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# Nigeria Strengthening Advocacy and Civic Engagement

JANUARY 2, 2014 – JANUARY 1, 2019

# Project Introduction and SACE's Approach and Tools

The Strengthening Advocacy and Civic Engagement (SACE) project was a five-year program funded by USAID and Partnership Initiatives in the Niger Delta (PIND). Implemented by Chemonics International with partner Root Change, SACE strengthened civil society's ability to work with the government to influence the development and implementation of democratic reforms that improve transparency, accountability, and good governance at the national, state, and local levels in Nigeria.

Civil society in Nigeria has demonstrated its potential to serve as a critical change agent, but its progress has been limited by a lack of capacity and resources to effectively participate in Nigeria's governance ecosystem. Using an innovative accountability ecosystems approach, SACE strengthened the capacity of civil society clusters (comprising a variable mix of civil society organizations, policymakers, donors, and private sector partners) to improve transparency, accountability, and good governance in a range of sectors and issues, such as education, health, extractives, economic growth, and social inclusion. Eighteen "anchor" civil society organizations (CSOs), including eight national CSOs, seven Niger Delta CSOs, and three Niger Delta business member organizations, received multi-year grants. They in turn led collective cluster advocacy efforts and provided mentoring, training, and sub-grants to cluster members. Through this cluster model, SACE delivered capacity building activities to 157 CSOs and 8,769 individuals over the life of the project. The project also saw net organizational improvements across 56 organizations nationally and 44 in the Niger Delta, reaching a total of 98 organizations across the country.

SACE used a Collaborating, Learning, and Adapting (CLA) approach, along with an evidence-based, inclusive methodology to civil society strengthening grounded in the premise that initiatives should:

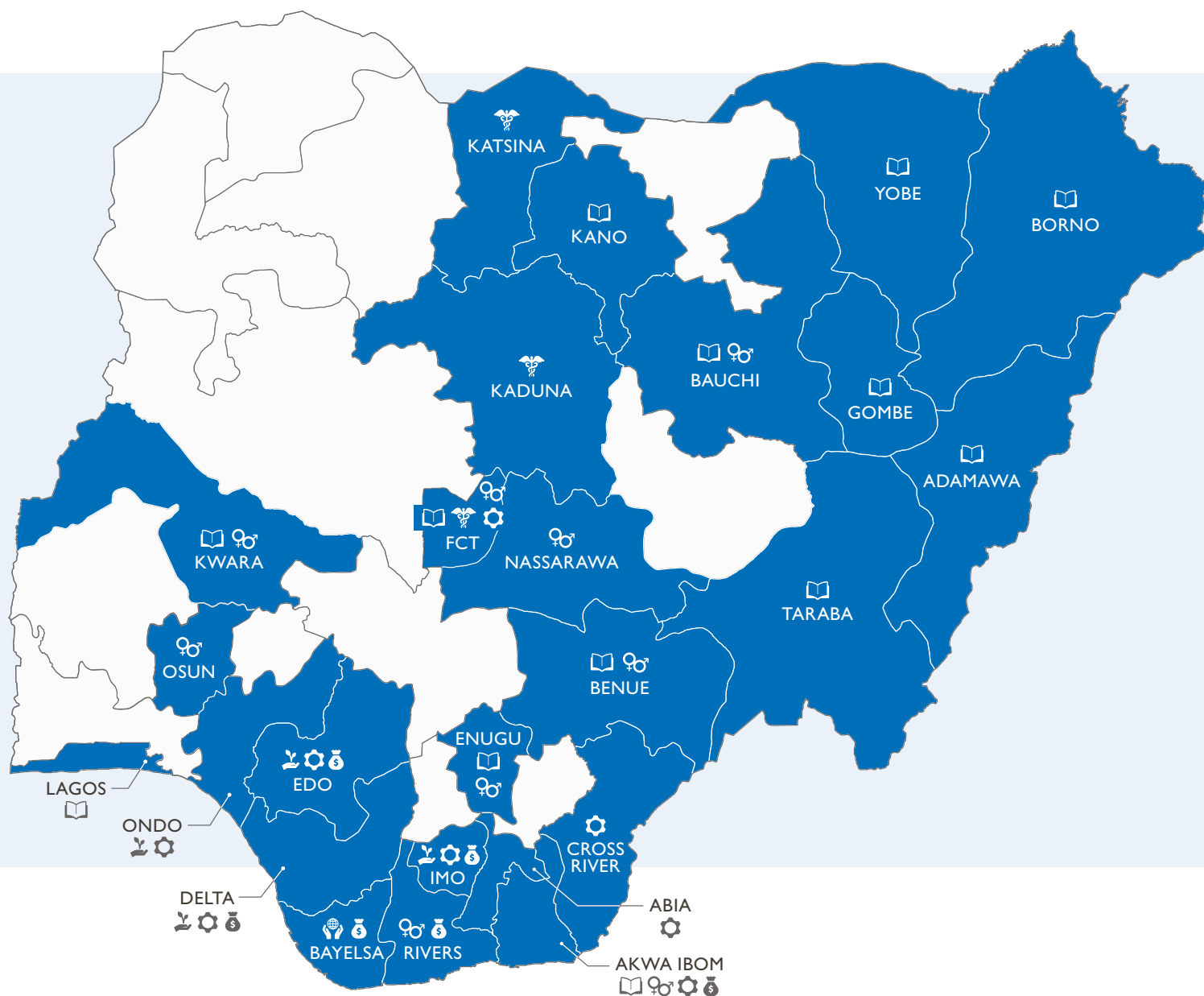
- Take into account Nigeria's unique country context and accountability ecosystem (mobilizing actors across demand and supply lines)
- Promote a collective impact approach that mobilizes the actions of diverse actors around a common advocacy agenda
- Seek innovative "better-fit" solutions rather than transplanting "best-practice" solutions
- Prioritize adaptive design and learning
- Use iterative political economy analysis to capitalize on windows of opportunity

