NIGERIA

Oxfam Country Strategy 2021-26: A Nigeria without inequality and poverty

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1. Introduction

Oxfam in Nigeria has been playing important roles in the socio-economic development of the country through its numerous programmes and in partnership with national civil society organizations with shared values and visions. The implementation of Oxfam in Nigeria's Country Strategy (2015 – 2020) **focused on saving lives, promoting sustainable income for the poor**, **transforming attitudes about women's rights and promoting active citizenship** to deepen accountability in public and private sectors

In the middle of implementation of the OCS, Nigeria alongside Ghana and Senegal were identified through the Country Mapping Review[1] to become influencing hubs in West Africa in a bid to strengthen their influencing stands. While work was underway to reframe the new direction in concrete terms, Oxfam confederation finalized the global strategic framework and through the global/country presence, confirmed Nigeria to become an influencing program. This decision was premised upon observable characteristics of the country like its status as a political, diplomatic, economic, military and demographic powerhouse of West Africa, and as Africa biggest economy among others.

The journey to the development of the OCS 2021-26 began with the review of the OCS 2015-2020 as a way of evaluating the extent to which the strategy delivered on its objectives. The review exercise was followed by a context analysis to understand contextual and contemporary issues requiring attention and to reflect on the approach that will be suitable and efficient for Oxfam to contribute to a fairer and more prosperous Nigeria. These assessments were then followed by gender analysis, civic space analysis, and feasibility and viability analysis of intended approaches to drive change at scale as an influencing country program. All these processes were undertaken with full participation of Oxfam in Nigeria staff, national partners (both government and CSOs), the WAF regional platform and the affiliates (ONL, OGB, OQC and OUS).
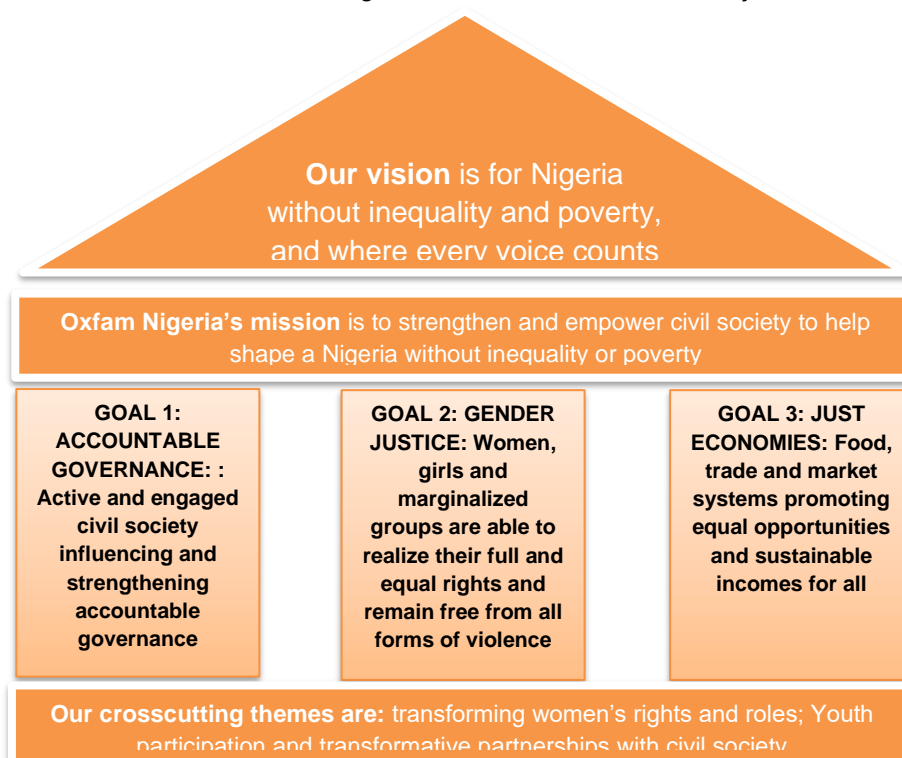
The purpose of the Nigeria Country Strategy (2021 – 2026) is to document the concrete changes to policies, practices, attitudes, norms and beliefs that Oxfam in Nigeria and partners want, and how it plans to achieve these changes in Nigeria over the next five (5) years. Guided by evidence-based programming, Oxfam in Nigeria aims to strengthen the civil society to be able influence Oxfam overarching strategic goal in Nigeria, i.e., a Nigeria without inequality and poverty, and where every voice counts.

While the strategy aims to provide a basic outline for our influencing pursuits over the next five years, there will be a mid-term review in late 2023 to assess what may have changed in the operating context, how elements of the strategy have worked or not worked, what needs to be improved and to ensure areas that remain outstanding can be pursued. The review in 2023 will help to assess the relevance, effectiveness and efficiency of the **programming for influencing model** that will be driving the strategy. The model essentially seeks to combine elements of our successful programmatic experiments to drive influencing across different layers in a way that guarantees sustainability and ownership. The next five years will be used to pursue system-wide changes in policies and programmes for the benefit of the majority of Nigerians and we will be creating alliances with activists and civil society organizations to challenge systems of oppression, inequality, and abuse of powers.

The annexures include the executive summaries of the OCS 2015-2020 review, context analysis, feasibility study and the MEAL framework.

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2. Executive summary

Poverty has been increasing in Nigeria in recent decades despite the country's extensive natural resources and almost 70% of the population are now living below the poverty line. The gap between the rich and the poor has also been growing steadily and has reached extreme levels. The combined wealth of Nigeria's five richest men could end extreme poverty in the country, yet five million people face hunger.[2] As Nigeria falls into economic recession again, and with continued uncertainty about the long-term impact of Covid-19, many more households will face tougher times in the years to come. Oxfam Nigeria seeks to address the structural causes of this inequality and poverty.

The diagram below sets out our core strategic intentions for the next five years.

Our vision is for Nigeria
without inequality and poverty,
and where every voice counts

Oxfam Nigeria's mission is to strengthen and empower civil society to help shape a Nigeria without inequality or poverty

| GOAL 1: ACCOUNTABLE GOVERNANCE: : Active and engaged civil society influencing and strengthening accountable governance | GOAL 2: GENDER JUSTICE: Women, girls and marginalized groups are able to realize their full and equal rights and remain free from all forms of violence | GOAL 3: JUST ECONOMIES: Food, trade and market systems promoting equal opportunities and sustainable incomes for all |

Our crosscutting themes are: transforming women's rights and roles; Youth participation and transformative partnerships with civil society

Over the next five years, **Oxfam Nigeria will become an influencing office**. In order to achieve impact at greater scale, our interventions will be fully integrated, with all programming contributing to achieving our influencing goals: **influencing will be at the heart of all we do**. We will cultivate a stronger, one program approach in order to strategically address the structural causes of poverty and inequality, and to maximise the impact of Oxfam and its partners.

In future, while continuing to work with civil society partners to deliver influencing work, we will intentionally shift to working more with informal groups and movements. Together, we will seek to achieve direct policy, legal and social change, as well as build the capacity of others to do their own influencing; and we will continue to test and take to scale innovative models of promising practice.

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[2] https://www.oxfam.org/en/nigeria-extreme-inequality-numbers

In order to achieve change at scale, Oxfam will support the full range and diversity of civil society, being innovative and taking risks in how we work with and support more informal groups. During this strategy, we will significantly broaden our partnership working to include activists, influencers, and informal movements and groups, as well as our historic partners.

We will need to be agile and adapt our influencing work as we learn more about what works and how best we can support and complement civil society. At the time of writing, Nigeria was in a state of turmoil as the government has responded with significant violence to the agitations by secessionists like the Independent people of Biafra (IPOP) and Yoruba Nation agitators. In addition, dwindling international Crude Oil price and a Covid-driven recession, twitter suspension, elections in 2023 and increased insecurity in the North and in some eastern states all add to the uncertainty facing civil society.

In the face of this uncertainty, it is of paramount importance that Oxfam Nigeria firstly, supports and invests in a civil society under threat due to the introduction of stringent regulations in policy and practice by government specifically the closure of space for free speech, assembly and the media; and secondly, is flexible and agile, responding to the events of the day.

3. Country vision and goals

3.1 Our vision

Our vision is for a Nigeria without inequality and poverty, and where every voice counts.

Oxfam Nigeria's mission is to strengthen and empower civil society to help shape a Nigeria without inequality and poverty.

We will realise our vision by focusing on achieving three country goals. These goals link directly to Oxfam International's Global Strategic Frameworks, as shown in the table below.

