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NIGERIA STRENGTHENING ADVOCACY AND CIVIC ENGAGEMENT (SACE)

**YEAR FOUR WORK PLAN
OCTOBER 1, 2016 – SEPTEMBER 30, 2017**

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ACRONYMS

ALS	Annual Learning Summit
ANEEJ	Africa Network for Environmental and Economic Justice
APS	Annual Program Statement
BMO	Business Membership Organization
CCIDESOR	Citizens Centre for Integrated Development and Social Rights
CDF	Capacity Development Fund
CENSOJ	Centre for Social Justice
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
DQA	Data Quality Analysis
DRAC	Disability Rights Advocacy Centre
ESFCAL	Edo State Farmers' Cooperative Agency Limited
GON	Government of Nigeria
ISWF	Innovation and Spread the Word Fund
JONAPWD	Joint National Association of Persons with Disabilities
LITE Africa	Leadership Initiative for Transformation and Empowerment
M&E	Monitoring and Evaluation
MAISE	Model Accessible and Inclusive Schools Environment
MARKETS II	Maximizing Agricultural Revenue and Key Enterprises in Targeted Sites II
MEMS II	Monitoring and Evaluation Management Services II
MIS	Management Information System
MNCH	Maternal, Newborn, and Child Health
MSMEs	Micro, Small, and Medium Enterprises
MTSS/MTEF	Medium Term Sector Strategy and Expenditure Framework
NDCEF	Niger Delta Civic Engagement Forum
NDDC	Niger Delta Development Commission
NDDF	Niger Delta Development Forum
NDF	Niger Delta Fund
NDI	National Democratic Institute
NEITI	Nigerian Extractive Industries Transparency Initiative
NNPC	Nigerian National Petroleum Corporation
NYCS	National Youth Service Corps
OGP	Open Government Partnership
PEA	Political-Economy Analysis
PIND	Foundation for Partnership Initiatives in the Niger Delta
PMP	Performance Monitoring Plan
PRS	Project Reporting System
PWD	Person (People) Living with a Disability (Disabilities)
RFA	Request for Applications
SAF	Strategic Activities Fund
SACE	Strengthening Advocacy and Civic Engagement

SDIC	Social Development Integrated Centre/Social Action
SMW	Social Media Week
SOP	Standard Operating Procedure
STAR	System for Transformation and Results
TAGG	Transparency, Accountability, and Good Governance
UPFFA	Ugboroke Progressive Fish Farmers' Association
USAID	United States Agency for International Development
USG	United States Government
WARDC	Women Advocates Research and Documentation Centre
YAF	Youth Alive Foundation

EXECUTIVE SUMMARY

Chemonics International and its international partner, Root Change, are pleased to present the Year 4 work plan for the SACE project. This work plan covers the period of October 1, 2016, to September 30, 2017.

In Year 4, the Strengthening Advocacy and Civic Engagement (SACE) project, together with partners, will program for impact, scale, and sustainability; utilize applied learning; transfer ownership to partners; and capitalize on windows of opportunity. Our overarching priority for Year 4 will be supporting partners for results and impact. This will entail deepening our cluster coaching model; utilizing expanded monitoring and evaluation (M&E) results and systems; maintaining SACE's groundbreaking enabling environment work; mainstreaming gender, social inclusion, and conflict sensitivity; and supporting partners with robust communications approaches.

Building on strong Year 3 results where 90.4% of activities were fully completed and an additional 1.6% of activities were completed with revisions – for a 93% total completion rate. Factors outside of the SACE team's control largely resulted in the 11 activities that remained unimplemented on September 30, 2016 (see Annex B). These include conducting the USAID mid-term review and USAID Data Quality Assessment; the launch of the project website; the hosting of the Niger Delta Civic Engagement Forum (NDCEF), which was shifted at USAID and PIND's request to October 2016 to coincide with the Niger Delta Development Forum (NDDF); execution of the Civil Society Index, which was postponed due to obligation constraints; and the identification and onboarding of a Transparency, Accountability, and Good Governance (TAGG) Ambassador, which was reconsidered based on SACE's applied learning approach and formally abandoned in Q2 FY2016.

Year 4 will move SACE beyond originally anticipated results and impact, which will require an upwards revision of the project's performance monitoring plan (PMP) in Q1 of FY2017. Through our revitalized coaching and mentoring model, grantees will receive on-site training in targeted issue areas, organizational development, 1.0 and 2.0 skills, and sustainability. Cluster anchors showing improvements in operational systems, will launch a subgranting program to allocate funds to cluster members to further their cluster mission. This process will not only strengthen cluster bonds but will ensure that a certain number of grantees are prepared to directly receive USAID funding by the end of the project.

Due to the devaluation of the Naira against the US Dollar, the SACE team will utilize the increase in available Naira to the project to increase the Naira-value of grants to our highest-performing grantees, conduct additional project-initiated work, and expand both long- and short-term staffing, in order to deliver more robust results for USAID within the original US Dollar value of the contract. As a result of increased impact, the project will also keep a watchful eye on branding. Project partners are now seeing tangible results and reaching new levels of impact on the Nigerian government and other stakeholders. As this impact deepens, the project will add a layer of risk management to keep tabs on potential backlash, manage branding, and ensure all work remains compliant with USAID rules and regulations.

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

The Year 4 work plan has taken on board all the lessons of implementation from our Year 3 work plan. In Year 4, SACE will focus on programming for impact, scale and sustainability; utilizing applied learning; transferring SACE ownership to our partners; and capitalizing on windows of opportunity.

A. Project Description

The SACE project is a five-year, \$19.2 million project that strengthens the capacity of civil society clusters, by working through an anchor civil society organization (CSO) in each cluster to both engage and bring influence on specific, key issues that will improve TAGG in Nigeria. The project focuses on strengthening capacity, fostering sustained and effective engagement with government and other key stakeholders, and building widespread public awareness and support on issues that large segments of Nigerians feel are important to their future. The project will also strengthen CSOs and business membership organizations (BMOs) in the Niger Delta to strengthen inclusive economic growth in partnership with the Chevron-funded foundation, Partnership Initiatives in the Niger Delta (PIND). The project continues to deploy a range of innovative approaches, including the System for Transformation and Results (STAR), with a focus on strengthening 2.0 capacities of the most effective advocacy organizations in Nigeria today.

By implementing the activities laid out in this, previous, and subsequent work plans over the life of the project, the project is achieving 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. Progress to Date

During Year 1, which ran from January 2, 2014, to September 30, 2014, the project identified core issues and executed a rigorous process of partner selection. Year 2, starting from October 1, 2014 and running through September 30, 2015, saw the project complete onboarding processes for all of our partners and commence the full roll out of project implementation activities – with a primary focus on strengthening capacity. Throughout Year 3 (October 1, 2015 to September

30, 2016) SACE delivered strong results in advancing life-of-project objectives. The SACE team and our partners deepened 1.0 capacity skills, strengthened partnerships with key stakeholders, introduced 2.0 capacity skills building initiatives, and achieved greater public participation in TAGG issues. Key highlights include stronger growth and engagement from Niger Delta partners, rapid increase in public awareness and engagement on partner issues, strong partner engagement with key stakeholders which have led to tangible results, and successful collective impact on issues concerning the enabling environment for Nigerian CSOs.

A2. The Principles of Our Approach for Year 4 Programming

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

Program for impact, scale, and sustainability (see text box below). As the project enters its final two years of implementation, **impact, scale, and sustainability** will drive strategic planning, programming, and activities. To ensure expanded programming needs are met, SACE will increase staffing both in operations and administration support, and in programs and grants. Additionally, the project will consolidate its mentoring and coaching approach by augmenting the team with a pool of short-term specialist coaches to provide tailored capacity-building to partners and clusters. These coaches will focus on issue-specific mentoring, as well as refining 1.0 and 2.0 skills with our partners, under the guidance of SACE leadership and staff.

Defining Scale and Sustainability under SACE

The SACE team defines “scale” as:

- Supporting partners to generate reforms whose reach are wider than immediate beneficiary partners. For example, through the passage of laws and bills that impact large numbers of citizens in a positive manner;
- Building models and approaches that can be replicated for wider use through the cluster approach, as well as through identifying, piloting, and supporting innovations that promote greater citizen engagement;
- Fostering a culture of collaboration within the CSO ecosystem and across supply-and-demand lines that deliver reform, while protecting and expanding the space for civic engagement and advocacy;

The SACE team defines “sustainability” as:

- Clusters sustaining their collective-impact outcomes post-SACE by thinking and working politically; and connecting with initiatives within their ecosystem, such as the OGP;
- Clusters institutionalizing nimble and agile networks – in place of rigid and institutional ones – as the standard way of operating for clusters, thus enabling civil society to coalesce around issues in ways that bring cost-effective and lasting results;
- Partner organizations who are able to sustain themselves, both at a 1.0 level (strong systems, processes, and internal accountability) and at a 2.0 level (effective advocacy within a wider ecosystem of actors on both the supply and demand side to deliver reform on their issues).

As demonstrated in the chart below (see Exhibit 1), the Naira value of key SACE budget lines has increased by 58 percent and we have not seen a reciprocal increase in the costs of the typical goods and services procured by SACE, even though the costs of staple goods in the marketplace have increased drastically. Our cluster anchors and cluster members will be able to implement more robust advocacy and public engagement campaigns; our team of long- and short-term Nigerian professionals will be able to undertake a larger number of generic and tailored capacity-building initiatives for our partners; and our strategic activities fund (SAF) will provide a wider array of interventions, particularly when coupled with our windows-of-opportunity approach (see page 8 below). The planned deepening of our work, made possible with the increase in available Naira will require an overall increase in staffing (both long- and short-term), as explained in

further detail in pages 17 – 19 below. Within SACE’s original US Dollar value, we will deliver stronger and larger results for USAID and the Nigerian people.

Utilize applied learning. Over the past three years, SACE has learned from piloting new tools and innovations; working with a variety of partners, CSOs, BMOs, and government stakeholders; measuring outcomes of trainings and coaching; and implementing capacity strengthening systems. In particular, the strategic decision to include 16 clusters (and, thus 16 core grantees) in the SACE portfolio has provided the opportunity to learn with and from a variety of CSOs and BMOs at various levels of capacity and focusing on various issues. In FY2017, the project and its partners will apply learning from prior years while continuing to capture new lessons for the final year of the project. Partner focus will also shift towards applying learning from capacity-building initiatives to their activities and program management in order to increase results and deliver impact. The Annual Progress Index / STAR Index and the Annual Learning Summit (ALS) will continue to serve as the pivotal reflection space for the SACE team, anchors, and cluster members, while other activities (including cluster coaching sessions, compliance visits, and capacity-building initiatives) will provide on-going learning points throughout the year. The project will continue to refine and tailor its coaching model to ensure that each partner receives coaching and mentoring that is focused towards their particular strengths, opportunities, and objectives. This tailored coaching will result in increased learning at the cluster- and anchor-level. Our pool of short-term specialist coaches play an integral role in our applied-learning approach, as they will provide SACE with a wide array of skillsets (spanning a range of technical issues, as well as 1.0 and 2.0 capacity-building) which will further diversify our team at great value for money to USAID.

Transfer ownership to partners. The project itself, cluster anchors, and cluster members have shown tremendous ability to build capacity, strengthen relationships, increase civic engagement, and undertake advocacy campaigns in order to achieve results and impact for and with the wider Nigerian public and the GON. In the coming year, SACE will focus support and attention on ensuring that clusters have ownership of their activities, results, and plans for long-term programming. This will require a larger leadership role for anchors around capacity building within the STAR approach, particularly during cluster coaching sessions; increased use of feedback systems, such as Cluster Feedback by both anchors and cluster members; and the institutionalization of a proactive system where cluster anchors and members drive the agenda for support received from the SACE team.

Capitalize on windows of opportunities. The project’s window-of-opportunities approach will be driven by iterative Political Economy Analysis (PEA) – both by the project team and our partners. Through this ongoing PEA, SACE and our partners will identify strategic opportunities and nimbly respond to deliver impact beyond our formal work plans. Most recently, this approach proved successful when SACE’s Inclusive Education Cluster identified Nigeria’s success at the Rio 2016 Paralympic Games as a window of opportunity to advocate for the passage of the Nigeria Disability Bill. The cluster, led by the Joint National Association of Persons with Disabilities (JONAPWD), built on its relationship with the Senior Special Assistant to the President on Disability Matters and brought other relevant stakeholders – including Nigeria’s athletes – into the fold. Nigeria’s top-20 finish could not have been predicted, nor included in JONAPWD’s work plan, yet the event itself was a stunning success. Window-of-

opportunity activities will be funded through the SAF. The PEA will buttress our existing M&E efforts by providing a forward-looking lens with which to analyze project results. This principle of our approach will drive the project and its clusters to think big, while ensuring alignment of window-of-opportunity activities with the overarching goals and objectives of both the SACE project and cluster work plans.