SACE's strategy was anchored in the understanding that traditional, management-centered approaches (Capacity 1.0) are necessary, yet not sufficient to achieve the desired improvements in governance and accountability. SACE incorporated essential Capacity 1.0 training into a broader Capacity 2.0 approach, which focused on working with organizations to create and promote engagement with other like-minded organizations and enhance their ability to adapt and function in a rapidly changing, complex environment.

SACE's Capacity 2.0 approach used a variety of innovative tools and strategies, such as:

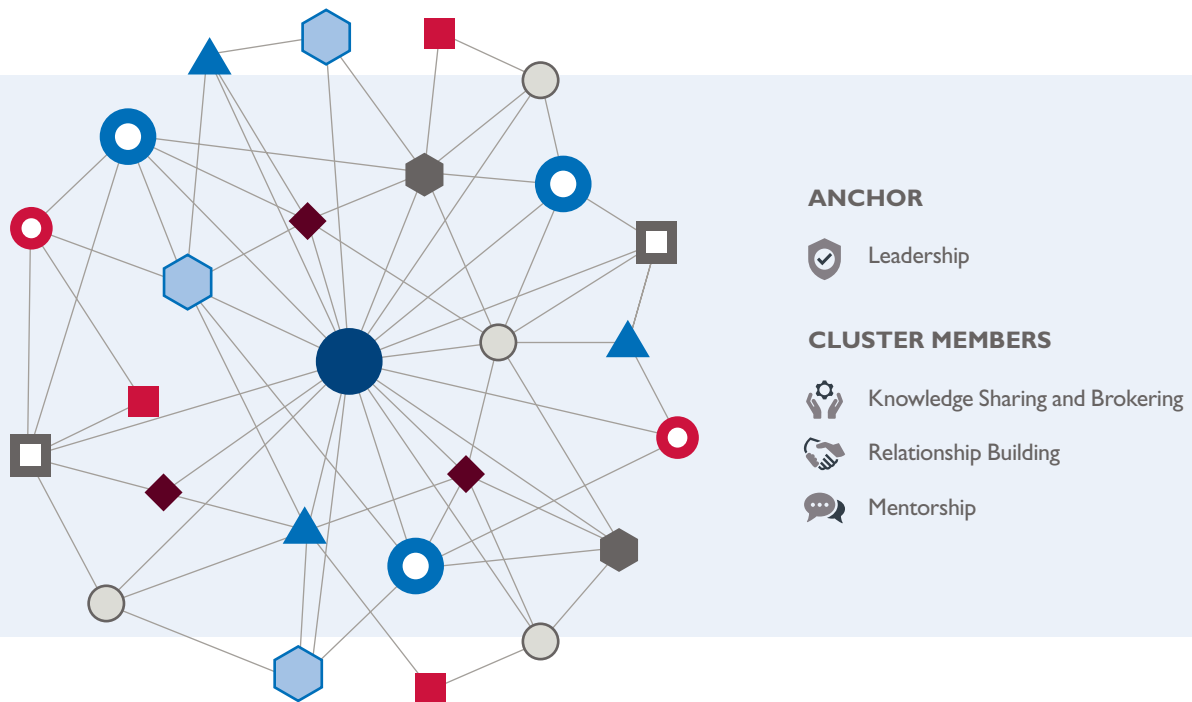
- **Stakeholder analysis and dialogue.** SACE's strategy and CSO partner selection were informed by an extensive contextual analysis of the Nigerian governance landscape, key informant interviews and focus-group discussions, and large-scale stakeholder dialogue sessions with more than 400 national-level and Niger Delta participants. This collaborative process enriched the project's approach, informed CSOs' requests for applications for funding, and increased buy-in from partners and stakeholders.
- **Cluster approach and collective impact.** Anchor CSOs and cluster