Our country goals	Links to OI's ambitions for 2030	Links to OI's Transformative System Change
1. **Accountable Governance**: An active and engaged civil society that is able to help strengthen governance, transparency and accountability in the public and private sectors and amplify voices in the fight for climate justice.	• Robust governance frameworks provide safe spaces for people to hold duty bearers to account • Tax systems are fair within and across nations. • Governments uphold people's right to universal essential services.	• Accountable governance: Inclusive and accountable governance systems protect human rights and our planet. • Climate justice: The climate crisis is contained through responses led by those who are least responsible and hardest hit.
2. **Gender Justice:** Women are able to realise their full and equal rights and potentials, and to remain free from all forms of violence.	• Women and girls can realize their full rights • Violence against women and girls is eliminated • Policies and practices protect the equal rights of women and girls • Women have access to productive assets	• Gender justice: Women and girls live free from gender-based discrimination and violence.
3. **Just Economies**: Inclusive just economy that promotes equality, protects the planet and ends poverty is promoted for the empowerment of women and marginalized groups. economy, food and natural resource systems contributes to a just and fair society.	• Trade and food systems are fair and sustainable • Economic models prevent exploitation and unsustainable extraction • Local expertise and women's leadership is resourced to build resilience and shape solutions.	• Just economies: People and planet are at the centre of just and sustainable economic systems. • Inclusive food and market systems promote economic empowerment for all.

Across all goals and shaping all our works, we will have three cross-cutting themes:

- Transforming women's rights and roles in social, economic, and political spaces.
- Increasing youth participation and voice in social, economic, and political spaces.
- Transformative partnerships with civil society.

4. Oxfam in Nigeria

4.1 Oxfam history in Nigeria

Oxfam has worked to address poverty and inequality in Nigeria since the 1960s. Under the last country strategy, 12 projects were implemented in 11 states[3], working with over 40 local implementing partners. Work focused on building sustainable livelihoods of the poor, transforming attitudes about women's rights and roles, increasing active citizenship and the accountability of the public and private sectors, and saving lives. Some of the key learnings from the closing OCS include:

1. Strengthen supports to partners by transiting to more strategic partnership models which was weak during the OCS implementation, and given its roles in terms of improving partner organizations' capacities to deliver on their goals and support in delivering Oxfam's goals, it is important to build on this going into the new OCS.

2. The various capacity building programmes for various partners/collaborators including the government, CBOs and project participants was considered a key lesson and one of the basic elements of sustainability of the strategy outcomes that should be replicated in the new OCS.

3. Overall, Oxfam in Nigeria has recorded modest policy change achievements through influencing works driven through several programmatic activities. These have resulted in changes in behaviours and practices by individuals, communities, governments and the private sectors.

4. As Oxfam aspires to become an influencing country program in the next OCS, it is recommended that it should focus more on influencing and advocacy working at the national and subnational levels.

5. Shifting to full influencing as a means of achieving Oxfam's strategic goals for Nigeria will not be easy when pursued in a dramatic manner. It is important to consider integration of Influencing in all that we do in all programmes as a means of achieving the strategic goals of the OCS over the next five years.

6. Funding environment for influencing works is now improving as donors are becoming more interested in having policy influencing objectives adequately mainstreamed into all programs. The OCS use of programmes for influencing is commendable as it serves dual purposes of

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[3] Humanitarian response-Borno ,PROACT- Adamawa and Kebbi, Livelihood and Nutritional Empowerment (LINE)-Bauchi
PROSELL-Taraba, VSLA- Benue, Nasarawa and Plateau States, VOICE- Enugu, Plateau, Abuja, Conflict and fragility (C&F)-Delta
Financing for Development (F4D)- Rivers and Lagos, Work in Progress Alliance (WiP)- Edo, Together against Poverty (TAP)-Nasarawa
GROW- Lagos, Fish App pilot-Oyo

experimenting and innovating alternative approach to systems improvement while at the same time providing evidence and tools for influencing activities.

7. Gender justice should go beyond having more women participating in activities. Across all programmes, focus on social protection or promoting women's political empowerment, institutional and legal frameworks to reduce gender imbalances or access to productive resources should be amplified and deepened during the implementation of the new OCS.

8. Social spending related to health and education as well as other inequality indicators including labour rights, equitable land and progressive taxation should be given adequate attention in the new OCS in the light of the observed governments' low commitment to inequality reduction in Nigeria.

9. Inequality reduction interventions of the OCS should be implemented across the three tiers of government spanning from the LGAs to the States and federal level.

10. The lack of tracking of performance indicators of the OCS over the implementation period was a big lesson as the opportunity to objectively assess the extent of achievements of the strategic goals and objectives of the OCS was missed. MEAL plan and indicators at the project level should be aligned with the OCS indicators across the thematic areas to facilitate better identification of projects' contribution to the OCS and for easy tracking of OCS performance at the end of the implementation period.

11. In 2015, when the last OCS was written, Oxfam Nigeria was at pursuing the **One Oxfam model** presence in Nigeria . That merger has now been achieved and the team has largely adapted its ways of working to the new structure. A challenge during this time of adjustment has been staff turnover and the disruption caused to the OCS. An important aim for us in the period of this plan therefore is to reduce that turnover and disruption and create a safe and conducive environment for all staff.

4.2 Key shifts planned in Oxfam's work 2021-26

Over the next ten years, **Oxfam Nigeria will become an influencing country program** with the first phase of this journey spanning 2021 – 2026 during which influencing portfolio will be progressively increasing and programme portfolio will be progressively decreasing. Influencing program is relevant for Oxfam in Nigeria because historically, Oxfam in Nigeria had some influencing footprints, for example, from 2011-2014, Oxfam GB established a full campaign office of 8 people in Nigeria to implement the then GROW campaign[4]. And while in the closing OCS 2015-2020, there was a shift towards more programmatic footprints based on learning from preceding years, Oxfam also had a strong policy commitment towards operationalizing the worldwide influencing network in Nigeria. The country program therefore established a "Public Engagement and Influencing team" to ensure that Oxfam has the required skills, capacity and resources to deliver on the ambitious strategies to increase impact through influencing, advocacy, campaigning and communications activities. The country program deliberately made the decision to create a separate team rather than embed this resource within each change goal team in order to ensure support for the specific skills development of staff members, and to signal the importance of public engagement and influencing as a foundational model of change in the new Nigeria country program**.**

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In the middle of implementation of the closing OCS, Nigeria alongside Ghana and Senegal were identified through the Country Mapping Review to become influencing offices in West Africa in a bid to strengthen their influencing stands. While work was underway to reframe the new direction in concrete terms, Oxfam confederation finalized the global strategic framework and through the global/country presence, confirmed Nigeria to become a country influencing program.

The decision over the years to make the Nigeria country program an influencing program is premised upon observable characteristics of the country.

- Nigeria is the political, diplomatic, economic, military and demographic powerhouse of West Africa "the big brother" and is Africa biggest economy but the least committed to reduce inequality[5].
- Nigeria is a country of contradiction with poverty in the midst of plenty. It is a rich country with enough natural, mineral and human resources to support itself but is ridden with elite capture, cronyism, nepotism, favouritism, prohibitive cost of governance, income inequality and the misapplication of scarce resources poor institutions and poor policy implementation that have prevented it from sharing resources more fairly and lifting millions out of destitution. It is believed that continuing with conventional programming in Nigeria may not cut it and there is a strong need to address the crippling governance issues to unleash the tide that will lift the boat.

Also, while the potentials of Nigeria are real and are crying out for being harnessed and transformed by an enlightened, visionary and willing leadership, realpolitik teaches us that Nigeria is still:

- The world capital of poverty housing more poor people than China[6] and India[7] which are each 7 times bigger than Nigeria, a country with all the development indices in the red, whether in education, health, malnutrition, famine, etc.
- The third most terrorized country in the world after Afghanistan and Iraq (In April 2021 alone 251 were killed, 135 kidnapped and 70,000 new people displaced)
- The third worst governed country in the world only before Zimbabwe and Venezuela[8] and Nigeria is becoming less attractive to the foreign investors (e.g., Nigeria just lost twitter and google headquarters in Africa to Ghana)

Based on the above, the question for the Nigeria country program was no longer why Oxfam in Nigeria should be an influencing country program but which influencing model will be more suitable to the context of Nigeria. Oxfam Nigeria believes that the team should approach the structural and systemic challenges impeding the Nigeria's progress with a good understanding of the system and a good and tailored approach to the local context.

During the closing OCS, Oxfam worked intensively with communities, civil society, and governments and along the way developed successful replicable models that are ready to be upscaled. As captured by the influencing feasibility assessment, "although Oxfam's influencing work has been relatively weak at the national level, it has continued to enjoy significant access to the political structure at the state

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[5] CRII 2019:The West Africa Inequality Crisis: How West African governments are failing to reduce inequality, and what should be done about it (oi-files-cng-prod.s3.amazonaws.com)

[6] China's pop estimate in 2021 is 1,444 billion people

[7] India's pop estimate in 2021 is 1,395 billion people

[8] CGGI report 2021

level, particularly in states where it is implementing projects and have been able to provide a good blend of programme delivery and influencing".

Oxfam in Nigeria also believes that the change we seek will not happen until the people who experienced the hardship, marginalization, inequality and poverty rise up to claim their rights. The grassroots population therefore need sustained empowerment to get engaged.

