

NIGERIA STRATEGY

2023 – 2027

Sustainability and resilience
in a changing climate

Martina Uleyi Basake from Bette Women's Association, Obanliku, Cross River

OUR VISION

Sustainable livelihoods and healthy lives for all in a changing climate.

OUR MISSION

We aim to alleviate hunger, poverty, social inequality and the impact of climate change through community-led, market-based and enterprise-focused approaches, so that people have access to nutritious food, clean water, decent employment and incomes, while sustaining natural resources.

OUR VALUES

IMPACT

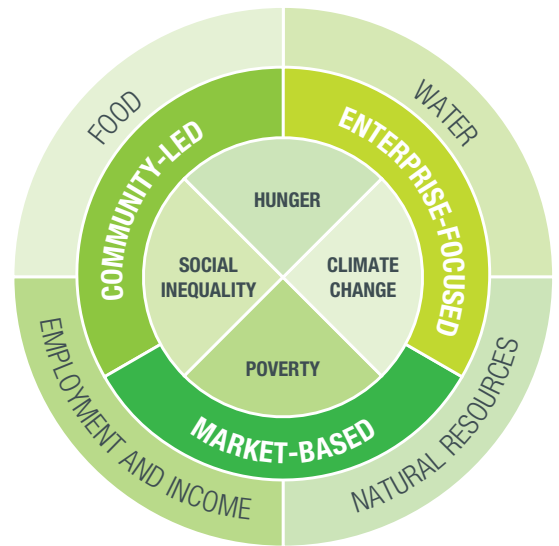
We are accountable, ambitious & committed to systemic change.

INNOVATION

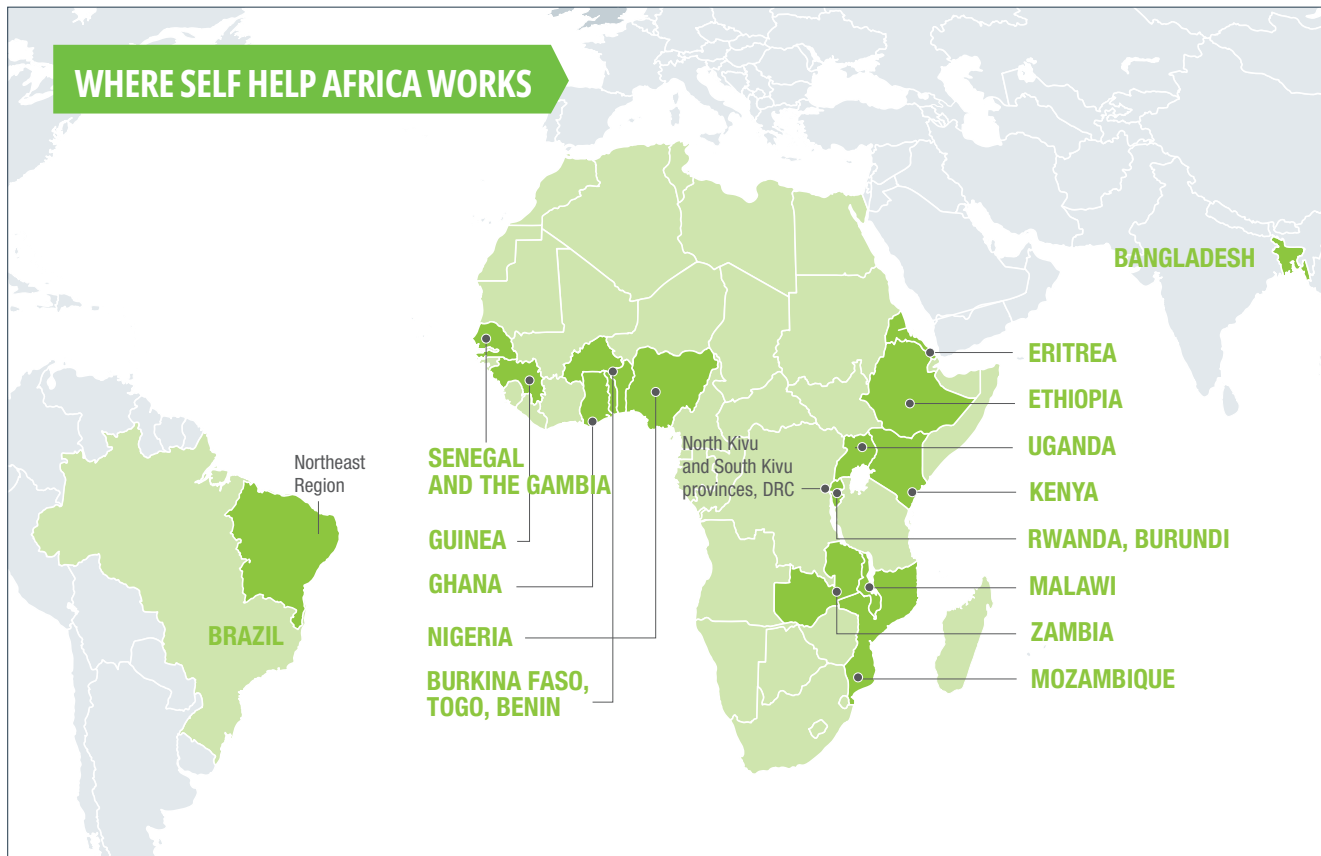
We are agile, creative and enterprising in an ever changing world.

COMMUNITY

We are inclusive, honest and have integrity in our relationships.



