

December 2017

# NNNGO STRATEGY 2018-2022

BUILDING A NETWORK  
FIT FOR PURPOSE



## **ABOUT NNNGO**

The Nigeria Network of NGOs (NNNGO) is the first generic membership body for civil society organizations in Nigeria that facilitates effective advocacy on issues of poverty and other developmental issues. Established in 1992, NNNGO represents over 2,400 organizations ranging from small groups working at the local level, to larger networks working at the national level.

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NNNGO member registering before the commencement of the 17th Annual conference and 25th Anniversary in 2017.

# INTRODUCTION

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The Nigeria Network of NGOs has more than 2,400-member organisations and works with diverse institutions within and outside the civil society ranging from academics, trade union, funders through to private sector and government. We work to secure a fairer operational environment for Nigerian nonprofits. Our 2018-22 strategic plan emanates from our continued commitment to supporting nonprofits in the country in bringing prosperity to people and planet. Our analysis of rapidly changing environment and challenges facing civil society, and an elaborate process of consultation within the NNNGO membership and critical stakeholders to determine the most useful role NNNGO can play in adding value to the work our members do and to secure the operational environment we want.

This strategy represents an ambitious programme of work for the next five years, building on NNNGO's strength evident from the record of the past 5 years.

We have been through a record period of growth with well recognised expertise in areas such as nonprofit regulatory reforms, NGO management, civil society strengthening and growth, policy advocacy and campaigns, research and analysis on the nonprofit sector and convening. Our turnover has increased from N1, 576, 765 million in 2013 to N37, 232, 529 million in the current financial year. Our staff are in demand as a source of technical and policy advice to government, international organisations and private sector in different parts of the world. We have reformed our work in ways that are already enhancing our capacity for high-quality convening and events. These outcomes reflect the strength of NNNGO's brand as a trusted source for independent research and policy analysis on the Nigerian nonprofit sector. Towering high behind this brand is the professionalism and commitment of our staff, volunteers, interns and consultants.

With this strength comes the need for us to prepare for the present and the future. NNNGO is operating in a space that is increasingly shrinking,

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becoming globally competitive for ideas and resources. To stay relevant, we need to maintain top of the notch quality standards, build the right partnerships across different sectors and spaces, explore fully the opportunities created by technology, effective communications strategy and our capacity to convene.

We are also faced with potential threats as well as opportunities. Our funding base is dependent on a small group of donors, this comes with obvious financial risks. At the same time our other resource mobilisation model, with its heavy reliance on membership fees can constrain our ability to raise adequate resources for our work for maximum impact. An effective implementation of this strategy will require a renewed emphasis on the development of a more diverse funding base and on increasing the resources available for our overhead.

The development landscape in which NNNGO operates is profoundly affected by global regulatory challenges and new forms of development focus—the Sustainable Development Goals (SDGs). There have been step increase in the way nonprofits are viewed and treated by governments worldwide. Issues around money laundering and terrorism financing have necessitated increased focus on the activities of nonprofits.

Furthermore civil society has been increasingly under going pressure from governments, threatening the space for individuals, communities and organisations to support a prosperous people and planet and advocate for change. This is the rapidly changing environment within which NNNGO operates. Yet there is room for optimism as nonprofit regulators in Nigeria are embracing dialogue and collaboration in the implementation of laws guiding the nonprofit sector.

Our strategy is coming at a time when the world is two years into the implementation of the SDGs—a set of goals replacing the Millennium Development Goals (MDGs). Implementation of the SDGs demands strategic leadership and collective action by all stakeholders to achieve sustainable results for the long-term benefit of all. The scope of the challenges the SDGs want to achieve remains substantial, demands agility and poses fundamental challenges to established traditional roles of nonprofits in development and the role of Nigerian nonprofits who constitute NNNGO's membership. It is against the realization of these opportunities and challenges that we have set out NNNGO's strategic direction till 2022.



Ms. Laurie Beaufls, British Deputy High Commissioner and Ms. Yemisi Ransome-Kuit, Presenting the YRK Award to one of its recipients Ms. Caroline Usikpedo.