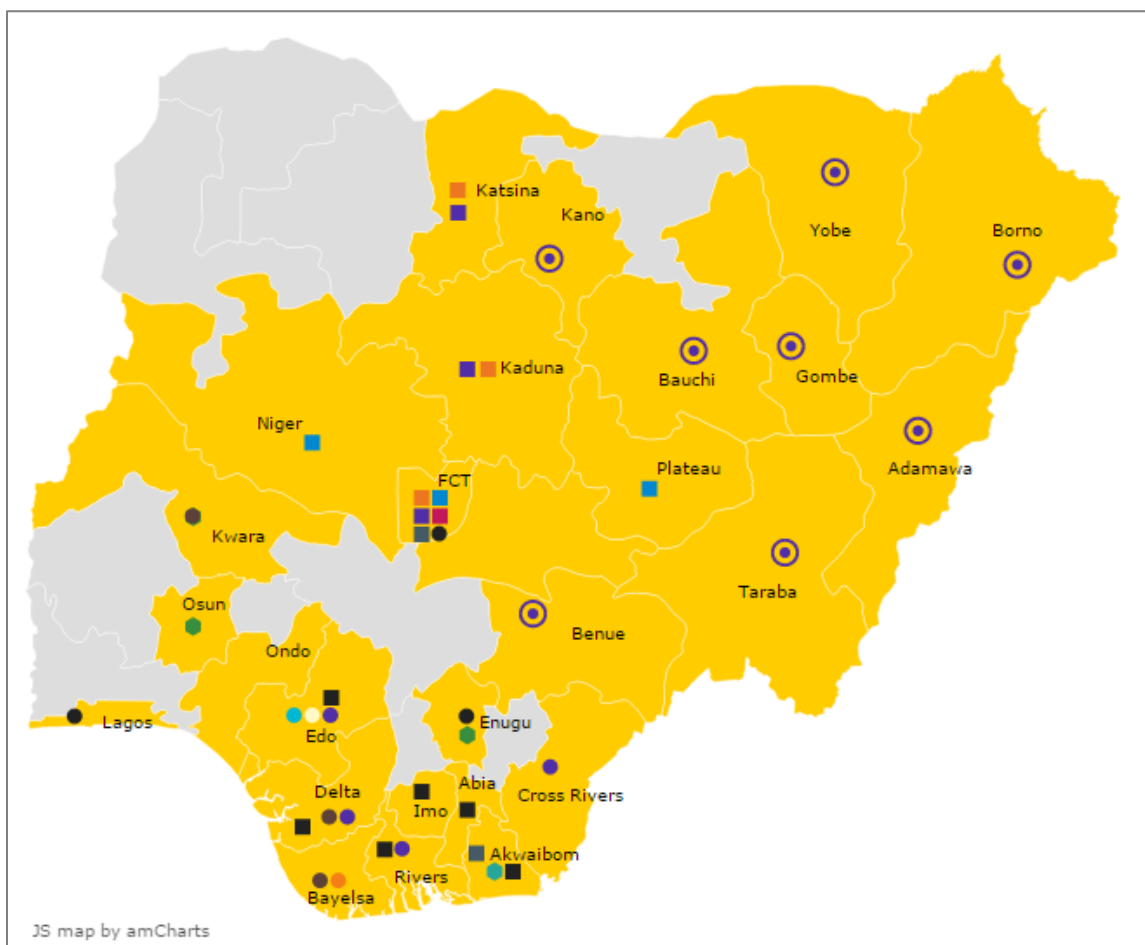
A3. Expanded BMO Engagement in the Niger Delta

The project currently supports two Niger Delta BMOs and will initiate follow-on grants for both under this work plan. Additionally, a new RFA has been released for micro, small, and medium enterprises (MSMEs) BMOs in the Niger Delta. Partners nurtured through this RFA will contribute towards results under Component 4's focus on inclusive economic reforms and equitable economic growth. This is also a strong focus of PIND. One additional Niger Delta organization has already been identified and SACE will execute their grant before the end of Q1 FY2017 with the potential for an additional BMO being added in Q2 FY2017.

A4. Project Geographic Scope

The geographic focus of project partners (see Exhibit 2) will largely remained unchanged in Year 4, as the project's methodology for awarding grants that facilitate collective impact never intended to add new or additional national anchor partners after initial award, which occurred in the first quarter of Year 2. As already discussed with USAID, the Access to Health for Women with Disabilities Cluster will be selecting a new anchor to replace the Disability Rights Advocacy Centre (DRAC). As mentioned in the immediately preceding section, SACE expects two new core partners in the Niger Delta. Neither of these actions will impact the geographic scope of the project.

Exhibit 2. Map of Project Partner Presence



B. Year 3 Summary and Stage Stetting for Year 3

In Year 3, the project focused on increasing space for cluster anchors to build on their capacity to deploy 2.0 skills, using the tools in the STAR suite. The SACE team provided intensive support to strengthen 2.0 capacities and also review 1.0 capacities in the lead up to this upcoming critical year in the life of the project. Our team worked hand-in-hand with SACE partners to organize cross-sector learning events which have expanded partner innovation efforts, strengthened advocacy skills, and increased institutional capacity. The project held additional M&E and Knowledge Exchange workshops to build our partners capacity to document and share their results and impact. Partnership and Advocacy Skills training resulted in ramped up advocacy efforts with relevant government institutions across all cluster partners. Cluster Coaching provided intensive capacity assistance to anchors and cluster members, which has laid the groundwork for introducing subgranting in Year 4.

In the early stages of the project and with the assistance of Root Change, SACE piloted STAR Mobile, an innovative feedback tool. After initial experimentation and learning, the original SMS-based mechanism has evolved into a Survey Monkey tool which better suits the needs of our partners. This innovative tool has been renamed Cluster Feedback and now serves as the linchpin for cluster diagnostics, by providing transparency and increased performance feedback

for both anchors and cluster members. Our clusters have tailored the questionnaires to include cluster-specific content and relevant analysis questions, thus beginning the process of transferring ownership of SACE to our Nigerian partners. Following administration of the Cluster Feedback tool, the SACE team works closely with anchors to analyze feedback and incorporate it into future performance, leadership, and programming decisions.

The project and its partners increased public awareness and discourse around partners' issues and wider TAGG concerns. Examples of these high-profile activities include the sponsorship of Nigeria's Integrity Film Awards and Social Media Week (SMW) Lagos 2016, as well as NCDEF and the Mindset 2.0 Series. The project also built the capacity of media professionals to better understand TAGG issues and the importance of reporting in a way that is easily appreciated and understood by their audience. In FY2017, SACE will continue to support partners to implement their own public awareness campaigns.

Our work in the Niger Delta included similar focus on building 2.0 capacities, while also strengthening 1.0 skills, particularly for the BMOs. This 1.0 capacities focus was due to the relative weakness of some of the Niger Delta partners. The first cohort of two-year grants for Niger Delta CSOs and BMOs will close in Q1 of FY2017 and two RFAs have already been released for the second cohort. One RFA was discussed above and focused towards MSME partners, while the second was a closed RFA for existing Niger Delta grantees who demonstrated increased capacity to follow through on their issue during Annual Progress Index measurement. As a result of these two RFAs, all existing Niger Delta partners will be awarded follow-on grants and two additional BMOs will be added to expand SACE's focus on inclusive economic growth.

The SACE project and our partners have made significant progress against key deliverables, project objectives, and project outcomes in Year 3. The following provides a snapshot of key activity and result highlights:

Strong capacity building results for SACE and a transition to customized Cluster Coaching: In FY2016, SACE built upon the solid base of generic-skills capacity building established in FY2015 and applied this foundation to higher-level capacity building which empowered clusters to move from simply "knowing" to actually "doing" and in turn drove strong results and impact. The introduction of the "Strategy and Outcome Harvester" and "Policy Tracker" provided SACE clusters with the necessary tools to develop detailed strategies for their engagement, public awareness, and advocacy work. These tools were then applied to customized Cluster Coaching sessions where SACE staff facilitated the process of clusters honing in on interim successes across four areas: the cluster, the public, influencers, and decision makers. The cluster then applied lessons from these successes to drive for better results and impact in their future activities.

Robust partner engagement, leading to positive results across all issue areas: Partners built strong engagement and partnership with key GON and other stakeholders throughout FY2016, as evidenced by data collected through the Strategy and Outcome Harvester, the Policy Tracker, and the results of the Annual Progress Index. Partner engagement led to 45 unique policy impact points at the national and sub-national levels, with 17 bills and laws, 14 policy areas, and 14 administrative procedures linked with partner work on select cluster issues. Examples of this abound and include:

- The Extractives Cluster, anchored by the Civil Society Legislative Advocacy Centre (CISLAC) made consistent progress on reform in the oil and gas sector. As a result of CISLAC's work, President Muhammadu Buhari appointed a CISLAC staff member to the Nigeria Extractive Industries Transparency Initiative (NEITI) Board as the civil society representative. Following this appointment, the NEITI Board has dramatically improved its reporting and engagement with the government. For example, the NEITI audit report has been published and presented to both houses of the National Assembly for the first time ever. Their work also led to improved financial reporting by the Nigerian National Petroleum Corporation (NNPC), progress towards the unbundling of the NNPC, and the commencement of remediation called for in the NEITI audit recommendations. This cluster undertook strong engagement with the National Assembly, co-hosting events on addressing petroleum product shortages and pushing for enactment of the Petroleum Industry Bill. Their engagement also extended to private sector stakeholders, hosting the first ever multi-stakeholder Issue Dialogue on Institutionalizing Sustainable Reform in the Oil and Gas Sector.
- The Public Finance Management in Maternal, Newborn, and Child Health (MNCH) Cluster, anchored by the Centre for Social Justice (CENSOJ), successfully advocated for increases to the budget of the National Primary Health Care Development Agency and contributed to government-led processes around the Medium Term Sector Strategy and Expenditure Framework (MTSS/MTEF).
- The Women Lead Agriculture Cluster, anchored by the Women Advocates Research and Documentation Centre (WARDC), made strong inroads in Osun State. Cluster members effectively engaged the state government to increase services to small-scale, women farmers – particularly with regards to access to land – and secured an executive seat on the All Farmers Association of Nigeria to amplify women's voices on agriculture issues.
- The Accountability in Education Cluster, anchored by Human Development Initiatives, effectively engaged with state-level governments to draw down on their Universal Basic Education Counterpart Funding and drive for greater community participation in Enugu, Kano, and Lagos States.
- The Inclusive Education Cluster, anchored by JONAPWD, created the momentum for state-level inclusive education policy frameworks to be adopted through their engagement and advocacy efforts in Akwa Ibom and Kwara States, as well as the Federal Capital Territory of Abuja. The cluster has also commenced engagement efforts with the private sector – notably Access Bank – to support the demonstration of the Model Accessible and Inclusive Schools Environment (MAISE) model.
- Policy was developed and finalized to formalize inclusion of women and girls with disabilities in the context of the National Health Act 2014, as a result of the advocacy and efforts of the Access to Health for Women with Disabilities Cluster.
- The Niger Delta Open Budget Cluster, anchored by the Social Development Integrated Centre/Social Action (SDIC), successfully advocated for the publication of state budgets in Akwa Ibom and Delta States.

- Joint advocacy efforts by the Africa Network for Environment and Economic Justice (ANEEJ) and the Leadership Initiative for Transformation and Empowerment (LITE-Africa) led to the inclusion of CSOs in the Project Monitoring Committee of the Niger Delta Development Commission (NDDC).
- The Peace Cluster, anchored by the Nembe City Development Foundation, successfully facilitated the emergence of the Central Peace Working Committee in Bayelsa State. The committee brings the Nigerian Police Force, the Department for State Security, the Joint Task Force, and the Nigerian Civil Defence Corps together with CSOs to identify early signs of crisis and avert conflict in a number of communities.