The task before Oxfam requires a change in strategy and structure to drive the transformation we seek. The key shifts planned are:

1 **Dramatically increasing our influencing footprint-** Deliberately moving resources from 35% influencing to 65% programs currently to 80%% influencing and 20% programming in five years. Oxfam in Nigeria's '**what'** will be similar, but our '**how'** will be dramatically different in terms of approach to influencing. Oxfam will continue to address poverty and inequality (our what), but will do so by significantly increasing its influencing work, slimming down its programmatic footprint from where it was in the closing OCS and ensuring that all programs contribute to its influencing goals and policy change, we seek. Across all our program goals, we will no longer have programmes that are 'influencing-blind' as programs will only be a means to achieve influencing goals and not be an end in themselves. We will reorient all our program work to address structural causes of poverty and inequality through our influencing goals and will consciously seek to achieve coherence between our programs.

2 **Creating a single Program:** During the closing OCS, Oxfam has had a programming team and a separate influencing team. Even though we have had a standalone unit in Abuja, the arrangement was not effective to position Oxfam where it wants to be in terms of influencing at the national level. Moving forward, these two teams will be merged into a single Programme Team thus busting silos and collapsing the two units into one whole and coherent programming unit. This means that program work and influencing will be fully integrated, with all programming contributing to achieving our influencing goals: **influencing will be at the heart of all we do**. We will cultivate a stronger, one program approach to strategically address the structural causes of poverty and inequality, and to maximise the impact of Oxfam and its partners.

3 **Rigorous Political Economy Analysis:** As there is rarely any policy impact neutrality, especially in a country where political stakeholders determine key laws in Nigeria, coupled with the fact that policy choices tend to generate opportunity costs. For this reason, during the strategy period, policy positions to be promoted by Oxfam would be subjected to Political Economy Analysis to minimize the risk of unintended negative impacts on the very constituencies our influencing choices seek to uplift. For example, when Oxfam wants to work on fiscal consolidation, we would always way in the cost and benefits and always look for better alternatives. All these may call for Oxfam in Nigeria to conduct more high-end analysis through rigorous technical workshops and working with others within and outside the Oxfam confederation.

4. **Shift on how Oxfam will work with Civil society**: This strategy makes a shift in the way Oxfam would work with civil society. Who and what makes up civil society in Nigeria is a contested question that Oxfam is still answering: Oxfam will be adapting to new realities on what

constitutes civil society throughout this strategy period? For the sake of clarity, this strategy uses the term civil society in its broadest sense to mean the set of actors, associations and networks that exist between the family and the state (except private firms), who are trying to instigate change. Civil society is far broader than just registered civil society organisations. CIVICUS, the global umbrella body for civil society organisations, uses the following definition:
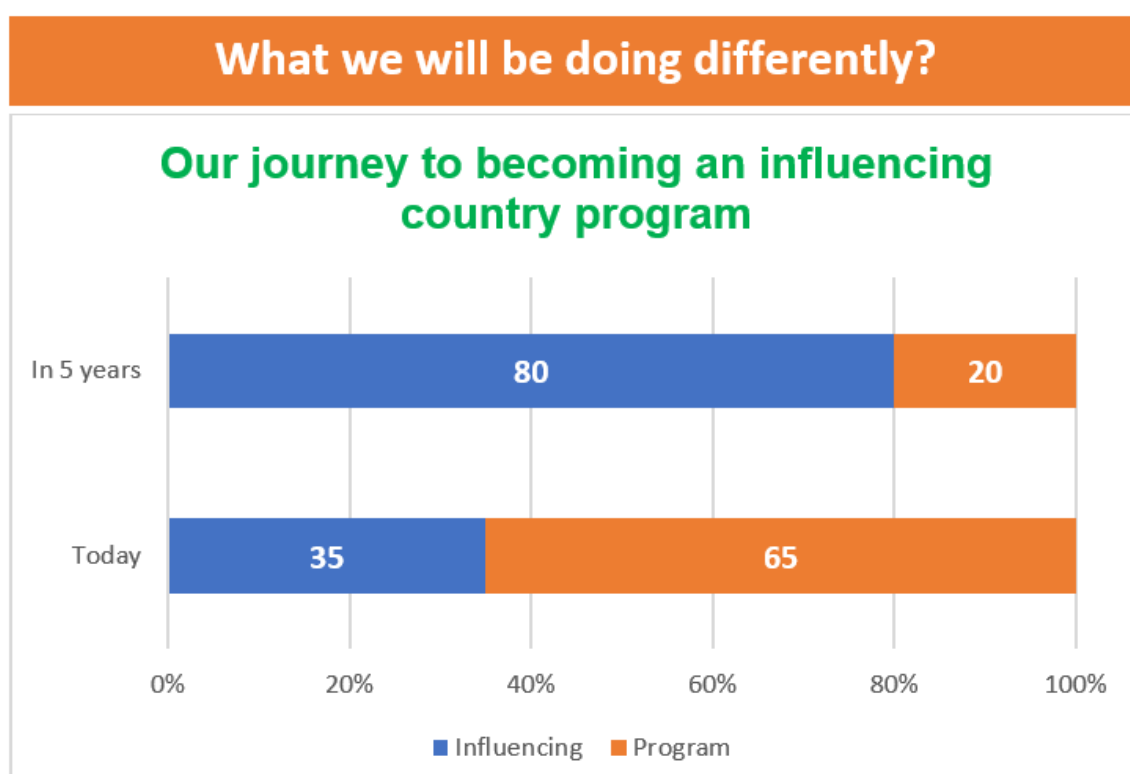
> [Civil society is] broad and covers non-governmental organisations, activists, civil society coalitions and networks, protest and social movements, voluntary bodies, campaigning organisations, charities, faith-based groups, trade unions and philanthropic foundations.[9]

> We will use this definition of civil society throughout the strategy period.

As we implement this new strategy, our works and relationships with the civil society will be prominently adjusted in the following manners:

i) **Expanding our partnership to include informal groups and activists:** In future, all our influencing work will continue to be delivered through partnerships with civil society, but we will broaden these partnerships to include informal groups and activists as well as some of our current partners. We will support our partners of Nigerian civil society from 'behind the scenes' and not necessarily get our brand out front nor transfer risk to partner. We will more than ever engage in co-creation and participatory design of initiatives giving them space to colour and shape the interventions with their expertise and local knowledge. Together, we will seek to achieve direct policy, legal and social change, as well as build the capacity of others to do their own influencing; and we will continue to test and take to scale innovative models of best practice. To achieve change at scale, we will need to support the full range and diversity of civil society, being innovative and taking risks in how we work with and support more informal groups.

ii) **Oxfam's partnership model and staffing strategy will prioritize influencing skillsets-** Currently, 80% of Oxfam's spending is through direct spending and 20% of our resources are through programming partners, of the support to partners, 35% goes into influencing type of partnership and 65% or programming or service delivery. Under this new strategy, Oxfam aspires to increase the amount to partners to 70% by the end of the strategy period. The country programme would also develop a partnership strategy that is context specific responding to transformational partnership types, focusing on quality, adequacy and appropriateness of partnership rather than the quantity. The implication for this is to support partners to enhance their influencing capacity as they will play a key role in the country programme influencing mandate.

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[9] https://www.civicus.org/index.php/who-we-are/about-civicus

What we will be doing differently?

Our journey to becoming an influencing country program

4. **Strengthening and upscaling successful replicable models**: to date, Oxfam Nigeria's influencing work has used a number of different strategies. In our livelihoods work we have developed evidence of tried and tested agricultural and livelihood models and brought these to the attention of power holders, to encourage take-up at scale. In our governance works we have worked in coalition to drive for policy change on open, transparent and accountable governance; tax justice; inclusive budgeting; and pro-poor program delivery with robust social protection components. These efforts have built the capacity and skills of the coalitions we are working with and together collecting evidence about the practices we want to change. We have seen some significant successes through these approaches, and we wish to strengthen and expand them. We will continue to test and take to scale innovative models of best practice.

5. Theory of change underpinning the Country Strategy

Oxfam in Nigeria is committed to working with civil society organizations which include activists and informal groups to influence for improvement on the legislations, regulations, and practices that keep Nigerians poor and the society highly unequal. Therefore, the overall change we aspire is a **Nigeria without inequality and poverty where everyone's voice counts with c**itizens and civil society groups demand change from those who hold power in government and private sectors.

Oxfam is convinced that to achieve a sustained reduction in inequality and deal with the perennial challenge of more people drawn into poverty, we must influence change in the following areas: **The** Accountable **Governance systems;** that is not transparent, nor accountable and for that matter not responsive to the needs and aspirations of the people especially the youth; **The Economic and Food system** that benefits only few, mostly men, elites and exacerbates inequality and discriminates against the poor and put the country at the brink of food crises, and

the **Patriarchal** system that disadvantages women and girls who are not able to realize their full potentials, equal rights and are victims of various forms of violence.

We think interventions within **Accountable Governance as a** transformative system change goal will support addressing the rots in government at all levels (Federal, state, and local) and target for a more responsive private sector. This system change area will also ensure that marginalized and excluded groups are supported to demand for their social, economic and political rights. Also, as a global concern with significant localized implications on the poor, our interventions under this goal will heighten climate justice advocacy towards increased government spending on climate change issues across Nigeria. Communities and CSOs will not only be empowered to lead climate-resilient livelihoods but to also challenge governments and the private sector to transit from business-as-usual approaches to climate-resilient economic development and business activities.