Mr. Olufemi and Ms. Dupe Olusola Presenting the NNNGO merit award at the 17th Annual Conference and 25th Anniversary of the Network.

# Our Environment

There are wider environmental and major trends that will affect the implementation of this strategy. While past trends provide ample data for planning, the future cannot be predicted solely on the basis of past trends. Changes in national realities, global environment and the interconnected global economy will continue to create a shift that will impact our work. We continue to scan our environment for these trends and strengthen capacity to analyse and communicate trends in ways that shapes the present and future of our work. The following themes are worth noting:



Mr. Bello Bamanga, speaking at a workshop in AML/CFT Regime for the Nonprofit Sector in Abuja.

# Issues impacting and driving nonprofit sector regulations.



***In 2016, Nigeria moved to the lower-middle-income status. While this income classification is good news for the country, it has far reaching implications for the operational environment of nonprofits in the country. Countries moving up the income ladder are assumed to be no longer in ‘need of’ or entitled to Overseas Development Assistance (ODA) but are moved into a category that sees more loans with less concessionalities apply to all types of development aid.***

## Money laundering, Fraud and corruption

The nonprofit sector, comprising more than 85,000 regulated entities and billions in assets, is at risk from criminal abuse and money laundering. Criminal activities rely on concealing and laundering illicit financial flows. Countering money laundering, fraud and corruption contributes to a safer and more secure Nigeria and with the nonprofit sector is rapidly evolving, expansion in the global financial system, the opportunity to obfuscate financial flows is becoming wider including new opportunities for exchanging money.

## The threat of terrorism

Terrorism financing is a risk to Nigeria’s national security, private sector and nonprofit organisations. Motivated by international tensions and conflicts, terrorism financing is a national security risk as it can directly enable terrorist acts in Nigeria and overseas. Even an

unwitting association involving small amounts of money associated with terrorism financing have far reaching implications on the reputation of nonprofits and Nigeria’s global reputation. This dynamic environment brings challenges, but also the opportunity for new collaborative relationship with regulators, domestic and international partners to protect the integrity of the nonprofit sector.

## Nigeria’s lower middle-income status

In 2016, Nigeria moved to the lower-middle-income status. While this income classification is good news for the country, it has far reaching implications for the operational environment of nonprofits in the country. Countries moving up the income ladder are assumed to be no longer in ‘need of’ or entitled to Overseas Development Assistance (ODA) but are moved into a category that sees more loans with less concessionalities apply to all types of development aid. The flow

