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NIGERIA STRENGTHENING ADVOCACY AND CIVIC ENGAGEMENT (SACE)

**YEAR TWO WORK PLAN
OCTOBER 1, 2014 – SEPTEMBER 30, 2015**

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ACRONYMS

ANEEJ	Africa Network for Environmental and Economic Justice
APS	Annual program statement
BMO	Business membership organization
CDF	Capacity Development Fund
CENSOJ	Centre for Social Justice
CIDESSOR	Citizens Centre for Integrated Development and Social Rights
CISLAC	Civil Society Legislative Advocacy Centre
CLIN	Contract line item numbers
COR	Contracting Officer's Representative
CSO	Civil society organization
DFID	Department for International Development
DO	Development objective
DRAC	Disability Rights Advocacy Centre
EFCC	Economic and Financial Crimes Commission
GON	Government of Nigeria
HDI	Human Development Initiatives
ICPC	Independent Corrupt Practices Commission
ISWF	Innovation and Spread the Word Fund
JONAPWD	Joint National Association of Persons with Disabilities
LITE Africa	Leadership Initiative for Transformation and Empowerment
M4P	Markets for the-Poor
M&E	Monitoring and Evaluation
MARKETS II	Maximizing Agricultural Revenue and Key Enterprises in Targeted Sites
NCDF	Nembe City Development Foundation
NDCBP	Niger Delta Citizens and Budget Platform
NDF	Niger Delta Fund
NDI	National Democratic Institute for International Affairs
NGO	Non-government organization
NPC	National Planning Commission
NUPAS	Non-U.S. Organization Pre-award Survey
NYCS	National Youth Service Corps
OSIWA	Open Society Initiative for West Africa
PEA	Political-Economy Analysis
PIND	Foundation for Partnership Initiatives in the Niger Delta
PMP	Performance Monitoring Plan
PMU	Project Management Unit
PWD	Person (People) living with a disability (disabilities)
RFA	Request for Applications
SAF	Strategic Activities Fund
SAVI	State Accountability and Voice Initiative
SPARC	State Partnership for Accountability, Responsiveness, and Capability
STAR	System for Transformation and Results
TAGG	Transparency, accountability, and good governance
USG	United States Government
USAID	United States Agency for International Development
WARDC	Women Advocates Research and Documentation Centre
WoW	Window of Opportunity
YAF	Youth Alive Foundation

SECTION I. INTRODUCTION TO THE STRENGTHENING ADVOCACY AND CIVIC ENGAGEMENT PROJECT

Chemonics International and its international partner, Root Change, are pleased to present the Year Two work plan for the Strengthening Advocacy and Civic Engagement project. This work plan covers the period of October 1, 2014, to September 30, 2015. The project's Year One work plan covered the period from contract award on January 2, 2014, to September 30, 2014. The Year Two work plan presents an exciting stage in the project's implementation strategy and the operationalizing of a truly innovative approach to civil society organization (CSO) coalition and network capacity building in Nigeria which Chemonics is pleased to spearhead with USAID.

A. Project Description

Strengthening Advocacy and Civic Engagement is a five-year, \$19.2 million project that seeks to strengthen the capacity of civil society clusters, for example coalitions and networks, by working through an anchor CSO in each cluster to both engage and bring influence on specific, key issues that will improve transparency, accountability, and good governance (TAGG) in Nigeria. The project will focus on strengthening capacity, fostering sustained and effective engagement with government and other key stakeholders, and building widespread public awareness on issues that large segments of Nigerians feel are important to their future. The project will also strengthen CSOs and business membership organizations (BMO), a more specific type of CSO, in the Niger Delta towards inclusive economic growth in partnership with the Chevron-funded Foundation for Partnership Initiatives in the Niger Delta (PIND). The project will deploy a range of innovative approaches, including the System for Transformation and Results (STAR), with a focus on strengthening higher-end capacities of the most effective advocacy organizations in Nigeria today.

By implementing the activities laid out in this and subsequent work plans over the life of the project, the project will achieve the following results:

- Strengthened institutional, organizational, and technical capacity of targeted CSO coalitions and networks to advance targeted democracy and good governance initiatives;
- Strengthened partnerships (engagement) between CSO-led coalitions and networks and targeted Government of Nigeria (GON) institutions and key stakeholders to advocate for and monitor select democratic reforms aimed at strengthening transparency, accountability, and responsiveness of government institutions;
- Strengthened public awareness, discourse, and support for key democratic governance issues such as transparency, accountability and good governance; and
- Strengthened capacity of partner BMOs and CSOs in the Niger Delta to advocate for inclusive economic reforms and equitable economic growth.

A1. Approach and Core Issues

Our approach and methodology continue to be guided by the following four principles:

Use a demand-driven, flexible, and facilitative approach with local partners. While internal systems and management practices—that is to say, Capacity 1.0—clearly contribute to an organization’s “capacity,” they are not sufficient to lead to lasting change and provide merely incremental, instead of breakthrough, results. How well an organization represents the communities it serves; how much it prioritizes making connections, leveraging resources, and sharing knowledge within its networks; and how it adapts to an ever-changing environment are all critical “higher order” capacities that contribute to an organization’s ability to achieve impact in their work. These capacities, which we call Capacity 2.0, are built through an “anchor-cluster” model and can magnify the impact that civil society can have.

The project will achieve results through this innovative anchor-cluster approach, providing targeted funding for both grantees with a nationwide scope, as well as through grantees focused on democratic reforms in the Niger Delta. Eight nationwide anchor CSOs across six issues/sectors will receive grant funding from the project in order not only to support their advocacy work around a specific issue, but also to strengthen their capacity to serve their respective coalition/network cluster members as a foundation for collective action on the cluster’s core advocacy issue, as a facilitator of the efforts of their cluster’s CSOs, and as a provider of mentorship and sub-grants for cluster members and their activities. In the Niger Delta, six CSOs will be supported by the project to build their organizational capacity toward eventually becoming anchors in their own right, while working collaboratively.

Leverage Nigerian wealth in human capital to support capacity building and ensure local ownership and sustainability. Directly related also to our local partner approach, Year Two will see the establishment and nurturing of a community of coaches who will provide a sustainable local-context-specific pool of experts in successful advocacy and engagement upon which our partners can rely for advice and mentorship (see “STAR Coaching” below). This will be the project’s first step in the process of encouraging the emergence of a nascent, autonomous marketplace of service providers to address the needs of our selected anchors/clusters, as well as other CSO issue-clusters engaging on issues, thereby improving the overall ecosystem. By the project’s fifth year, this marketplace will be strengthened such that it becomes an integral and self-sustaining part of the civil society ecosystem.

Identify results-oriented interventions that are realistic and feasible within the Nigerian context. As mentioned in more detail below, Year Two will witness the formulation of SACE-supported partners’ 100-day behavior change plan and annual plans, part of STAR’s “change with a deadline” methodology, which are facilitated by the STAR assessments and provide realistic change objectives that take into account organizations’ present capacity and motivations, and exogenous challenges such as the upcoming national elections in February and the impact of escalating violence and insecurity. The project will also use its Strategic Activities Fund to intervene in response to windows of opportunity on key reform issues throughout Year Two. An example of such interventions is a forum to discuss and strategize activities for a united civil society response to the Federal Government’s proposed bill to regulate NGO funding and create an NGO regulatory agency.

Deliver innovative tools and approaches focused on coalition and network strengthening. The STAR capacity building methodology is an evidenced-based approach, developed over 14 years in more than 40 countries. Its tools and approaches to network analysis and capacity assessments make it ideal for working with coalitions, networks, and clusters. With international partner Root Change, the project will fully unpack and adapt the STAR Suite in Year Two to strengthen anchor and cluster capacity and the linkages between the anchors and their cluster colleague CSOs. The full suite, which has been customized to reflect the needs and priority areas of SACE's thematic clusters, is comprised of:

- **The STAR Assessment: The First Step in the Change Process**

Each thematic cluster, represented by the anchor and cluster members, will self-assess their performance across several key areas that drive performance and are predictive of a CSO's overall organizational effectiveness. These six drivers are constituent relations, monitoring and evaluation, financial sustainability, people development, issue advocacy, and sectoral leadership. The STAR Assessment also innovatively and simultaneously measures the drivers against six additional factors that significantly influence driver performance: internal consensus among staff, external "linkages" or partnerships, resources (human, material, and financial), skills and knowledge of staff, leadership commitment, and staff and volunteer motivation. In November, the project will specifically adapt this framework to the Nigerian context and the anchor-cluster model in order to determine whether slight modifications are necessary to increase the assessment's usefulness. Unless these factors or root determinants of performance are addressed, gains achieved through capacity development initiatives are often temporary. Data processing of the self-assessment produces a rich range of scored reports that help cluster stewards see more clearly their behavioral patterns and the capacity building needs and opportunities of their cluster. The SACE team and anchors will be able to use this critical information to make decisions about what performance challenges to address for each of the thematic clusters and how best to address them.