The social system in Nigeria is filled with excluded voices, especially women and girls, who are at the intersection of multiple vulnerabilities with gender and social inequality, and exclusion as their lived reality. This issue is exacerbated by **patriarchy, culture, and religion**, reinforcing gender inequality with discrimination in all parts of the society. So, adopting **Gender Justice** as another transformative system change goal will deal with the gender dimension of inequality and more purposively work to ensure that women and girls have voice and participate in decision-making in private and public spheres.

Finally**, the Just Economies** goal will pursue strategic improvement in economic, food, trade, and market systems to become fairer, more inclusive and more gender sensitive. Repressive, unsustainable and exploitative policies and practices will be challenged through collective actions led by CSOs and strongly supported by Oxfam to become more people oriented. Grassroot movements will be built and supported to engage and challenge irresponsible use of power from the ground up. This goal will employ multi-layer and multi-level strategies to drive pressure from both the bottom and from the top towards radical shift for positive change. The aim is that majority trapped in poverty and unable to engage with duty holders have access to some resources especially from the agricultural and extractive sectors, domestic revenue and social protection policies. Addressing these challenges, we think, will weaken the elites' hold on the poor, free up millions of people, to become engaged in a movement for change**.**

Oxfam in Nigeria believes that for these transformational systems to work and impact the desired change, **the objective conditions** (deprivation and enormous contradictions) and subjective conditions (organizational preparation required to bring about change) exist. In comparison, the objective conditions exist in Nigeria. **The challenge has been the absence of subjective conditions** with the requisite organization and platform to mobilize for social change. The key players (change champions, civil society organizations) can be influenced by facilitating a platform for them to come together and share ideas to mobilize for change.

Oxfam believes that change will be achieved in Nigeria if the relevant political and legal frameworks are established and the Government at the federal, state and local levels invest enough resources drawn from the inclusive exploitation of natural resources and a just as well as fair and progressive taxation system. With those resources used transparently and fairly to finance priority programs to fight against

food insecurity, secure accountable governance, and investments in key sectors such as health, education, agriculture and social safety nets.

Oxfam will work on the subjective conditions by organizing and providing a platform to incentivize the marginalized poor to gather momentum for action. The people most affected by inequality and poverty must speak for themselves and put fingers on where things hurt the most. The role of Oxfam will be to facilitate that process through training and various empowerment methodologies in pursuit of the thematic areas (Accountable Governance, Women's rights, and Just Economies system).

Further, Oxfam will use programming for influencing approach; that integrates and combines the use of programmatic footprints with campaigns and advocacy for policy change. This will support to secure durable change and also express legitimacy in our influencing, through **catalysing innovation and experiments** to provide us firstly, an opportunity to respond to the immediate needs of citizens and to build their individual as well as collective capacity, and secondly the evidence of what works as the basis for our evidence-based advocacy.

Oxfam believes that **Influencing power sometimes requires mobilizing countervailing power** – people power. To mobilize people power, Oxfam will work across constituencies and stakeholders in civil society, among the movements and coalitions advocating for change, in the public policy community, academia, private sector, religious and traditional leaders, and the media. To support these engagements, we shall use **political economy analysis** to frame our work to identify better the historical, spatial, and political underpinnings of exclusion and injustice in various situations. In all of this, Oxfam will apply a feminist lens to address the patriarchal dimensions consistently.

Under this OCS, **Oxfam will refocus its programmes to produce pressure from below** (the poor and excluded) and nurture and establish partnerships and collaborative working relationships to engage in processes to influence leadership to commit and act on the need to bring about poverty and inequality bursting policies. All these are based on the firm belief that change will happen in Nigeria **when demand is persistently generated by active and organized citizenship** and civil society and an accountable supply side (private sector and government at all levels) constructively responsive to the demands of the citizenry through a dynamic and evolving engagement.

Thus, our influencing work will focus on both the demand and supply side of the change we seek. We will support citizens and civil society groups to demand change from those who hold power in government and the private sector - the demand side. We will also work with and support government and private sector actors to change their laws, frameworks and practices needed for real change to occur - the supply side.

Furthermore, **Oxfam will also engage in thematic neutral processes** like national and

So how will we influence?

The Demand Side

We will support citizens and civil society groups to demand change from those who hold power in government and the private sector - the demand side.

The Supply Side

We will also work with and support government and private sector actors to make the changes to their laws, frameworks and practices needed for real change to occur - the supply side.

state-level broad development frameworks, constitutional issues, and critical Aid and Development cooperation policies as all these have implications on the poor and inequality.

To achieve the Nigeria without inequality and poverty and where every voice counts, we have the following assumptions based on our learning from implementing the current OCS, our understanding of the context, and learning from collaborative engagements; that Oxfam is able to **elicit interest from citizens and groups of civil society** to engage at all levels on issues of policy, practice and system where poverty is endemic, that Nigeria also have **an empowered and more coordinated civil society organisations to drive and coordinate citizen's actions**, we also assume that **governments at all levels and private sector organisations would be opened and committed to a shared and equal growth**, we further assume that **civic space will be more opened**, **donor interest on Governance and policy influencing will grow** , we expect that there **will be critical spaces for the media and other information disseminating and agenda-setting institutions ready to partner Oxfam**, and to promote and accompany us on the transformational journey in Nigeria.

Finally, we assume that internally Oxfam in Nigeria **will establish valuable regional and international support** to provide examples of promising practice and capacity for staff and partners to pursue the changes we want.

Below is how the overall theory of change as captured in the graphic below:

NIGERIA

Oxfam

Accountable Governance

Gender Justice

Just Economies

Thematic-neutral processes

Work with allies and collaborators

Mobilize people's power

Nurture CSOs, activists and infuencers

Incentivize the marginalized

Challenge the private sector

Conduct sound policy researches

Innovate and experiment new approaches

Challenge governments and influence policies

Inclusive laws and policies

Influential and organized CSOs

Strengthened climate justice

People's voice amplified

Strengthened gender justice

Improved social norms and cultural practices

Equal opportunities for women and men

Women's rights promoted and respected

Inclusive food and market systems

Livelihoods and income opportunities for all

Accountable private sector

Climate-resilient economy

Nigeria without inequality and poverty and where all voices

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6. Oxfam's added value in Nigeria

Moving forward, one key organisational strength and contribution will **be our ability to resource civil society** (in terms of funding, data, research and new models of best practice), **coordinate dispersed and diverse groups**, and **facilitate joint working**. We will seek an equal, supportive and transformational relationship with all our partners. We will stand alongside others rather than take centre stage; we will amplify their voices rather than speak ourselves; and we will invest in the long-term strength and resilience of civil society. Our brand will be used alongside others, where helpful, but we will also provide background support that is not overtly recognised.

We would **influence government at all three tiers of government** (Federal, state and local) and **private sector actors too**; using data and evidence to influence their policies and sharing best practice models and frameworks that have been tested and validated to influence their practices.

Linking with other countries and with regional and global platforms

Another of Oxfam's key contributions is to **connect local to national, and regional to global.** We are a connector, facilitator and convenor. We will seek to connect our partners with regional institutions. Specifically, this will entail further our work with ECOWAS to establish an MoU with the Commission. This will help to structure the working relationship and create synergy in areas of inequality, gender, and agriculture/resilience building. Based on our expertise on local and national issues, we will continue to expand the body of knowledge on these chosen areas of expertise, connect adequately local to national, and endeavor to shift the terms of the debates at the State and Federal levels as well as the West African Region level. With the seat of the ECOWAS being in Abuja/Nigeria, we will play a more effective role representing the rest of the Oxfam countries in West Africa on the table and also convening on big issues of inequality, gender and poverty (resilience building, social protection). Oxfam will play the role Advocacy and Influencing Desk (AID) for the Regional Platform/Single Africa Entity, representing all the other WAF countries' interests. Oxfam will use its relationship with ECOWAS to link up with the continental Pan African program on influencing and advocacy issues.

7. Context Analysis

7.1 Key contextual and systemic issues that the strategy addresses

There are a couple of key contextual issues that this strategy seeks to address.

Poor governance. Over 112 million people in Nigeria currently live in extreme poverty, with less than $1.90 a day - even though Nigeria is the largest African economy and has the resources to end poverty. According to the National Bureau of Statistics, in the first quarter of 2021 unemployment rate increased to 33.30% from 27.10% in the second quarter of 2020. Nigeria's government has shown less commitment than others in West Africa to reducing inequality. Nigeria's huge base of natural resources, and the government's inadequate efforts to diversify the economy, has made the country extremely dependent on export commodities and vulnerable to price shocks. The year 2020's crash in oil prices meant crude oil earnings are projected to decline by 90%, causing a sharp decline in the state budget for 2020. The country will need robust fiscal plans to absorb the imminent crisis, ensuring that public plans respond to the needs and priorities of the poor and vulnerable communities.