## MAP OF PROJECT PARTNER PRESENCE



SECTOR	GRANTEES
Education	CITAD, JONAPWD, HDI
Health	HERFON, CENSOJ
Inclusion	DRAC, WARDC, YAF, NNEW
Peace	NCDF
Agriculture	ESCFAL, UPFFA, LAPDO
Extractives	CISLAC, LITE-Africa, ANEEJ
Open Budget	SDIC, CCIDESOR

## CLUSTER MODEL



### POTENTIAL CLUSTER MEMBERS



members received intensive, ongoing training in collective impact principles and strategies, cultivating the necessary mindset shift to drive cross-sector policy reforms. Through cluster meetings and tailored coaching sessions, actors from diverse sectors developed common agendas for solving social problems. Anchor CSOs served as the backbone organizations, coordinating the collective efforts on their cluster's core advocacy issue and

### COLLECTIVE IMPACT

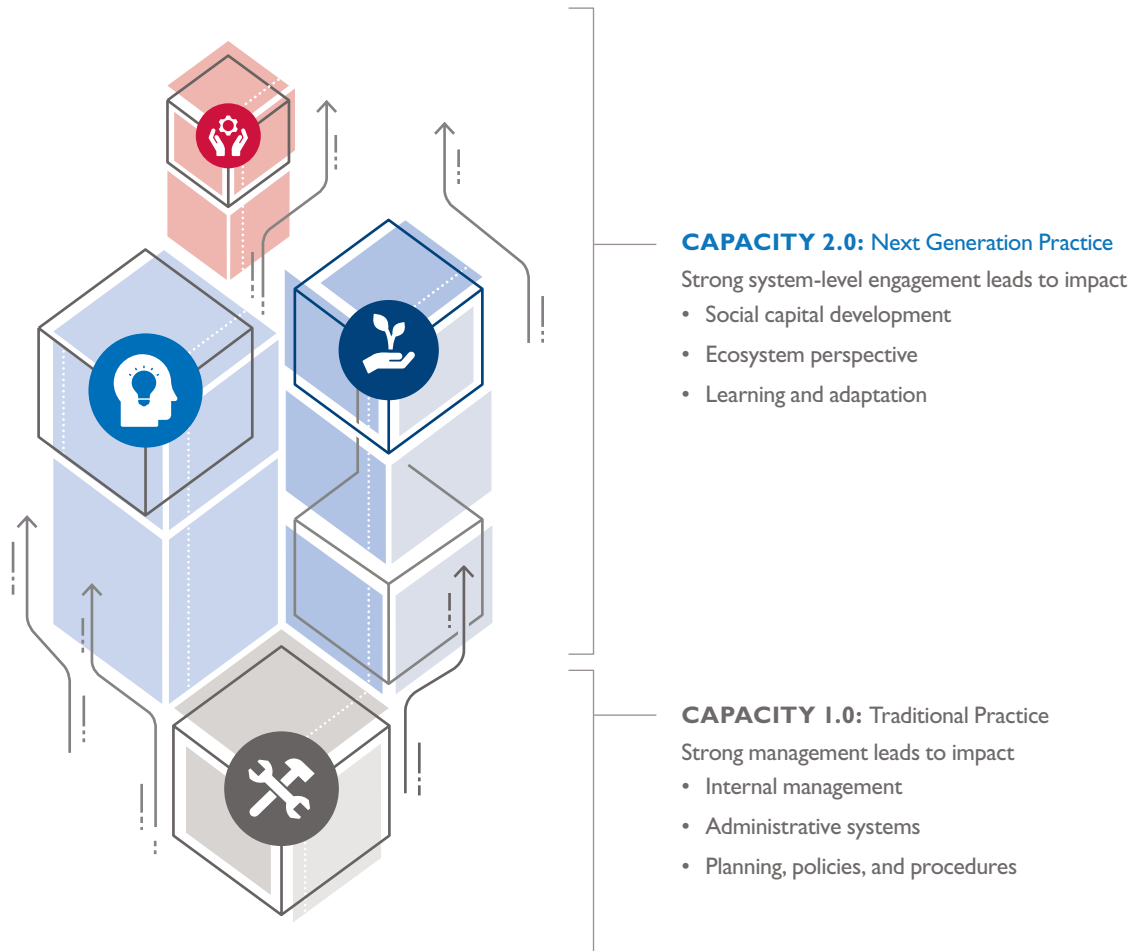
A model of collaboration that aligns the diverse efforts of numerous actors toward the same social change goals.