WHERE SELF HELP AFRICA WORKS



OUR BEHAVIOURS

VALUE	PRINCIPLE	BEHAVIOUR
IMPACT We are accountable, ambitious and committed to systemic change	Accountable We consistently deliver on what we said we'd do	<ul style="list-style-type: none"> • We transparently and regularly communicate about challenges, opportunities and progress, trusting that what we say will be listened to constructively and openly. • We respect and adhere to our culture, policies, systems and processes. • We ensure high quality monitoring, evaluation learning and making improvements to the difference we make, our impact.
	Ambitious We strive to continually do better	<ul style="list-style-type: none"> • We enable communities, partners colleagues and all we collaborate with to be effective. • We co operate with others to find synergies. • We influence and challenge to bring about systemic change. We are inspired to do so, by the communities and partners we work with and what we've learnt.
	Commitment We keep focused on what really matters	<ul style="list-style-type: none"> • We keep aligned to our shared strategy and we keep this dynamic and relevant in consultation with our stakeholders. • We ensure ownership of our strategy through co creating it enthusing people to take responsibility and make the greatest difference possible. • We strengthen resilience. We prevent burnout and help ensure balance by prioritising health and well being.
INNOVATION We are agile, creative and enterprising in an ever changing world	Agile We appreciate we have to change to keep being effective	<ul style="list-style-type: none"> • We are driven to remain flexible, be proactive and reattune to emerging situations. • We ensure whatever needs to be decided centrally is done so responsibly and fairly, whilst giving clear autonomy to country programmes and our subsidiaries to respond with agility to changing circumstances. • We maintain composure in difficult situations, finding ways to keep ourselves and others focused and constructively moving forwards.
	Creative We find solutions, not dwelling on problems	<ul style="list-style-type: none"> • We enable people to lift their horizons, excel and create ideas together. We encourage different thinking and new ways of doing things. • We have a learning culture, where time is taken to re flect, learn and share what will be helpful to others, especially from our setbacks. • We enable people to feel trusted and safe to share their thoughts and trial better ways forward. We ensure a no blame culture so people are not fearful of making mistakes.
	Enterprising We know being enterprising is in our DNA	<ul style="list-style-type: none"> • We are passionate about enabling pioneering approaches that are generated by the communities and partners that we work with. • We are dedicated to facilitating the growth of business enterprises that can accelerate sustainable livelihoods. • We have dynamic, participatory, innovative ways of designing and delivering our strategies and programmes.
COMMUNITY We are inclusive, honest and have integrity in our relationships	Inclusion We have inclusive relationships and feel connected to people with whom we work	<ul style="list-style-type: none"> • We connect with team and community members regularly and in meaningful ways. • We ensure fair treatment and opportunity for all by promoting diversity, equality and inclusion and eradicating prejudice and discrimination. • We address challenges related to representation and participation at all levels. We ensure voices and perspectives from across the organisation and communities we work in are heard. In doing so, we appreciate and respect everyone's input.
	Honesty We know honesty enables trust and transparency	<ul style="list-style-type: none"> • We give and receive feedback in respectful, open and constructive ways. • We provide spaces where people can feedback in safe ways without experiencing defensiveness. • We have direct conversations with people rather than talking about them to others in order to build trusting relationships.
	Integrity We maintain safe and ethical working environments	<ul style="list-style-type: none"> • We practice integrity in all that we do by choosing to do what is right over what is fast, easy, or comfortable. We are committed to ethical, responsible working practices. • We act safely. We always challenge unsafe behaviour. • We practice a strengths based approach, recognising and appreciating others on their good work and being willing to ask for help.



INTRODUCTION

For more than two decades, United Purpose, now Self Help Africa¹, has been leading development programmes that have left an indelible mark across 3,855 communities, touching the lives of millions of people in the heart of Akwa Ibom, Benue, Cross River, Ebonyi, Lagos States and now including Jigawa, Kano and Kaduna States.

Our unwavering commitment has enabled these communities to transcend the shackles of aid dependency, embracing a brighter future through the adoption of transformative sanitation and hygiene practices, sustainable livelihoods, fortified food security, and the resilience to stand firm against the relentless tide of climate change.

Our approach, steeped in community-led empowerment, has forged a pathway towards self-sufficiency, ensuring that the benefits of our programs endure well beyond the implementation period. We have proudly carved a niche for ourselves as a champion of sustainability in critical areas such as Water, Sanitation, and Hygiene (WASH), livelihood development, Agro-forestry, and gender equality. Notably, we spearheaded the transformation of Nigeria's first Open Defecation Free (ODF) Local Government Area (LGA), blazing a trail towards comprehensive sanitation coverage across the nation. Our endeavours have not gone unnoticed, with the Government of Nigeria honouring us on multiple occasions, including a prestigious award at the 2022 World Toilet Summit.

In late 2021, United Purpose (UP) and Self Help Africa (SHA) merged. This alliance fortified our position in critical sectors like WASH and waste management, climate-smart agriculture, sustainable landscapes, livelihood



Participant in Obanliku where SHA facilitated the first Open Defecation Free LGA in Nigeria

enhancement, and systems strengthening. Today, we stand as a united force, benefitting from a robust global support network and reinvigorated determination to fulfil our unwavering vision.

Over the next five years, from 2023 to 2027, Self Help Africa in Nigeria will continue to write the story of leadership in sustainable community-driven development. We are steadfast in our commitment to solidify existing partnerships, safeguard our hard-earned achievements, and embark on an ambitious journey to expand our horizons, reaching even deeper into the heart of the nation. Our mission is clear: to bring forth tangible improvements in Water, Sanitation, and Hygiene (WASH), fortify food security, systems strengthening, nurture thriving ecosystems, and foster climate adaptation, all through a dynamic blend of community-led initiatives, market-driven strategies, and enterprise-focused solutions.

A STRATEGY INFORMED BY INSIGHT

Our strategy is informed by global and national development metrics and a deep dive into the ever-evolving landscape of the development sector. To shape this strategy, we engaged in extensive dialogues with our partners at both the national and sub-national levels, scrutinized policies to reaffirm our path, and held internal discussions with our global colleagues and country teams through a series of workshops. Our strategy for the coming years is rooted in a profound understanding of the evolving global and national dynamics, underscored by the need to address pressing issues head-on.

A NATION IN TRANSFORMATION

Nigeria is the most populous country in Africa, home to a staggering 213 million people. Over 60% of this population is under the age of 25. By 2050, Nigeria is projected to hit 400+ million at a population growth rate of 2.4%². A critical fact emerges from the canvas: 46.48% of Nigerians reside in rural communities³, their lives intimately intertwined with the environment and the bounty of natural resources that sustain their livelihoods and food security.