Poverty and inequality due to the ill-use, misallocation and misappropriation of resources Illicit financial flows remain an urgent issue in Nigeria, holding back development. Between 1960 and 2005, an estimated USD 20 trillion was stolen from the public treasury by public office holders. Tax and trade rules are weak and unfair, placing disproportionate burdens on the poor while failing to capture corporate profits: extractive industries do not pay their fair share of tax, while subsistence workers and market women in the informal economy bear the brunt of arbitrarily imposed taxes, levies and rates. Lack of transparency in trade and fiscal governance undermines public trust in public finance and national statistics[10].

In 2019, Transparency International's Corruption Perceptions Index ranked Nigeria 146 out of 198 countries.[11] This low rating reflects the fact that the Nigerian state runs largely on the basis of patronage, with subsidies and contracts being distributed through elite networks rather than through strong and accountable institutions. The state's track record on delivering its policy commitments is very weak which means that positive legal changes are rarely translated into improvements in people's lives. This corruption also results in tax policies which are not pro-poor but developed to favour elites. Furthermore, the current government is attempting to restrict civic space and prevent citizens, organisations and movements from holding it to account. In 2020, the CIVICUS Monitor categorized civic space in Nigeria as 'repressed'.[12] In recent years the government has attacked people's freedom of expression, assembly and to some extent freedom of association. Journalists and activists are often under surveillance and targeted, with some individuals even abducted and detained for criticising the government.

Gender inequality. While the country's Economic Sustainability Plan has a pro-poor component, the government remains reluctant to invest in pro-poor sectors, especially those that could benefit women and vulnerable groups such as health, education, agriculture and food security. Public spending on these sectors is extremely low in comparison with other countries and likely to reduce further. Lack of investment in local economic activities and transformation mainly affects women, who make up two-thirds of the agricultural workforce but are relatively absent from political life - only 6.2% of Senators are women. Women's livelihoods require access to land, credit, agricultural inputs and the knowledge of modern agricultural practices. Over three-quarters of the poorest women do not have formal education In 2019, the Gender Inequality Index ranked Nigeria just 158 out of 189 countries on women's reproductive health, empowerment, and economic status.[13] Women in Nigeria experience significant discrimination and violence, both within the home and in wider society - a situation which has only been exacerbated by the Covid-19 pandemic. They are often excluded from educational opportunities with over three-quarters of the poorest women have never been to school, and 94% of them are illiterate , suffer genital mutilation, are forced to marry young, and face huge risks in childbirth - Nigeria has the fourth highest maternal mortality rate in the world.[14] Women's voice and agency is hindered both by discriminatory laws, and by very strong social and cultural norms. Even where positive regulatory frameworks exist, they are rarely translated into progress for women: for example, despite the fact that the Nigeria Gender Policy provides for 35% affirmative action for women in elective and appointive posts,

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[10] Nigeria: extreme inequality in numbers. Oxfam International: https://www.oxfam.org/en/nigeria-extreme-inequality-numbers

[11] Corruptions Perception Index 2019

[12] CIVICUS Monitor 2020

[13] Gender Inequality Index 2019

[14] https://www.unicef.org/nigeria/situation-women-and-children-nigeria

there are only 11 female senators of 109 in the National Assembly, and only 20 female House of Representatives members out of 360 seats.

Economic injustice and regressive tax policies. In Nigeria, the poor are taxed very heavily while the rich and large multinationals receive significant tax waivers and tax holidays and are able to exploit legal loopholes for tax avoidance. It has been estimated that every year Nigeria loses $2.9 billion of potential revenues to questionable tax incentives. The tax system is largely regressive with the burden mostly on poorer companies and individuals, whilst on one side, big multinationals receive questionable tax waivers and tax holidays, and utilise loopholes in tax-laws to shift huge profits generated in the country to low tax jurisdictions, on the other side, to meet their revenue generation targets, governments – especially at the state level – opt for aggressive taxation of the informal sector. Local government councils are reported to impose taxes erratically and relentlessly, with small and medium Enterprises (SMEs) and men and women in the informal sector facing multiple taxation, accompanied in some cases by human rights violations.

Low incomes and food insecurity. Despite being Africa's largest economy, poverty is increasing, and Nigeria is on the brink of a severe food crisis. Since 2012, conflict in the North has made it harder for farmers in the region to access and farm their land, with over two million people having fled their homes. Climate change is affecting incomes and food production, as Nigeria is experiencing an increase in drought and desertification, variable rainfall, more frequent and extreme weather events, and a rise in flooding and sea levels.[15] Levels of unemployment are also high, particularly for young people. These long-term trends have been greatly exacerbated in 2020 as the Covid-19 pandemic disrupted planting in the wet season, has limited access to markets, and floods in the North East have destroyed approximately 20% of the country's rice harvest.[16] It is estimated that 7% of children in Nigeria under five years of age are acutely malnourished and that five million people are in a food crisis.[17]

7.2 The changing face of poverty and inequality in Nigeria

The gap between the rich and the poor has been growing steadily in recent decades and has now reached extreme levels. The combined wealth of Nigeria's five richest men - $29.9 billion - could end extreme poverty at a national level, yet five million face hunger.[18]

Poverty has been increasing in Nigeria in recent decades despite the country's extensive natural resources. Annual economic growth averaged over 7% in the 2000s, and yet the share of people living below the national poverty line increased from 69 million in 2004 to 112 million in 2010; equivalent to 69% of the population.[19] As Nigeria falls into economic recession again, with continued uncertainty about the long-term impact of Covid-19, many more households will face ever tougher times.

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[15] Climate Change in Nigeria: impacts and responses, K4D 2019

[16] Aljazeera, September 2020

[17] Global Report on Food Crises, 2020

[18] https://www.oxfam.org/en/nigeria-extreme-inequality-numbers

[19] Inequality in Nigeria: exploring the drivers, Oxfam, 2017

Nigeria has an incredibly young population: 44% of people are under 15 years of age.[20] This demographic structure can present real opportunities, particularly to shift towards more open and equal social norms and behaviours. It also poses challenges especially as opportunities for young people to move into employment are scarce and getting worse by the Covid-19 crisis: it is estimated that 19 million new jobs must be created annually to turn the tide of youth unemployment. Young people are both agents of change and participants in Oxfam's projects: they are an important part of this strategy.

7.3 Underlying drivers of poverty and inequality in Nigeria

The drivers of poverty and inequality in Nigeria are numerous, complex and systemic. They include inefficient market systems that work against the poor, endemic conflict, climate change, regional inequalities, poor synergy between national and state governance systems, collapse in oil revenues, culture and social norms, to name but a few. Oxfam's recent report identified these three key drivers of poverty and inequality.[21]

A poor budgeting and allocation system. The share of Nigerian government budgets which are allocated to education, health and social protection are among the lowest in Africa. For example, in 2019 just 7.02% of the budget was allocated to education, 4.75% to health and 6.7% to social protection. By comparison, in Ghana these shares were, respectively, 18.5% (in 2015), 13.8% (in 2015) and 9.1% (in 2010). Furthermore, as a result of poor resource management and policy implementation, the few resources that are allocated to provide services to citizens rarely result in any significant improvements. There is also no accountability to communities or right holders for how the budgeting happens and where money is then spent.

The prohibitive cost of governance, income inequality and misapplication of scarce resources
Twenty-one years into Nigeria's democracy, budget analysis regularly shows the dynamics of wealth distribution in Nigeria: the high cost of maintaining a small political elite in office comes at the detriment of the majority of poor Nigerians. The following issues account for Nigeria's bloated public sector and the high
recurrent component of the budget:
- An excessive number of advisers and senior advisers, assistants, and personal assistants to political office holders
- Huge salaries and allowances which are commonplace for holders of political office
- A significant number of official vehicles and numerous foreign trips for political office holders and civil servants
- The introduction of security votes for governors
- Undisclosed extra-budgetary expenditure and;
- Arbitrary increases in the number of government agencies.

Federal lawmakers constitute 0.0002% of Nigeria's population, yet have a sizeable amount of state funds expended on their upkeep. It has been reported that journalists and civil society access information on the exact amounts involved with great difficulty, with the National Assembly withholding

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[20] https://www.statista.com/statistics/382296/age-structure-in-nigeria/

[21] All statistics in this section taken from this report: Inequality in Nigeria: exploring the drivers, Oxfam, 2017

information even when requested via the Freedom of Information Act (FOIA). Nigeria's lawmakers have since been found to earn the highest salaries worldwide.

Nigerian legislators' entitlements are more than that of their counterparts in the United Kingdom (average equivalent is ($105,400), the United States ($174,000), France ($85,900), South Africa ($104,000), Kenya ($74,500), Saudi Arabia ($64,000) and Brazil ($157,600)[22].

Elite capture, cronyism and favouritism. Elite capture of public sector policies and resource management undermines the productivity of the most important sectors of the economy and prevents the fair distribution of the benefits of growth. This is especially notable in agriculture and in the oil sector. For example, agriculture is the main source of non-oil exports and employs 70% of the Nigerian population; however, unfavourable policies have prevented small, poor farmers from benefiting from agricultural growth.