- **The Action Plan: Change You Can See**

Where the STAR Assessment includes a participant-driven process to analyze findings of the results report, the STAR Change Planner helps users link assessment findings to capacity-building initiatives. After analyzing results, each anchor, with support from cluster member representatives, will create an annual change plan identifying and implementing an ambitious but achievable set of behavior change activities, including a set that can be accomplished within 100 days. Our partner Root Change's research has shown that small changes done on a deadline help to create quick wins and build momentum for tackling larger, more complex problems. Soon after reviewing targets from their 100-day change plans, clusters will refine the remainder of their annual plans. These longer initiatives are designed to help clusters target specific technical areas for improvement that may require external expertise or assistance. The combination of the STAR Assessment with short- and medium-term action plans is designed to be, in itself, transformational.

- **STAR Coaching**

Organizational behavior change is not easy. While 100-day plans are designed to be quick wins and to help motivate organizations to take on more complex challenges, this first step in the change process is often the hardest. Root Change’s experience implementing the STAR Suite has demonstrated that expert coaching is vital at this early stage. Organizations need positive reinforcement, a sounding board, someone to help them trouble shoot when unexpected roadblocks appear or motivation begins to wane over time. Coaches help to keep energy high and the team focused on the task at hand. This is especially true as anchors move into the longer-range annual plan, where stamina can for some organizations become an issue.

- **STARNET: Smart Networking**

Smart networking is particularly important for improving the ability for a cluster or group of actors to effectively work together to achieve their advocacy goals. To assist anchors and cluster members with this process Root Change has customized and launched STARNET Nigeria,¹ a dynamic network analysis platform, for Nigerian civil society. The online platform maps, through short surveys, professional relationships between civil society organizations (CSOs) and other key actors (such as donors, government agencies, and businesses) working together in Nigeria. STARNET creates a visualization of these relationships that updates in real-time and illustrates where actors and thematic clusters are positioned in relation to others. These maps are backed by powerful network analysis-derived statistics that highlight which actors in the system are serving as resource hubs, brokers, and influencers. Having already been applied during Year One in order to obtain baseline information on the Nigerian civil society ecosystem, anchor organizations will once again map their cluster using a survey specifically designed for advocacy organizations. This action oriented use of STARNET will help anchors and their clusters develop strategies for how to move their campaigns forward with critical information on how they can leverage the influence and resources of key actors to maximize social impact, strategically build new partnerships, and spread ideas, standards, and practices across Nigerian civil society. STARNET will be regularly updated during the course of Year Two to ascertain and analyze changes that occur within the ecosystem

- **STAR Index**

STAR Index is an independent measurement tool designed by Root Change that will be used to determine the degree to which anchors and cluster members have improved their capacity to act as effective cluster stewards as a result of SACE capacity development interventions. STAR Index does this by hypothesizing eight to ten “change types,” or kinds of change, where it is believed anchors and cluster members will experience an improvement as a result of program interventions. Examples of change types could be an improvement in how a cluster member/anchor mobilizes constituents for their advocacy initiatives, how they work with other organizations and institutions for capacity development, or the range or nature of services they offer. The positive change

¹ www.starnetnigeria.org; Guest access – Username: starnetnigeria@roochange.org, Password: starnetnigeria.

experienced by cluster members for these change types will be captured through the STAR Index survey, which will be taken by all cluster members at the end of every year of the program. To validate the positive changes reported and attributed to the SACE program, cluster members will be asked to gather evidence (such as documentation, stories, or photos) and present it during a learning summit where it will be peer reviewed.

Analysis of STAR Index survey data will be divided by how many degrees of separation a cluster member is away from its anchor. STARNET data will be used to determine those cluster members who have first- and second-degree connections back to the anchor.² By comparing STAR Index survey results for first-degree and second-degree cluster members, we will reveal how much positive impact was able to spread out from the anchor to other cluster members as a result of SACE interventions.

A2. BMO Support in the Niger Delta

Based upon the results of pre-award assessments of Ugboroke Progressive Fish Farmer Association and Edo State Cooperative Farmers Agency conducted by the project in October, a joint assessment meeting with the BMOs involving the project, PIND, and MARKETS II will be conducted in November 2014. In conjunction with USAID and PIND, which co-funds the project's Component 4 activities, the BMOs were identified as targets for capacity building support. The project will work with these BMOs in Year Two to strengthen their internal capacity and for advocacy surrounding issues of economic development in the Niger Delta, and the support packages for each will emerge following the above-mentioned joint assessment.

B. Year One Summary and Stage Stetting for Year Two

SACE commenced in January 2014, with Chemonics' home office technical and operations experts immediately deploying to Abuja to begin implementation with project staff. For the project's initial eight months, SACE carried out a wide range of activities designed to shape, and provide a solid foundation to, the remaining four and a half years of the project.

Project Offices and Systems Operationalized. Upon award, SACE's temporary office was set up through a cost-sharing mechanism with the MARKETS II project, which provided staff with immediate access to workspace, office supplies, and Internet. By early March, SACE's permanent home at 7A Biskra Street, Zone 4, Abuja, was ready for move in, with the start-up and operations teams having overseen make ready work, procured the necessary office furniture and IT equipment, and contracted with Internet, security, and phone service providers. The project's finance and compliance systems were established with staff trained. The project bank accounts were also opened, accounting system installed, and project policy manual finalized by early March as well. In May, home office Grants Manager Hayley Edwards visited the SACE office in order to assist the field office in finalizing the project's grant manual as well as establish SACE's grants systems pending the awards stemming from the national, social inclusion, and Niger Delta RFAs. By the third quarter of 2014, the modalities of an in-kind donation agreement with PIND were finalized, allowing the establishment of the project's Niger Delta office in Port Harcourt.

² A first-degree actor represents those who have a direct tie (or are direct partners) with the anchor organization; second-degree actors, generally speaking, represent the unique partners of the first-degree actors.

Stakeholder Analysis and Issues Dialogue. Paramount to the success of SACE and USAID’s investment in strengthening Nigerian civil society is ensuring that the sectors and reform issues in which the project and eventual grantees will work are selected based not simply upon having been the focus of past projects, but upon extensive input from Nigerian civil society itself, the public and private sector, USAID, and the larger donor community in order to determine which potential issues and sectors are those in which SACE can make the most impact. The methodology used in determining these issues and sectors is also important because the vast majority of SACE grant funds will be devoted to life-of-project grants to partner CSO issue-clusters, not to dozens of small grantees with limited advocacy impact. To this end, SACE conducted a wide-ranging stakeholder analysis throughout the first quarter of 2014 involving interviews with more than 50 public, private, and CSO sector thought leaders that culminated in an Issues Dialogue in late April 2014. This day-and-a-half dialogue attended by more than 50 organizations, USAID, and PIND served to validate and refine the project’s focus on issues and sectors. It also provided an opportunity for key stakeholders to become familiar with both the goals of the project and the findings from the consultative process that inform the design and implementation of the project.

Release of RFAs. The extensive research and consultation from January to April 2014 resulted in a set of issues and sectors in which SACE could intervene to provide our beneficiaries concrete development impact and USAID value for money. Consequently, two RFAs were issued in May and July 2014 for CSOs with a national scope engaged in work in the following issues:

- Access to information
- Public financial management
- Accountability systems and institutions
- Local governance and decentralization
- Social inclusion
- Citizen participation in and oversight of the privatization of public utilities

Within the issues, prospective grantees were to submit concept notes (where appropriate) surrounding one of the following sectors:

- Health, with an emphasis on access to maternal, newborn, and child health
- Education, with an emphasis on access to quality primary education, i.e. UBE
- Extractives and/or power
- Agriculture
- Water

CSO/Anchor Selection. Because SACE is not a traditional CSO capacity building project—in the sense that it looks past Capacity 1.0 interventions and focuses on CSOs capable of serving as anchors—concept notes were required from prospective national grantees prior to full applications in order to determine whether they were already of sufficient organizational capacity to not only undertake Capacity 1.0 interventions, but also to act as capacity builders themselves to their cluster partners. Those who submitted a concept paper and requested the full RFA were required to undergo initial web-based STARNET mapping, which further informed the project as

to the level at which applicants were already established anchors, albeit in some cases not yet formally recognized as such.