1. Self Help Africa formerly operating in Nigeria as United Purpose (2001 – 2023)

2. United Nations Population Division. World Population Prospects: 2022 Revision.

3. United Nations Population Division. World Population Prospects: 2018 Revision.

However, this balance is at risk as daily rural-urban migration chips away at the rural fabric. The United Nations Population Migration Division Section anticipates that rural-urban migration in Nigeria, standing at 76 million in 2017, will skyrocket to a staggering 275 million by 2050⁴.

Nigeria grapples with a spectrum of environmental challenges, many of which are exacerbated by climate change. This affects every sector, most notably agriculture, water resources, and livelihoods. The warming climate exerts intense pressure on water resources, with the presence of widespread droughts and the encroachment of salt into groundwater sources from rising sea levels, exacerbating the vulnerability of already fragile farming communities.

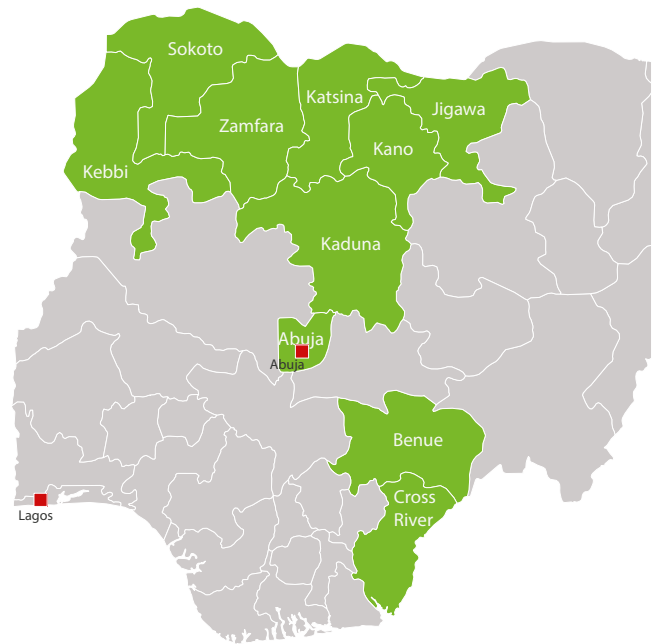
NIGERIA'S ENVIRONMENTAL CHALLENGES

Climate change materialises as a dominant environmental factor, poised to have far-reaching impacts during the period covered by this strategy. Historical data reflects a noticeable increase in average temperatures, though rainfall trends remain less clear. Nigeria's diverse climatic zones, spanning from tropical monsoon to arid regions, yield significant regional variations in rainfall predictions. While most of Nigeria experiences monomodal rainfall during July, August, and September, there is a subtle shift toward bimodal rainfall in the Delta region. These variations extend to rainfall predictions, with both the driest and wettest regions, such as the Delta, expected to witness increases of up to 75mm per year⁶.

Additionally, the increasing frequency of extreme weather patterns, stemming from long-term global climate change, heightens the risk of floods and associated health impacts⁵. It's worth noting that Nigeria still ranks as one of the world's largest open defecators⁷ with the 2021 WASHNORM report revealing that 48 million Nigerians continue to defecate in the open, while about 33% of Nigerians lack access to basic drinking water supply⁸.

In our pursuit of progress, we are acutely aware of the interconnectedness of natural resource degradation, poverty, and economic losses which informs our Functional Landscape Approach. Land degradation, shifting land use, deforestation, and forest degradation inflict profound wounds on the ecosystem goods and services that communities rely upon. This erosion ultimately weakens their resilience, leaving a trail of unemployment, pockets of resource-based conflicts (as seen in herder-farmer conflicts), food insecurity, and ecological decline. Alarming statistics reveal an annual deforestation rate of about 3.55%, equating to a yearly loss of forest cover ranging between 350,000 to 4,000,000 hectares⁹.

Where we work in Nigeria



HEALTH AND GENDER INEQUALITY

Health disparities also warrant our attention. Nigeria is progressing toward its maternal, infant, and young child nutrition targets, with 28.7% of infants aged 0 to 6 months exclusively breastfed. Yet, substantial challenges remain, notably in reducing anaemia among women of reproductive age (55.1%) and addressing child stunting (31.5%). Nigeria has shown some progress towards achieving the diet-related non-communicable disease (NCD) targets¹⁰. Malnutrition, an intricate issue, is closely linked to recurrent diarrheal diseases and intestinal worm infections, often stemming from unsafe water, inadequate sanitation, and poor hygiene practices¹¹.

Nigeria's journey towards gender equality paints a mixed picture. While it has made strides in the Global Gender Index, moving 16 places upward compared to 2021, a gender gap of 63.9% persists. This disparity encompasses various facets, from political to economic participation, with wealth inequality below 65%. The financial landscape reveals a striking gender imbalance, with 33% of females owning bank accounts compared to 46% of males. Financial inclusion for women stands at 59%, leaving 41% of women financially excluded¹².

4. Punch Newspaper - 10th December 2022
5. UN Environment Programme 2022 - How climate change is making record-breaking floods the new normal
6. Nigeria - Summary | Climate Change Knowledge (worldbank.org)
7. UNICEF (2023) via Daily Trust Newspaper on June 20, 2023
8. WASHNORM Report 2021 (Unicef.org)
9. FAO 2015 Global Forest Resources Assessment
10. Nigeria (NGA) - Demographics, Health & Infant Mortality - UNICEF DATA
11. WHO (2008c) Safer water, better health.
12. Global Gender Gap Report 2022.



Belegete Community in
Obanliku LGA of Cross River

NAVIGATING NIGERIA'S COMPLEX LANDSCAPE

40.1% of Nigerians grapple with poverty¹³, 63% face multidimensional poverty, disproportionately affecting¹⁴ 72% of rural dwellers. Urban areas, while not immune, see a comparatively lower rate of 42% among their populace.

Unemployment¹⁵ is a challenge, particularly among the youth, as 53.40% of them find themselves without work. Yet, within this challenge lies a promising avenue for change. Digital technology emerges as a potential saviour, with a striking 154 million¹⁶ active internet users, a demographic predominantly composed of the very youth seeking opportunities. A digital revolution is afoot, exemplified by the current e-commerce spending in Nigeria¹⁷, estimated at a noteworthy \$12 billion, and projected to soar to a remarkable \$75 billion in annual revenue by 2025.