provided mentorship and sub-grants to cluster members. Through a multitude of successful policy outcomes, clusters experienced first-hand the benefits of a unified voice for change.

- **System for Transformation and Results (STAR) methodology.** SACE's suite of tools and change processes helped CSOs develop skills and competencies around eight core 2.0 drivers that characterize high-performing organizations: voice and accountability strategies and tactics, stakeholder engagement, monitoring and evaluation, member engagement and development, alliance building, knowledge sharing, innovation and experimentation, and public awareness.



## BUILDING A WHOLISTIC PRACTICE OF HEALTHY ORGANIZATIONS, DELIVERING IMPACT



Tools and processes included:

1. Ongoing assessments. Organizational Capacity Assessment Tools (OCATs) and Non-U.S. Organization Pre-Award Survey Guidelines and Support (NUPAs) to assess organizational capacity, and the STAR performance drivers survey to assess advocacy competencies.
2. STARNET. Real-time, online platform for partners to map institutional relationships and visualize their positions relative to other ecosystem actors.
3. Cluster feedback. Platform for cluster members to provide regular feedback to anchor organizations on cluster performance and cooperation.

4. Cluster coaching and reviews. Regular, tailored coaching to support cluster review/ check-in meetings with anchor and cluster members from SACE and issues experts.
5. Annual progress index. Stories of change, peer review, and most significant change to assess organizational effectiveness.

SACE developed and adapted several performance tools – the policy tracker, the strategy matrix/outcome harvesting tool, the cluster check-in process, and network mapping and analysis – that are now available in digital format for continued use after the project's end.

# Results

Equipped with improved advocacy skills and innovative approaches (developed with SACE's support), partner CSOs achieved impressive policy outcomes and progress in government engagement in a wide range of policy areas, including education; extractives; health; social inclusion for women, youth, and persons with disabilities; and budget transparency. Both national-level and Niger Delta partners worked across 87 areas of laws, policies, and administrative procedures, and SACE expects to achieve the target of 60 policy outcomes. These impressive policy outcomes were achieved in part because of CSOs' enhanced capacity, garnered through SACE's capacity building efforts to improve their advocacy skills, strengthen their networks and stakeholder relationships, and boost public awareness.

## NATIONAL

- The Accountability in Education in the Northeast Cluster, anchored by the Centre for Information Technology and Development (CITAD), supported the creation of a State House Assembly Committee in Yobe State to monitor education projects, and secured a commitment from the Bauchi State government to increase the education budget.
- The National Assembly passed the Petroleum Industry Governance Bill, with pressure from the Civil Society Legislation Advocacy Centre (CISLAC) and the Accountability in Extractives Cluster. The bill, which seeks to provide a governance and institutional framework for Nigeria's



SACE grantee Enough is Enough (EiE) Nigeria hosted the "Let's Talk Governance" session at Social Media Week Lagos 2016.





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"The SACE approach catalysed a transformation in our advocacy approach and led to significant gains in our journey to policy reform on Open Budget in the Niger Delta."

**Ken Henshaw**

Social Action, Open Budget Cluster

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petroleum industry, restructures the Nigerian National Petroleum Corporation's management and allows new taxation legislation to foster a more attractive investment environment.