Expanded public awareness work, resulting in higher-profile for cluster issues: During FY2016, SACE clusters significantly expanded their public awareness work. Partner results on dialogues and media transactions were 109% and 287% of targets respectively. These media transactions spread across the full range of media outlets from traditional print, radio and television, to online and social media. Overall Twitter impressions were nearly 50 million, including both partner and project Twitter accounts, with the project's Let's Talk Governance (@GovTalkNG) at Social Media Week Lagos 2016 reaching nearly 10 million impressions at SMW Lagos 2016 alone. This more than doubled the Twitter reach from SMW Lagos 2015. Particularly strong social media users were the Youth Alive Foundation (YAF) (#10percent4youth), CENSOJ (#MNCH), WARDC, and ANEEJ (#EyesonNDIs). Examples of impact through public awareness activities include:

- The Youth Advocacy Cluster, anchored by YAF, and their 10%4Youth campaign provided impetus for the Akwa Ibom State Legislature to conduct the very first hearing for the proposed Youth Empowerment Bill.
- The Social Accountability in Education in the North East Cluster, anchored by the Centre for Information Technology and Development, conducted a variety of public awareness activities, which contributed to Bauchi and Adamawa States declaring states of emergency in education. As a result, additional resources and attention will be directed towards education in these conflict-affected states.
- Due to a strategic set of interventions and public awareness campaigns with communities undertaken by the Open Budget Cluster, anchored by the Citizens Centre for Integrated Development and Social Rights (CCIDESOR), long-abandoned capital projects have been revitalized with 49 completed to date and an additional 99 on-going.

Innovation activities bring big ideas, with immense opportunity for replication, from current and new SACE partners: During FY 2016, the project launched the Innovation and Spread the Word (ISWF) APS to attract innovative ideas for increased engagement and public awareness. Following over 50 applications, the project shortlisted seven and took them through an Innovation Design Workshop. Following this workshop, the SACE team approved five for further refinement and four are nearing the point where they will be sent to USAID for approval.

- YAF will use digital gaming to engage youth in public awareness on governance issues. The app, which will run on Android and iOS systems and is aptly named *Your*

Excellency, will take users through a fun and innovative set of levels building from “Active Citizen” to “the Governor of the State – Your Excellency”. The *Your Excellency* app holds great promise for bringing youth into governance discussions across the country.

- SACE will support both ANEEJ and CCIDESOR to develop digital online maps showing property of politically exposed persons in Abuja and abandoned capital projects in Imo and Abia States respectively. These maps will increase transparency and encourage conversations on TAGG issues. After initial piloting and refinement, both have the potential for wide-scale replication across a variety of SACE-supported issues.
- A new SACE partner, the Community Life Project, will facilitate dialogue between informal traders and tax authorities in Lagos. These dialogues will work towards the development of a predictable and transparent tax regime and set of practices. In the wake of the fall in oil prices and state-level revenue, the issue of internally generated revenue has gained significant ground in the Nigerian political discourse. This innovation is therefore strategic, timely, and holds great promise for replication across other states to increase the engagement of citizens in a more transparent tax process.

Collective-impact approach gaining genuine ownership with SACE clusters: There has been effective cross-cluster collaboration across the work of many clusters. This highlights not only the success of the SACE model and theory of change, but also the sustainable adoption of these techniques by our partners. Significant collective-impact results for the year include:

- The *1,000 Person March* organized by CENSOJ, the Health Reform Foundation of Nigeria, and the Access to Health for Women with Disabilities Cluster raised awareness around the need to increase the health budget with a particular focus on issues affecting women with disabilities. The event not only increased awareness and engagement with the Nigerian public, but also gained the attention of the Senate during the 2016 budget cycle.
- Cross-cluster collaboration in the Niger Delta by ANEEJ, LITE-Africa, and SDIC led to the inclusion of civil society in monitoring processes with the NDDC, which in FY2017 will culminate in the establishment of a cross-cluster independent monitoring platform for all Niger Delta States on project implementation.
- Cross-cluster knowledge exchange with CENSOJ led the way on training around the MTSS/MTEF for a wide range of CSOs. This included tailored training for other project partners in Abuja, which strengthening capacity for engagement on budget issues.

Effective interventions to protect and expand the space for civil society: In addition to the work of partners on their issues, the project undertook a number of enabling-environment interventions to support cluster achievement and increase the effectiveness of the ecosystem within which civil society operates. Highlights for the year include:

- Building on SACE’s successful engagement with SMW Lagos 2015, the project broadened its participation in SMW Lagos 2016 by securing a broad-tent space for civic discourse on governance under the banner of *Let’s Talk Governance*. Working with new

partner, Enough is Enough (EiE), SACE strengthened outreach and participation by leveraging EiE's strong track record with social media utilization for advocacy and their experience as an established SMW Lagos participant. SMW Lagos 2016 brought together key commentators and actors, provided master classes on the use and analytics of social media, and reached over 9 million people using the project Twitter handle @GovTalkNG – trending at the top of Nigeria Social Twitter feeds for over six hours. To view key outcomes please follow the short video link at <https://www.youtube.com/watch?v=ZwKEnTa0Wto>.

- The project partnered with the Public and Private Development Centre (PPDC) | HomeVida to support *Nigeria's Integrity Film Awards* in Q1 FY2016 by providing an endowment for a feature length film depicting TAGG issues faced by people living with disabilities (PWDs). By the end of FY2016, the partnership had expanded to supporting young writers to develop scripts that emphasize TAGG issues, in addition to committing to providing endowment for a TAGG-focused feature length film and a documentary, which will be awarded based on public voting. The project will broaden its partnership with the entertainment industry in FY2017 to mainstream TAGG issues within the industry itself, which reaches an extremely wide audience in Nigeria and across sub-Saharan Africa.
- During FY2016, SACE launched the innovative 2.0 Mindset Series to share experiences from successful advocates who are already operating with a 2.0 mindset. The series attracted seasoned practitioners, including the Minister of Environment, Amina Mohammed, and the Speaker of the Akwa Ibom State House of Assembly. The series provided opportunities to share perspectives on effective advocacy with SACE partners and a wider audience. In the Annual Progress Index, SACE partners identified the 2.0 Mindset Series as a key set of events for shaping and refining their advocacy work.
- With a plethora of potential bills threatening to constrain civic space under discussion in the National Assembly, a growing spate of attacks against human rights defenders, and Nigeria voting negatively on issues of civic space at the United Nations, closing space is a genuine risk faced by SACE partners. The project, in collaboration with the African Centre for Leadership, Strategy, and Development, convened a meeting for senior civil society actors to discuss developments that have the potential to constrain civil society and develop strategies for protecting public space. The meeting culminated in a program of action, which will be implemented by Nigerian CSOs in FY2017.

Deepening project learning, tools, and approaches: The project continued to utilize learning to deepen our analysis, adapt and improve our tools, and expand and refine our approaches. Key examples of this include:

- The project incorporated the Innovation Centre's Strategy Framework into the SACE Strategy and Outcome Harvester.
- The SACE team developed a clear Policy Tracker to track over 40 policy areas where partners are advocating to impact change and reform.

- Cluster anchors and members attest that our Cluster Coaching model has transformed their cluster relationships and taken them forward on their issue.
- The Cluster Feedback tool, which evolved from the original STAR Mobile tool, is fully-operational and widely lauded by SACE partners.
- The SACE team supported preparations for the PIND mid-term review in late FY2016, which will contribute to learning and program adaptation in FY2017.

Strong compliance and oversight: The SACE finance, grants, and administration team provided continued training and support to partners to ensure implementation within the policies and procedures established by USAID, Chemonics, and grantee organizations themselves. This 1.0 capacity building will continue in FY2017 to meet our contractual deliverable to provide CSOs that are ready to receive direct USAID funding before the end of the SACE contract. The project conducted compliance visits with all project grantees and investigated allegations of fraud, which ultimately led to the termination of the DRAC grant.

93 percent of FY2016 Work Plan completed despite obligation challenges: The project identified 157 activities across all areas for FY2016 implementation. At the end of the year, the project had achieved 142 completely and 4 with revisions, representing 93% of the FY2016 Work Plan. Factors outside of the SACE team’s control largely resulted in the 11 activities that remained unimplemented on September 30, 2016. These include conducting the USAID mid-term review and USAID Data Quality Assessment; the launch of the project website; the hosting of NDCEF, which was shifted at USAID and PIND’s request to October 2016 to coincide with NDDF; execution of the Civil Society Index, which was postponed due to obligation constraints; and the identification and onboarding of a TAGG Ambassador, which was reconsidered based on SACE’s applied learning approach and formally abandoned in Q2 FY2016.

In Year 4, SACE will build upon these significant achievements from Year 3 and focus on the following key priorities:

Overarching Priority – Supporting Partners for Results and Impact: The project placed a heavy focus on capacity building in Years 2 and 3, pushing partners for strong results and preparing them to incorporate learning into their activities and planning. Results from the Annual Progress Index and ALS demonstrate that clusters are well on their way to generating expected results and impact. During the ALS, clusters identified areas where further capacity development would position them to truly own project support and deliver the highest level of results. These areas include organizational sustainability, applying lessons learned from past programming, identifying and leveraging windows of opportunity through PEA, and transitioning ownership from SACE and other external donors to the Nigerian CSOs themselves. The focus of Year 4, in alignment with the principles outlined in Section A2 above, will be to support partners to tackle these opportunities and challenges in order to reach a higher level of sustainability. This will require SACE and our partners to prioritize reporting results and impact through improved communications; increasing mentoring and coaching to deepen 2.0 and 1.0 skills, as well as issue expertise; solidifying the sustainability of organizational capacity; and expanding and protecting the civic space.

Operational and cross-cutting priorities will include:

- *Deepening focus on cluster coaching:* Through the application of Year 3 learning and responding to the needs of cluster members, the project will deepen its focus on cluster and anchor coaching. By leveraging tools refined in Year 3 – such as the Strategy and Outcome Harvester, the Policy Tracker, and the Cluster Feedback survey – SACE will strengthen and deepen clusters’ understanding of their advocacy work, build upon and expand collaboration, and instill ownership with a sustainable impact mindset across cluster anchors and members.
- *Utilizing expanded M&E results and systems:* The project delivered strong results against its Performance Monitoring Plan (PMP) in FY2016 and proposes applying learning from the past year to revise the PMP in Q1 of FY2017 to increase anticipated results. Additionally, SACE will deepen analytics through continued refinement of its knowledge management strategy and continued utilization of its management information system (MIS). Together with Root Change, the project will further expand upon skills transfer in this area to our Nigerian technical staff and with our partners.
- *Maintaining ground-breaking enabling environment work:* Through applied learning, SACE will deepen project and cluster involvement in prior successes – such as the HomeVida Nigeria’s Integrity Film Awards, SMW Lagos, NDCEF, NDD), the annual CIVICUS conference, and the Mindset 2.0 Series. Additionally, our PEA-driven windows-of-opportunity work will identify areas of expansion to engage with the overarching civil society ecosystem through expanded advocacy at the legislative and executive levels, engagement with the entertainment industry and other non-traditional partners, and identification and leveraging yet-unknown opportunities. Additionally, our work on the Civil Society Index will move forward in FY2017.
- *Mainstreaming gender, social inclusion, and conflict sensitivity:* The project will apply lessons learned from the Year 3 Gender and Social Inclusion Audit and the Conflict Survey, to focus on training and direct support to clusters for their implementation of robust social inclusion strategies and include specific focus on increasing the engagement of PWDs. Targeted, short-term coaching assistance – through our pool of specialist coaches – will ensure that support to clusters for mainstreaming gender, social inclusion, and conflict sensitivity is tailored to the unique context that each cluster currently finds itself in and the nuances of each clusters’ particular issue.
- *Supporting partners with robust communications approaches:* The project will increase direct communications efforts, as well as support to clusters for refining and learning from their past successes in external communications. This will require an expansion of the SACE communications team, as explained further on pages 17 – 19 below. Communication efforts – both from SACE and our clusters – will ensure an appropriate balance between social media platforms and traditional media and communications tools, while expanding engagement with the Nigerian entertainment industry. SACE efforts will include developing key audio-visual materials, expanding social media engagement, and the continuation of the project newsletter, *Civic Engagement*.
- *Providing ongoing grants and transferring ownership to partners:* Compliance support and 1.0 skills coaching and mentoring will continue and even expand, as SACE rapidly

approaches the point in the project where several of our partners will be expected to be certified as ready to receive direct funding from USAID. Limited subgrants will be introduced in Year 4, in order to further demonstrate the capacity of our highest-performing, core grantees and to underscore the cluster approach to collective impact.

These priority focus areas are captured clearly through activities and timelines in Annex A, Year 4 Component and Cross-Cutting Activities Gantt Chart.

C. Managing for Results

Continued sound budget management for lasting impact. We are committed to delivering on the targets set out both in this work plan and in the project's approved PMP through the judicious and targeted use of the resources at our disposal. This means not only finding efficiencies where possible, 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.