As global economies shift towards decarbonisation, the demand for hydrocarbons may wane in Europe, the difference will be compensated by increasing demand from the global south. Nigeria, representing roughly 70% of the 15-country ECOWAS GDP¹⁸ also possesses half of the ECOWAS region's population and is the dominant regional economy. Nigeria is also emerging as a dominant force in Africa, possessing a diversified economic portfolio, encompassing banking, telecoms, hydrocarbons, fertilizers, agriculture, and cement sectors.

Nigeria's re-emergent manufacturing sector became the largest on the continent in 2013, and the economy will continue to grow. International Monetary Fund (IMF) has retained its growth forecast¹⁹ for the Nigerian economy in 2023 at 3.2 per cent. Despite the positive economic outlook, the lack of resolution to the insurgency-related insecurity and high crime levels across the country will continue to negatively impact communities and SHA operations during the period of this Country Strategic Plan (CSP).

Nigeria's new administration has underscored its commitment to economic growth²⁰, job creation, food security, and poverty alleviation from 2023 to 2027²¹. This vision aligns seamlessly with our mission and converges with the government's strategic initiatives, including the National Multi-Sectoral Plan of Action for Food and Nutrition 2021–2025, the National Agricultural Technology Innovation Policy 2022–2027, the Climate Change Act 2021, the National Agriculture Resilience Framework 2014, and the N-Power 2016 program under the National Social Investments Programme.



13. National Multidimensional Poverty Index 2022

14. National Bureau of Statistics press release - 17 November 2022

15. National Bureau of Statistics 2022

16. National Bureau of Statistics Telecoms Report 2023

17. Independent Newspaper 9 February 2022

18. <https://www.trade.gov/country-commercial-guides/nigeria-market-overview>

19. Daily Trust Newspaper - 15 Apr 2023

20. <https://businessday.ng/news/article/2023-tinubu-unveils-agenda-prioritises-security-economy-power-others/>

21. [Nigeria Multidimensional Poverty Index \(2022\).](#)

OUR EXPERTISE, OUR EXPERIENCE

At Self Help Africa in Nigeria, we take pride in the knowledge and expertise we have gained from working on many complex but impactful projects. We have an excellent track record in delivering high-quality project interventions using local and global technical expertise.

Our multi-sectorial expertise now informs our integrated approach to sustainable food systems, land restoration and climate adaptation. We draw our experience from over two decades of collaboration with government and community stakeholders to deliver water supply, market-based sanitation and hygiene promotion, agroecology, farmer-managed natural regeneration and livelihoods. Examples of our work include:

1. Water, Sanitation and Hygiene (WASH) and Waste Management

1.1 Sustainable Safe Water Supply: We constructed 103 new boreholes, rehabilitated 82 boreholes in communities and built a local structure and capacity to manage it across Benue and Cross River States. This work was funded by a wide range of donors including EU, UK Lottery Fund, Japanese Embassy and several corporate donors including PZ Cussons Foundation.

1.2 Community-Led Total Sanitation: Rural Sanitation and Hygiene Promotion in Nigeria – Sanitation and hygiene improvement to communities in Cross River and Benue states, including menstrual health and hygiene for women and girls. Reached 1.2 million individuals, ensuring their access to improved sanitation and hygiene services while fostering open defecation-free environments. This project facilitated Nigeria's first open defecation free LGA (Obanliku LGA, Cross River state) in 2016 and additional 8 ODF LGAs in Cross and Benue States in contribution to the Clean Nigeria Campaign.

1.3 Hygiene Promotion / Hygiene Behaviour Change: We rely on Social and Behavioural Change Communication (SBCC) as a vehicle for community transformation. At the community level, we conduct research to understand hygiene norms and develop strategies to address problematic practices through respectful and participatory dialogue sessions with households/communities. We work with Nigeria's top entertainers to promote the largest and longest annual Global Handwashing Day campaigns using the power of 'edutainment' to reach an estimated 10 million people.



Assessment and mapping of dysfunctional boreholes for rehabilitation at Mfom I community, Ogoja LGA, Cross River state

1.4 Market-Based Sanitation (MBS): We leverage our expertise in Community-led Total Sanitation (CLTS) and Behaviour Change Communication (BCC) to broaden the scope by building a sustainable market for sanitation goods and services as a cross-cutting approach. MBS stimulates the private sector to increase the supply of, and demand for, improved sanitation and hygiene (S&H) products and services to better reach and serve the unmet sanitation needs of low-income households.

2. Climate change adaptation

2.1 Mangrove Forest Management & Livelihoods: We facilitated alternative livelihood development with communities to lead innovative forest management and restoration practices that support agroecological wellbeing to combat climate change. With the Integrated Mangrove Forest Management and Livelihood in Nigeria (IMFORMALN), we restored 15 mangrove forest-dependent through building the capacity of Mangrove Action Watch to drive sustainable forest management and voice community



Participant inspecting a woodlot area in Akpabuyo LGA of Cross River State

demands for conservation; supporting viable and sustainable livelihoods in mangrove areas.

2.2 Climate Resilient Agriculture: We consider agriculture as key to reducing hunger, poverty and driving growth that prioritises the poorest. SHA has worked with over 5,000 smallholder farmers in Africa to develop Agro and natural resource-based products to support the transition to sustainable farming. We worked with governments, communities and businesses to build the capacity of the local communities to anticipate climate risks and hazards, absorb shocks and stresses, and reshape and transform development pathways in the longer term. We

promote efforts to reduce or limit Green House Gas (GHG) emissions or to enhance GHG sequestration, implementing a range of activities from information and knowledge generation to capacity development, planning and the implementation of climate change adaptation actions.

2.3 Farmer-Managed Natural Regeneration (FMNR): We use an enterprise-based agro-forestry approach to restore former forest areas using natural seed banks and existing plants to reduce the vulnerability of forest ecosystems to the impacts of climate change and move the targeted farmers out of visual cycle of poverty.