7.4 Development problems and gaps identified in Nigeria

Within a rights-based approach and gender justice framework, Oxfam Nigeria will seek to address the following specific development problems and gaps.

A lack of effective civil society focusing on governance. Few civil society organizations or groups currently focus effectively on issues of governance, institutional accountability or tax and those that do are often targeted and intimidated by the government. There is a great need for additional support, focus, solidarity and research on both the demand side (citizen awareness and action) and the supply side (all levels of government playing their part in governing well) of governance.

The challenge of shifting social norms on gender. Despite regulatory progress on women's rights, women are still held back by strong social norms that inhibit the implementation of those laws and policies. Shifting social norms is a long-term, mammoth task. There is a need for additional support for, encouragement of and coordination between those activists and civil society groups that are seeking to shift norms on women's rights and roles. A focus on working with young people, youth-led and women rights organisations in this space offers an opportunity to shift norms in the long-term.

A lack of pro-poor investment in agriculture and climate change. There has been progress, partly because of Oxfam's historic livelihoods programme, in linking farmers to markets so that they can participate in improved value chains and yet much remains to be done. However, the Nigerian government's investment in agriculture, at both national and state level, is extremely low, and security issues and climate change are creating a significant food crisis and conflicts occasioned by competition for natural resources, particularly in the North East and North West of Nigeria. The urgency of the problems and the scale of their potential impacts require that Oxfam continue to address issues of food insecurity climate change, job creation and youth employment.

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[22] Reducing the high cost of governance.' (2013), Daily Independent, 17 October. Accessed April 2015 via: http://dailyindependentnig.com/2013/10/reducing-the-high-cost-of-governance/

7.5 Power dynamics that keep people in poverty

There are three faces of power in Nigeria, all of which combine to keep over half of the population in extreme poverty.[23]

Visible power is exercised through formal rules, laws, structures and procedures such as parliaments, local governments, councils of elders or village chiefs, and through the private sector. In Nigeria, formal power structures are widely exploited to further enrich the wealthy and to exclude poor people, particularly women, from decision making. As a result of corruption, insufficient resources remain to provide basic essential services. Oxfam seeks to address this visible power through all its country goals, seeking stronger laws and regulatory frameworks that will do more to protect poor people.

Hidden power is exercised from behind the scenes by powerful people who are able to influence decisions and outcomes to their own advantage. In Nigeria, family members and personal contacts of elected officials often exert a strong influence on policies and budgets, leading to decisions that benefit the rich rather than the poor. A lack of transparency means that these individuals are never held to account. Oxfam's work on strengthening governance, transparency and accountability in goal one will particularly focus on addressing this hidden power.

Invisible power is predominantly about the unequal power relations between men and women that are grounded in social norms - informal sanctions, taboos, customs, traditions, and codes of conduct that regulate behaviour and determine women's ability to exercise their rights. Nigeria retains a strongly patriarchal society in which men are able to dictate the extent to which women can claim their rights and exercise different roles. Oxfam's second country goal will focus specifically on shifting gender norms and working with traditional leaders. Additionally, issues of women's rights and roles are mainstreamed across all goals.

8.Oxfam's thematic focus in Nigeria

This section describes the three goals that Oxfam will work towards over the next five years. Each of these will be targeted particularly to supporting women and youth, in order to respond to the needs of the Nigerian context and in line with Oxfam's values.

Country Goal 1: Accountable Governance: An active and engaged civil society that is able to help strengthen governance, transparency and accountability in the public and private sectors and amplify voices in the fight for climate justice.

There is a general lack of accountability and transparency in the governance systems across Nigeria and this makes it extremely difficult for citizens to be aware of or able to influence the resource flows of government agencies, and big businesses such as multinational companies operating in the extractives and large conglomerates. There is a predominant and repressive practices of regressive taxation, illicit financial flows, and massive corruption in public and private sectors. The combined effects of these include widening social, gender and income inequalities; mounting public debts leading

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[23] This section is based on Nigeria's Contextual Analysis Final Report, Emerald International Development Service, September 2020

to unacceptable debt-servicing to revenue ratios; high rate of unemployment; excruciating inflations; ever-increasing insecurity incidences and generally wobbling economy.

As citizens groan under this burdensome manifestation of corrupt leadership systems, government and the minority political elites are doing everything possible to deepen their grip on the nation's resources to the detriment of the majority. Corruption Perception Index (CPI) for Nigeria as reported by Transparency International for 2020 ranked the country as the 149th out of 179[24], a two-step negative movement since 2012. Similarly, there has been clamping down on citizens speaking against bad governance and demanding for justice and adherence to the rule of laws. In all these, government has been conniving with large private sector players to stifle freedom of expression and association, crushing the civic space and vehemently leading offensives against the civil society.

Outcomes and indicators of success

Our work in this area will seek to achieve the following outcomes.

Outcomes	Indicators of success
1 inclusive and accountable governance in Nigeria is enhanced.	• Number of influencing platforms created by CSOs supported by Oxfam and driving changes in laws and policies at national and sub-national levels related to political and accountable governance • Number of sub-national governments implementing ratified OGP State Action Plans through efforts led by CSOs supported by Oxfam. • Number of initiatives/policy reforms influenced by Oxfam and partners at federal and state level to achieve inclusive and accountable governance • Numbers of excluded groups participating and influencing in public policy dialogues, bills presentation, budget townhalls and discussions. • Number of policies and initiatives by the government at Federal and State level offering youth decent work and internships.

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[24] https://www.transparency.org/en/cpi/2020/index/nga

	• Percentage of youth having increased access to jobs through expanded opportunities for youth employment in both public and private sectors
2. Civic space is expanded facilitating increased accountability in public and private sector	• Reduced restrictions on media, journalists, bloggers and CSOs in their freedom of expression and the freedom to publish or campaign their work. • Numbers of civic space platforms created to influence discourse within the Public and Private sector. • Plans for new or amended legislation to regulate the registration and activities of civil society and the non-profit sector curtailed. • Restrictions that limit the freedom of assembly and legitimate protest are reduced.
3. Citizens are more aware of their rights and are able to challenge, influence and participate in government budgeting processes and decisions at a national, state and local levels.	• New or amended processes and platforms for civic engagement in government decision making • An increase in the number of LGAs doing participatory budgeting processes • Numbers of citizens groups evidently engaging and holding their duty bearers to account on issues related to right infringements and provisions of basic service delivery. • Numbers of Citizens groups and their representatives participating in Budget townhall meeting, Medium term expenditure framework (MTEF) discussions and constituency briefing at the Local, State and Federal Level.
4. Marginalized and excluded groups strengthened to demand for the respect protect and fulfilment of their social, economic and political rights	• Number of excluded and marginalised groups reporting improved access to resources and employment. • number of excluded and marginalised groups reporting improved access to social services in particular health and education. • Number of excluded and marginalised groups appointed/elected into political leadership position

	and participation in decision making at state and local level. • Numbers of political parties with polices that supports the political leadership and ambitions of excluded groups, especially person living with disability.
5. Improved governance on climate-related issues.	• The number of Women, young people and excluded groups mobilized engaged in, and represented at climate justice movements, and influencing networks. • The number of changes in law, policy and practice that advance climate justice at Federal and state levels. • Numbers of climate change preparedness, mitigation and resilience strategies developed to support Citizens. • The increased amount of funding allocated in federal and state budget for Climate change resulting from CSO action.

Major shifts in how we work in this area

Although Oxfam Nigeria has worked previously on issues of governance and accountability, we will now seek to achieve our goals only through partnerships with civil society. We will work with organised civil society organisations (such as religious groups), informal groups (such as farmer's associations and citizens' movement), and individual key influencers (such as traditional leaders or social media activists). We will seek to nurture awareness and activism among citizens, rather than simply strengthening CSOs.

Oxfam's work under this goal will be rooted in strong and informed context and power analyses. As part of our transformative partnership drive, we will co-create interventions with our partners and proactively seek their expertise on relevant issues. We will seek their advice and guidance in order to carefully manage any potential risks implied in this work with civil society.

Oxfam will be non-confrontational in our approach, seeking to influence through sharing promising practices, adding resources and energy strategically, and working with the government where possible. The particular context of change and challenge in Nigeria will require an agile and adaptive approach; but equally, influence over governance and access to resources takes a long time, which will require a realistic set of expectations and timeframes.

Theory of change

Active and engaged citizens are at the root of building a more transparent and accountable public and private sector.