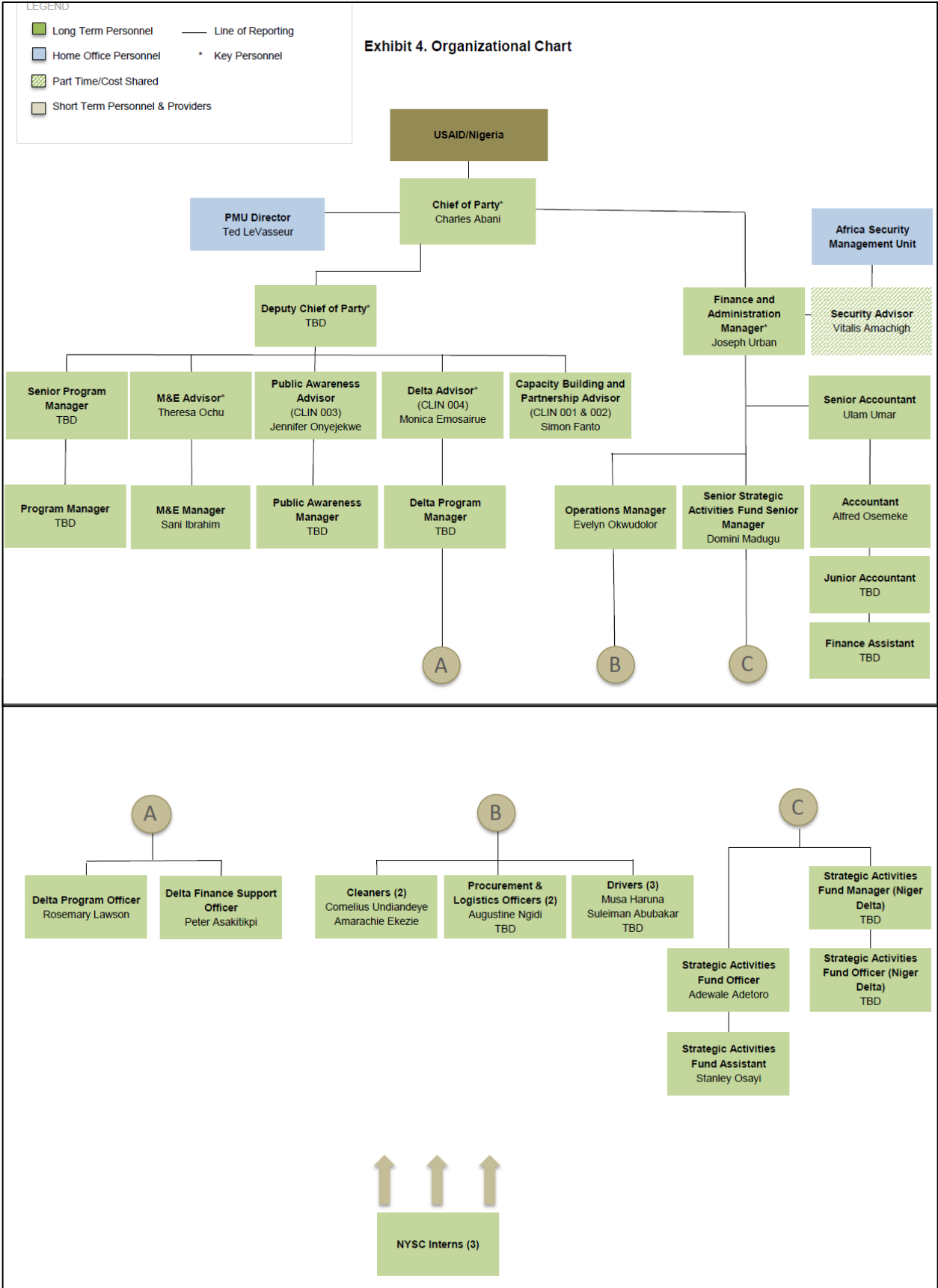
Expanded staffing for increased results. Exhibit 4 (below) shows the project's revised organizational structure for FY2017. Structured to ensure both value for money and meaningful development impact and results, our team is led by a chief of party with overall responsibility for technical implementation and administration. He is assisted in directing project technical programming and operational oversight by the deputy chief of party and finance and administration manager. The deputy chief of party's direct reports will be the senior program manager, M&E advisor, public awareness advisor, Delta advisor, and capacity building and partnerships advisor. The finance and administration manager's direct reports will be the operations manager, senior SAF manager, and senior accountant.

As explained in Section A.2 and Exhibit 1 above, the devaluation of the Naira has presented SACE and our grantees with the opportunity to think big and program beyond originally intended results. This will require a transformation in our staffing strategy to ensure that our team is prepared to deliver a larger suite of capacity-building interventions, oversee and monitor larger Naira-value grantee budgets, and properly capture lessons-learned through our quarterly reporting and project success stories. In addition to the pool of specialist coaches described above, SACE is proposing the following changes to our staffing structure:

- On the programs team, we have included three additional long-term Nigerian professionals at the "manager" level. The program manager will report to the senior program manager and support capacity-building efforts with our national grantees. The public awareness manager will report to the public awareness advisor and support efforts to increase and expand cluster public engagement and public awareness initiatives. The Delta program manager will report to the Delta advisor and supervise the Delta program officer and Delta finance support officer while supporting capacity-building efforts with our Niger Delta grantees.
- Increased SACE and grantee activity will also require an expanded finance and administration team. We propose promoting Domini Madugu to the position of senior SAF manager, while a SAF manager and a SAF officer will be added to exclusively focus

on compliance and 1.0 capacity building for our Niger Delta grantees. We would promote Ulam Umar to the position of senior accountant and Alfred Osemeke to the position of accountant, while recruiting a new junior accountant (to backfill Mr. Osemeke's position) and have included the new position of finance assistant. We propose promoting Augustine Ngidi to the position of procurement and logistics officer, while hiring a second individual at the same level to support procurement and logistics efforts. Lastly, we would hire a third driver, as the project will require the third vehicle that was originally budgeted to ensure transportation needs are met for project activities, compliance visits to grantees, and the day-to-day operations of the SACE office.

- Building SACE staff capacity will continue to be a high priority, particularly with plans to transition current expats serving as chief of party and finance and administration manager off the project in January and March 2018 respectively. SACE will be sending Evelyn Okwudolor and Mr. Umar to the home office in Washington, D.C. for high-level training in November 2017. Utilizing our windows-of-opportunity approach, we will identify appropriate capacity-building mechanisms for other senior-level, Nigerian staff.



D. Partners and Resources

D1. Partnership Initiatives for the Niger Delta (PIND)

Building on successful collaboration with PIND in Year 3, the project will continue its program of support to Niger Delta CSO and BMO partners. This will entail the implementation of follow-on grants to the existing six CSO partners and two BMOs. Additionally, the project will onboard two additional BMOs with a focus on MSME development – one each in Q1 and Q2 of FY2017. The SACE team will also continue utilizing PIND’s in-kind contribution and maintain strong collaboration with this vital Niger Delta institution through routine monthly meetings, joint visits and evaluations where feasible and appropriate, engagement with flagship PIND activities such as NDDF, and regular liaising with relevant PIND units. In Q1 FY2017, the project will coordinate with USAID and PIND to conduct a mid-term review of Component 4 activities in line with expectations set out in the agreement between USAID and PIND.

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

During Year 2, the project engaged with the USAID-funded Maximizing Agricultural Revenue and Key Enterprises in Targeted Sites II (MARKETS II) to determine most appropriate areas of support to BMOs in the Niger Delta. In both Years 2 and 3, SACE continued extensive engagement with the USAID-funded Monitoring and Evaluation Management Services II (MEMS II) project regarding project M&E. In Year 3, SACE collaborated with the National Democratic Institute (NDI) to share experiences on grants management and promoting the participation of PWDs in governance work. With support from the SACE COR, Augusta Akparanta-Emenogu, the project engaged with education, health, and markets specialists at USAID/Nigeria.

During Year 4, the project will strengthen engagement with NDI – particularly with regards to election and PWD work – and looks forward to fruitful engagement with the follow-on project to MEMS II. Additionally, we will continue to engage with projects working on issues that overlap with the work of our clusters. Of particular interest will be the pending expansion of Power Africa activities, upcoming USAID projects in health, agriculture, and local governance, as well as work linked to the OGP.

D3. Linkages with Other Donors

During Year 3, the project participated in learning activities with UK DFID and shared information and ideas with a range of other donors. In particular, engagement with the MacArthur Foundation, the Open Society Initiative for West Africa, the Ford Foundation, Oxfam, Save the Children, and Catholic Relief Services have proven fruitful.

In Year 4, we will continue to liaise and collaborate with the wider international community, where appropriate, to strengthen our applied learning and windows-of-opportunity approaches. These ongoing linkages are crucial to avoiding duplication and maximizing impact.

D4. Linkages to GON Institutions

The project will also continue to 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 include, but are not limited to, the House and Senate Committees on Civil Society, the CSO desks in key regulatory institutions, the Presidential Committee on Corruption, the Ministry of Niger Delta, the NDCC, and relevant sector ministries.

In addition, through the NDCEF and 2.0 Mindset Series, 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 4

Based upon continuing conversations with USAID/Nigeria, key stakeholders, civil society thought leaders, and SACE partners, the following assumptions are expected to influence the outcomes of SACE were taken into account when developing this 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 there will be no new legislation passed by the National Assembly that will 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.
- There will be no substantial implementation impediments created by the ongoing post-election legal challenges to results in the states where the projects works.
- The current recession does pose a potential impact in terms of government ministries, agencies, and commissions implementing proposed reforms.
- Project partners will continue to show willingness to implement and take on increased ownership of the collective impact approach through the STAR methodology. Partners continue to demonstrate increased capacity and progress on their issues while addressing challenges and constraints, as identified in the Annual Learning Summit, effectively.
- The devaluation of the Naira will create a challenging environment for maintaining the originally-planned expenditure of project funds, unless this ambitious work plan and the increased staffing proposed above are approved. The SACE team has developed strategies to expand impact by increasing the Naira value of grants to high-performing partners, undertaking windows-of-opportunity activities developed through PEA, expanding strategic partnerships, and investing in sustainability initiatives for our partners. The additional staff detailed above are integral to the success of these strategies.
- The impact of the devaluation of the Naira and inflation with regards to the costs of staple goods in the marketplace will have a negative impact on our Nigerian staff. As was the

case in FY2016, SACE anticipates requesting USAID approval for an annual inflation-based salary increase and review of our local compensation plan salary floors in FY2017.

SECTION II. YEAR 4 WORK PLAN

This section describes in detail the project's planned activities from October 1, 2016, through September 30, 2017. 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. Project partner work plans will be developed during the annual grantees' work planning exercise in November 2016 and finalized – with Abuja-based support from Chemonics' home office grants manager – in November and December 2016.

A. Strategy for Year 4 Work Plan

This work plan represents the project's strategy for achieving results during the third full year of project implementation. Building off project and partner progress during Year 3, and anticipating an upward revision of project PMP targets across all components, the project's overall strategy in Year 4 will:

- Support partners for more effective advocacy and public awareness on targeted issues;
 - 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;
 - Build robust public awareness and engagement strategies for the project and its partners;
 - Broaden and reinforce Nigerian civil society's reach to new, key demographics and constituencies through the development of innovations in both engagement and public awareness;
 - Exploit windows of opportunity to influence the debate over important public policy issues and deliver impact beyond the formal SACE work plan;
- Increase the capacity of CSOs in the Niger Delta to be effective advocates for inclusive economic reforms and equitable economic growth;
- Continue to advance 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; and
- Identify and engage in key enabling environment activities that foster increased space and a positive policy environment for CSOs in Nigeria.

B. Technical Activities

In this section, the project presents its capacity, engagement, and public awareness strengthening activities both nationally and in the Niger Delta across components and organized by indicator.

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

As projected in our Year 3 work plan, the project increased support to anchors to strengthen their 2.0 capacities, while also working with partners to extend upon their growing advocacy skills. The SACE team achieved this goal through a series of partner training and cross-sector learning events, which included all partners from both the national and Niger Delta. In response to partner feedback, SACE held additional M&E and Knowledge Exchange workshops to build partners' capacities to document and share their results and impact. Building on Year 3 results and learning captured during the 2016 ALS, SACE will target high-priority capacity areas. These include data visualization and media, public campaign strategies and implementation, policy and engagement strategy development, leadership approaches, and sustainability post-SACE. The project will continue to analyze 2016 STAR Index survey results, design new interventions based on these results, review and revise STAR Index surveys, and convene a 2017 ALS.