3. Sustainable Businesses, Decent Employment and Thriving Economies

3.1 Women Business Centres (WBCs): We engage existing women's and youth clubs through SHA's Women's Business Centre (WBC) model as platforms for 21st century skill development driven by local markets. Inclusive digital transformation has connected over 110,000 households to health and business development services through women-led social enterprise across Nigeria, Malawi, Kenya and Bangladesh. Growing from the initial production-focused concept, WBCs integrate wellbeing services as social marketing strategies for their value-added products. Successful centres reinvest profits into new services according to their unique business plans with only technical support from project.

3.2 Livelihood Interventions: SHA works in collaboration with other stakeholders to strengthen the capacity of small business owners on livelihood alternatives, providing access to livelihood assets and/or grants for the economic empowerment of households and communities. Our work strengthens existing structures, improves institutional framework/policies, address negative social norms to create enabling environment that supports the economic viability of Micro, Small & Medium Enterprises (MSME), women and youth businesses. We support women and youth co-operatives via capacity development and management of joint contracting such as the establishment of community's animal farm (Grass cutter, piggery and Goatry). We provide practical livelihood opportunity and training on domestication of Non-Timber Forest Products (NTFPs) as source of income for forest dwelling communities. Our impact is towards economic empowerment of households and communities to improve quality of lives.

3.3 Access to Products and Services: We facilitate access to finance, digital and business development services to support green businesses, particularly those that are women and youth-led. We prioritised support to over 200 small-medium enterprises to enable them to gain fair market access, serve local and regional markets and support the transition to sustainable energy sources and the green/circular economy. SHA leverages strategic



Abeekaa Victoria - WBC facilitator, Emma-Cooperative Multipurpose Association, Vandeikya LGA

partnerships with banks and other financial institutions to promote enterprise development while leveraging on the vibrant ICT and fintech sector to provide innovative solutions to financing, risk management, supply chain management and market access challenges to the SME sector.

3.3 Digital Inclusion: We deploy modern technology to empower women and adolescent girls as change agents to co-identify and co-create key skill development opportunities in the digital space and create pathways for leadership and participation in multi-stakeholder platforms that foster livelihood development, well-being promotion, and climate action in their communities. In doing so, we support multi-generational mentorship that protects local ecological knowledge and practice which creates pathways for leadership and participation in livelihood development, wellbeing promotion, and climate action in their communities.

WHAT WE WILL DO

Self Help Africa's decades of experience in Nigeria have yielded approaches and expertise in three major thematic areas that will be our focus and speciality over the next five years.

Our work will reduce the vulnerability of humans and ecosystems to the current and expected impacts of climate change, including climate variability, by maintaining or increasing resilience, through increased ability to adapt to or absorb climate change stresses, shocks, and variability and/or by helping reduce exposure to them. Our work is designed and implemented through an environmental, sustainability and climate adaptation lens as we believe this is essential to achieving the Sustainable Development Goals (SDGs).

SHA will promote efforts to reduce or limit Green House Gas (GHG) emissions or to enhance its sequestration through interventions that contribute to the mitigation of climate change by limiting anthropogenic emissions of GHGs, protecting and/or enhancing GHG sinks and reservoirs, integrating climate change concerns through local institution strengthening, building capacity, strengthening the regulatory and policy framework, and supporting government efforts to meet the Nationally Determined Contribution (NDC) obligations.

We will ensure that the communities we serve have access to nutritious food, safe water, sanitation and hygiene services, restored landscapes, green economy and sustainable businesses. This is underpinned by a commitment to localisation, community-led and enterprise-focused approaches sandwiched within a development and humanitarian nexus based on three principles of coordination, collaboration, and adaptation. While our focus will be on the development context, we are positioning ourselves to effectively respond to any humanitarian need that may arise during implementation.

1. AGRICULTURE & FOOD SYSTEMS

In 2022, Agriculture employed about 70% of Nigeria's labour force making it the dominant sector in the economy.

Agriculture is the mainstay of the rural economy and is considered key to reducing poverty. It is fundamental to the food systems that we seek to promote, which are required to address chronic undernutrition and deliver safe and affordable diets in rural and urban areas. In Nigeria, 90% of agricultural production comes from smallholder farmers, which informs our focus on this population. We will ensure sustainable food systems through the conservation of agriculture and diversification of agricultural production.



SHA uses the Sustainable Livelihoods Framework (SLF) as the basis for community planning, using current trends and future climate models to assess and mitigate risks in agriculture and enterprise. Our work will build the knowledge and skills of farmers in the application of Climate Smart Agricultural techniques to help in adaptation and mitigation of the negative effect of climate change in line with climate trends and predictions. SHA's agriculture interventions are designed to achieve ecological intensification of production systems while increasing the climate resilience of farmers, farming communities, agro-entrepreneurs, and food systems at large.

2. SUSTAINABLE LANDSCAPES

Land is primarily used for agriculture and its success is dependent on a healthy ecosystem. SHA will continue to build resilient ecosystems and landscapes for sustainable livelihoods through evergreening practices.

Employing innovations that encourage landscape restoration, we will scale the planting of trees, whilst promoting the adoption of agroforestry, conservation agriculture and agroecological principles in farming landscapes. We will build the capacity of communities to increase agrobiodiversity, to conserve and manage natural resources. This will enable communities to benefit from various ecosystem services including sustainable utilisation of natural resources, and other income streams such as carbon credit schemes. Our approach will engage communities to adopt various effective natural resource management, pastoral management systems, communal land tenure systems, adaptive herd management and technologies that minimize methane emissions.



To contribute to environmental sustainability, SHA will position Water, Sanitation and Hygiene (WASH) interventions in the wider context of natural environment; fostering integrated and sustainable management of water resources and waste management. Our goal is to contribute to the universality and sustainability of WASH services and practices in communities and public institutions, leading to healthy lives, and contributing to SDG 6. We will focus on strengthening and improving WASH systems, and professionalising rural water supply services. We seek not only to achieve this in the communities, towns and states we work in, but we will continue to work at the national level, collectively with other stakeholders, sharing learning and contributing to evolving approaches and strategies for driving the WASH sector forward through the social enterprise model.