- The Disability Rights Advocacy Center and the Access to Health for Women with Disabilities Cluster made progress toward disability mainstreaming by providing technical support and sustained advocacy pressure for the approval of Nigeria's National Policy on Sexual and Reproductive Health and Rights of Women and Girls with Disabilities.
- The Center for Social Justice (CENSOJ) and the Public Finance Management in Maternal, Newborn, and Child Health Cluster helped secure (in collaboration with the Health Reform Foundation of Nigeria, or HERFON) 1 percent of the Consolidated Revenue Funds for a Basic Healthcare Provision Package in the 2018 federal budget.
- Katsina and Kaduna States passed the Primary Healthcare Under One Roof Bill

into law, following sustained advocacy from HERFON and the Quality of Maternal, Newborn, and Child Health Services Cluster, with strong collaboration from CENSOJ and the Public Finance Management in Maternal, Newborn, and Child Health Cluster.

- The Joint National Association of Persons with Disabilities (JONAPWD) and the Social Inclusion in Basic Education Cluster worked with the Federal Capitol Territory's Universal Basic Education Office to push for adoption of their Accessible and Inclusive Schools Environment Model and to establish an inclusive education policy. They also made significant progress in this advocacy work in Akwa Ibom and Kwara states.
- The Accountability in Education Cluster, led by Human Development Initiatives (HDI), advocated for budget transparency in education funding and engaged several

“Through the SACE project, we have learned how to use the Policy Tracker to monitor our projects progress. We will continue to use this tracker going forward as it helps us to keep tabs on other development issues we are advocating.”

**Isaac Botti**

Social Action, Open Budget Cluster

states to provide universal basic education plans with joint CSO-government oversight of implementation mechanisms. The cluster also supported states to leverage millions



*Ngozi Iwere of Community Life Project; Honorable Segun Olulade, Chairman of the Lagos State House Committee on Health Services; and Honorable Adunni Akindele, Executive Secretary Mosan Okunola Local Council Development Area, Alimosho Lagos State, at the 2.0 Mindset Series in Lagos.*







Sulayman Ujah, member of the Inclusive Education Cluster, at the SACE Annual Learning Summit 2017.

of naira in counterpart support from the federal government.

- Women Advocates Research and Documentation Centre (WARDC) and the Women Lead Agriculture Cluster drafted gender-focused agricultural policies and helped secure the inauguration of the first female executive member of the All Farmers Association of Nigeria in Osun State to amplify women's voices on agriculture issues.

## NIGER DELTA

- The Youth Advocacy Cluster, with leadership from Youth Alive Foundation (YAF), drafted the Akwa Ibom Youth Development Fund Bill. The bill, which addresses youth unemployment and poverty, has garnered public support and passed two readings and a public hearing in Akwa Ibom's State Assembly.

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“The SACE Project has helped us to build alliances and made us effective networkers. We have made great strides using this in holding government accountable and we will not stop now.”

### Akeem Kelani

Out of School Children Education Foundation,  
Accountability in Education Cluster

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- The Life and Peace Development Organization and the Inclusive Agriculture Governance Cluster successfully advocated for Ondo State to include the Agro-





Guests speak at the at the 2.0 Mindset Series in Abuja, 2015.

- Women Initiative in its 2018 budget. They also garnered support from Ondo State's first lady, Arabinrin Betty Akeredolu, to serve as the advocate champion for a gender-friendly agriculture policy.
- NECA's Network of Entrepreneurial Women and the Women in Business Cluster successfully advocated for more transparent engagement regarding local taxation for informal female traders. They also pushed for effective reporting and handling of harassment cases for market women and more equitable allocation of markets stalls to women.
  - The Effective Aquaculture Policy Cluster, led by the Ugboroke Progressive Fish Farmers Association, successfully advocated for developing a clear agriculture policy with a funded aquaculture component in Delta State.
  - The Edo State Cooperative Farmers Agency and the Effective Agriculture Policy Cluster advocated for drafting Edo State's new agriculture policy.
  - The Africa Network for Environment and Economic Justice (ANEEJ) and Leadership Initiative for Transformation and Empowerment (LITE)-Africa, anchors of the Accountability in Resource Management of Niger Delta Institutions (NDIs) Clusters, engaged the Niger Delta Development Commission to push for greater civic participation and transparency, supporting the launch of the Project Monitoring Platform to track completion of abandoned projects.
  - The Social Development Integrated Centre and the Open Budget Cluster opened the door for citizens to take part in budget processes throughout the Niger Delta, securing a commitment for CSOs to work with the Edo State Budget and Planning Committee, and pressuring Akwa Ibom, Bayelsa, and River States to publicly publish annual budgets.