Following initial project vetting of applicants' concept notes, eight national CSOs were invited to a Design Lab and Write Shop, led by the project team and Root Change. The purpose of these activities was to assist applicants in understanding exactly what would be expected of their organizations over the life of any potential grant from SACE as well as assess their commitment to act as an anchor and use the funding and training provided under SACE to build the 1.0 and 2.0 capacity of their cluster members. The experience also provided organizations with training in both the critical analysis and hard technical skills of writing a professional grant application. Full applications were then requested from attendees and were evaluated. Four potential awardees working on three issues—extractives, health with a focus on maternal and new born health, and local governance/education) were selected at the end of September 2014:

- Civil Society Legislative Advocacy Centre (CSLAC) – Extractives
- Human Development Initiatives (HDI) – Local governance/education
- Health Reform Foundation of Nigeria (HERFON) /
Center for Social Justice (CENSOJ) – Health

The follow organizations working on social inclusion as it relates to gender and people living with disabilities will have been selected in the first month of Year Two, having followed the same process as outlined above (see Section II):

- Disability Rights Advocacy Centre (DRAC) – Women living with disabilities
- Joint National Association of Persons with Disabilities (JONAPWD) – Education for PWD
- Women Advocates Research and Documentation Centre (WARDC) – Gender in agriculture

Based upon analysis conducted at the conclusion of the RFA process, there were revealed to be no viable organizations with which to partner in Northern Nigeria, and while an organization's locus of activity was not an evaluation criteria in the nationwide RFA process, the project nevertheless is committed to ensuring that particularly in the North the capacity of civil society is strengthened and made more effective. Therefore, in November 2014, the project will release an RFA, similar to the nationwide RFA, that targets only those organizations who are based in and/or operate in the North.

Niger Delta RFA and Selection. After extensive consultations with USAID and PIND regarding overall project strategy in the Niger Delta, a framework for implementing this component was agreed to by all parties by the end of the third quarter. In July 2014, after key informant interviews and CSO stakeholder focus group discussions similar to the national RFA process described above, SACE released an RFA for Niger Delta-specific CSOs working for inclusive economic reforms and equitable economic growth. Because our initial research had shown that applicant capacity would be weaker among Niger Delta partners, the requirement to build the capacity of a cluster was eliminated. The selection process for the Niger Delta RFA, again similar to the national selection process, will continue in Year Two as described in Section II,

and by the end of October 2014 the project will have selected its CSO partners. At the time of work plan publishing, the shortlisted partners were:

- Africa Network for Environmental and Economic Justice (ANEEJ)
- Leadership Initiative for Transformation and Empowerment (LITE Africa) – Responsive development institutions in Delta and Bayelsa States
- Nembe City Development Foundation (NCDF) – Peacebuilding in Bayelsa State for equitable development
- Citizens Centre for Integrated Development and Social Rights (CIDESSOR) – State and LGA budget accountability
- Niger Delta Citizens and Budget Platform (NDCBP) – State and LGA education sector management
- Youth Alive Foundation (YAF) – Youth mobilization

C. Managing for Results

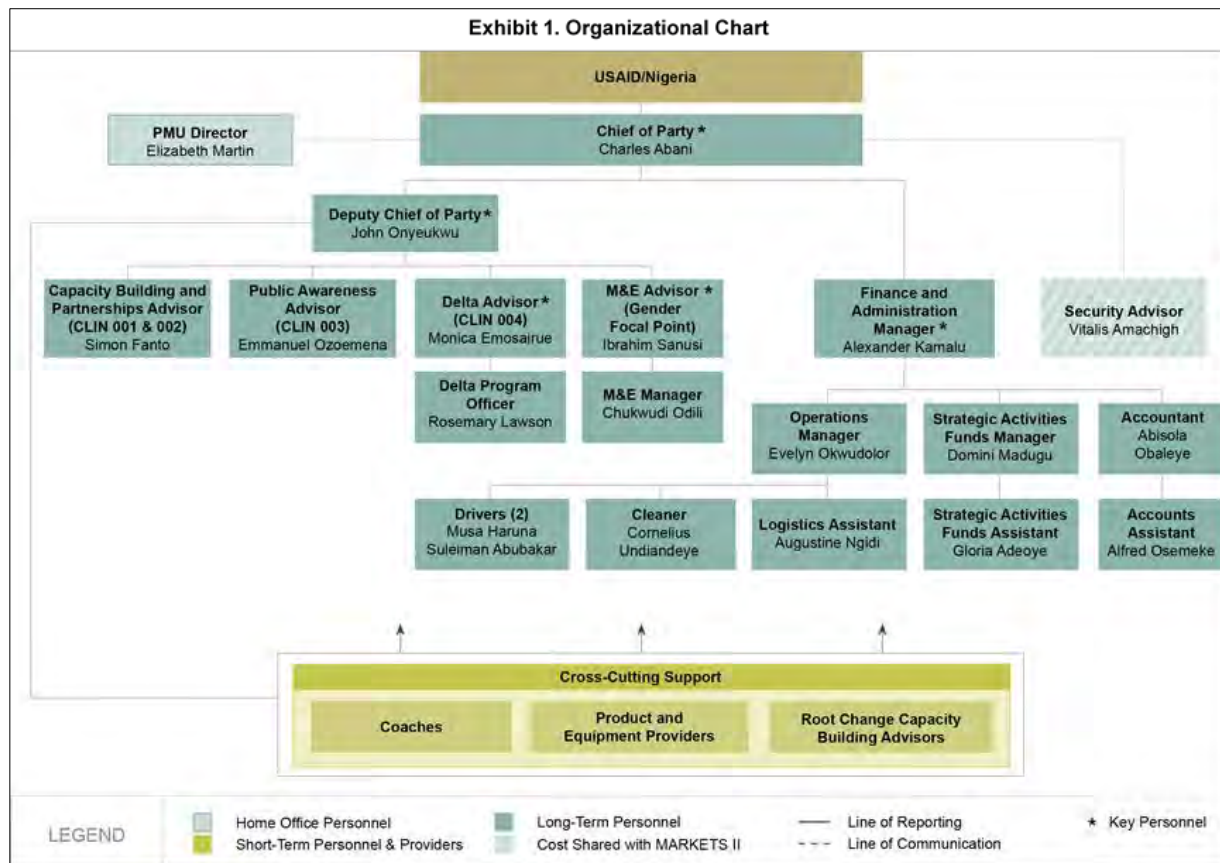
Budgeting for Results. We are committed to delivering the targets set out both in this work plan (see Section II) and in the project’s approved Performance Management Plan through the judicious and targeted use of the resources at our disposal. This means not only finding efficiencies where possible, such as cost-sharing a security manager with the MARKETS II project for example, but also ensuring funds are available to deploy in response to developing windows of opportunity that have the potential to create meaningful impact on civil society strengthening in Nigeria. Below is the project’s direct-costs budget for Year Two that reflects this commitment.

Budget Line Item	Amount
Salaries	\$592,495
Fringe	\$487,631
Travel and Transport	\$140,888
Allowances	\$279,872
Other Direct Costs	\$208,718
Equipment, Vehicles, and Freight	\$37,518
Training	\$129,565
Subcontractors	\$285,666
Grants	\$509,836
Total ³	\$2,672,189

Staffing for results. Exhibit 1 on the following page shows the project’s organizational structure and the reporting and communication relationships between staff. Structured to ensure both value for money and meaningful development impact and results, our team is led by a chief of party

³ Please note that this total is not reflective of Chemonics’ indirect rates and fee, which are proprietary and not subject to public disclosure.

with overall responsibility for technical implementation and administration. He is assisted in directing project technical programming by the deputy chief of party, whose direct reports include the capacity building and partnerships advisor, public awareness advisor, Delta advisor, and monitoring and evaluation advisor. Year Two will see the commencement and full implementation of the project’s grants program. With well over a dozen partners, the grants program will require increased resources beginning in the first quarter of the year. To this end, the project will onboard an accounts assistant, who, among other responsibilities, will aid the finance department in the monthly processing of grantees’ advance reconciliations.



D. Partners and Resources

D1. Partnership Initiatives for the Niger Delta (PIND)

The project continues to enjoy a healthy and productive relationship with PIND. PIND has received a full list of our selected CSO partners and are in agreement with this list. During the first quarter of Year Two, we will work with PIND and the MARKETS II project to finalize the approach to working with BMOs and will develop clear monitoring parameters, adopting a Markets-for-the-Poor (M4P) approach. The project will also conclude recruitment processes linked with the Delta Office and fully operationalize PIND’s in-kind contribution, building on the MOU signed in Year One with PIND. To the extent feasible, joint monitoring of activities will occur. Effective communication will continue to be maintained using the monthly USAID/PIND/project meeting.