3. CLIMATE ADAPTATION

Our work is designed and implemented through an environmental, sustainability and climate adaptation lens as we believe this is essential to achieving the global UN Sustainable Development Goals (SDGs). SHA and our civil society partners have a long history in the Benue, Cross River and Ebonyi states (with the potential to expand our geographical footprint) working with community partners on skill development and the formation of social support systems that support inclusion and socioeconomic wellbeing. Through consultation with our community partners and youth, we see enormous opportunity in using climate adaptation to address the challenges created by food insecurity and gaps in health services especially in WASH.

Our work will support the Government of Nigeria through the Federal Ministry of Environment and Federal Ministry of Agriculture to facilitate the promotion of efficient management and alternative utilization of farm wastes to reduce/prevent burning of farm residues, replacing such practices with clean air alternatives based on low-tech mechanical conversion and further use/processing of cleared biomass. We will explore strategic stakeholder engagement and capacity strengthening of government

agricultural extension officers and farmers using best practice approaches to reduce and provide alternatives to open field burning while promoting Climate Smart Agriculture. SHA/UP will leverage its existing footprint, connections with communities, government, and project implementation infrastructure to reach large numbers of farmers in a cost-effective way.

To address gaps in WASH, our work will build local capacities and evolve service delivery and financing models to ensure the sustainability of rural water supply and to place a strong focus on achieving safe water quality up to the household level, maintaining infrastructure and stimulating a culture of preventative maintenance of water supply. We will ensure water quality by promoting climate-adaptive water treatment at the household level thereby ensuring a sustainable safe water supply for rural communities. We will continue to leverage our community-led social behaviour change and market-based approaches in delivering improved sanitation and hygiene services in communities and schools while integrating nutrition and gender (including the promotion of Menstrual Health Hygiene).



John Akini Ekwok, Rita Liffin Akini with their child
Zemira Iyong Akini from Okpoma, Yala LGA

Mainstreaming Gender Equality and Social Inclusion in all our programmes.

Across our strategy, gender equality and inclusion will be a critical part of our response to the UN's call to 'Leave No One Behind' (LNOB), an underlying principle running across all SDGs. We recognize that women are often an untapped resource that can bring about transformative change with the right support, therefore we commit to having an overarching focus on women and girls in all partnerships and interventions. Enhancing gender equality is a key instrument in fighting poverty and hunger and improving food security and nutrition.

Subsequently, our approach will ensure active involvement of men, women, boys and girls. Interventions will focus on transforming relations between women and men, particularly concerning the division of labour, access to and control over resources and potential for decision making as well as creating more opportunities for women to take up leadership positions at all levels. We are committed to identifying and removing barriers that prevent the inclusion of more vulnerable groups and ensuring that neither age, religion, disability, health status, tenure of land nor gender should be a barrier to participating and benefiting from programmes.

STRATEGIC OBJECTIVES, METRICS AND ACTIONS

The following are the national strategic objectives with their corresponding indicators. Achieving these metrics in Nigeria will contribute 5% to the global target which will subsequently ensure the delivery of SHA's mission from 2023-2027. The metrics are designed to be clear and measurable indicators of success in achieving these objectives. The actions outline how these strategic objectives will be met.

SUSTAINABLE LANDSCAPES, RESILIENT FOOD SYSTEMS & HEALTHY COMMUNITIES



Contribute to the equitable stewardship of ecosystems for well-functioning food and water systems, ecosystem services, human well-being and quality of life.

CRISIS RESPONSE & RESILIENCE

Support communities to prepare effectively for and respond to chronic and acute humanitarian shocks.



FINANCING MODELS & FUNDING

Maintain and expand funding base for all our income streams including public and institutional donors and contracts, and increase collaboration with the private sector.



CULTURE, PEOPLE & RESOURCING

Cultivate a culture of accountability, belonging, wellbeing and safety, prioritising the creation of a safe space, where people can speak up and be heard.



SUSTAINABLE BUSINESSES, DECENT EMPLOYMENT & THRIVING ECONOMIES



Support the growth of inclusive, profitable and sustainable businesses that provide services and decent employment for communities.

SYSTEM STRENGTHENING & AN ENABLING POLICY ENVIRONMENT

Embed our approach in policy influencing, system strengthening, social accountability and the localisation agenda.



SYNERGIES, GROUP DEVELOPMENT & ALIGNMENT

Unify and strengthen the organisation as a solid working platform which maximises opportunities and delivers future growth with a clear return on investment (ROI).



DEMONSTRATING IMPACT

User-friendly, data-driven evidence of the effectiveness of our work is shared internally and externally to positively influence our work and others and to attract more support.



KEY METRICS

- **People supported:** 250,000 people supported across communities' access safe drinking water and use basic sanitation services.
- **Food systems:** 50% of targeted farmers are supported to increase crop or livestock productivity through environmentally friendly practices.
- **Business support:** >12,500 enterprises reached by financial institutions and fintech solution providers we support.
- **Access to markets:** 500 supported enterprises report improved access to markets.
- **Decent jobs:** 65,000 supported enterprises.
- **Disaster risk management (DRM):** All our communities of intervention have DRM plans in place.
- **Local partnership:** 50% of programmes are implemented through or with local partners.
- **Annual income:** € 2.5 – 3 M.
- **Increase in funding:** 30% increase.
- **Culture:** 10% yearly attrition rate.
- **Impact measurement:** Tools in place that measure our impact against SDGs by mid-2024.

S01: SUSTAINABLE LANDSCAPES, RESILIENT FOOD SYSTEMS & HEALTHY COMMUNITIES

Objective: Contribute to the equitable stewardship of ecosystems for well-functioning food and water systems, ecosystem services, human well-being and quality of life in Nigeria.

Metrics:

- 50% of targeted farmers supported with farm input increase crop and/or livestock productivity through environmentally friendly practices.
- 250,000 people in targeted communities supported with adequate WASH services and/or hygiene practices.
- 8% inflation-adjusted average increase in household living income for supported households.
- Effectively managed 150,000 hectares of land by formal and informal natural resources protection measures.
- 50% of communities targeted for natural resource management intervention will have Natural Resource Management plans/ Participatory Land Use Plans (PLUMS, including water management plans) developed and adopted by the community.
- 50% of households targeted for green/circular economy technologies promoted by the projects leading to verifiable emissions reductions (e.g. efficient cookstoves, alternative fuel sources, solar, woodlots, waste management and recycling technologies).
- Data disaggregated by sex, age, disability.