- Following sustained advocacy efforts from the Citizens' Centre for Integrated Development and Social Rights and the Open Budget in Health and Education Cluster, Imo State released the call circular for the 2018 budget, and responded by completing previously abandoned capital projects, which improved basic service delivery.
- The Nembe City Development Foundation (NCDF) and the Peace Advocacy Cluster developed the Central Peace Working Committee, with participation from the police, Operation Delta Safe team, media, and others, to use an early-warning system to avert conflict and promote peace.

### REINFORCING 1.0 CAPACITY

While there was a purposeful emphasis on Capacity 2.0 skills to achieve policy outcomes, SACE also provided essential Capacity 1.0 training to build strong internal organizational

foundations and position partners to receive direct USAID or other donor funding and continue their advocacy work. Assessments demonstrated that at least six partners now have the capacity to receive direct funding from USAID (HDI, YAF, LITE-Africa, CENSOJ, ANEEJ, and WARDC). As a direct result of capacity building from SACE, eight partners (notably ANEEJ, YAF, JONAPWD, CENSOJ, CITAD, and WARDC), have received more than \$3 million in direct funding from DFID and other international and local donors.

### INCREASED CROSS-CLUSTER COLLABORATION

SACE encouraged CSO partners to pursue cross-cluster collaboration to maximize reach and impact. Clusters joined forces on their issues to build critical masses of advocates for reform. In the Niger Delta, two extractives-focused clusters, led by ANEEJ and LITE-Africa, jointly monitored the development efforts of NDIs. They conducted a citizen's report



*Irene Patrick-Ogbogu of Disability Rights Advocacy Center (DRAC), at the SACE award signing ceremony in 2014.*



card survey to gather public perceptions of NDIs' activities, allowing citizens to rate NDIs' performance. At the national level, ANEEJ, LITE-Africa, and CISLAC held a high-level extractives summit in Abuja — called “Dialogue on Natural Resource Governance” — to foster large-scale improvements in governance.

SACE supported engagements that promoted an enabling environment and regulatory framework for CSOs to operate effectively in Nigeria. In 2014 and 2017, SACE supported CSOs to engage, question, and prevent the introduction of the “Act to Regulate the Acceptance and Utilization of Financial/ Material Contributions of Donor Agencies to Voluntary Organizations and for Matters Connected Therewith” (2014) and the “Bill to Provide for the Establishment of the Non-Governmental Organisation Commission” (2017) in response to widespread apprehension that these pieces of legislation would constrict

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“Knowledge is power and as a woman farmer, the SACE tools have given me the power to work collectively bringing other women farmers together and to track when and how we are meeting our goals.”

**Yemisi Fasakin**

Kwara State Agricultural Practitioners Association of Nigeria, Women Lead Agriculture Cluster

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civic space and voice. Throughout the project, SACE worked with concerned stakeholders to create awareness of and facilitate broader CSO engagement with the National Assembly on this potentially damaging legislation.



Group work by members of Youth Advocacy Cluster at the 2016 Annual Learning Summit in Abuja.



Members of Access to Health for Women with Disabilities Cluster give a presentation at the 2016 Annual Learning Summit in Abuja.

SACE also ran the successful 2.0 Mindset Series, which brought together successful practitioners from across civil society and government to discuss experiences and learning to support effective, high-impact advocacy. This approach has been integrated into partners' practices in their other work.

Expanding beyond traditional media engagement, SACE worked with Nollywood and the Nigerian entertainment sector to mainstream transparency, accountability, and good governance issues within the industry and public-at-large, supporting effective engagement through the HomeVida Integrity Film awards as well as supporting young scriptwriters to integrate governance themes into their work.

SACE also directly supported the emergence of Governance Day in four successive Social Media Week events in Lagos between 2015

and 2018. This fostered a broad trend of leveraging social media to bring civic actors and government officials together to engage constructively on critical governance issues, reaching more than 100 million Twitter users over four years.

