the *resilience of communities* to ensure they are better able to anticipate, articulate, plan for and adapt to risks and emergencies affecting health and education. Our work will contribute to the achievement of *Universal Health Coverage, Universal Basic Education* which will enable communities to access *appropriate, quality and inclusive health and educational services* without suffering financial hardship.

Type of Intervention	Outcomes
Health and education system strengthening, towards community empowerment and development	<ul style="list-style-type: none"> Individuals and communities who are excluded and/or living in extreme poverty are empowered to challenge systemic imbalances. Individuals and communities able to leverage on information and skills provided to overcome poverty. Reduction in harmful socio-cultural practices among communities of intervention. Increased uptake of health services by community members
Capacity building and resource mobilisation. Strategic and behavioural change communication	<ul style="list-style-type: none"> Strengthened primary health care and educational systems in target states. Target communities are better positioned to respond to their developmental needs and take responsibility for the outcomes
Advocacy and policy influencing for education	<ul style="list-style-type: none"> Improved access to quality basic education by boys and girls
Promoting access to basic health and education	<ul style="list-style-type: none"> Reduced barriers to basic health and education opportunities Improved health and education seeking behaviours

Operational Excellence

Organisation Business System

Our Organisation Business System workstream is a combination of functions that ensures the professional, effective and efficient management of Christian Aid Nigeria's operations. Its components are Information, Communication and Technology, Human Resources, Logistics, Procurement, Administration, Warehousing and Security.

Financial Management

This work stream provides a critical element to the delivery of our strategy through the effective and efficient management of our resources, production of relevant, reliable and timely financial information that is relevant for decision making and for proper accountability.

Programme Funding and Compliance

This work stream is critical to ensuring that we are able to deliver on our strategy through the mobilisation of increased and diverse funding and compliance to donor requirements. It ensures that we have systems of internal control that adequately measures and manages the risk it faces through increased funding and expansion.

Cross-cutting areas

Programme Quality and Learning (MEAL)

Programme Quality and Learning ensures quality control in programme implementation and evidence-based decision-making at project and country programme level. We will harvest and document learning and project outcomes in order to continuously improve programme quality.

Advocacy and Campaigns

We will effectively engage decision makers at state and national levels through policy and legislative advocacy in order to ensure that relevant policies which will benefit the poor are in place and utilised. We will build and support movements for change, working with coalition and networks. We will also build and strengthen alliances with local and international organisations to achieve this.

Partnership and Capacity Strengthening

We will strengthen our partner selection and engagement process, bring further clarity to roles and responsibilities and strengthen terms of engagement and performance management of partners. We will also go into partnerships and collaboration with sister agencies and regional and global platforms (AU, ECOWAS, UN) and improve systems for partnership management at that level. We will use the strategy of capacity building for local action including training, technical assistance, mentoring, coaching, and joint activities.

Gender, Inequality and Inclusion

We will champion the implementation of policies and programmes that recognise, prevent and respond to gender and identity-based discrimination at all levels. We will challenge all forms of inequality, increase participation of all marginalised groups in decision making at all levels and reduce gender-based violence.

Research and Development

We aim to make all our interventions evidence-based. Through research, we will generate evidence (primary and secondary) for our programme design and implementation and as resource for partners. We will design and conduct researches to deepen understanding, validate what currently exists, establish sound basis for action and identify what needs be and how it should be done.

Strategic/Social Behaviour Change Communications

We will design and employ an effective social communication strategy based on evidence to affect attitude and influence behavior that promote openness and receptivity to new ideas, empowerment, moving people to the threshold of adopting new behaviour and using the information received to act and take responsibility for the desired outcomes in lives. We will employ the use of modern, friendly, easy to understand, accessible and sustainable approaches including but not limited to community education and interactive sessions and use of traditional and social media.

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Cover photo: 2017- Community Development Committee members dancing to celebrate better health conditions in their community. Photo Credit: Christian Aid/Nneoma Anieto.

Page 2: Christian Aid/Adebola Fatilewa; Page 4: Christian Aid/Sarah Malian; Page 7: Supporting conflict affected families to regain their source of livelihood and have a dignified life is a key strategy to ending poverty. Photo Credit: Christian Aid/Tom Pilston, Christian Aid/Tom Pilston, Christian Aid/Amos Arubi; Page 8: Christian Aid/Tom Pilston; Page 9: Christian Aid/Olusegun Oladejo