B1a. Cross-Component Activities

- Roll out Cluster Coaching approach
- Recruit and onboard pool of short-term specialist issue and capacity-building coaches to augment Cluster Coaching
- Conduct ongoing support coaching visits to cluster members

B1b. Indicator 1.1: Number of CSOs Showing Net Change

- Conduct analysis of Year 3 STAR Index survey results¹
- Design interventions for partners based on STAR Index survey results
- Review and revise (if necessary) STAR Index survey
- Administer STAR Index survey to anchors
- Convene Annual Learning Summit
- Design and conduct STAR Index results validation exercise with partners
- Compile and report partner Change Stories

B1c. Indicator 1.2: Number of Unique Individuals (CSO Members) Trained in Unique Subjects

- Hold four Issue Learning Forums
- Conduct Data Visualization and Media Training
- Hold Public Campaigning Workshop
- Hold Innovations Design Workshop
- Conduct Policy & Engagement Strategies and Leadership Approaches Training
- Design and hold Sustainability Training

B1d. Indicator 1.3 (2.4.1-11): Number of USG-funded Organizations Representing Marginalized Constituencies Trying to Affect Government Policy or Conducting Government Oversight

- Provide targeted support for clusters to:

¹ The STAR Index survey is conducted annually in September, which is the last month of the fiscal year. Therefore, the analysis and activity design resulting from the survey takes place in the succeeding month, or the following project year.

- Improve their engagement with marginalized communities
- Refine and implement their gender inclusion action plans
- Refine and implement their youth inclusion action plans

B1e. Component 1 Year 4 Targets²

Indicator	Target
Number of CSOs showing net change	64
Number of unique CSO members trained in unique subjects	1,350
Number of USG-funded organizations representing marginalized constituencies trying to affect government policy or conducting government oversight	80

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

In Year 4, the project will continue to support national partners as they leverage relationships built in Years 2 and 3 with GON institutions and key stakeholders and deepen advocacy engagement efforts. The project’s expanded coaching model will provide partners with tailored mentoring to strengthen partnerships among clusters and key stakeholders to increase advocacy and awareness surrounding TAGG issues. These strong relationships reflect the success of SACE’s collective impact approach and will lead to increased TAGG awareness and meaningful policy reforms in Nigeria.

To further the linkages mapped by STARNET and build sustainable issue-based clusters – essential to the model of collective impact – SACE will dedicate significant training and support to launch anchor subgranting programs. While originally anticipated for Year 3, the SACE team agreed that further training and compliance visits were necessary to ensure that anchors and cluster members are set up for success. The subgranting component will strengthen the cluster anchor/member relationships, as it will reduce the funding constraints and competitiveness issues that have long plagued Nigerian civil society. Cluster anchors and members will jointly prioritize agendas and funds allocation in the most meaningful and appropriate ways, in order to achieve the larger goals of the cluster. Anchors will receive additional support in Q1 to ready them for issuing subgrants to their cluster members. This will position anchors in a leading role for financing overall cluster activity, strengthening horizontal and vertical linkages within the ecosystem and creating sustainable partner ownership of the SACE project.

B2a. Cross-Component Activities

- Facilitate engagement between partners and relevant GON officials and other stakeholders

² All targets will be reviewed in Q1 2017 and potentially revised to reflect project learning to date

- Conduct ongoing coaching and mentoring of partners on engagement strategies³

B2b. Indicator 2.1: Number of Cluster Members with Improved Networking

- Maintain and update STARNET
- Capture partners’ improved networking capacity
- Support partners to implement improved engagement actions resulting from Indicator 1.2 capacity building activities
- Assist partners in launching their subgranting plans

B2c. Indicator 2.2: Number of Laws, Policies, or Procedures Drafted or Proposed by USG-funded CSOs

- Provide support to partners to update their issue advocacy and campaign plans during partner work planning sessions benefitting from Indicator 1.2 capacity building activities
- Maintain and update partner issue advocacy progress through the Strategy and Outcome Harvester and the Policy Tracker
- Support partners in their development of policies and laws for submission or proposal, as well as the tracking of existing laws, policies, and processes that they are seeking to improve
- Support partners to engage with wider ecosystem initiatives (e.g. Freedom of Information, OGP) that will provide long-term sustainability to SACE clusters

B2d. Indicator 2.3 (2.4.1-9): Number of CSOs Receiving USG Assistance Engaged in Advocacy Interventions

- Support and track partner advocacy and campaign activities aided by Indicator 1.2 capacity strengthening, as well as through actions undertaken in Component 2 and 3 and wider enabling environment initiatives
- Review targets for this indicator upwards through a broadened definition

B2e. Indicator 2.4: Number of Partnership Innovations Initiated by Funded CSOs

- Identify, maintain, and support fundable innovations
- Work on legislative bills and CSO space initiatives

B2f. Component 2 Year 3 Targets⁴

Indicator	Target
Number of cluster members with improved networking	80
Number of laws, policies, or procedures drafted or proposed by USG-funded CSOs	45

³ Also contributes to capacity building targets under Component 1.

⁴ All targets will be reviewed in Q1 2017 and potentially revised to reflect project learning to date. In particular, Indicator 2.3 will be revised upwards through a broadened definition

Number of CSOs receiving USG assistance engaged in advocacy interventions	150
Number of partnership innovations initiated by project-funded CSOs	2

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

In Year 4, the project will deliver learning on cluster issues through workshops, forums, and other enabling spaces both directly with our core partners and in collaboration with a wider set of actors. These initiatives will deepen partner knowledge on pertinent issues and guide strategies for refining public awareness campaigns and activities. The project will continue participation in SMW Lagos through TAGG and social media seminars, networking events, and learning activities. Leveraging Year 3’s successful 2.0 Mindset Series, SACE will continue with the series, hosting practitioners in policy engagement strategies, leadership approaches, social media and public awareness, and sustainability. Following cluster anchor annual work planning sessions in Q1, SACE will provide continued support to refine and implement cluster public awareness campaigns, tracking progress and successes. In line with our intention to shift ownership of SACE to our partners, we will support clusters to deliver tailored activities to increase public discourse on their specific issues. The project will support and engage the entertainment industry in TAGG issues through another year of fruitful partnership with the HomeVida Nigeria’s Integrity Film Awards. Broadening and strengthening our relationships with the wider Nigerian entertainment industry will strengthen the sustainability of SACE results.

B3a. Cross-Component Activities

- Conduct ongoing support coaching visits to partners
- Hold 2.0 Mindset Series
- Support and engage the Nigerian entertainment industry in TAGG issues through HomeVida and other initiatives to be identified through our windows-of-opportunity approach
- Conduct Issue Learning workshops and forums
- Support partners through pool of short-term issue coaches

B3b. Indicator 3.1: Number of Public Awareness Campaigns on Key Democratic Issues

- Support partners to refine campaign plans developed during partner work planning
- Support partners to implement their public awareness campaigns
- Track partners’ public awareness campaigns within the project MIS

B3c. Indicator 3.2: Number of Public Discourses on Key Democratic Governance Issues Facilitated / Supported by Civil Society Partners

- Prepare and host TAGG and social media seminars, pop-up networking events, and learning activities at SMW Lagos.

- Utilize SMW Lagos to promote discourse and engagement on key TAGG issues, especially targeted at the growing, sectorally diverse and younger, online demographic
- Support discourse on the broader legislative environment for civic space, working to support engagement with the National Assembly around laws and bills impacting civic space and seeking to encourage greater institutionalization of citizen-government exchange and interface
- Assist partners in delivering effective activities increasing public discourse surrounding their specific issues
- Work with HomeVida to broaden partnerships with the entertainment industry, particularly Nollywood

B3d. Indicator 3.3: Number of Media Transactions to Promote Transparency, Accountability, and Good Governance Initiatives

- Promote and support relationships between partners and media houses
- Track project and partners’ media transactions
- Conduct deeper analysis around the impact of public awareness and media transactions on policy reform initiatives

B3e. Indicator 3.4: Number of Public Awareness Innovations Initiated by Funded CSOs

- Identify, select, and deploy appropriate innovation support to ISWF APS grantees and work to share learning and encourage replication/adoption from innovation pilots funded through the project
- Support select partners to identify and engage potential issue ambassadors

B3f. Component 3 Year 3 Targets⁵

Indicator	Target
Number of public awareness campaigns on key democratic issues	8
Number of public discourses on key democratic governance issues facilitated / supported by CSO partners	80
Number of media transactions to promote TAGG initiatives	300
Number of public awareness innovations initiated by project-funded CSOs	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 have focused to date exclusively on the Niger Delta and on building eight partners’ (six CSOs 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 undertaken in Components 1, 2, and 3, will either feature a Niger Delta component or will be conducted separately in the Niger Delta. Initially, what

⁵ All targets will be reviewed in Q1 2017 and potentially revised to reflect project learning to date

differentiated Niger Delta interventions from national interventions was the focus on 1.0 capacity training, as opposed to introducing the full STAR suite and focusing on 2.0 capacities. During much of Year 3, SACE worked to upgrade the capacity of Niger Delta Partners and introduced the full STAR suite to our work in the region.

The project has captured significant lessons learned from the comprehensive review of the first round of grants to Niger Delta partners. This learning will be applied across our Niger Delta partners, but particularly to the highest-performing ones and specifically those who have shown increased capacity to implement the collective impact model. The project will also increase national and Niger Delta partnerships and encourage an increase of collaborative activities and the sharing of best practices and successes.

Additionally, SACE will expand the number of partnerships with BMOs to include organizations focused on MSMEs. One additional BMO has already been identified and an additional one will be identified in Q2.

B4a. Cross-Indicator Activities

- Onboard two new BMO clusters
- Recruit and onboard pool of short-term issue and capacity building coaches
- Rollout expanded Cluster Coaching model – SACE Cluster Coaching, plus tailored coaching from pool of short-term issue and capacity building coaches
- Conduct ongoing support coaching visits to cluster members
- Facilitate cross-sector learning between national and Niger Delta partners
- Facilitate NDCEF
- Participate in NDDF

B4b. Indicator 4.1: Number of CSOs Showing Net Change

- Conduct analysis of Year 3 STAR Index survey results⁶
- Design interventions for partners based on STAR Index survey results
- Review and revise (if necessary) STAR Index survey
- Administer STAR Index survey to partners
- Convene ALS
- Design and conduct STAR Index results validation exercise with partners
- Compile and report partner Change Stories

B4c. Indicator 4.2: Number of Unique Individuals (CSO Members) Trained in Unique Subjects

- Hold Issue Learning Forums
- Hold Data Visualization and Media Training
- Conduct Public Campaigning Workshop
- Hold Innovation Design Workshop

⁶ The STAR Index survey is conducted annually in September, which is the last month of the fiscal year. Therefore, the analysis and activity design resulting from the survey takes place in the succeeding month, or the following project year.

- Hold Policy & Engagement Strategies and Leadership Approaches Training
- Conduct Sustainability Training
- Hold Gender and Social Inclusion Training

B4d. Indicator 4.3: Number of Public Awareness Campaigns on Inclusive Economic Reform in the Niger Delta

- Work with anchors to implement campaign plans developed during partner work planning sessions
- Provide partners with technical assistance as they implement their public awareness campaigns
- Track partners’ campaign progress within the project MIS

B4f. Component 4 Year 3 Targets⁷

Indicator	Target
Number of CSOs showing net change	40
Number of unique CSO/BMO members trained in unique subjects	1,000
Number of public awareness campaigns on inclusive economic reform and equitable growth in the Niger Delta	8

C. Cross-cutting Activities

C1. Enabling Environment

The success of the project is directly linked to our own grantees’ success in their push for greater democratic TAGG reforms within their specific issue areas. A necessary, but by no means sufficient, condition of their success is a civil society ecosystem and a governance / political culture characterized by an enabling environment where such reforms are possible. In the upcoming year, the project will undertake a number of activities designed to monitor and enhance the enabling environment in Nigeria to allow our partners to both seize on windows of opportunity as well as share lessons learned from government and non-project supported organizations.