D2. Linkages with Other USAID-/USG-funded Projects

The project has held specific discussions with MARKETS II about collaboration in Year Two to support the BMOs Ugboroke Progressive Fish Farmer Association and Edo State Cooperative Farmers Agency in the Niger Delta. While this project will focus more on institutional capacity strengthening, internal governance, and accountability (and some macro-policy issues) externally, the MARKETS II project will focus primarily on providing relevant business-related skills that build the economic capacity of the BMOs and potentially supply inputs that allow business growth and value-chain development.

In Year One, the project held specific discussions with the NDI-implemented project on voter civic education. Initial potential synergies were mapped, and the two projects will discuss specific areas of collaboration in the first quarter of Year Two.

With respect to other relevant USAID/USG funded work, the project will, working through our COR, conduct one brownbag presentation of the project for a wider USAID/USG audience during the first quarter. This will enable the project to share its detailed implementation strategy and approach and explore possible synergies with other projects. These will be followed by project-specific discussions starting from the second quarter.

D3. Linkages with Other Donors

Strengthening Advocacy and Civic Engagement will work collaboratively with other donor partners. Already in Year One, we have consulted a range of organizations in order to derive our key thematic entry areas and focus.

During the coming year, the project will seek to engage with the following donors who have identified governance related projects – UNDP, DFID (through its SAVI and SPARC initiatives), the European Union, and foundations working on our key democracy issues, especially the MacArthur Foundation, the Open Society Initiative for West Africa (OSIWA), and the Ford Foundation.

Our approach is to leverage the impact of our respective projects – seeking synergies of action, potential co-funding, and mutual support to initiatives which meet our joint objectives.

D4. Linkages to GON Institutions

The primary link to GON institutions sits with the CSO partners with whom the project will work. We will provide background technical and other support to anchors, clusters, and CSOs to engage directly with GON on the issues we have identified. The project will, however, work directly on the enabling environment by engaging with key institutions that have an influence in relation to the overall environment within which CSOs operate. These will include, but not be limited to, the House and Senate Committees on Civil Society, the CSO desks in key regulatory institutions such as the Economic and Financial Crimes Commission (EFCC), Independent Corrupt Practices Commission (ICPC), and the National Planning Commission (NPC), among others.

In addition, using our Civic Engagement Forum (see Section II) we will support and encourage cross-sectoral participation and engagement which will include wider civil society, the private sector, and relevant government institutions.

E. Critical Assumptions for Year Two

Based upon continuing conversations with USAID/Nigeria, key stakeholders, civil society thought leaders, and prospective grantees, the following assumptions that will influence the outcomes of this project and work plan were taken into account. To a large extent, they have remained constant since the finalization of the previous year's work plan:

- The federal Government of Nigeria (GON) will continue to allow the freedom of assembly and provision of political rights and civil liberties, and the proposed NGO Regulatory Bill before the National Assembly will not unduly burden partners' and project implementation.
- National and regional political and civil instability will not escalate; government and communities will manage the spread of conflict within the project's geographic scope of work. Further, and related to the preceding assumptions, presidential and legislative elections in the second quarter of Year Two will not result in disruptions to social order that materially affect the project's ability to implement or require a critical pivot of the project's focus. The project has made specific efforts to reduce field activity for the month of February. This is based on a set of clear rationale:
 - Reducing risk to our staff by reducing exposure to potential flashpoints during elections;
 - Reducing risk to our partners by not requiring them to travel or undertake heavy programming activity during the election periods, which could place them in harm's way
 - Enabling partners (where appropriate) to participate in elections monitoring consistent with their non-project mission.

During February, the project will remain active by focusing internally on issues which reduce travel and external contact.

- The Ebola epidemic present in Guinea, Sierra Leone, and Liberia that recently saw the infection of roughly two dozen in Nigeria will remain contained in those three countries and will not cause within Nigeria the health system breakdown witnessed in Sierra Leone and Liberia, which could in turn lead to a degradation of civil order throughout affected regions of the country.

SECTION II. YEAR TWO WORK PLAN

This section describes in detail the project's planned activities from October 1, 2014, through September 30, 2015. Section A discusses the strategy employed by the project for determining these activities. Section B details project activities by key technical component areas, that is to say CLINs. Section C covers broader, cross-cutting issues and support activities.

A. Strategy for Year Two Work Plan

This work plan represents SACE's strategy for achieving results during the first full year of project implementation. Building off of the foundation laid during Year One and acknowledging the targets set in the recently finalized PMP, SACE's overall strategy in Year Two will:

- Strengthen and enhance the organizational capacity of anchors, cluster members, and members of each anchor's ecosystem;
- Increase the networking and engagement capacity of partners and their clusters;
- Broaden/reinforce Nigerian civil society's reach to new/key demographics and constituencies through the development of innovations in both engagement and public awareness;
- Together with our partners, exploit windows of opportunity to influence the debate over important public policy issues;
- Increase the capacity of CSOs in the Niger Delta to be effective advocates for inclusive economic reforms and equitable economic growth;
- Begin the process of transforming partners from groups focused solely on advocacy into recognized leaders in CSO capacity building capable of directly implementing a SACE-like project in line with the USAID Forward agenda.

B. Technical Activities

In this section, SACE presents its capacity, engagement, and public awareness strengthening activities by themes, in essence sub-components, across contract line item numbers (CLINs), or project components, which follow below:

- Strengthened institutional, organizational, and technical capacity of targeted CSO coalitions and networks to advance targeted democracy and good governance initiatives;
- Strengthened partnerships (engagement) between CSO-led coalitions and networks and targeted GON institutions and key stakeholders to advocate for and monitor select democratic reforms aimed at strengthening transparency, accountability, and responsiveness of government institutions;
- Strengthened public awareness, discourse, and support for key democratic governance issues such as transparency, accountability and good governance; and
- Strengthened capacity of partner BMOs and CSOs in the Niger Delta to advocate for inclusive economic reforms and equitable economic growth.

B1. Component 1: Strengthened institutional, organizational, and technical capacity of targeted CSO coalitions and networks to advance targeted democracy and good governance initiatives

The proposed activities for Component 1 listed below will increase the organizational capacity of targeted CSO clusters in both Capacity 2.0 and TAGG issues so that anchors and cluster members are better able to undertake targeted democracy and good governance initiatives across their various sectors. SACE plans to issue grant awards to eight CSOs at the start of Year Two through our Capacity Development Fund. This will support these organizations to act as anchors for their issue cluster members through transfer of their 2.0 and TAGG capacity knowledge gained through SACE-led trainings. This capacity development will then radiate outward through various degrees of separation within the ecosystem.

Under the SACE model, such capacity building begins with training staff and partners in the STAR Suite (see Section A1) and conducting the STAR Assessment Workshop and capacity gap analysis with our anchors and selected cluster members. By determining capacity gaps in this manner, detailed 100-day and annual plans can then be drawn up, baselines determined and captured, and rolling evaluations throughout the life of the project can be conducted. This will be captured using the STAR Index tool, which will assess improvements. These 100-day plans are instrumental to ensuring “change with a deadline,” providing groups with quick, readily apparent improvements in their capacity that increase desire for further, and more complex, training and development.

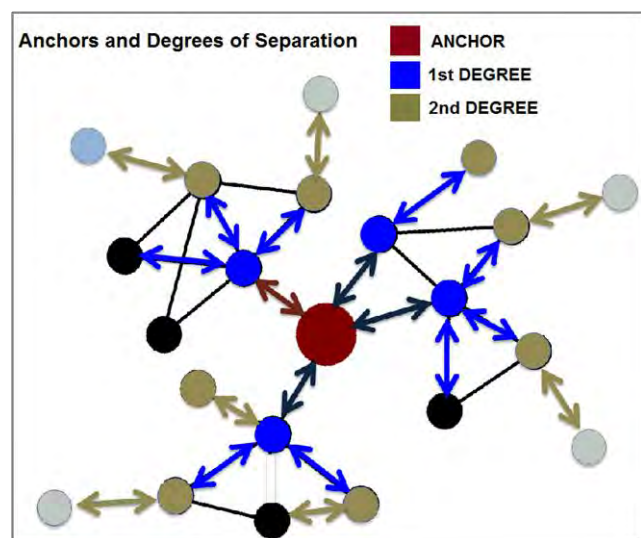
In addition, the coaches funded through anchors’ grants will be identified, vetted, and recruited by the project to provide partners with dedicated mentorship in the STAR capacity drivers. These coaches will also provide capacity building assistance in addition to those interventions led by SACE in TAGG issues, thereby strengthening partners’ ability to advance related initiatives.