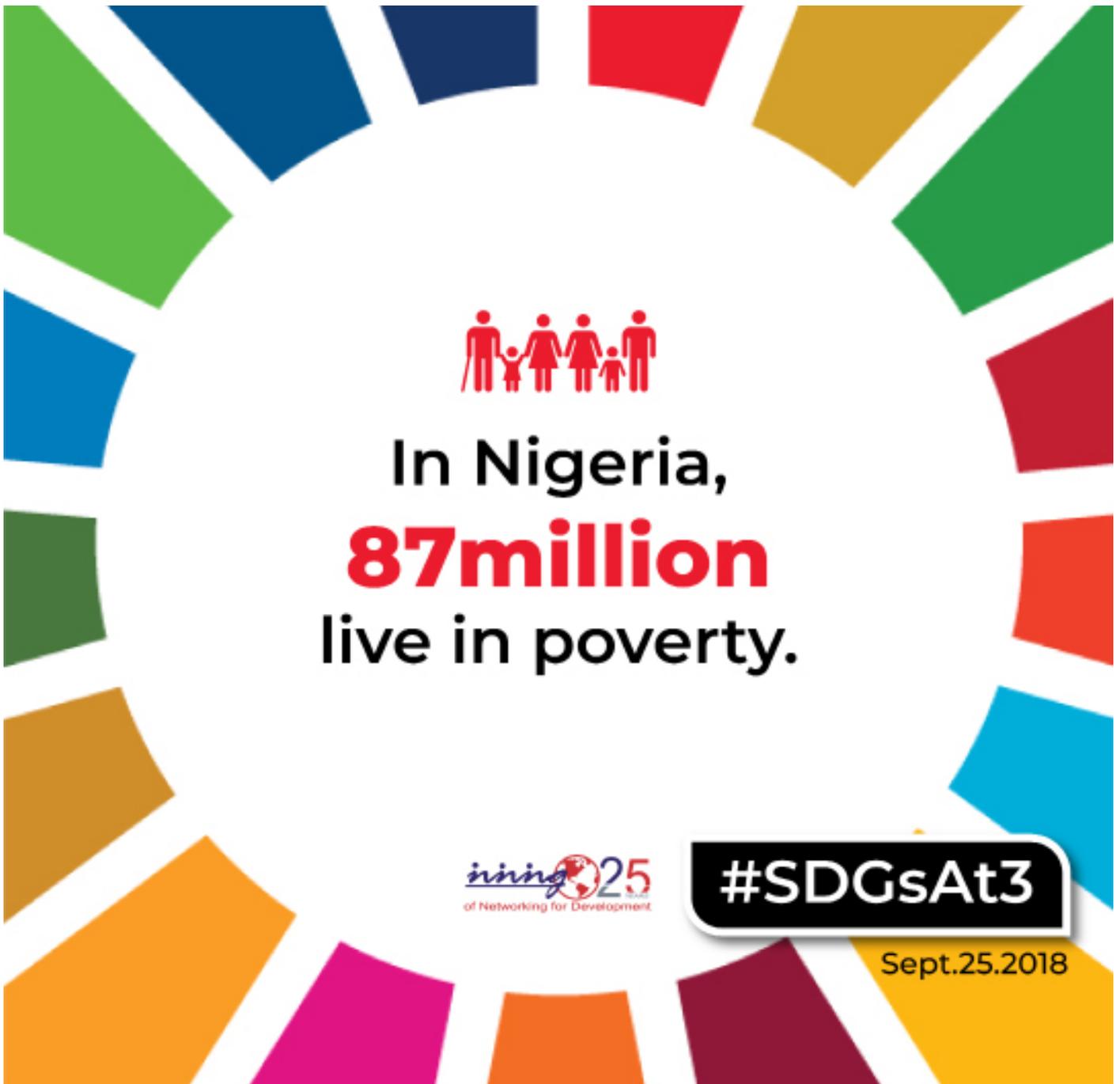
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of grants and funding support to the country will shrink the more as multilateral organisations who use income classification as the basis of their support will reduce or stop their funding support to Nigeria and this may include support to nonprofits.

### Shift in global governance and development landscape

The development landscape within which nonprofits work has changed dramatically in the

last ten years. Growth in middle income countries are outpacing those of organisation for economic corporation and development (OECD) for a stable period. The focus from the MDGs to the SDGs comes with some operational challenges. The negotiation difficulties evident in the way global agreements are framed, weaknesses in international standards setting and the inability of government to reform multilateral institution arrangements will have implications for the operationalization of this strategy



In Nigeria,  
**87million**  
live in poverty.

*inning* 25  
of Networking for Development

**#SDGsAt3**

Sept.25.2018

# Our track record:

## Where we are coming from?



*The NNNGO annual conference has been transformed into the country's leading civil society convening event, reaching a national audience of nearly 1000 nonprofits across the 36 States of the Federation.*

### Achievements of the NNNGO strategy 2013-2017.

The 2012-2017 strategy set out an ambitious programme of work, It was built around three core aims: Provide the platform for Nigerian NGOs to influence national policies, make contributions to policy design and implementation, Promote a vibrant, professional, collaborative, highly effective and accountable NGO sector in Nigeria and Build an organization that is professionally focused, representative of the sector and respected as a voice for the 3rd sector in Nigeria. The below sets out the key achievements of the last five years under those headings.

#### Provide the platform for Nigerian NGOs to influence national policies, make contributions to policy design and implementation.