Key Enabling Environment Activities for Year 3

- Host NDCEF together with PIND
- Conduct quarterly political economy analysis (PEA) for use by project and partner staff in refining programming and respond to windows of opportunity identified by PEA – for example, through the OGP initiative
- Continue to hold a watching brief on the legislative space around civil society and civic participation and engage, as necessary, to support the protection and expansion of civic space

⁷ All targets will be reviewed in Q1 2017 and potentially revised to reflect project learning to date

- Undertake a review of the state of civil society in Nigeria by publishing a Nigeria-wide CSO Index.
- Organize and host Governance and Civic Engagement Learning Forum
- Additionally, a number of activities listed within the components (e.g. SMW Lagos, engagement with the entertainment industry, *2.0 Mindset Series*) are important enabling environment interventions that help raise the tied for all civic actors

C2. Gender and Social Inclusion

Considerations of gender, youth, and PWDs have been a focus of the project throughout its first three years, and in Year 4 we will continue to refine and implement our gender and social inclusion plan for increasing the engagement of marginalized groups in decision-making processes within the civil society ecosystem. We will continue working with clusters to integrate social inclusion themes into their planning and subsequent advocacy and public awareness programming. The project will continue to provide core funding to WARDC and JONAPWD. As a result of the termination of the DRAC grant, SACE will work with the Access to Health for Women with Disabilities Cluster to select a new anchor.

Key Gender and Social Inclusion Activities for Year 3

- Support partners to implement gender and social inclusion plans
- Assist partners in their development of gender and social inclusion plans for the remainder of their grants
- Conduct Niger Delta and national step-down training on gender and social inclusion
- Publish half-yearly report on progress around gender and social inclusion of both project and partners
- Conduct gender and social inclusion assessments of new project partners during grant application phase
- Mainstream gender and social inclusion into broader discussions on TAGG

C3. Monitoring and Evaluation

The project is designed to assist USAID/Nigeria in achieving Development Objective (DO) 3: strengthened good governance. USAID/Nigeria's performance management plan for DO 3 includes four intermediate results within the results framework:

- Enhanced credibility of elections
- Improved responsiveness of targeted government institutions
- Increased capacity for civic advocacy, monitoring, and engagement
- Conflict mitigated among at-risk communities

The project works simultaneously and directly in IR 2 and 3 by supporting eight national issue CSO clusters, and will support ten cluster in the Niger Delta in Year 4, totaling eighteen anchors who will continue to serve as the foundation for collective impact. 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 project 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 project 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.

The project's M&E system provides a means to analyze and synthesize project performance. The primary beneficiaries of this system include 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 18-35), disability status, sex, state of origin, ethnic group, and religion. The system is complimented by a knowledge management plan, which provides the framework for the project's utilization and sharing of data and learning both internally and externally.

For each individual activity, standardized reporting criteria is provided to the M&E focal point at each partner CSO or BMO. The M&E focal point from each of the partner organizations is 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 feed from data received from the ongoing monitoring process. Data is collected at several levels to ensure proper disaggregation. Data is collected at the project, anchor, and cluster, as well as national, state, and local government area level. Working in partnership with each CSO's M&E focal point, the M&E team assists local partners in submitting their data on indicator progress on a quarterly basis, and by the middle of Year 4, an internal data quality analysis (DQA) of partner data will be undertaken, as it was in Year 3. Following USAID standards, the M&E team will continue to build the capacity of CSO M&E focal points in the areas of validity, reliability, timeliness, precision, and most of all, integrity.

During Year 3, the project made significant advances in refining M&E tools and processes. The refinement of the *Strategy and Outcome Harvester*, the *Policy Tracker*, our approach to *Cluster Coaching*, refinements to the *Annual Progress Index* and *Cluster Feedback* tools and the introduction of the MIS have been integral planks in our M&E advancements over the past year.

Looking forward, the digitization of the *Strategy and Outcome Harvester* and the *Policy Tracker* are key areas for further development. Additionally, SACE is looking to integrate the *Annual Progress Index* with a standard Organizational Capacity Assessment Tool (OCAT) evaluation, to finalize the process of delivering partners who are demonstrably ready to receive funding directly from USAID. The project will also focus on building systems for analyzing value for money and, potentially, social return on investment. These new tools will measure SACE's reach and quantify the values of our reform impact. In view of applying learning from Years 2 and 3, SACE will revise targets within the PMP upwards to address ongoing over-performance, as the realities of our successful collective impact and strategic ecosystem approach continues to clarify.

Key M&E Activities for Year 3

- Publish quarterly, semi-annual, and annual reports
- Maintain MIS
- Digitize *Strategy and Outcome Harvester*

- Maintain and update TraiNet reporting
- Update PRS
- Undertake comprehensive review of PMP and update targets
- Conduct internal project DQA
- Conduct partner DQA
- Develop and undertake ALS validation work
- Develop value-for-money and social-return-on-investment tools
- Review CLIN 3 output-to-outcome logic
- Refine definitions for project “reach” and “scale”
- Participate in mid-project PIND review
- Participate in midterm USAID evaluation
- Design and administer Annual Progress Index and hold ALS
- Routine project M&E visits to partners
- Review and revise tools (STAR Index and others, as needed)

C4. Conflict Sensitivity

The project recognizes and appreciates USAID/Nigeria’s focus on conflict sensitivity and the threat that violence triggered by political competition and communal, ethnic, religious, or resource allocation rivalries can pose to the stability of democracy in Nigeria. Project and partner programming also has the potential to contribute to conflict should government institutions fail to deliver on desired reforms when communities, having participated in civil society activities designed to enhance voice and elicit accountability, perceive that their mere participation in such activities guarantees the outcome being advocated. In line with the Do No Harm approach, the project undertook in Year 3 a conflict sensitivity awareness survey with project and anchor staff and designed and delivered training that strengthened staff and partner capacity to become attuned to conflict considerations in programming and understand ways to mitigate conflict in communities when it does arise. The project routinely reports issues on conflict through our quarterly and weekly reports.

In Year 4, SACE will utilize our short-term issue and capacity building coaching pool to support cluster anchors with specific training and support that will increase effective delivery by cluster members. At the conclusion of Year 4, a comprehensive conflict impact survey will be conducted at the ALS to assess project efforts at improving conflict sensitivity. Based on results of this survey, SACE will work with USAID and our cluster to continuously refine our approach to conflict sensitive programming

Key Conflict Sensitivity Activities for Year 3

- Provide further cluster-specific coaching and mentoring support around conflict sensitive programming
- Monitor partner rollout of conflict sensitivity awareness training
- Hold Do No Harm training for project staff
- Conduct quarterly conflict reviews with partners and share relevant learning as part of quarterly reporting

- Conduct quarterly conflict reviews with partners and share relevant learning as part of quarterly reporting
- Conduct conflict impact survey and release at ALS
- Conduct conflict sensitivity assessments for new partners as they are onboarded during Year 4 (in the Niger Delta)

C5. Project Communications

Building on the success of a growing public awareness component and results-based project communications, Year 4 will prioritize refining internal and external communications, deepening partner engagement with the media, and empowering and supporting partners to take advantage of windows of opportunity.

Internally, the project will onboard a short-term communications and report writer to enhance the outward-facing communications, share innovative and successful approaches of the project and its partners, and provide additional opportunity for the public awareness advisor and manager to work directly with our partners on cluster communications efforts.

Externally, we will strengthen the capacity of clusters and their media partners to improve communications and advocacy work through training and ongoing mentoring and coaching.

Key Project Communications Activities for Year 3

- Project progress reporting
 - Produce weekly updates for USAID and PIND
 - Produce and share reports on major project events
 - Draft and submit quarterly reports to USAID and share with PIND
 - Publish project success stories and assist partners to draft and share their advocacy successes for USAID, PIND, and public consumption
- Externally facing project communications materials
 - Review and revise externally facing project communications materials, including the project brochure
 - Publish newsletter
 - Manage project social media platforms for maximum ecosystem engagement around project and partner issues
 - Produce short project documentary on Year 2 and 3 impact
- Partner communications and progress reporting
 - Review partners' communications plans and provide assistance to update and revise, if necessary
 - Provide routine assistance to partners in publicizing activities and campaigns
 - Routinely collect and publicize partners' (including cluster members') multimedia documentation of programming
 - Conduct media and data visualization training for partners
 - Monitor partner completion of their Stories of Change

C6. Project Management and Administration

a. Staffing

Exhibit 4 shows the proposed organizational structure for Year 4 of the project and our plans to expand staffing are detailed on the page before Exhibit 4. While unexpected staff departures occurred in Year 3, the project quickly recruited and utilized home office and Nigerian professionals to reduce effects on programming. Our Year 4 staff expansion – both long- and short-term staff – are predominantly Nigerian and highlights SACE’s commitment to local solutions and local talent.

We look forward to continuing our engagement with the National Youth Service Corps (NYSC), whose service members are learning valuable administrative and technical skills during their government-mandated public service internships with the project. Service members who undertook their NYSC assignment with SACE are currently enjoying full-time employment on USAID-funded projects, due to the opportunities provided them under the SACE project.

b. Operations/Program Support

In Year 4, the Operations Unit will continue providing timely, compliant, and proactive support needed for executing the project’s robust technical work plan as well as maintaining the project’s administrative and financial systems. The Operations Unit implements a comprehensive platform of Chemonics policies and procedures, which is continually updated with the latest USG regulations and based upon more than a decade of implementing complex development programming in Nigeria. Via this platform the Operations Unit is able to provide flexible backstopping to our technical teams to meet and exceed project targets. In addition to the finance, administration, and logistics teams, the Operations Unit also oversees security (see immediately below) and houses the SAF team, which is discussed in Section C7.

c. Security

Operations is responsible for ensuring that appropriate measures are in place to allow the project to achieve its goals in a fluid security environment. Given the history of security incidents in Nigeria, a Chemonics home office security specialist will travel to Abuja in November 2016 to complete the project’s annual risk management assessment and provide project staff with needed information and potential upgrades to security policies and procedures. Working with the project’s security manager, the security specialist will review potential risks to staff and program delivery and 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.

Key Project Management Activities for Year 4

Finance, Operations, and Program Support

- Operations Manager and Accountant training in home office
- Grants training webinar series for Grants team members
- Recruit pool of short-term issue and capacity building coaches
- Onboard all new project staff
- Undertake annual finance and compliance review
- Coordinate annual project budgeting exercise

- Conduct annual review of project inventory
- Submit monthly project financial reporting
- Conduct annual staff performance reviews
- Organize annual staff program reflection and planning retreat
- Manage project human resource needs

Security

- Host Chemonics home office security assessment visits, review security platform, and begin implementation of any recommendations
- Identify training providers for light HEAT training of staff and arrange for delivery of this training
- Review with staff the security standard operating procedures (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 4 technical work plan and provide guidance on any events or potential security risks that might impact on the implementation of the plan
- Monitor security situation, in conjunction with conflict analyses, of all sites where project partners operate

C7. Grants and SAF Management

In Year 4, the project will continue to provide vital core and issues-based program funding to our partner CSOs nationally and in the Niger Delta specifically through our three dedicated funding streams: the Capacity Development Fund (CDF), Niger Delta Fund (NDF), and Innovation and Spread the Word Fund (ISFW).

Capacity Development Fund. We will use the CDF to provide our eight project anchor organizations the core resources they need in order to devote their time and own resources to implementing issue focus and strengthening their effective networking skills, which feeds directly into our Component 1 results. To meet project targets under Components 2 and 3, anchors' grants will continue to provide the financial assistance necessary to analyze their advocacy and public awareness interventions from Year 3, incorporate lessons learned from this and PEA into the current year's activities, and continue uninterrupted implementation of their cluster work plans.

During Year 4, the grants unit will also undertake intensive training of anchors in the development of subgranting manuals and policies and procedures for providing subawards under anchors' standard grants. When cluster members are able to depend on an anchor for material support for interventions based on shared reform goals, we believe that these organizations will devote more of their time and attention to activities directly related to the clusters' overall purpose and will form a longer lasting, more trusting network bond with the anchor itself. Collective impact is much more likely when anchors are able to play the leading role in resourcing cluster-based advocacy and public awareness campaigns. By introducing subgranting

to the ecosystem, the project will seek to lessen the negative side effects of competition for donor funding, namely lack of trust among like-minded organizations and evolution of organizational mission toward international donor priorities.

Niger Delta Fund. Similarly to Components 1-3 involving the national partners, our Niger Delta-based grantees will make significant contributions to the project's Component 4 targets, and they will continue to be funded through the NDF in Year 4.

To ensure continuity of support to civil society while closing out the original two-year Niger Delta grants, SACE will select a second tier of NDF-funded partners from the responses to the RFA released in Q4 of Year 3. This RFA targeted organizations with proven 1.0 capacity, allowing for greater concentration on and use of the STAR suite.