B1a. Grantees/Partners

In October 2014, the project will have completed the selection of its grantees. During the first quarter, and using the 100-day/annual planning process, each of the partners will develop accountable work plans that the project team will use to monitor progress. These will be shared with USAID as they are finalized by the end of the first quarter of Year Two.

B1b. STAR

- Train SACE staff and coaches in the STAR Suite (see Section A1)
- Develop and roll out STAR Assessment Workshop for national CSO partners (National and Niger Delta)



- Develop with partners their 100-day/annual action plans
- Administer STAR Index and STARNET baseline surveys for national CSOs
- Administer STAR Index and STARNET annual survey at the end of Year Two
- Conduct capacity gap analysis
- Provide targeted coaching support to national CSO partners as they implement 100-day action plans
- Review action plans after 100 days, determine progress, and reaffirm/refine annual plans

B1c. Capacity Building

- Identify, design, and deploy capacity interventions for project anchors and their cluster members (as appropriate) around the six key STAR drivers
- Identify, design, and deploy capacity interventions for project anchors around core TAGG issues emerging from the STAR assessments and ongoing engagement by the core project team and our coaches

B1d. Coaching and Mentoring

- Identify, vet, and train leading Nigerian experts in the STAR approach to act as coaches/mentors in 2.0 capacity for project anchors
- Develop a roster of qualified consultants in TAGG skills from which coaches and anchors can draw
- Develop a process to evaluate the effectiveness of coaches
- Deploy targeted, SACE-led 2.0 and TAGG coaching/mentoring to anchors
- Meet periodically with coaches to monitor the progress of anchors and their clusters and to adjust/revise the coaching/mentoring approach as necessary

B1e. Enabling Environment

- Develop and hold a series of three (Abuja, Lagos, and Port Harcourt) Civil Society Learning Forum sessions to engage civil society organizations and other key stakeholders around key democratic issues emerging from the work of our core partners

B1f. Component 1 Year Two Targets

Indicator	Target
Net change in organizational capacity as measured by STARNET and STAR Index	
<ul style="list-style-type: none"> • Six anchors 	15%
<ul style="list-style-type: none"> • 30 CSO groups (first degree of separation⁴) 	5%
<ul style="list-style-type: none"> • 60 CSO groups (between one⁵ and five degrees of separation) 	2%

⁴ These are the anchors' immediate, first degree cluster members

⁵ It is expected that these groups' capacities will be expanded via the first degree CSOs; however, a first degree connection may still be registered outside of the anchors' immediate cluster members if a CSO has benefited directly from capacity strengthening by the anchor. In these cases, such CSOs will not be double counted.

Number of unique CSO members trained in unique subjects	210
Number of USG-funded organizations representing marginalized constituencies trying to affect government policy or conducting government oversight	6

B2. Component 2: Strengthened partnerships (engagement) between CSO-led coalitions and networks and targeted GON institutions and key stakeholders to advocate for and monitor select democratic reforms aimed at strengthening transparency, accountability, and responsiveness of government institutions

The activities under Component 2 will provide supported groups with the assistance they need to refine entry points to their respective issues; produce strong, coherent advocacy plans; hone skills for increased capability to produce, disseminate, and engage in policy formulation and implementation in their respective issue areas; and develop more effective networking and engagement capabilities. To measure the success of these interventions, SACE and its partners will undertake baseline assessments of anchors’ advocacy effectiveness and conduct routine monitoring, evaluation, and learning activities. This will be done through activities such as trainings and workshops and will be assisted by sustained mentoring from SACE coaches. Grantees supported under the Capacity Development Fund (CDF) in Component 1 will also engage in activities under Component 2 that will increase their engagement effectiveness.

The project will also undertake an “Innovation in Engagement” pilot project in order to ensure that at least one innovation is introduced into the civil society ecosystem in Year Two. SACE will also produce monthly political economy analyses (PEA) of the ecosystem in order to identify windows of opportunity (WoO) that are ripe for project interventions. For example, in the first quarter of Year Two, we will commission a study on the CSO regulation legislation currently pending before the National Assembly and convene a CSO roundtable in order to solidify among our anchors and the larger CSO community a unified approach to the legislation. Another such intervention will be undertaken by the end of Year Two based upon the project’s monthly PEA.

B2a. Issue-Based Advocacy

- Refine entry points for national anchors’ issues
- Assist national anchors with establishing baselines as they pertain to their advocacy effectiveness and engagement on their issues
- Provide technical support to the national anchors as they develop their advocacy plans

B2b. Capacity Building

- Strengthen anchors’ policy mapping skills through trainings and real-life exercises
- Design and conduct policy development trainings for national CSO partners
- Design and hold Innovation in Engagement Workshop with national CSOs partners and any other organizations identified as having potential to contribute meaningfully to innovations. This could include, for example, technology companies and other private sector innovators and entrepreneurs

- Identify baselines for all partners with regards to use of social media and provide initial input to partners on use of social media and social networking tools to assist with their advocacy work

B2c. Networking

- Develop with anchors, and assist in the implementation of, a constituent outreach and feedback mechanism
- Work with anchors to utilize STARNET to identify strategies for strengthening their networks
- Design and execute one SACE- led Innovation in Engagement Pilot, which includes:
 - Candidate identification phase
 - Innovation development phase
 - Testing phase
 - Evaluation and learning

B2d. Enabling Environment

- Conduct monthly PEA
- Initiate engagement around two PEA-identified WoOs
 - Engage on PEA WoO 1: CSO Regulation Bill
 - Commission study on CSO Regulation Bill
 - Convene CSO Roundtable
 - Engage on PEA WoO 2: TBD
- Convene CSO Governance and Civic Engagement Forum

B2e. Component 2 Year Two Targets

Indicator	Target
Number of cluster members with improved networking	27
Number of laws, policies, or procedures drafted or proposed by USG-funded CSOs	6
Number of CSOs receiving USG assistance engaged in advocacy interventions	18
Number of innovative engagements initiated by project-funded CSOs ⁶	2

B3. Component 3: Strengthened public awareness, discourse, and support for key democratic governance issues such as transparency, accountability and good governance

We will increase and strengthen the level of public awareness and discourse surrounding key TAGG issues through a suite of inter-related activities. SACE will conduct analytical surveys and partner mapping to identify opportunities for other-donor collaboration and ascertain the ways in which Nigerians get their information about TAGG. A public awareness survey will

⁶ This indicator also includes one project-developed enabling environment innovation over the life of the project.

identify and analyze the current sources of information used by most Nigerians on TAGG reforms across the six geopolitical regions and the FCT, which will then be used to inform both SACE-led public awareness interventions as well as those of supported anchors. SACE will also enlist the collaboration of well-known figures to act as TAGG ambassadors. We will issue impactful innovation grants through the Innovation and Spread the Word Fund's (ISWF) annual program statement (APS) and launch an 'Innovation in Public Awareness' pilot in order to foster paradigm-shifting advances in public awareness. To reinforce the drive for innovation, SACE will explore new public awareness technologies for both project and partner deployment. Our partners will also be able to access the ISWF during Year Two for additional funding to assist them in development of anchor-led innovations. SACE will train our partners in effective utilization of traditional and social media for maximum advocacy and awareness impact.

B3a. Public Awareness and Discourse

- Conduct nationwide Public Awareness Survey, analyze results, and publish recommendations
- Use public awareness survey results with CSO partners and assist them in shaping their public advocacy strategies
- Develop SACE public awareness strategy based on public awareness survey results.
- Carry out donor consultations/opportunities mapping
- Map and identify non-usual public awareness partners
- Identify and engage at least one champion to serve as a TAGG ambassador (public figures, local leaders, well-known actors, etc.)

B3b. Innovation

- Operationalize the ISWF annual program statement (APS)
- Support partners to develop and implement, through ISWF grants, innovations in public awareness
- Explore ICT/social media/new technologies surrounding TAGG issues for possible SACE- and anchor-led deployment
- Develop and execute the SACE-led Public Awareness Innovation Pilot, comprised of:
 - Candidate identification phase (related to mapping non-usual partners)
 - Innovation development phase
 - Testing phase
 - Evaluation and learning

B3c. Enabling Environment

- Convene CSO Governance and Civic Engagement Forum (cross-CLIN activity, see Section B2d).