The value of NNNGO's role in convening the sector to influence policies on issues relating to nonprofit regulations and the SDGs has been seen on numerous occasions over this period. NNNGO coordinated the campaign against several bills at the Nigerian National Assembly seeking to over-regulate the sector which led to the death of these bills. It convened the engagement of nonprofits with regulators to discuss regulatory challenges and proffer solutions. NNNGO is proud to have responded to calls by the National Assembly and Ministry of Budget and Planning on the country's national

budget. To secure a new set of development commitments (SDGs) that replaced the MDGs, NNNGO helped support the founding of the African Working Group and action/2015 both a regional and global mobilisation campaign that brought together over 1,000 civil society organisations in more than 120 countries around the world to campaign for the adoption of the SDGs.

NNNGO helped in creating the possibilities for local communities in Nigeria to influence Nigeria's support for the SDGs and the Paris Agreement-through consultations, mobilising citizens to take action and meeting with

[http://globalfund-developedngo.org/wp-content/uploads/2015/09/Middle-Income-Countries-Relevance-to-NGOs-briefing-document\\_final-version-Jan20\\_2015.pdf](http://globalfund-developedngo.org/wp-content/uploads/2015/09/Middle-Income-Countries-Relevance-to-NGOs-briefing-document_final-version-Jan20_2015.pdf)

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government representatives and delegations in order to shape the design, negotiation and adoption of this globally negotiated goals. In 2013 for example,

NNNGO was part of the high level civil society group that guided, shaped and influenced the work of the UN Secretary-General's High-Level Panel of eminent persons on the Post-2015 Development Agenda. NNNGO was part of a civil society led policy and advocacy mission organised by the African Working Group on the Post 2015 Agenda to the United Nations in New York in June 2014 to advocate for inclusion and safeguard for some proposed goals at that time. NNNGO also convened coalitions to protect the operational environment for civil society in the face of a range of regulatory threats.

### **Promote a vibrant, professional, collaborative, highly effective and accountable NGO sector in Nigeria.**

During the previous strategy, civil society actors faced increasing pressure on improving their transparency and accountability. In response NNNGO convened its members to review existing laws, advocate for reforms and develop a collective approach to improving organisational performance and accountability. More recently NNNGO has been helping members to adapt and improve their governance systems with

a view to strengthening their accountability. NNNGO oriented its services for its members to better ensure that they are improving their accountability. Events, trainings and support provided during the implementation of these strategy centered on regulatory compliance and operational effectiveness. We have made considerable progress in convening workshops that train members across the country on accountability mechanisms needed to be put in place to ensure organisational transparency and accountability. The NNNGO annual conference has been transformed into the country's leading civil society convening event, reaching a national audience of nearly 1000 nonprofits across the 36 States of the Federation.

Through the launch of the Yemisi Ransome-Kuti Award in 2015 to celebrate amazing but very rarely profiled work of NNNGO members, the sectors effectiveness and impact is being celebrated. NNNGO has been supporting better policy and practice on the sectors accountability. NNNGO's membership has grown between 2013 and 2017 to over 2,400 organisations. The range and diversity of membership has also changed around this period with members drawn from different spectrum of the country and thematic areas. The spending power of 400 members of the Network surveyed in 2017 alone is over 1billion Naira signaling an improvement





in the ability of Nigerian nonprofits to raise their own funds.

**Build an organization that is professionally focused, representative of the sector and respected as a voice for the 3rd sector in Nigeria**

Implementation of this strand of work in our 2013 to 2017 strategy implies that NNNGO had to strengthen its governance and organisation structure. To allow for more coherence between the Secretariat, Board and Members we added two new staff and built on their expertise in the areas of audits and communications. We connected the expertise of our Board to the knowledge we have at the Secretariat using this to influence policy and have simultaneously increased the frequency and intensity of Board engagement in our work.

A focus on the Networks resource management has assisted in strengthening individual competencies at the Secretariat. NNNGO represented civil society interests in national, regional and international spaces and continues to push for open information useful to nonprofits across the world. NNNGO has been an authoritative voice on regulatory issues, sector wide information and analysis. Since communication and outreach are important

elements of our work we have incorporated the use of SMS as part of our communication tool with members. The Network's audited reports continued to be publicly available on our website in line with international best practices.

The NNNGO Annual Conference is the only civil society gathering in Nigeria that brings together and strengthens civil society from different parts of the country to discuss issues affecting the sector. Through our Annual Conference, participating organisations have found a stronger voice for their local interests and solutions and have gained the attention of national and international policy makers. We are increasingly being taken seriously as a partner and participant in conferences, think tanks, consultations and government committees.