In Q1 of Year 4, the project will complete the close-out and follow-on awards to the two partner BMOs – Edo State Farmers' Cooperative Agency (ESFCAL) and Ugboroke Progressive Fish Farmers' Association (UPFFA), as well as select an additional two partner BMOs in Q1 and Q2 of Year 4.

Innovation and Spread the Word Fund. The ISWF APS was designed to spur a competition within the civil society ecosystem for creative campaigns and tools for increased public awareness and discourse surrounding TAGG issues in Nigeria. Awards will be given in the form of small fixed-award amount grants of six months to a year in duration, or longer-term standard grants substantiated by a scope of work justifying a longer award. To date, SACE has not expended resources from this fund – focusing instead on refining the short-listed applications, which will be awarded starting in Q1 of Year 4. The project will continue to review applications to the ISWF APS and re-open for an additional round beginning in Q4 of Year 4. Additionally, this fund will focus more in Year 4 on supporting innovating ideas emerging from windows of opportunity as a result of our PEA and exploring the scope for scaling-up and replicating initial awards.

In Year 3, two non-core partners were awarded ISWF-focused grants – PPDC/HomeVida and EiE. PPDC/HomeVida works to increase visibility and raise awareness of TAGG issues and issues that PWDs, women, and youth face in Nigeria. EiE will host sessions at SMW Lagos, providing an opportunity to reaffirm the critical importance of social media to civil society, government, and private sector stakeholders.

Strategic Activities Fund (SAF). As in previous years, the project will continue to utilize the SAF in a way targeted toward leveraging windows of opportunity realized as a result of PEA conducted throughout the year.

Key Grants and SAF Activities for Year 4

- Work with current partners to finalize annual work plans and budgets
- Prepare and execute grant agreement modifications to realign grantee budgets and obligate partner Year 4 activities.
- Assess appropriate subgranting mechanisms for anchors and provide targeted capacity building to enable compliant subawards to cluster members

- Issue grants from the APS for the project’s ISWF, assess new applications for funding, and re-issue APS at the end of Year 4
- Finalize new BMO grant
- Complete Niger Delta follow-on and BMO grants
- Continue compliance visits to partners and 1.0 skill progress check-ins and mentoring and coaching on an ongoing basis
- Conduct grants inception trainings for new Year 4 Niger Delta and ISWF partners
- Issue strategic grants based on windows of opportunity and PEA
- Review monthly grantee financial reports and timely process advance requests and liquidations

D. Conclusion

We have carefully designed the project’s Year 4 work plan across the project’s four components and cross-cutting themes in order to consolidate and take advantage of the numerous capacity building gains witnessed among our partners during the previous year of implementation. The thoughtful positioning of our human and financial resources as laid out in this document are in response to these gains and valuable learning through the feedback loops inherent within the project’s STAR methodology. Taken together, these have produced an exciting momentum that this work plan will exploit in order to achieve even greater impact within the civil society ecosystem and on tangible partner successes in the years to come and onward.

ANNEX A. Year 4 Activities Gantt Chart – By Component and Cross-Cutting Themes

Component	Activity/Task	Completion Benchmark	Year 3 (2016 - 2017)												Projected Q1 Y5		
			Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Component 1: Strengthened Institutional, Organizational, and Technical Capacity of CSOs, Coalitions, and Networks to Play a Leadership Role in Advancing Targeted Democracy and Good Governance Initiatives	Cross-Indicator Activities																
	Roll out Cluster Coaching approach	Cluster coaching approach rolled out															
	Recruit and onboard pool of short-term issue and capacity-building coaches to augment Cluster Coaching	Pool of coaches identified and onboarded															
	Conduct ongoing support coaching visits to cluster members	Cluster members receive onsite training															
	Indicator 1.1: Number of CSOs Showing Net Change																
	Conducts analysis Year 3 STAR Index survey results	Analysis report published by Root Change															
	Design interventions for partners based on Star Index survey results	Intervention plans created and activities begin with partners															
	Review and revise (if necessary) STAR Index survey	Survey questions finalized															
	Administ STAR Index survey to anchors	Survey administered to project partners															
	Convene ALS	Summit held with Root Change and project partners															
	Design STAR Index results validation exercise	Exercise work plan completed															
	Conduct STAR Index results validation exercise	Partner progress across STAR drivers assessed and validated / deficiencies recorded															
	Compile and report partner Change Stories	Partners submit Change Stories resulting from their project-funded advocacy															
	Indicator 1.2: Number of Unique Individuals (CSO Members) Trained in Unique Subjects																
	Hold four Issue Learning Forums	Issue Learning forums held to meet partner needs															
	Conduct Data Visualization and Media Training	Workshop held, partners report greater engagement in media platforms															
	Hold Public Campaigning Workshop	Workshop held, quality of partners' public awareness campaigns improved															
	Hold Innovations Design Workshop	Increased number of partners capable of developing innovative programming concepts															
	Hold Policy & Engagement Strategies and Leadership Approaches Training	Partners trained in policy & engagement & leadership															

Convene ALS	Summit held with Root Change and project partners																	
Design STAR Index results validation exercise	Exercise work plan completed																	
Conduct STAR Index results validation exercise	Partner progress across STAR drivers assessed and validated / deficiencies recorded																	
Compile and report Change Stories	Partners submit Change Stories resulting from their project-funded advocacy																	
Indicator 4.2: Number of Unique Individuals (CSO Members) Trained In Unique Subjects																		
Hold Issue Learning Forums	Issue Learning Forums held																	
Hold Data Visualization and Media Training	Workshop held, partners report higher volume of media engagement																	
Hold Public Campaigning Workshop	Workshop held, quality of partners' public awareness campaigns improved																	
Hold Innovations Design Workshop	Workshop held and increased number of partners capable of developing innovative programming concepts																	
Hold Policy & Engagement Strategies and Leadership Approaches Training	Partners trained in policy & engagement, and leadership																	
Conduct Sustainability Training	Partners trained in fundraising strategies, proposal writing, and project management																	
Hold Gender and Social Inclusion Training	Partners trained in gender and social inclusion																	
Indicator 4.3: Number of Public Awareness Campaigns on Inclusive Economic Reform in the Niger Delta																		
Work with anchors to implement campaign plans developed during partner work planning sessions	Partner campaign plans implemented																	
Provide partners with technical assistance as they implement their public awareness campaigns	Technical assistance provided																	
Track partners' campaign progress within the project MIS	Project MIS updated on an ongoing basis																	
Enabling Environment																		
Crosscutting Activities	Host NDCEF with PIND	NDCEF held, attended by Niger Delta partners, GON, and relevant stakeholders																

Conduct partner data quality assessment	Partners' data quality assessed and recommendations issued																	
Develop and undertake ALS validation work	ALS validation work developed and implemented																	
Develop value-for-money and social-return-on-investment tools	New tools developed																	
Review CLIN 3 output-to-outcome logic	Review undertaken and results reported																	
Define project "reach" and "scale"	"reach" and "scale" defined																	
PIND mid-term review	Review performed and results shared																	
USAID mid-term review	Review conducted and recommendations shared																	
Design and administer Annual Progress Index and hold ALS	Annual Learning Summit held with partners and Annual Progress Index administered																	
Routine project M&E visits to partners	Visits conducted and guidance/recommendations given to partners																	
Tools Review (STAR Index, and others as needed)	Tools reviewed and adjusted																	
Conflict																		
Provide further cluster-specific coaching and mentoring support around conflict sensitive programming	Support and coaching provided for conflict sensitive programming																	
Monitor partner rollout of conflict sensitivity awareness training	Partners step down trainings to cluster members throughout year																	
Hold Do No Harm training for project staff	Training conducted																	
Conduct quarterly conflict reviews with partners and share relevant learning in quarterly reporting	Quarterly conflict review conducted and results shared																	
Conduct conflict impact survey and release at ALS	Survey conducted and released																	
Conduct conflict assessment for new Year 4 partners	Assessments conducted and incorporated into partners' applications																	
Communications																		
Weekly project update to USAID and PIND	Update transmitted to USAID and PIND																	
Produce and share reports on major project events	Reports produced and shared																	

Annual project budgeting	Annual project budget set																
Conduct annual review of project inventory																	
Submit monthly project financial reporting	Monthly project financial reporting submitted to USAID																
Conduct annual staff performance reviews	Staff performance reviews conducted on employment anniversaries																
Organize staff annual program reflection and planning retreat	Retreat held																
Security																	
Host Chemonics home office security assessment visits, review security platform, and implement recommendations	Security training conducted and recommendations implemented																
Identify training providers for light HEAT training of staff and arrange for delivery of this training	Light HEAT training delivered																
Provide updates at staff meetings to security SOPs	Updates made																
Complete recommended upgrades per annual safety and security assessment	Upgrades completed																
Conduct at least 2 security exercises and drills	Two exercises/drills completed																
Review Year 4 technical work plan and provide guidance on implementation	Year 4 technical plan reviewed and implementation supported																
Monitor security situation of all sites where project partners operate	Security situations at project sites monitored																
Grants and SAF Management																	
Support partners to develop Y4 work plans and budget	Work plans and budgets developed																
Prepare and execute grant agreement modifications	Modifications executed																
Assess appropriate subgranting mechanisms for anchors and provide targeted capacity building to enable compliant sub awards to cluster members	Subgranting conducted by high-performing anchors																
Issue ISWF APS grants, assess new applications for funding, and reissue APS	ISWF grants awarded																

Finalize new BMO grants	Two new BMO grants awarded																
Complete Niger Delta CSO and BMO follow-on grants	Follow-on grants executed																
Continue compliance visits to partners and 1.0 skills progress check-ins	Partners demonstrate improved compliance and 1.0 skills																
Conduct grants inception trainings for new Year 4 Niger Delta BMO and CSO partners and ISWF partners	Inception trainings conducted																
Issue strategic grants based on windows of opportunity and PEA	Strategic grants issued																
Review monthly grantee financial reports and timely process advance requests and liquidations	Advance requests and liquidations processes																

ANNEX B. Year 3 Work Plan Activities Tracker

S/N	Section	Activity	Status	#	Comment
	B1a	Cross-Component Activities			
1		Facilitate cross-sector learning between national and Niger Delta partners		1	
2		Conduct project staff training to reinforce facilitation and brokering skills		1	
3		Develop resource kits for partners surrounding each STAR driver of performance		1	
	B1b	Indicator 1.1: Number of CSOs Showing Net Change			
4		Conduct analysis of Year 2 STAR Index survey results		1	
5		Design interventions for partners based on STAR Index survey results		1	
6		Review and revise (if necessary) STAR Index survey		1	
7		Administer STAR Index survey to anchors		1	
8		Convene Annual Learning Summit		1	
9		Design and conduct STAR Index results validation exercise with partners		1	
10		Compile and report partner Change Stories		1	
	B1c	Indicator 1.2: Number of Unique Individuals (CSO Members) Trained in Unique Subjects			
11		Hold anchor M&E / knowledge management strengthening workshop		1	
12		Conduct TAGG / engagement skills building practicum for anchors		1	
13		Hold advanced public awareness / campaigning trainings with anchors		1	
14		Organize and carry out at least one workshop on audio-visual material creation and advocacy-based script writing and filmmaking for issue-clusters.		1	
15		Hold innovation design workshop for shortlisted ISWF APS applicants		1	
16		Design and carry out skill sharing workshop for national and Nigeria partners		1	
17		Continue ongoing advocacy coaching and mentoring of partners		1	
	B1d	Indicator 1.3 (2.4.1-11): Number of USG-funded Organizations Representing Marginalized Constituencies Trying to Affect Government Policy or Conducting Government Oversight			
18		Improve their engagement with marginalized communities		1	
19		Develop and implement their gender inclusion action plans		1	
20		Develop and implement their youth inclusion action plans		1	
21		Provide support to DRAC and JONAPWD to develop published guidelines for including PWDs in policy design and government oversight mechanisms		1	