B3d. Media and Communication

- Develop and institute SACE Media Strategy
- Foster and support relationships between partners and media practitioners

- Host workshop for partners on effective traditional and social media utilization
- Support, through coaching and mentoring, ongoing networking (including social media) skills improvement

B3e. Component 3 Year Two Targets

Indicator	Target
Number of public awareness campaigns on key democratic issues	1
Number of public discourses on key democratic governance issues facilitated by CSO partners ⁷	8
Number of media transactions to promote TAGG initiatives	24
Number of public awareness innovations initiated by project-funded CSOs ⁸	2

B4. Component 4: Strengthened capacity of partner BMOs and CSOs in the Niger Delta to advocate for inclusive economic reforms and equitable economic growth

Activities in Component 4 focus exclusively on the Niger Delta and building eight partners’ (six CSO and two BMOs) capacity to advance inclusive economic reform and equitable economic growth. For such capacity to be built and such reform and growth to occur, the same partner-centric activities that SACE will undertake in Components 1, 2, and 3, will either feature a Niger Delta component or will be conducted separately in the Niger Delta. In the interest of space, Component 1-3 activities are not repeated below, and only those activities wholly exclusive to the Niger Delta are listed. A more detailed presentation of activities can be found in Annex A.

Recognizing that where many CSOs in the Niger Delta are in their organizational development requires more extensive initial Capacity 1.0 strengthening compared to our partners funded through the CDF, SACE will focus on collaborative 1.0 training activities in Year Two with our Niger Delta Fund (NDF) grantees before engaging in capacity building around key STAR drivers and TAGG issues. Consequently, the anchor-cluster model will not be used – instead a more mixed approach will be deployed with a primary focus on 1.0 capacities and an emphasis on collaborative approaches. Two partners (ANEEJ and LITE-Africa) in the Niger Delta who have stronger skills will be connected more purposefully to the program of activities linked with the “national” stream of CSO partners. This will ensure that these two partners are not forced to operate at the lower capacity level of their other project peers. SACE will also work closely with the MARKETS II project to finalize an approach to targeted BMO capacity building in the Niger Delta, which will then be used to identify the two BMO partners in the region who will be given grants through the NDF to engage in intensive 1.0 capacity building activities.

B4a. Business Membership Organizations (BMOs)

- Finalize project’s BMO approach
- Conduct BMO Project Design Workshop (in conjunction with MARKETS II)

⁷ This indicator also includes one project-facilitated public discourse.

⁸ This indicator also includes one project-developed public awareness innovation over the life of SACE.

- Assist two targeted BMOs in developing program statements (in conjunction with MARKETS II)
- Strengthen BMOs ability to create realistic program budgets
- Sign BMO grant agreements

B4b. Capacity Building for Inclusive Economic Growth

- Identify, design, and deploy crosscutting Capacity 1.0 interventions for all partners
- When timing is appropriate following Capacity 1.0 interventions, identify, design, and deploy crosscutting Capacity 2.0 interventions for appropriate partners, such as LITE-Africa and ANEEJ
- Identify, design, and deploy TAGG interventions for all partners

B4c. Enabling Environment for Inclusive Economic Growth

- Convene CSO Governance and Civic Engagement Forum with a session on enabling environment for inclusive economic growth (cross-CLIN activity, see Sections B2d) and B3c).

B4d. Component 4 Year Two Targets

Indicator	Target
Net change in organizational capacity of selected CSOs as measured by STARNET and the STAR Index	20%
Number of unique CSO/BMO members trained in unique subjects	80
Number of laws, policies, or procedures drafted or proposed by USG-funded CSOs	6
Number of public awareness campaigns on inclusive economic reform and equitable growth in the Niger Delta	8

C. Cross-cutting Activities

C1. Monitoring and Evaluation

SACE is designed to assist USAID/Nigeria in achieving Development Objective (DO) 1: Strengthened Good Governance. USAID/Nigeria’s performance management plan for DO1 includes four intermediate results within the results framework:

- Increased civic advocacy capacity
- Enhanced credibility of elections
- Improved responsiveness in targeted government institutions
- Conflict mitigated among at-risk communities

SACE works simultaneously in IRs 1 and 3 by supporting six national issue CSO clusters, comprised of seven anchors that serve as the foundation for collective action. Performance tracking, evaluating results, and learning are key management functions in any performance-

based management plan. Our performance monitoring system is an on-going process that allows SACE managers to determine whether or not an activity is making progress towards its intended goals. We also recognize that the success of the project will rely on effectively integrating gender, PWDs, and other marginalized groups into civic engagement and advocacy activities, and the SACE M&E system is therefore constructed in such a way so as to ensure the project is appropriately tracking its progress as it regards this integration.

SACE's M&E system provides a means to analyze and synthesize project performance. The primary beneficiaries of this system include SACE project staff, PIND, and USAID, while secondary beneficiaries include CSO partners and in some cases the GON stakeholders. Where appropriate, the indicators will be disaggregated by sector, geographic location, youth (age 18-29), disability status, sex, state of origin, ethnic group, and religion. The system will be complimented by a knowledge management plan, initiated in the second quarter, which will provide the framework for the project's utilization and sharing of data and learning both internally and externally.

Appropriate databases and data techniques will be employed to enter, store, manage, and analyze M&E data. For every individual activity, standardized reporting criteria will be provided to the M&E focal point at each partner CSO or BMO. The M&E focal point from each of the partner organizations will be responsible for monitoring data collection and aggregation while providing first-level information on data gathered. In addition to data collected through surveys, the baseline, midline, and end line analysis and reports will feed from data received from the ongoing monitoring process. Data will be collected at several levels to ensure proper disaggregation. Data will be collected at project anchor and cluster and national, state, and local government area level. Working in partnership with each CSO's M&E focal point, the M&E team will assist local partners in submitting their data on indicator progress on a quarterly basis, and by the middle of Year Two, an internal data quality analysis (DQA) of partner data will be undertaken. In following USAID standards, the M&E team will coach the CSO M&E focal points in the areas of validity, reliability, timeliness, precision, and most of all, integrity.

Key M&E Activities for Year Two

- Design project knowledge management strategy document
- Develop all project baselines
- Develop quarterly, semi-annual, and annual report
- Work with Root Change and CSO/BMO partner M&E focal points to develop tools and formulate their standard sets of disaggregation criteria
- Conduct routine quarterly monitoring visits and semi-annual learning visits to partners.
- Analyze monthly grant monitoring reports from partners
- Conduct mid-year project M&E tool review
- Develop partner database
- Conduct annual review of PMP
- Perform internal DQA and assessment and assist CSO partners to undertake their own DQAs
- Assist USAID/Nigeria with project DQA

C2. Project Communications

Project success, similar to success in public policy advocacy, can often be a function of its own momentum, that is to say that it stems from successful outreach and publicizing of current and past success. This requires reporting and building awareness as one team, from our CSO partners to the project itself to USAID. As a result, communications training for our partners will be a focus of SACE in Year Two. The public awareness advisor, together with the chief of party and deputy chief of party, will develop a communications strategy document that covers internal team communications, project vision and messaging, client and stakeholder communications, and partner communications. Taking this holistic approach and understanding our various audiences will ensure quality reporting to USAID, the civil society ecosystem, and the development community overall. If appropriate, communications materials will be translated into Pidgin, Hausa, Igbo, and/or Yoruba. Especially critical to getting the word out about partner activities and current issues trending in the CSO ecosystem is the SACE website, which is currently pending USAID approval. Upon approval, SACE will launch its website, which will also serve as a central repository for information about our CSO partners.

SACE will also devote part of Year Two to the creation of communications and awareness tools to further increase the reach not only of project activities, but the activities of our CSO and BMO partners. This will be aided in large part by our survey of effective public awareness approaches mentioned in Section B3a. For partner-specific media and communications activities, see Section B3 and Component 3 of the Component Activities Gantt Chart in Annex A.

Key Project Communications Activities for Year Two

- Project progress reporting
 - Produce weekly updates for USAID in conjunction with the M&E team
 - Draft and submit quarterly reports to USAID and share with PIND in conjunction with the M&E team
 - Identify project/partner successes
 - Interview beneficiaries
 - Write and submit stories to USAID, PIND, and share on project website
- Develop project communications strategy
- Develop project website
 - Finalize and launch website
 - Regular website updates and content upload
- Produce project newsletter and brochures
 - Develop project brochures to introduce the project to external parties
 - Create and launch SACE Newsletter
 - Publish quarterly newsletter quarterly
 - Issue monthly project update

C3. Project Management and Administration

Staffing

Exhibit 1 shows the current organizational structure for SACE. Our team is led by the chief of party and five long term technical specialists who oversee teams in capacity building, public awareness, monitoring and evaluation, and operations (which includes grants and subcontracts). SACE is fully staffed for Year Two and looks forward to its continued engagement with the National Youth Service Corps (NYSC), whose service members are learning valuable administrative and technical skills during their government-mandated public service internship.