Actions:

- Apply the Functional Landscape Approach and Agroecology principles in sustainably managing natural resources in farming landscapes and other critical ecosystems.
- Calculate the Emission Reduction (ER) potential of interventions and assess the feasibility of developing offset projects with community proponents.
- Deliver interventions in the following areas of core expertise: WASH/ waste management, food systems/ agriculture and nutrition; sustainable landscapes; carbon and climate finance; business support and services (including digital and financial inclusion); disaster risk reduction; stakeholders' engagement and gender mainstreaming.
- Ensure all interventions are designed with reference to climate trends and predictions.
- Support interventions that build local capacities to provide sustainable, equitable and well-managed services.
- Undertake the promotion of hygiene and sanitation behaviour change, as part of integrated agriculture projects or stand-alone WASH projects.
- Support access to markets and social protection systems to ensure that project participants have a living income.
- Ensure all interventions consider social, cultural and traditional norms and attitudes, and strengthen women's access to, and control over, resources and decisions.
- Create opportunities for women and youth in agriculture and natural resource-based enterprises.
- Develop relationships and partnerships to increase effectiveness.
- Work with / leverage the vibrant information and communications technology (ICT) sector and research institutes to provide innovative solutions to service delivery and risk management.

S02: SUSTAINABLE BUSINESSES, DECENT EMPLOYMENT & THRIVING ECONOMIES

Objective: Support the growth of inclusive, profitable and sustainable businesses that provide services and decent employment for communities in Nigeria.

Metrics:

- >12,500 individual clients/sole traders, organisation enterprises, and social and commercial enterprises supported/reached by financial institutions and fintech solution providers.
- 500 enterprises report improved access to markets through the support of SHA, of which >20% have adopted green technologies.
- 65,000 decent jobs (safe environment, fair wage, job security) in enterprises supported.
- 1,000 female business leaders trained and mentored.
- Disaggregated data by sex, age and disability.

Actions:

- Provide business development and financial management services for groups and individuals (particularly women and youth-led) developing livelihoods and enterprises aligned with the SDGs.
- Support skill development and capacity building through multigenerational mentorship opportunities, peer-to-peer learning, and the creation of safe spaces for women and youth to develop their visions for a green economy.
- Create opportunities for the development of individual and collective agency amongst community partners seeking to transition into micro and small enterprises, closing gaps in upward mobility through circular investment and de-risking production activities in the context of the climate crisis and socioeconomic instability.
- Further develop partnerships with local private sector organisations as part of our localisation strategy to support investment in local businesses working along with the SDG agenda.

S02: SUSTAINABLE BUSINESSES, DECENT EMPLOYMENT & THRIVING ECONOMIES

Actions (cont):

- Support small-medium enterprises to gain fair market access and serve local and national markets through innovative market assessment, analysis, and partnership development through multi-stakeholder platforms.
- Integrate the inclusive digital transformation approach into our work to link MSMEs and community-level entrepreneurs with digital service providers in FinTech and elsewhere, ensuring equitable and inclusive access through facilitation and literacy models
- Ensure business and human rights international frameworks are at the core of what we do throughout the organisation.
- Advocate equal opportunities in enterprise management and the provision of business skills, leadership training and mentoring to women and youth.
- Develop strategic partnerships with banks and other financial institutions to promote enterprise development and link MSMEs with ethical credit opportunities.
- Introduce new 'green technologies' including converting waste to agri-inputs and fuel and creating jobs/enterprises in the waste value chains.
- Integrate climate adaptation and resilience into all phases of private sector partnership, investment, and business development along with other humanitarian-peace-development nexus activities.
- Promote the retail and social marketing of WASH products (e.g. chlorine, filters, Sato pans, etc.) by women's enterprise.
- When feasible, verify and monetize emissions reductions for the benefit of communities.

S03: CRISIS RESPONSE & RESILIENCE

Objective: Support communities to prepare effectively for and respond to chronic and acute humanitarian shocks.

Metrics:

- All communities we work with have completed risk assessments and have disaster risk management (DRM) plans in place.

Actions:

- Map the risks of all projects and locations for the likelihood of sudden and slow onset of crises. Integrate disaster risk reduction (DRR) and Early Warning Systems (EWS) into programmes with flexible programme design to respond rapidly to crises.
- Further build capability to respond to sudden onset of crises through mapping and training in WASH and livelihoods, creation of a roster for crisis response, relevant Hostile Environment Awareness Training (HEAT) for frontline staff, and development of effective crisis management group.
- Develop and maintain relationships and partnerships with government, and active engagement in humanitarian response bodies at national and state levels.

S04: SYSTEM STRENGTHENING & ENABLING POLICY ENVIRONMENT

Objective: Embed our approach in policy influencing, system strengthening, social accountability and the localization agenda.

Metrics:

- Increase the percentage of programmes implemented through and with local partners by 50%.
- At least 10 engagements towards changes in the legal, policy and institutional frameworks, to which the organisation contributes, through policy influencing and systems strengthening work.
- Integrate governance and social accountability initiative delivered across the organisation interventions for equitable and inclusive development.

Actions:

- Define the organisation's 'systems strengthening' and social accountability approach, and incorporate it into our work, with the government and other partners, to benefit communities.
- Build organisation and community skills, which enable the identification of systemic barriers to sustainable, inclusive services, and work to overcome these root-cause issues.
- Refine and deploy a holistic localization strategy to strengthen the capacity of local partners, including civil society as well as public and private sector organizations, and communities to understand and better articulate their rights and concerns, to engage in policy and advocacy, and to hold government and duty bearers to account.