	B2a	Cross-Component Activities			
22		Facilitate engagement between partners and relevant GON officials and other stakeholders		1	
23		Continue ongoing coaching and mentoring of partners on engagement strategies		1	
	B2b	Indicator 2.1: Number of Cluster Members with Improved Networking			
24		Conduct regular STARNET mapping with partners		1	
25		Capture partners' improved 1.0 networking capacity		1	
26		Support partners to implement improved engagement actions resulting from Indicator 1.2 capacity building activities.		1	
27		Assist partners in launching their subgranting plans		2	Though training was provided, sub-grants did not take off
	B2c	Indicator 2.2: Number of Laws, Policies, or Procedures Drafted or Proposed by USG-funded CSOs			
28		Provide support to partners to update their issue advocacy / campaign plans during partner work planning sessions benefitting from Indicator 1.2 capacity building activities		1	
29		Develop and launch partner issue advocacy progress tracker		1	
30		Assist partners in their development of policies and laws for submission or proposal		1	
	B2d	Indicator 2.3 (2.4.1-9): Number of CSOs Receiving USG Assistance Engaged in Advocacy Interventions			
31		Support and track partner advocacy and campaign activities aided by Indicator 1.2 capacity strengthening		1	
	B2e	Indicator 2.4: Number of Partnership Innovations Initiated by Funded CSOs			
32		Provide support to partners with catalytic innovative ideas to develop innovative engagement mechanisms		1	
33		Complete review of STAR Mobile pilot		1	
34		Administer STAR Mobile routinely throughout the year, incorporating changes / lessons from pilot		1	
35		Collate STAR Mobile data from routine surveys and assist anchors to incorporate analysis into their engagement programming		1	
	B3a	Cross-Component Activities			

36		Hold 2.0 Mindset Series every other month for anchors on building effective public awareness skills sets		1	
37		Select a TAGG Ambassador who is committed to being a public mouthpiece for TAGG issues		3	Project decided to abandon this for SACE and has reported this in Q2 report. Partners are working on this at cluster level
38		Work with TAGG Ambassador to publicize TAGG issues during project events such as Social Media Week Lagos, NDCEF, the Governance and Civic Engagement Forum, and HomeVida awards, among others		3	Ditto
39		Create and maintain TAGG issues reporter database / tool		1	
40		Formulate and conduct TAGG issues reporter training for media professionals		1	
41		Engage with media professionals around the improvement of TAGG issues reportage		1	
42		Provide resource support to the HomeVida Integrity Film Awards		1	
	B3b	Indicator 3.1: Number of Public Awareness Campaigns on Key Democratic Issues			
43		Work with anchors to refine campaign plans developed during partner work planning session		1	
44		Provide partners with technical assistance as they implement their public awareness campaigns		1	
45		Track partners' campaign progress within the project MIS		1	
	B3c	Indicator 3.2: Number of Public Discourses on Key Democratic Governance Issues Facilitated / Supported by Civil Society Partners			
46		Prepare and host TAGG and social media seminars, pop-up networking events, and learning activities at Social Media Week Lagos.		1	
47		Utilize Social Media Week Lagos to promote discourse and engagement on key TAGG issues, especially targeted at the growing, sectorally diverse and younger, online demographic		1	
48		Organize and host learning and sharing events for the wider CSO ecosystem on TAGG issues, such as youth inclusion, budget, conflict sensitivity, among other possible subjects		1	
49		Assist partners in delivering effective activities increasing public discourse surrounding their specific issues		1	

	B3d	Indicator 3.3: Number of Media Transactions to Promote Transparency, Accountability, and Good Governance Initiatives			
50		Facilitate linkages and engagement between partners and media houses		1	
51		Track project and partners' media transactions		1	
	B3e	Indicator 3.4: Number of Public Awareness Innovations Initiated by Funded CSOs			
52		Identify, select, and deploy appropriate innovation support to ISWF APS grantees		2	Selection done, awards not complete
53		Work with established project partners (i.e. non-ISWF APS grantees) whose ideas show potential in the development of innovative public awareness solutions		1	
	B4a	Cross-Indicator Activities			
54		Facilitate cross-sector learning events and interactions between national and Niger Delta partners		1	
55		Host TAGG issues event during the Niger Delta Development Forum (NDDF)		3	Postponed to October by PIND
56		Hold end-of-grant reflection workshop for the project's first-round CSOs and BMOs		3	Pushed to Oct because of PIND decision on NDDF
57		Convene NDCEF		3	This was shifted to Oct FY2017 after discussion with USAID and PIND about syncing with NDDF
	B4b	Indicator 4.1: Number of CSOs Showing Net Change			
58		Conduct analysis of Year 2 STAR Index survey results		1	
59		Design interventions for partners based on STAR Index survey results		1	
60		Review and revise (if necessary) STAR Index survey		1	
61		Administer STAR Index survey to partners		1	
62		Convene Annual Learning Summit		1	
63		Design and conduct STAR Index results validation exercise with partners		1	
64		Compile and report partner Change Stories		1	
	B4c	Indicator 4.2: Number of Unique Individuals (CSO Members) Trained in Unique Subjects			
65		Hold partner M&E / knowledge management strengthening workshop with a clear focus on documenting results over activities		1	

66		Conduct TAGG / engagement skills building practicum for partners		1	
67		Hold advanced public awareness / campaigning trainings with partners		1	
68		Organize and carry out at least one workshop on audio-visual material creation and advocacy-based script writing and filmmaking for partners and collaborators		1	
69		Hold innovation design workshop for shortlisted ISWF APS applicants		1	
70		Design and carry out skill sharing workshop for national and Nigeria partners		1	
71		Continue ongoing advocacy coaching and mentoring of partners		1	
	B4e	Indicator 4.4: Number of Public Awareness Campaigns on Inclusive Economic Reform in the Niger Delta			
72		Work with anchors to refine campaign plans developed during partner work planning sessions		1	
73		Provide partners with technical assistance as they implement their public awareness campaigns		1	
74		Track partners' campaign progress within the project MIS		1	
	C1	Key Enabling Environment Activities for Year 3			
75		Host NDCEF together with PIND		3	This was shifted to Oct FY2017 after discussion with USAID and PIND about syncing with NDDF
76		Conduct quarterly political economy analysis (PEA) for use by project and partner staff in refining programming		1	
77		Respond to programming windows of opportunity identified by PEA		1	
78		Undertake a review of the state of civil society in Nigeria by publishing a Nigeria-wide CSO Index		3	Discussion with USAID on this continues
79		Organize and host Governance and Civic Engagement Learning Forum		1	
	C2	Key Gender and Social Inclusion Activities for Year 3			
80		Audit project and partner programming for gender and social inclusion considerations		1	
81		Assist partners in their development of gender and social inclusion plans for the remainder of their grants		1	
82		Provide partners targeted support to effectively implement audit recommendations		1	
83		Conduct training of trainers for anchors on gender and social inclusion		1	

84		Publish quarterly report on progress around gender and social inclusion of both project and partners		1	
85		Conduct gender and social inclusion assessments of new project partners during grant application phase		1	
	C3	Key M&E Activities for Year 3			
86		Develop quarterly, semi-annual, and annual reports		1	
87		Conduct routine quarterly monitoring visits and semi-annual learning visits to partners		1	
88		Design and deploy beneficiary feedback mechanism to assist in the assessment of project impact. Such a tool will provide data on: 1. Partner perceptions of project delivery 2. Partner assessments of their relationships with one another 3. Assessments from partner constituencies and GON entities on partner engagement		2	To be deployed in Q1 FY 2017
89		Undertake comprehensive review of PMP targets		1	
90		Perform internal DQA and assist CSO partners to undertake their own DQAs		1	Partner support and compliance visits
91		Assist USAID/Nigeria with project DQA		3	No DQA by USAID
92		Deploy project knowledge management framework		1	Policy Tracker, Outcome Harvester, and MIS
93		Roll out finalized project MIS		1	
94		Participate in mid-project PIND review		1	
95		Participate in midterm USAID evaluation		3	USAID onboarding of MEMS II + not yet complete
96		Update PRS		1	
97		Update TraiNet reporting		1	
98		Review and revise STAR framework and key tools		1	
99		Hold Annual Learning Summit		1	
100		Conduct routine M&E and program team oversight visits to project partners		1	
	C4	Key Conflict Sensitivity Activities for Year 3			
101		Conduct conflict sensitivity awareness survey with project and partner staff		1	
102		Conduct conflict sensitivity awareness training of trainers for anchors and core Niger Delta CSOs/BMOs		1	
103		Monitor partner rollout of conflict sensitivity awareness training		1	

104		Hold Do No Harm training for project staff		1	
105		Conduct quarterly conflict reviews with partners and share relevant learning as part of quarterly reporting.		1	
106		Release conflict impact survey at Annual Learning Summit		3	Survey not conducted due to resource push back
107		Conduct conflict sensitivity assessments for new partners as they are onboarded during Year 3		1	
	C5	Key Project Communications Activities for Year 3			
		Project progress reporting			
108		Produce weekly updates for USAID in conjunction with the M&E team		1	
109		Produce and share reports on major project events		1	
110		Draft and submit quarterly reports to USAID and share with PIND in conjunction with the M&E team		1	
111		Publish project success stories and assist partners to draft and share their advocacy successes for USAID, PIND, and public consumption		1	
		Communications training			
112		Procure in-house professional photography training for project and partner program staff to increase number of high-quality photographic representations of project / partner impact		1	
		Externally facing project communications materials			
113		Review and revise externally facing project communications materials		1	
114		Launch, pending final USAID approval, project website and routinely update with project and partner developments		3	USAID did not approve website
115		Publish newsletter once a trimester		1	
116		Manage project social media platforms for maximum ecosystem engagement around project and partner issues		1	
117		Produce short project documentary on Year 1 and 2 impact		2	Due in October
		Partner communications and progress reporting			
118		Review partners' communications plans and provide assistance to update and revise, if necessary		1	
119		Provide routine assistance to partners in publicizing activities and campaigns		1	
120		Routinely collect and publicize partners' (including cluster members') multimedia documentation of programming		1	
121		Monitor partner completion of their Stories of Change		1	

	C6	Key Project Management Activities for Year 3		
		Finance, Operations, and Program Support		
122		Coordinate annual project budgeting exercise		1
123		Carry out local staff compensation market survey and review project's local compensation plan		1
124		Execute annual review of out-of-station subsistence rates and ceilings		1
125		Undertake comprehensive review of local real estate market, negotiate new office space lease, and organize office move with minimal disruption to project programming		1
126		Organize annual staff program reflection and planning retreat		1
127		Ensure project human resource requirements, including short-term technical assistance, are met in a timely manner		1
128		Monthly financial reporting to USAID		1
129		Conduct routine internal review of project financial, procurement, and human resources files		1
130		Coordinate annual staff performance reviews		1
131		Renew service providers' contract agreements for Abuja office		1
132		Procure routine administrative/operations requirements		1
133		Conduct routine assessment of project vehicles and maintenance		1
134		Procure technical team's activity requirements (halls, catering and training materials)		1
135		Meet project's logistical demands (local and international)		1
136		Conduct thorough review of project emergency action plan		1
137		Continually update project inventory		1
138		Training of project drivers (routine maintenance and advanced security driving)		1
139		Support to all other project activities		1
		Security		
140		Host Chemonics home office security assessment visits, review security platform, and begin implementation of any recommendations		1
141		Identify training providers for light HEAT training of staff and arrange for delivery of this training		1
142		Review with staff the security SOPs and security platform by providing input at bi-weekly staff meetings		1

143		Complete recommended upgrades to security at offices and to security policy per the risk management assessment		1	
144		Conduct a minimum of two security exercises and drills		1	
145		Review Year 3 technical work plan and provide guidance on any events or potential security risks that might impact on the implementation of the plan		1	
146		Monitor security situation, in conjunction with conflict analyses, of all sites where project partners operate		1	
	C7	Grants and SAF Activities for Year 3			
147		Work with current partners to finalize annual work plans and budgets		1	
148		Prepare and execute grant agreement modifications to realign all 14 national and Niger Delta (excluding BMOs) grantee budgets and obligate partner Year 3 activities.		1	
149		Assess appropriate subgranting mechanisms for anchors and provide targeted capacity building to enable compliant subawards to cluster members		1	
150		Publish APS for the projects ISWF, begin accepting applications for funding, and execute appropriate agreements throughout the year		1	
151		Close out current one-year grants with ESFCAL and UPFFA		1	
152		Develop and issue RFA for second class of Niger Delta BMOs and award up to two standard grants to support organizations' advocacy around inclusive economic growth		1	
153		Develop and issue RFA for second class of Niger Delta CSOs and award up to six standard grants to support organizations' advocacy.		1	
154		Conduct grants inception trainings for new Year 3 Niger Delta BMO and CSO partners		1	
155		Undertake bi-annual compliance visits to each grantee and provide recommendations on policy and practice updates if necessary		1	
156		Issue small grants based on results of regular PEA throughout the year		1	
157		Review monthly grantee financial reports and timely process advance requests and liquidations		1	
		SUMMARY			Percentage achievement
		Completed activities	142	1	90.4
		Activities for further discussion before final classification	4	3	2.5
		Activities Off course	11	4	7.0
			157		