The project also supported civic engagement in the Open Governance Partnership (OGP) initiative in Nigeria to support reforms in fiscal transparency, anticorruption and asset disclosure, access to information, and citizens' engagement and empowerment (in line with Nigeria's National Action Plan). In addition, SACE fostered greater civic-government dialogue in the Niger Delta through its three annual Niger Delta Civic Engagement Forums (2015-2017), where with support from PIND, Niger Delta stakeholders discussed institutional innovations to boost accountability and citizen participation.



# Social Inclusion and Conflict Sensitivity

Gender and social inclusion (GESI) issues, particularly for women, youth, and persons with disabilities, were at the core of many CSO activities. Six of SACE's anchor partners focused on GESI issues, ranging from inclusive education and health to women in business to gender-sensitive agriculture policy. SACE trained other CSOs on the importance of inclusivity in their broader transparency and governance work. Partner and cluster member organizations developed and implemented GESI plans to ensure that relevant issues were mainstreamed into programming and organizational policies and procedures. The project reached a total of 305 organizations representing marginalized constituencies, which became involved in advocacy work. It also trained 3,310 women, 3,976 youth, and 345 persons with disabilities.

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“The SACE Project is a platform for collaboration and learning. I am a better person for it as the learnings have impacted my mindset and my work. It is sad to see it come to an end but its teachings will live on.”

**Onyeka Chukwudi**

Youth Alive Foundation, Youth Advocacy Cluster

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Access to Health for Women with Disabilities Cluster Issue Learning Forum in Abuja, 2016.





In addition to GESI, SACE recognized the impact of conflict on issues of accountability and good governance. The project conducted a conflict awareness and sensitivity survey of partners to assess their understanding of conflict dynamics and Do No Harm programming. These findings were then used to conduct conflict sensitivity and mitigation

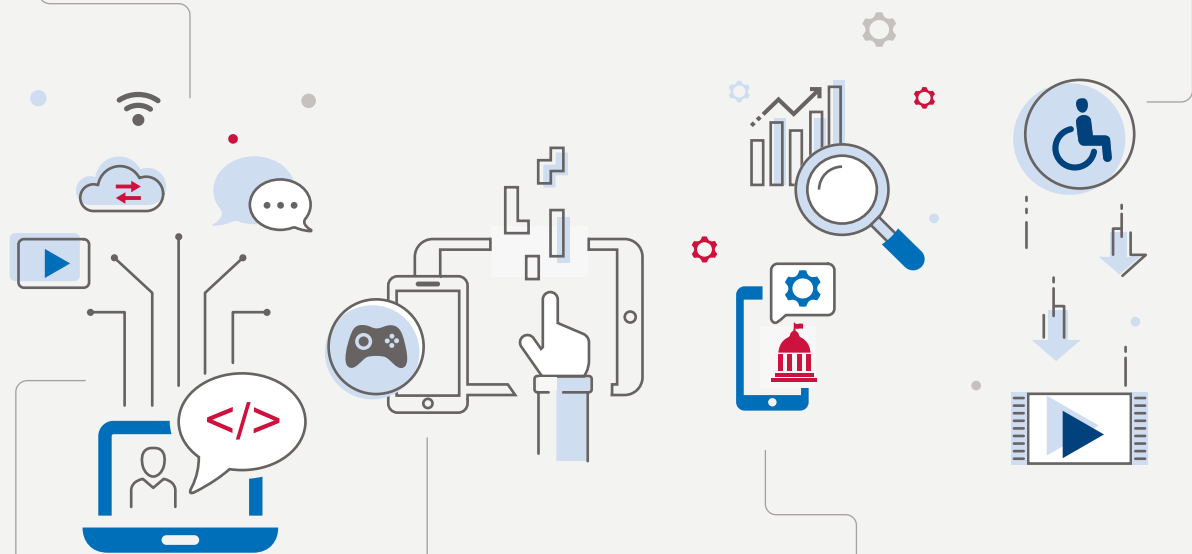
training with SACE anchor organizations, who in turn cascaded this knowledge to cluster members and other collaborators. SACE also supported NCDF, the anchor of the Peace Advocacy Cluster, to encourage the Bayelsa State government to adopt a community-based peace model and integrate peace and security studies into school curriculum.

# Innovation

SACE supported an additional 10 CSOs to pilot innovative approaches to enhance citizen-government engagement and raise public awareness of governance-related reforms:

**Spaces for Change.** Supported urban slum-dwellers in Lagos to use digital storytelling techniques, posted on YouTube and other social media platforms, to advocate against slum eviction and shape eviction policy guidelines for Lagos state, with potential for national scale-up.