S04: SYSTEM STRENGTHENING & ENABLING POLICY ENVIRONMENT

Actions (cont):

- Develop and deploy a framework for community leadership in guiding project strategy, design phase, and implementation.
- Identify and link the local partners across all sectors with innovative support, allyship, and financing structures that support local leadership and sovereignty.
- Develop evidence-based outputs/ media that demonstrate climate-resilient food and farming systems to influence policy and best practices in favour of smallholder/ women farmers.
- Strengthen cross-sectoral linkages in government e.g., WASH and waste management, agriculture, and health.
- Priorities local government capacity building and support to develop strategic WASH/water resources plans.
- Remain on the cutting edge of policy related to climate financing and carbon offsets and advocate for frameworks that maximize benefits for communities.

S05: FINANCING MODELS & FUNDING

Objective: Maintain and expand a well-diversified funding base by establishing financial mechanisms that provide more inclusive, efficient and impactful ways of funding development initiatives.

Metrics:

- 90% of funds expended directly on projects.
- SHA/UP Nigeria meets the annual projected income of Euro 2 million.
- Diversification of the donor base over the 5 years.
- At least 5% contribution to the global income.
- 30% growth in annual income.

Actions:

- Engage current donors to determine the potential for deepening existing partnerships.
- Identify prospective donors who have an interest and/or the capacity to invest in agriculture & food systems, climate adaptation & sustainable landscapes.
- Explore innovative finance approaches to secure more & better financing by improving the efficiency & effectiveness of country programmes.
- Improve the capacity to access environmental markets and climate financing opportunities.
- Develop partnerships with relevant private sector players, especially businesses & social enterprises.
- Employ advocacy & communication strategies to support resource mobilization efforts targeting existing & potential donors, public & private sector, and other development aid stakeholders.
- Continually develop capacity for resource mobilization by streamlining resource mobilization structures and processes.

S06: SYNERGIES, GROUP DEVELOPMENT & ALIGNMENT

Objective: Strengthen the organisation as a solid working platform that maximises opportunities and delivers future growth with a clear return on investment (ROI).

Metrics:

- 30% increase in in-country funding, highlighting diversification of donor and income sources within the organisation.
- Large-scale national awards from institutions that involve joint programming by the end of December 2025.
- Back-office systems are proven to be robust and able to sustain significant shocks as evidenced by a technical and business assessment and annual review.

Actions:

- Develop an in-country organisational structure and clarify the roles and responsibilities of the different entities.
- Develop a formal shared services model for the organisation.
- Review and develop the Senior Management Team's resourcing and capability gap analysis.
- Build our capabilities and identity by incorporating learning and best practices into all our activities and promoting and disseminating distinct expertise and approaches throughout the organisation.
- Provide high-quality datasets to the Management Team to facilitate informed decision-making.
- Continue to develop systems through which we strengthen expertise and reputation in core and wider expertise.

S07: CULTURE, PEOPLE & RESOURCING

Objective: Cultivate a culture of accountability, belonging, wellbeing and safety, prioritizing the creation of a safe space, where people can speak up and be heard.

Metrics:

- 10% yearly attrition rate
- Commitment to training for all staff to average three training days per staff member per year..
- 15% of appointments and promotions are made internally.
- All staff trained at least annually in safeguarding and security.
- Minimum of 2 safe feedback mechanisms channel for staff and complimented with respective action plans mechanism.
- Practices that help balance work and life responsibilities set up by mid-2024.
- Disaggregate data by age, gender and disability.

Actions:

- Define organisation values. Embed and assess the alignment of values with behaviours and systems to enable transformation.
- Ensure genuine two-way conversation where employees can input into decision-making. Strengthen support to underrepresented or marginalized staff to promote full inclusion. Encourage people to question, challenge and speak up. Keep people safe and protect those who disclose concerns.
- Nurture an environment that actively supports and values differences. Strengthen feedback mechanisms, including whistleblowing procedures.
- Continue to implement and develop staff surveys and other feedback mechanisms to gauge staff satisfaction levels. Seek comments and questions on current practices and proposals for innovative approaches for programme development and greater efficiency.
- Enhance our prioritization of safeguarding by promoting a culture of ownership.
- Strengthen organisational horizontal and vertical accountability mechanisms.
- Review, update and implement an equality, diversity and inclusion action plan, including targets.
- Expand the existing staff consultation cottee to facilitate global mechanism. Ensure it has a voice and formal access to trustees.
- Continue to create opportunities for staff development and career progression through continuous learning, internal promotion and transfers to encourage staff to develop.
- Increase investment in HR resources.
- Invest in leadership potential.
- Review employment packages across the organisation.
- Cultivate greater observation of work-life balance guidelines – (including but not limited to flexible working, ensuring employees take holidays and protecting employees' mental health)

S08: DEMONSTRATING IMPACT

Objective: User-friendly, data-driven evidence of the effectiveness of our work is shared internally and externally to positively influence our work and others and to attract more diverse donor support.

Metrics:

- Impact measurement tools in place in-country by mid-2024.
- Produce quarterly impact statements that provide insights, personal testimonies and data that can be shared across social media channels.
- Mainstreaming Gender and social inclusion in all our interventions.
- 80% of the targeted population is satisfied with our intervention.
- Minimum of 2 feedback mechanisms in all our targeted communities.
- Improve our reputation among major donors by effectively demonstrating the impact of our work (measured by donor feedback).
- Disaggregated data by age, sex and disability.

Actions:

- Strengthen feedback mechanisms with communities.
- Develop a common approach to measuring impact at country level.
- Establish country impact measurement tools using SHA's global approach that puts individual, partner and community feedback at the centre of our learning and measure our impact against the UN's Sustainable Development Goals (SDGs).
- Nurture partnerships with academic institutions for long-term, post-project assessment of the impact of our work.
- Develop and implement an impact communications approach, to include:
- Segmentation of target audiences, including donors, and the appropriate message and media to communicate impact.
 - Regular communication, both internally and externally, via impact statements that provide insights, personal testimonies, and data/ infographics.
 - Increase in and tracking of presentations at conferences and the publication of our research and findings.
- Build carbon accounting capacity and the ability to calculate and verify emission reductions through rigorous scientific methods.



Procession of Women Business Centre (WBC) in Vandeikya during their product activation and trade fair session



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COUNTRY HEAD OFFICE:

No. 48, Anthony Enahoro Street, Utako District, Abuja, Nigeria

selfhelpafrica.org