Operations/Program Support

As mentioned in Section I.B, in Year One, the operations team successfully and rapidly established the project's head office in Abuja upon award, ensuring that implementation activities could immediately get underway. In Year Two, operations will continue being responsible for maintaining SACE's administrative and financial systems, based upon long-standing Chemonics policies and procedures, and providing the necessary backstopping in these fields to enable the technical teams to implement SACE effectively. In addition to the operations and finance teams, the program support group also houses the Strategic Activities Fund team, which is discussed in Section C.4 below.

Security

The operations team is also responsible for ensuring that appropriate measures are in place to allow SACE to achieve its goals in a fluid security environment. Given recent security incidents in Nigeria, a Chemonics home office security specialist traveled to Abuja in June to complete a risk management assessment and provided project staff with needed information and potential upgrades to security policies and procedures. Working with SACE's security manager, the security specialist reviewed potential risks to staff and program delivery to produce a list of recommendations and guidelines to be implemented in the medium and long term, which will ensure the correct security platform and approach for the project. Recommendations included upgrades to office and residential security, the drafting and implementation of standard operating procedures, journey management plans, and training needs. In the lead up to the 2015 presidential elections, the security specialist will revisit the SACE field office to reassess security, and if the situation necessitates it, implement new recommendations that are responsive to any potentially increased risks.

Key Project Management Activities for Year Two

Operations/Program Support

- Monthly financial reporting
- Bi-weekly staff meetings
- Renew service providers' contract agreements for Abuja office
- Procure routine administrative/operations requirements
- Conduct routine assessment of project vehicles and maintenance
- Procure technical team's activity requirements (halls, catering and training materials)

- Meet project’s logistical demands (local and international)
- Complete security requirements for emergency action plan
- Continually update project inventory
- Training of project drivers (routine maintenance and security driving)
- Support to all other project activities

Security

- Identify training providers for driver and light HEAT training and arrange for delivery of this training
- Review with staff the security SOPs and security platform by providing input at bi-weekly staff meetings
- Complete recommended upgrades to security at offices and to security policy per the risk management assessment
- Conduct a minimum of two security exercises and drills
- Review Year Two technical work plan and provide guidance on any events or potential security risks that might impact on the implementation of the plan
- Review all sites where the project has partners for security and keep same under constant review
- Begin planning and security preparations ahead of the 2015 general election

C4. Grants and Special Activities Fund (SAF) Management

With the departure of BBC-Media Action from the SACE consortium and the reprogramming of its budget into grants and project programming set to achieve the results envisioned in the SACE proposal, the total amount of funding dedicated to SACE’s SAF will increase in Year Two, especially for Component 3. This will allow technical staff to quickly exploit opening windows of opportunity with targeted workshops, roundtables, campaigns, reports, as well as service provider subcontracts. For instance, the CSO Regulatory Bill Roundtable (see Section II.B2d) early in Year Two will be funded through the SAF.

By far, however, the largest programmatic source of funds for SACE is our three grants funds: the CDF for Components 1 and 2, ISWF for Component 3, and the NDF for Component 4, all described in Section II. Through the three funds, SACE will provide vital support to our partners who have pledged to commit to the rigorous STAR methodology of capacity building. Our Grants/SAF team is well-versed in USAID’s rules and regulations regarding grants management and will not only work to ensure that our grantees have the funds they need to implement their programming and capacity building plans, but also that they grow in knowledge and practice of USAID policies in preparation for one day replacing subgrants with direct grants from USAID. While activities implemented by partners and funded through the grants are listed via component above, below are the key activities that the Grants/SAF team will undertake during the course of Year Two.

Key Grants and SAF Activities for Year Two

- Sign grant agreements, and hold high-level, public award signing ceremony, with four national CSOs working in the following sectors:

- Health
- Extractives
- Local Governance

with three national CSOs working within the following areas of social inclusion⁹:

- Increasing women’s participation in the agricultural sector
- Increasing the participation of people living with disabilities, with a focus on education and the reproductive health of women with disabilities

and with six CSOs and two BMOs in the Niger Delta working on issues of economic reform and inclusive growth with a focus on

- Niger Delta institutions and structures
 - State and local government budgets
 - Youth and conflict prevention/mitigation
 - Youth unemployment and ICT and social media-driven advocacy
 - Agricultural market value chains for business membership organizations.
- Begin recurring monthly advances/reconciliations to grantees to enable them to develop and execute their 100-day capacity building plans
 - Conduct grantee initiation workshop to familiarize partners with the details of their grant agreements and responsibilities thereunder
 - Issue ISWF APS
 - Establish internal parameters for partners’ access to the ISWF through their already awarded grants.
 - Draft, execute, and administer any subcontracts issued to vendors through the SAF

C5. Gender and Social Inclusion

SACE recognizes that social inequality, especially in regard to gender and issues affecting those living with disabilities, has greatly contributed to marginalized political access and participation by particular segments of the Nigerian population. In addition to ensuring that two of the project’s anchors will be CSOs focused on social inclusion issues, SACE will work with Nigerian civil society partners to build their capacity to mainstream social inclusions issues, especially gender and PWD issues, in their own areas of advocacy in the CSO ecosystem. To this end, in the middle of Year One, SACE developed a Gender and Social Inclusion Plan that detailed the social exclusion landscape experienced by certain demographics and laid out a series of recommendations for the project to increase the engagement of marginalized groups in decision making processes in civil society. The plan is unique in that the recommendations do not just apply to the project, they also address the activities of the SACE CSO partners’ activities.

Key Gender and Social Inclusion Activities for Year Two

During Year Two, the SACE project staff will work to implement the recommendations from the Gender and Social Inclusion plan. This includes but is not limited to:

⁹ While two separate RFAs were released in Year One that targeted national CSOs—as opposed to the RFA geared toward CSOs in the Niger Delta—with one specifically for groups working in the area of social inclusion, for ease of reference both of the national groups of CSOs will be hereafter referred to as the “national CSOs” collectively, or “anchors.”

- Commitment to gender mainstreaming in project activities
- Promoting female leadership
- Providing periodic project staff training on social inclusion
- Providing CSO partner training on social inclusion

D. Conclusion

Chemonics International, together with its international subcontractor Root Change, is extremely excited to present this second annual work plan, which lays out the project's vision for building and reinforcing anchor and individual CSO capacity, strengthening the engagement of our anchor and CSO partners with the Nigerian government, and increasing public awareness and discourse around key TAGG issues. This work plan details the manner and means by which the project will achieve its targets and has been created to be both flexible and ambitious, while at the same time realistic, in order to provide USAID with exceptional value for money and meaningful development impact in the democracy and governance sector.

	Innovation Development Phase													
	Testing Phase													
	Evaluate and learn													
Improving the Enabling Environment	Hold CSO Governance and Civic Engagement Forum	Forum successfully held and well attended												
	Conduct monthly PEA	PEA report distribute to department heads												
	Engagement around two PEA windows of opportunity (WoO)	Two windows of opportunity successfully acted upon												
	PEA WO 1: CSO Bill													
	Conduct study on CSO Bill													
	Host CSO Roundtable													
	PEA WO 2: TBD													
OBJECTIVE 3: Strengthened Public Awareness, Discourse, and Support for TAGG														
Raising Public Awareness (PA) / Discourse	Conduct PA survey and share with partners	Survey completed and shared with partners												
	Analyze PA survey recommendations and develop project PA strategy	PA strategy developed and operationalized by project staff												
	Donor consultation / opportunities mapping surrounding PA	Mapping survey completed and analyzed												
	Support partners' development of PA strategies	Trainings, workshops, mentoring deployed												
	Map and identify non-usual partners	Possible collaborators mapped												
	Identify and engage at least one champion as a TAGG ambassadors (public figures, local leaders, well-known actors, <i>inter alia</i>)	At least one champion signs a letter of commitment												
Increase Innovation	Operationalize ISWF-APS	APS published and grants awarded, as appropriate												
	Compose program statement													
	Draft and release APS													
	Award grants as appropriate													
	Explore ICT/social media/new technologies vis-à-vis TAGG issues	Meetings held, option explored and paper produced with candidate ideas becoming ISWF pilot projects.												
	Establish internal project parameters for partners' access to ISWF through already awarded grants	Procedures for evaluating partners' technical applications solidified												
	Support partners to develop and implement, through ISWF, innovations in PA	Two innovations developed and operationalized												
	SACE-led PA Innovation Pilot	PA innovation developed and operationalized												
	Candidate identification phase (related to mapping non-usual partners)													
	Innovation development phase													
	Testing phase													
Evaluate and learn														
Engaging with and Utilizing Media Effectively	Develop SACE project media strategy	Strategy published internally												
	Foster and support relationships between partners and media practitioners	Media meetings/activities held with partners and project staff												
	Host workshop on effective traditional and social media utilization for partners	Workshop held												
	Support, through coaching and mentoring, partners' ongoing networking (and social media) skills improvement	Training workshops held and media monitoring undertaken												