Key Interventions:

- Oxfam will identify and support key influencers and activists working for transparency and accountability and support their efforts through funding, training, accompaniment and collaboration.
- Oxfam will support the advocacy efforts of partner organizations by standing with them on public positions and influencing as appropriate, and will facilitate engagement with government and private sector to improve policy
- Oxfam will work with civil society organizations to support public awareness raising and nurture opportunities to engage with government budgeting process
- Oxfam will support organizations and movements to identify key government processes where transparency need to improve to lobby for change, and to generate evidence and data to inform the process

Country Goal 2: The Gender Justice system change -Women are able to realise their full and equal rights and potential, and to remain free from violence

While the legislative framework has improved in recent years, major challenges remain with its implementation and domestication at state level. Significant religious and cultural barriers to equality remain, preventing women from fulfilling their economic, social and political potential. Gender-based violence is an extreme manifestation of these power inequalities, but one that is sadly still too common. There is an urgent need to challenge these barriers and to support, encourage and strengthen activists and civil society groups that are seeking to shift norms on women's rights and roles. Youth activists have the potential to be a huge, positive force for progress in the country and to challenge restrictive gender norms; and so, our work on this goal will seek to build our partnerships with both women and youth movements and groups.

Outcomes and indicators of success

Outcomes	Indicators of success
1.Civil society's collective action and policy influencing bring about changes in legislative and regulatory framework for Gender Justice.	- The number of women's rights organizations working with Oxfam as strategic and collaborating partners - Numbers of sub-nationals with established gender and social inclusion policies or laws with support from Oxfam and/or its partners. - The number of initiatives related to coordination for legislative reforms at Federal and state level.

	● The number of legal and policy reforms at the federal and state level influenced by Oxfam, partners and allied
2. Oxfam and civil society initiatives change attitudes, social norms and behaviours that violates the rights of women	● The number of women and youth activists, organisations and movements partnered to work on social norms ● The number of joint and individual campaigns delivered by Oxfam and civil society groups to change social norms. support ● Increased number of traditional and religious leaders working as champions of women's rights. ● Increased number of changes in negative social norms and attitudes towards women. ● Decreased numbers in gender-based violence related cases .
3. Civil society organizations influence the implementation of laws and policies that support the fulfilment of rights of women.	● The number of national gender policies and laws that are domesticated and implemented at the State levels. [25] ● A national youth policy is implemented that takes into account gender justice ● An increase in community panels for GBV reporting and pursuit of justice.
4. Women and girls have access to equal opportunities in all sectors.	● An increase in the number of women in leadership positions across all sectors ● A shift in perceptions of people on acceptable and appropriate roles for women ● A shift in perceptions of state and institutions on acceptable and appropriate roles for women

Major shifts in how we work in this area

1. Realising women's social, economic and political rights is integrated across all our country goals. This goal is focused specifically on achieving the transformation of women's rights and a shift in attitudes, behaviours and rules related to expected roles, responsibilities and opportunities afforded to women.

2. Oxfam Nigeria has worked on women's rights for many years. We will be moving forward with an integrated and systemic approach to shifting attitudes, norms and policy in this area. As part of our transformative partnership drive, Oxfam will work with a broad set of organisations and movements and will seek to play an enabling and connecting role that adds value to the

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[25] (Gender Equality Opportunity Bill is passed into law and domesticated; Violence against Persons Prohibition Law is domesticated; National Gender Policy is implemented)

influencing work that they already do. But Oxfam will stand alongside and behind, and not out front - shifting power and voice in our partnerships.

3. In recent years we have seen young women mobilise more and more, particularly through social media. We will listen to them and be guided on how best we can support their movements and voices. We will also seek to work with traditional leaders who often uphold historical, constraining roles for women. We will look for innovative partnerships, such as with social media influencers, and we will tackle the challenge of working with and through movements. In line with Oxfam's broader approach to influencing, we will help to develop strong evidence of 'what works' and will ensure that the clear logic that achieving women's rights brings about better outcomes for all is well communicated.

Theory of change

We consider the root to the realisation of women's rights is via a holistic approach to driving for societal and policy change, at national, state, local, community and household levels. A whole range of actors play a vital role in bringing about change - women's groups and movements; traditional and religious leaders; policy makers; activists and influencers; gender champions and many others. Oxfam will stand alongside and behind activists and women's organisations, to add value to their strategies.

Key Interventions:
- Oxfam will fund and partner with a range of formal and informal organizations and movements, support connection and collaboration between them and seek out new and innovative influencers and activists.
- Oxfam will support influencing work of women and youth activists to identity key policy changes needed, to drive for these changes and full implementation through robust evidence generation, advocacy strategy and advice on tactics.
- Oxfam will support creative and innovative approaches to communicating and challenging norms and attitudes that discriminate against women, optimizing the potential of technology and platforms in this effort.
- Oxfam will work with and fund a cross section of civil society organizations to support women's empowerment, confidence and leadership.

Country Goal 3: Just Economies: Economic, Food and market systems in Nigeria promote equal access to opportunities and supporting just and sustainable livelihoods for everyone.

Nigeria has a large economy and rich natural resources but the benefits of these are not reaching poor people: the systems and structures of the state and industry are simply not working well for the majority of the population. The poverty headcount rate is 40.1% (NBS NLSS 2020) but urban and rural disaggregation are 18% and 52% respectively reflecting a far higher poverty in rural and peri-urban areas. Also, food inflation in Nigeria averaged 11.84 percent from 1996 until 2020, reaching an all-time high of 39.54 percent in September of 2001 and a record low of -17.50 percent in January of 2000. In January 2021, food inflation rose to 19.56% from 18.3% in December 2020 indicating an unusually high rate and an unemployment rate of over 30%. A staggering 40%[26] of the population of Nigeria, numbering

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[26] https://databank.worldbank.org/data/download/poverty/987B9C90-CB9F-4D93-AE8C-750588BF00QA/AM2020/Global_POVEQ_NGA.pdf

over 80 million people and even over 100 million with COVID-19 impacts mostly living in rural areas, live below the poverty line, struggling to survive and have enough to eat on very low incomes. Some of the drivers for this situation are a broken food system, inadequate pro-poor investment in agriculture and essential service sectors, retrogressive tax policies, inadequate social protection programs, poorly engaged private sector, climate change and security issues. All of these are significantly impacting food production, job creation, and shared prosperity and the country is on the brink of a food crisis, massive youth unemployment, unprecedented economic slowdown. Another driver is unemployment, specifically youth unemployment. The private sector has a vital role to play in tackling these challenges, as does the regulatory environments.

To facilitate improvement in the economic, food and market systems to become fairer, more inclusive and more gender sensitive, our work will focus on two things: 1) improvement in programmes, policies and regulatory environments for more equitable systems. and 2) empowerment of women and young people to participate actively in the economic, food and market systems.

A lack of accountability and transparency means that citizens are not aware of or able to influence the resource flows of big business, such as the extractives industry, nor the regressive tax system. It also implies that labour rights are frequently trampled upon with many being under-employed, underpaid, and coping with indecent jobs. Extractives industry players are cabals engaging in illicit financial flows, subjecting host communities to hardships and loss of livelihoods, and evading taxes through connivance with scrupulous government officials. All these are denying majority of the people access to decent livelihoods with widening income and wealth inequality as the wealth of the nation is in the hand of only 1% while 99% of the people are grossly deprived.

Oxfam will work to ensure that citizens become aware and empowered to exercise their rights within the economy, and those public and private sectors become increasingly accountable and law abiding through collective actions.

Outcomes and indicators of success

Our work in this area will seek to achieve the following outcomes.

Outcomes	Outcome indicators
1. Civil society's collective actions for laws and policy influencing bring about fairer, accessible, climate-resilient and sustainable food, trade and market systems.	• Number of new and revised pro-poor laws and policies formulated and or implemented by federal and state governments relating to agri-food, youth development, climate justice, trade and SME sectors. • Policy and regulatory changes that further the interests of poor people (especially women and young people) on the focus areas of climate justice, tax justice, inclusive budgeting and extractives. • Establishment of platforms through which civil society organizations are mobilised, energised, and coordinated to influence policy decisions and legislative actions relating to food, trade and market systems.

2. Strong legal and regulatory environment that protects peoples' livelihoods, rights of host communities, opportunities for young people and the environment are in place in Nigeria.	• Transparent implementation of the 3% host communities' development fund in the new Petroleum Industry Act (PIA). • Passage of the right to Right to Food Bill to become law and get implemented. • Nigeria Start-up Bill is passed by the National Assembly. • National Youth Policy is reviewed and more transparently implemented. • National and sub-national policies on social protection climate change and environmental protection achieved.
3. Improved access of women, youth and smallholder farmer groups to enterprise and market opportunities for sustainable jobs/incomes and improved livelihoods through accountable private sector practices.	• 30% reduction in national youth unemployment rate over the next five years. • Increase in number of women-led (including smallholder women farmers) businesses and enterprises across different sectors. • Increase in percentage of women gainfully engaged by SMEs and large enterprises in the next five years. • Private sector business policies become more inclusive and gender sensitive.
4. Innovations to enhance incomes, increased Food security, protect the environment and create sustainable jobs in deprived areas are deepened for replication.	• The number of promising practices on food security, environmental protection and sustainable jobs that are documented for evidence-based advocacy. • Increased in the number of innovations to expand access to food that are replicated in the states are increased. • Employment of young people from the replicable models has increased. • Increased number of SMEs supported to roll out a best practice model

5. National and sub-national policy change is achieved in partnership with civil society to improve accountability and transparency on focus areas, such as inclusive budgeting, open procurement, tax justice and extractives.	• The number of joint and individual influencing interventions delivered by these groups, with Oxfam's support • Policy and regulatory changes that further the interests of poor people (especially women and young people) on the focus areas of tax, budgets and extractives. • Number of national and sub-national policies and laws influenced by partners for the promotion of accountable and inclusive governance. • Full implementation of the national youth policy to enable fuller participation of young people
6. A greater degree of transparency at national, state and local government levels and among key private sector bodies, with data on activities and expenditure published.	• The publication of new government data sets including federal, state or local expenditure; funds for large infrastructure projects. • The publication of new industry data sets including on revenue and tax paid.