**Public and Private Development Centre/Homevida.** Engaged Nollywood producers and young scriptwriters to develop good governance-themed productions. This culminated in the annual Integrity Film Awards.



**Enough is Enough Nigeria.** Supported Social Media Week panels on the importance and use of technology, social media, and freedom of expression to strengthen citizens' engagement with governance issues. Hosted a Hackathon for citizens to develop technology-based solutions for public engagement with the government.

**YAF.** Supported the development of an interactive mobile game application called Your Excellency. Players role-played as an executive in the government and learned about the role of active citizens in improving governance, engaging the government, and bringing about social change.

**Orderpaper.ng.** Developed the Constrack mobile application to enable citizens to monitor and track the execution of government-run "constituency projects." With the application, citizens in three states are now able to productively engage their representatives in the Senate, House of Representatives, and State Houses of Assembly.

**ANEEJ.** Developed the Propati Tracka online platform to map and share information on property ownership by politically exposed persons and civil servants, with the aim of addressing leakage of public funds and laundering of corrupt resources through property within and outside Nigeria.

**Niger Delta Stakeholders Initiative for Community Development and Empowerment.** Developed a platform on citizen engagement with private electricity power suppliers in the Niger Delta to promote transparent billing and increase accountability to consumers.



**Community Life Project.** Developed the Oshodi Business Connect App as an e-commerce platform that bridges multiple taxation gaps between traders and local government officials in the Oshodi-Isolo area of Lagos State.

**Nigerian Women's Trust Fund.** Through the Creating Spaces project and Hackathon, engaged National Youth Service Corps members, political parties, and secondary school authorities to generate new ways for young women to participate in politics, culminating in a pilot of the top three ideas, which boosted youth participation in politics across three states.

**CISLAC.** Engaged youth through universities, launching the Extractive 101 series aimed at building young people's capacity to understand and engage in governance issues in the resource-significant extractives sector.



# Sustainability

We are confident that SACE's approach to civil society strengthening and advocacy will be sustained by the Nigerian CSO community after the project ends. Sustainability efforts have centered on building organizations with strong technical capacity for advocacy and collective impact programming, indigenization of project tools and approaches, development of project legacy products that document approaches and tools, and sharing of project lessons learned to the wider public:

- Achieving meaningful policy objectives has increased the public's support for advocacy work, and CSOs have reaped the benefits of this new way of thinking and working. Many of these outcomes are already being engrained in the fabric of government responses.
- Former partners have adopted the cluster model as their own and moved forward with the collective impact methodology — there are now new clusters focused on open government partnership in the Niger Delta, extractives, and education, which exist without SACE support.
- Project tools are gaining currency across other projects. For example, the project's outcome harvesting matrix is being used by non-partners as an effective tool to plan and validate activity outcomes. SACE's approaches to networking mapping and analysis (introduced through STARNET) are in demand by a wide range of actors, and the transformational cluster review approaches and Mindset 2.0 knowledge-sharing events have already permeated the practice of other actors. With project capacity building reaching more than 7,000 individuals, we anticipate this will continue long after the project's closeout.
- Follow-on support for several SACE-supported innovations is at an advanced stage, with Propati Tracka, Constrack, and Your Excellency already in discussions for follow-on funding.

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“The SACE tools are very effective not just on our project with SACE but we embedded these tools into our organization framework for networking and tracking our outcomes in other donor funded projects. In fact, it's part of the training we give to new program staff when they are employed.”

**Chidi Ugwu**

HERFON, Effective MNCH Cluster

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- Six of the projects' anchor partners are now ready to receive direct USAID funding as a result of project 1.0 interventions. In addition, in the past year alone, eight partners have leveraged donor funding worth more than \$3 million. The project also supported four fledgling CSOs in the Niger Delta to access an extra year of institutional support from PIND to prepare them to receive additional donor funding.

SACE's approach has contributed significantly to the enhanced advocacy capacity of Nigerian partner CSOs, enabling them to work together to influence government policy development. This in turn has strengthened public discourse and support for democratic governance reforms in Nigeria.

The project would like to acknowledge the support of USAID and PIND (for the Niger Delta component) in achieving these significant outcomes and strengthened organizations.