Overall NNNGO is in a good position to develop its next strategy, with its good record in delivering against broad priorities of the 2013-17 strategy. These key strengths garnered over the last five years will be built into the 2018-22 strategy. Given the environment that shapes the work of nonprofits, including the issues that now drive regulatory frameworks globally and the ongoing question on nonprofit accountability, NNNGO's role in the next five years must evolve to meaningfully address this moving context.

# Our approach:

## What will guide our implementation of this strategy?

“ *NNNGO must be creative, bold and ambitious in fighting threats to civil society’s right to operate freely.* ”

NNNGO’s strategy over the next five years will build on four key elements critical to its successful implementation and which will guide several strands of activities aimed at achieving the strategy:

### Listening and engaging better

NNNGO will continue to be better at listening and in tune with the needs, concerns and priorities of our diverse membership. It will ensure it is proactive in taking on board thoughts, ideas, insights and recommendations from representative groups of members on major initiatives. NNNGO will invest in better ways of gathering and distilling insight and intelligence about its members and reflecting the diversity of their views. NNNGO must work hard at engaging a broad range of actors and institutions within the civil society sector- academics, trade union, think tanks, research institutions, donors, media and other critical stakeholders.

### Leadership

NNNGO must provide a more proactive leadership in convening a set of coalitions for specific initiatives around protecting civic space. In doing this, it should better identify how it can focus on successfully delivering far-reaching concrete outcomes one step at a time rather than working on a long list of issues. As it has constantly done, NNNGO will continue to be accountable and transparent in how it uses resources and in aligning this with its strategic objectives to achieve maximum impact.

### Bold and challenging

NNNGO must be creative, bold and ambitious in fighting threats to civil society’s right to operate freely. It is clear from our work in the 2013-17 strategy that NNNGO must be ready to confront new challenges and opportunities, self-critique the sector and take calculated risks to act in the sectors interest, discard stereotypes, refresh old engagements and development thinking with open and fresh thinking with new approaches



Miss Chidinma Gloria Okpara, Project Officer, Compliance and Nonprofit Regulations at a training session in Port-Harcourt Rivers organised by NNNGO

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to how the organisation works effectively in achieving its objectives. We need to innovate to find new ways of funding our work that enables us to focus on delivering our plans. We also need to develop the best business models that suits our capacities and seek to implement efficiencies in our operations. We will focus as always on expanding on our current model of using small amounts of internal resources and leveraging on partnerships that enable us to implement our plans at a larger scale.

### Outward looking

NNNGO must work with its members and the sector to be outward looking through the convening of dialogue and partnership with different sectors, constituencies and

stakeholders—from donors, business, trade union, academics to those employees in the sector and those interested in working for the sector—in instances where working with them will advance the good of the people and planet. This will entail developing a stronger capacity for horizon scanning, maintaining strong and effective engagement with different actors in country and in other countries and regions of the world. We will continue to across our work, distill the needed understanding for the rapidly evolving external environment for the operations of nonprofits and innovate to ensure our members and the sector as a whole is adequately equipped to address emerging challenges, threats and opportunities.

# Our strategic priorities

“ *NNNGO has a tremendously important role in identifying, mapping and interpreting sector wide trends in nonprofit management and governance.* ”

Our three strategic priorities for 2018-22 reflect the areas where NNNGO will focus its work bringing to bear its convening, research and analysis and communication capabilities, in close partnership with other critical stakeholders.

## Enable Operational Environment

A flourishing civil society requires an enabling environment, which depends upon the actions and policies of all development actors – including governments, donors and CSOs. All over the world civic space is threatened. Currently, conditions vary enormously from country to country ranging from what could be defined as a ‘disabling’ environment, even oppressive environment, in some cases, to restrictive or problematic environments, to what may be considered models of good practice, setting an example for others to follow, in other instances . Nonprofits in Nigeria are increasingly under pressure to become more accountable and transparent, though the operational environment for nonprofits in the country is rated moderate,

events of the last few years have seen the sector being upset by efforts of policy makers to overregulate the sector with two bills at the House of Representatives and another at the Senate seeking to regulate the operations and use of nonprofit funds.