Improving the Enabling Environment	Hold CSO Governance and Civic Engagement Forum (see also Component 2)	Forum successfully held and well attended																			
OBJECTIVE 4: Strengthened BMO and CSO Capacity in the Niger Delta																					
BMO Onboarding	Finalize BMO approach																				
	Conduct BMO Project Design Workshop (in conjunction with MARKETS II)																				
	BMO Proposal Developed (in conjunction with MARKETS II) and Finalized Budgets																				
	BMO Grant Agreements Signed																				
Strengthened Capacity of Targeted CSOs and BMOs																					
STAR Suite Application	Conduct STAR workshop with NDF grantees	Training workshop held																			
	Assist NDF grantees' development of 100-day action plans	Six 100-day action plans developed																			
	Administer STAR Index and STARNET baseline surveys	Baseline surveys completed																			
	Conduct capacity gap analysis	Gap analysis report produced																			
	Provide grantees support with carrying out 100-day action plans	Trainings and other support provided																			
	Review of grantees' progress with 100-day action plans	Review produced of action plan progress																			
	Administer STAR Index and STARNET annual survey	Annual surveys completed and distributed to partners																			
Capacity Building	Identify and design capacity interventions for partners around 1.0 driver	Memorandum on appropriate and necessary interventions completed																			
	Deploy capacity interventions with partners around 1.0 drivers	Trainings, workshops, and other designed interventions held																			
	Identify and design capacity interventions for partners around STAR drivers	Memorandum on appropriate and necessary interventions completed																			
	Deploy capacity interventions with partners around STAR drivers	Trainings, workshops, and other designed interventions held																			
	Identify and design capacity interventions for partners around core TAGG issues	Memorandum on appropriate and necessary interventions completed																			
	Deploy capacity interventions with partners around core TAGG issues	Trainings, workshops, and other designed interventions held																			
Coaching / Mentoring	Identify and select CSO coaches	Short-term employment contracts signed between coaches and partners																			
	Train coaches in STAR methodology	STAR trainings with coaches held																			
	Deploy partners' coaches	Partners report coaches have begun mentorship; verified timesheets																			
	Deploy SACE technical staff coaching and mentoring to partners	Trainings and workshops held																			
Improving the Enabling Environment	Convene CSO Learning Forum	Successfully held and well-attended forum																			
Strengthened Engagement and Issue-Based Advocacy																					
Issue-Based Advocacy Plans	Assisting in refining entry points for partners' issues, including baselines	Entry points, and possible entry points, established																			
	Assisting partners in establishing engagement efficacy baselines	Baselines established																			
	Support anchors in development of advocacy plans	Advocacy plans created																			
	Continued advocacy training and support	Trainings, workshops, mentoring sessions held																			
Capacity Building	Conduct policy mapping and policy development training for partners	Trainings held																			

	Hold Innovation in Engagement Workshop with partners	At least one partner designs and executes an engagement innovation by year end																	
Networking	Develop and implement constituent outreach and feedback mechanism	Feedback mechanism is accepted and starting to be used by partners																	
Improving the Enabling Environment	Convene CSO Governance and Engagement Forum specific to economic growth	Forum successfully held and well attended																	
	Engagement around PEA window of opportunity (WoO)	Window of opportunity successfully acted upon																	
	PEA WoO 1: TBD																		
Strengthened Public Awareness, Discourse, and Support for TAGG																			
Raising Public Awareness (PA) / Discourse	Support partners' development of PA strategies	Trainings, workshops, mentoring deployed																	
	Map and identify non-usual partners	Possible collaborators mapped																	
Engaging with and Utilizing Media Effectively	Foster and support relationships between partners and media practitioners	Media meetings/activities held with partners and project staff																	
	Host workshops on effective traditional and social media utilization for partners	Workshops held																	
	Support, through coaching and mentoring, partners' ongoing networking (and social media) skills improvement	Training workshops held and media monitoring undertaken																	

ANNEX B. Year Two Cross-Cutting Activities Gantt Chart

Activity	Tasks	Completion Benchmark	Months											
			Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
Grants Administration	Finalize and award CDF/ISWF grants to seven partners	Signing ceremony held												
	Finalize and award NDF grants to seven partners	Signing ceremony held												
	Hold signing ceremony with 13 CSO CDF/ISWF and NDF grant recipients	13 grants (seven CDF and six NDF) signed with 13 CSOs												
	Finalize NDF grants to two BMOs	Completed grant agreements ready for signature												
	Sign NDF grants for two BMOs	Grants signed												
	Review grant agreement, regulations, and procedures with partners	Grant review meetings held												
	Begin monthly grant advances and reconciliations	Advances reach partners' segregated bank accounts and receipts for expenses received												
	Increase grant obligations in line with current SACE contract LOC obligation	Grant agreements modified												
	Conduct routine grantee site visits	Reports submitted to COP/DCOP on grantee progress toward targets												
	Process applications received from the ISWF APS	Grant review process executed												
	Administer grants issued under ISWF APS	Payments disbursed/advances reconciled and grants closed compliantly												
Establish internal project parameters for partners' access to ISWF through already awarded	Administrative procedures for evaluating partners' applications solidified													
Monitoring and Evaluation	Routine quarterly monitoring visits to partners	Monitoring reports submitted to COP/DCOP on partners' progress												
	Conduct semi-annual learning visits to partners	Learning reports submitted to COP/DCOP on lessons learned												
	Monthly grant monitoring reports from partners	Reports received from partners												
	Compose quarterly report	Report received by COR												
	Compose semi-annual report	Report received by COR												
	Compose annual report	Report received by COR												
	Conduct project M&E tools review	Report submitted to COP/DCOP												
	Review internal data quality and disaggregation	Recommendations reported to COP/DCOP												
	Review partners' data quality and disaggregation	Recommendations reported to COP/DCOP												
Information and Knowledge Management	Design, finalize and implement project management information system (MIS)	MIS introduced to staff and training conducted												
	Develop partner/anchor-cluster database	Database accessible to technical staff												
	Development project knowledge management (KM) approach	KM guidelines distributed to staff												
Project Communication	Develop project communications strategy, including social media utilization	Briefer distributed to technical staff												
	Launch project website (pending USAID approval)	Website launched												

	Provide rolling updates to project website	Updates published															
	Create initial project newsletter	Newsletter published on website and e-mail to distribution list															
	Publish monthly newsletter	Newsletter published on website and e-mail to distribution list															
Operations (incl. Finance and Security)	Mentor project partners in development yearly activities budgets	Yearly activity budgets submitted to and approved by project															
	Bi-weekly staff meetings	Meeting minutes distributed to staff															
	Renew service provider contracts for Abuja office	Contracts signed															
	Procure routine administrative requirements and technical activity requirements	Items/venues/services procured															
	Conduct routine assessment of project vehicles and maintenance	Logs kept on vehicle condition															
	Complete security requirements of project Emergency Action Plan	All requirements in place															
	Update project inventory	Up-to-date list produced on demand															
	Light HEAT and defensive driving training	Drivers trained															
	Review security SOPs at bi-weekly staff meeting	Meeting minutes distributed															
	Complete recommended security upgrades to offices and COP residence per risk management assessment	Upgrades complete															
	Conduct office security drills	Report of staff performance submitted to COP															
	Review work plan and provide security guidance on activities	Guidance delivered to staff concerned															
	Planning possible security contingencies for 2015 elections	Plan submitted to COP															
	Monthly project financial forecasting	Field office projections transmitted to home office PMU															
Social Inclusion	Implement recommendations of Gender and Social Inclusion Report	Technical lead updates at staff meetings on progress															
	Provide training for staff and partners on social inclusion mainstreaming	Annual trainings held, one for staff, one for partners															