NNNGO will work to enable the operational environment for Nigerian nonprofits by:

### *Deepening understanding and inspire action on critical sector issues*

NNNGO has a tremendously important role in identifying, mapping and interpreting sector wide trends in nonprofit management and governance. We will deepen this work through the development of tools, guides and research outputs including identifying new ways to increase our understanding for the situation of nonprofits across the country and learning from organisations in other parts of the world where nonprofits are strengthening their impact and performance.



Panelist consisting of SCUML and NFIU Staffs at the workshop on AML/CFT Regime for Nonprofit Sector

In support of this strategic priority we will:

- ◆ Invest in research expertise and capacity of staff and partnership with academic and international partners and organisations.
- ◆ Develop our guides and tools to ensure that they serve organisational needs of our members and cultivate deeper insight into nonprofit governance across the nonprofit sector.

*Protecting nonprofits from abuse and mismanagement*

The nonprofit sector enjoys a high level of trust, one which should be guarded jealously. An abuse of any kind in one organisation damages the reputation of the entire sector. It doesn't matter if it's a mistake, a deliberate act or mismanagement. The 2016 National Risk Assessment report rated money laundering threat assessment level of the nonprofit sector as medium-high. As part of a sector wide response to this rating, NNNGO will work with sector leaders and regulators to strengthen our approach to tackling abuse and mismanagement amongst nonprofits. We will direct our work towards strengthening regulatory engagement with nonprofits.

In support of this strategic priority we will:

- ◆ Work with regulators to develop a regulatory performance framework with a view to reducing unnecessary or inefficient regulation imposed on the nonprofit sector.
- ◆ Work with regulators to take more proactive action against abuse of nonprofits in a what that is evidence and intelligence-led and based on better understanding of evolving threats and risks of abuse in the sector.
- ◆ Engaging effectively with regulators and government agencies particularly through data and information sharing, sector wide

outreach and collaboration to identify fraud and links between nonprofits and criminals, including terrorist and extremist activities.

- ◆ Engage effectively with the banking sector to develop nonprofit specific banking products and services in ways that tackles abuse and mismanagement.

*Generating evidence-based recommendations for nonprofit laws and regulations.*

Due to NNNGOs broad and inclusive vantage point, our ability to map and document macro-level trends and our strong reputation as a hands-on provider of nonprofit governance and regulatory information, NNNGO is uniquely positioned to bridge research and practice in the field of nonprofit law and regulations and generate evidence-based recommendations for law and regulatory reforms.

In support of this strategic priority we will:

- ◆ Align our research agenda with learning objectives that can be tested amongst nonprofits
- ◆ Expand our focus on research driven engagements that enables us to work across our membership to document learning and changes that occurs over time on regulatory compliance issues.
- ◆ Expand our efforts and focus to engage with regulators and lawmakers on regulatory reforms.

*Protecting the sector from overregulation and undue interference*

The last five years have seen the legislature rushing to regulate the nonprofit sector without reference to existing regulations as evidence through the three bills currently on the floor of the 8th Assembly. There is a powerful role for NNNGO to play in helping to defend the sector

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from overregulation and in identifying sector-wide opportunities to strengthen understanding amongst all stakeholders on the economic impact of nonprofits and their ways of working.

In support of this strategic priority we will:

- ◆ Leverage our leadership and network as part of collective efforts to advocate for the sector
- ◆ Expand our engagement with the National Assembly and regulators to improve understanding on the ways of working of nonprofits and provide sector specific information that could aid understanding of their benefits.
- ◆ Create greater urgency around the importance of research on the economic impact of Nigerian nonprofits.
- ◆ Deepen partnership with the Senate and House Committees on Civil Society as a powerful way to advance the work of nonprofits through the enactment of laws and regulatory reforms that enable sector wide operational environment.

## Build Accountable and Inclusive Organisations.

Governance for the implementation of organisational objectives for nonprofits in ways that enables them to respond to the needs of their beneficiaries innovatively, drawing from strategies and plans that helps achieve efficient service delivery, improved stakeholder engagement, enhanced means of implementation and adapting plans and policies to national situations is the much-needed paradigm shift for the nonprofit sector in Nigeria. The sector needs a much greater focus on people, innovation, partnerships, data, new forms of leadership and competencies to transform their organisational

agenda into reality. Ultimately, we need to promote a change of mindsets and attitudes in the nonprofit sector--- which requires much more reflection and innovation. Tracking and reviewing progress at the organisational level is key for reaching their goals.

NNNGO will work to build accountable and inclusive organisations by:

Directing attention to key opportunities and challenges facing the nonprofit sector

As evidenced in the work we have done over the past twenty years and our broad efforts to understand and raise awareness on nonprofit opportunities and challenges, NNNGO has a unique role in helping to identify sector wide opportunities to strengthen organisational impact.

In support of this strategic priority we will:

- ◆ Expand our efforts to partner with organisations and sector leaders on critical issues affecting the sector
- ◆ Develop range of tools and templates on organisational effectiveness and governance.
- ◆ Expand open access to offerings on opportunities through regular sharing of relevant and comprehensive information on resources available to nonprofits.

## *Inspire new and diverse talent to enter the Sectors workforce.*

The future of the nonprofit sector depends its greatly on its ability to identify, attract and engage top talent at both staff and board levels, doing so in ways that builds professionalism, relevance, credibility and sustainability. This requires nonprofit executives to lead from the top when it comes to identifying, recruiting and retaining talents including making real efforts



A cross-section of participants at the URP Workshop in Lagos

in staff capacity development and progress in ensuring the nonprofit sector can attract professionals who can do the work effectively.

In support of this strategic priority we will:

- ◆ Expand efforts to identify and inspire new talents for the sector through structured internship programmes for undergraduate and post-graduate students
- ◆ Deepen partnership with academic institutions that are building opportunities for their students to have nonprofit experience or knowledge of the development sector.
- ◆ Create the urgency around the importance of attracting the right set of skills into the nonprofit sector by encouraging nonprofits to demystify the myth around overheads through a targeted campaign around overheads.
- ◆ Expand understanding on the ability of the

nonprofit sector to attract and retain the new talent required to be successful.

*Provide relevant and accessible resources and guidance to strengthen nonprofit leadership and management.*

More than ever before nonprofit organisations now need to have the right leadership and management framework to fulfil their mission and advance their impact. NNNGO has a clear role to redouble its efforts to provide support to nonprofits in ways that are affordable, scalable and accessible beyond the geographies. We will focus on building support for small and medium sized organisations and those organisations who do not have access to support from strong leadership especially grassroots organisations.

In support of this strategic priority we will:

- ◆ Expand knowledge on the capacity needs of nonprofits across the country.

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- ◆ Strengthen our capacity building support program for organisational members and include online resources that enhances ongoing development that is driven by management's self-assessment and board performance frameworks.
- ◆ Offer comprehensive capacity building support that are tailor-made, including an online resource center and on demand trainings.
- ◆ Build platforms to support peer-to-peer learning and networking with special focus on connecting chief executive officers and senior managers to their peers across the country and around the world.

### *Enabling nonprofit board or trustees to run effectively*

Board governance and oversight amongst Nigerian nonprofits is at best weak. Most board members are either not aware or have forgotten that they are on the board of organisations, where they are aware they are not fully involved in their oversight functions as a result of them not being accessible or that they are not properly engaged by this organisations. Sometimes board or trustees have little knowledge on what being a trustee entails. NNNGO as part of its strategic priority must enable trustees to run their nonprofits effectively with a view to maximizing the effective use of resources.



Mr. Sosinmi Olusegun Olatunji, Tax Controller, Large Tax Office, NIM-OIL Lagos, Keynote Speaker at the 17th Annual Conference and 25th Anniversary of the Network in Lagos

In support of this strategic priority we will:

- ◆ Support board or trustees by giving them the information and tools they need in carrying out their functions.
- ◆ Provide clear, accessible, focused regulatory guidance on their roles and responsibilities including their compliance with legal and regulatory norms
- ◆ Enhance collaboration with regulators, donors, professional associations and other networks to help improve board or trustee effectiveness.

### Promote effective action on the SDGs

Two years ago, world leaders adopted the 2030 Agenda for Sustainable Development with the goal of eradicating poverty by the year 2030. For the next 15 years the Sustainable Development Goals (SDGs) provides a framework for which development will be monitored and evaluated. The consensus is that in order to meet the goals, all sectors must work together “leaving no one behind”.

National level actions are critical to the attainment of the SDGs along with clear institutional frameworks for delivering integrated policies that can effectively accelerate the attainment of the goals. Deepening the SDGs within the fabric of the work that civil society organisations do will an important part of this strategy including widening partnership with government, private sector and external stakeholders with the aim of addressing gaps, challenges and celebrating successes that come in the way of attaining the goals.

We will focus on mainstreaming an understanding of the SDGs into strategies, operations and value chains of the private sector, government and

civil society organisations in the country. Drawn from a mix of reviews, national and global trends and a mapping of our current SDGs related activities, two SDGs goals: 1 (end poverty) and 17 (partnership for the goals) are most material to our work and offers greater scope for impact, keeping in mind interlinkages with other goals and targets.

NNNGO will work to promote effective action on the SDGs by:

*Providing technical support to Governments at the Federal, State and Local Government level and the private sector to ensure implementation of the SDG agenda in full.*

With government struggling to find resources to deliver the SDGs and the private sector unlikely to link the SDGs to its operations, civil society in Nigeria while already playing a leadership role in implementing the SDGs must provide technical support to government and private sector on prioritising, integrating, implementing and scaling up initiatives and programmes that help achieve the SDGs.

In support of this strategic priority we will:

- ◆ Support the drafting, review and monitoring of national policies aimed at attaining the SDGs
- ◆ Joint technical support, review of and alignment of national strategies, plans and political party manifestoes with the SDGs agenda.
- ◆ Expand partnership with civil society coalitions such as the Society for Family and Social Protection in Nigeria to help advance the attainment of Goal 1.

## Building a Network fit for purpose.

### *Support stakeholder engagement and accountability*

Critical to the attainment of the SDGs is the engagement of stakeholders. Goal 17 of the SDGs provides a framework of action for the Network in advancing this priority area. A stronger commitment to engagement, partnership and cooperation is needed if the SDGs will be achieved without leaving any one behind, requiring coherent policies and an enabling environment for mutual ownership, resourcing, accountability and learning.

In support of this strategic priority we will:

- ◆ Support the strengthening and sustainability of the Civil Society Advisory Group hosted by United Nations Millennium Campaign

(UNMC) and Office of the Special Adviser to the President on the SDGs (OSSAP-SDGs)

- ◆ Build and join national and global working hubs, coalitions and networks with emphasis on charting a robust and institutionalised stakeholder engagement and spaces for dialogue between government, private and civil society sector on the attainment of the goals.
- ◆ Leverage our capacity and experience to run citizens -based advocacy and campaigns on the attainment of the SDGs.
- ◆ Create greater urgency on the attainment and accountability for the goals amongst government, private and civil society sector.

# Action areas



***Action areas are defined as either one or small number or sets of decisions where management or governance decisions needs to be taken and implemented to the full.***

In implementing this strategy, a few action areas have been identified. For the purposes of this strategy and its implementation, action areas are defined as either one or small number or sets of decisions where management or governance decisions needs to be taken and implemented to the full. This usually comes with choices and trade-offs that need to be made requiring strong elements of top down executive actions supported by broad-based deliberation and consultations with critical stakeholders. In this strategy period we have identified the following major actions that need to be addressed. We will:

- ◆ Decide on moving the main office from Lagos to Ibadan and keep a co-located space in Lagos.
- ◆ Decide on the right mix of remuneration, benefits and packages for the team we need to deliver this strategy.
- ◆ Identify signature programmes and associated products to give momentum to our strategies and priorities.
- ◆ Develop a communications and advocacy strategy that will communicate to advocate for the nonprofit sector and the attainment of the SDGs.
- ◆ Develop an operation, monitoring and evaluation plan for the strategy.