Major shifts in how we work in this area

1. Despite strong commitments such as those made in the African Union Malabo Declaration[27] and the Comprehensive Africa Agriculture Development Programme (CAADP),[28] the Nigerian government is not fulfilling its obligations on food security targets. Covid-19 has further set back the situation on food security, due to lack of access to markets, a lower Consumer Price Index and rising food inflation. Oxfam and its partners will seek to strengthen government capacity and willingness to tackle these challenges. Under this goal there will be analysis of agriculture policies to integrate food security, limiting climate change, maintaining environment, and ensuring the sustainable management of natural resources.

2. Oxfam Nigeria has a long track record of effective work with small-scale farmers and in job markets. Although we seek to build on this legacy, we will be shifting our work in this area to focus more on building the capacity of farmers (primarily women farmers), farmer and workers' groups and others civil society groups to engage with power holders, to participate in regulatory and budgetary processes, and to work alongside private sector companies in forging more inclusive supply chains. Oxfam will also support partners to manage the challenges of insecurity in the North and to build community resilience.

3. We will remain focused on increasing productivity, improving incomes for poor people and creating more jobs, and will build on Oxfam in Nigeria's long track record in these areas. Job creation with a particular focus on youth and SME development remain important. This is

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[27] African Union Malabo Declaration on Agriculture and Postharvest Losses

[28] Comprehensive Africa Agriculture Development Programme (CAADP)

because economic events generally affect food security, depending on the poverty level, but also on the existence of inequalities in income distribution as well as in access to basic services and assets, many of which result from social exclusion and the marginalization of groups.

Theory of change

We believe there is a crucial role for the government, at all levels, the private sector, civil society and the citizens to play in creating a fair, accessible and sustainable economic, trade, market and food systems.

Key Interventions
- Pursue interventions that promote livelihoods through economic and social policies that help counteract the effects of economic slowdowns or downturns.
- Support activities that promote transparency in the extractives industry across solid and non-solid mineral sectors for inclusive and sustainable development.
- Carry out researches on the tax systems in Nigeria, increase tax justice awareness among citizens, promote tax justice administration across major sectors and pursue legislation to address regressive and multiple taxations for a fairer economy.
- Tackling existing inequalities at all levels through multisectoral policies that make it possible to more sustainably escape from economic deprivation.
- Oxfam will partner with a range of formal and informal organizations and movements, support connections and collaborations between them and seek out new and innovative influencers and activists.
- Oxfam will build the capacity of and coordination between citizens (60% women), citizen groups and relevant CSOs to influence Federal/State/Local budgeting processes responding to food, trade, and market systems.
- Oxfam will build the capacity of and coordination between citizens (60% women), citizen groups and relevant CSOs to influence the development of pro-poor and sustainable policies supporting inclusive social protection programmes.
- Oxfam will build the capacity of citizens (60% women), citizen groups and relevant CSOs to influence government and private sector to make labour markets, trade systems and supply chains more inclusive and gender responsive.
- Oxfam will test and evidence fair and environmentally sustainable production models, promote circular economy, advocate for climate-resilient development activities and share and scale them through strategic partnerships with the private sector and government.

9. Oxfam's approach in Nigeria

9.1 Partnerships
To be a formidable force for change, Oxfam Nigeria will need to work with other organisations in order to learn, to bring distinct and complementary skills and experiences, and to drive for greater collective impact (more than the sum of our parts!). We will proactively look for partners that are different to ourselves and look to work with those who challenge us and our assumptions. Over the five years of this strategy, we hope to work with a broad range of citizens, civil society actors, progressive private sectors

players, and progressive community and traditional leaders (as set out in section 3.2 above). We will specifically aim to partner with youth and youth-led organisations, women's rights organisations and women-led organisations.

We will develop transformational partnerships. Transformational partnerships involve mutual learning and capacity building as opposed to a more traditional 'funding' or 'project delivery' relationships. As an international NGO this may mean not having our Oxfam brand out front, but instead being a supportive partner of Nigerian civil society 'behind the scenes'. This may require quite a different way of working.

Our partnership approach will build on Oxfam's partnership principles, but we will be more flexible and agile to accommodate informal groups and activists (movements or individuals) in terms of structures and systems.
- This will mean relaxing the partnership engagement procedure and for example rely on partner's self-assessment or those conducted by others.
- We will have to determine how do we recruit informal groups, or activists or work with spontaneous groups.
- We will figure out whether a competitive process is appropriate and drop it if it is not.
- We will have to figure out how do we get reports from such groups- we will be inspired by the Voice Project's[29] conversation-based reporting for informal groups.
- Our priority will be about alignment of visions between Oxfam and partners and we will work with them to explore which of our requirements for contractual engagements they can meet.
- We will work with activists, individuals, women's rights organizations, feminist groups and group influencers using both new and traditional media to reach our target group towards seeing the change we want to see.
- Oxfam will work with partners to support insulate them from the triple challenges of terrorism financing, illicit financing flows or money laundering by availing to them systems and platforms to use for due diligence in compliance with global and international standards,
- The skills and ways of working envisaged for such partners will include:
  o For groups- track record in working on influencing and specific thematic demonstrated in the 3 pillars, good enough business support system,
  o People and culture system that acknowledges learning and training.
  o For individual activists, we will ensure background check on terrorism, patriotism, corruption and we will have a cap for the kind of finances that are entrusted with adequate monitoring.
  o We will ensure that such individual/groups are well known in the industry for integrity, knowledge and tenacity to make change happen.
  o Please also refer to the risk assessment and mitigation measures and ways of working in the COM page 19-22

Conscious that the full details and granularity of our partnership development strategy cannot be captured in the OCS and COM, we have planned this as a separate piece of work that will follow the approval of the initial strategic documents. Some of the objectives of that work are:
1. Review Oxfam active partnership portfolio in Nigeria; analyse the outcomes and lessons learnt from existing partnerships in relation to their purposes and assess their strategic fit and adequacy to tasks.
2. Develop a partnership strategy that is context specific responding where relevant to transformational types of partnerships, focusing on quality, adequacy and appropriateness of partnership rather than the quantity.

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[29]

3. Develop partner engagement framework that will enable Oxfam in Nigeria position itself and attract new adequate partners (development, advocacy/campaign and private sector).
4. Lay down the specific steps for renewing the partnership portfolio and making it fit for purpose in sync with Oxfam in Nigeria becoming a country influencing office and be partner led
5. Exploring beyond Risk Assessment Method for Oxfam Novib (RAMON), Management and Outcome Matrix (MoM), Project Risk Management Approach (PRISMA) and Oxfam partnership roadmap, develop a partner evaluation approach that builds on the strengths of those tools and provides additional complements especially in the areas of the evaluation of social movements, activists' initiatives, shrinking civic spaces and other gaps identified.
6. Develop a capacity building plan to support partners grow, own and sustain our joint initiatives in keeping with Oxfam Partnership principles and Oxfam partnership roadmap.

9.2 Ensuring women's rights are at the heart of everything we do

Women's rights are central to our whole program of work and investments in Nigeria. This strategy and all program for influencing interventions will be founded in solid gender analysis, and we will take a strategic approach that strives to have optimum impact on progressing women's rights. We have also forged a specific country goal that articulates how we will work to support progress on women's rights at a range of levels - through policy change, norms and attitudes, empowerment, and tackling gender-based violence.

Women's rights will also be at the heart of our internal operations and management approaches. We will be guided by feminist leadership principles, and therefore will be conscious of power dynamics. We will champion and encourage women leaders and managers, particularly young women. We will seek to nurture a culture that creates space for everyone to speak and be heard.

9.3 Use Programme Quality and Knowledge Management as evidence for Influencing

Oxfam Nigeria sees evidence and data as a foundation stone for effective programming for influence. Developing innovative and effective models of change that have demonstrated results, and then communicating these to policy makers, is an effective way of achieving impact at scale and requires solid monitoring data and clear write-ups of the evidence. We will therefore invest appropriately in the time and capacity required to create and use knowledge well and will forge a strong reputation for doing so.

9.4 Ensuring that our programs do no harm

The safety and security of Oxfam staff and those we support and stand alongside is critical to our work. We will do everything possible to ensure that the risk to safety is not increased by our activities, to manage risk where it does arise, and to have clear reactive procedures in place for emergency situations.

Oxfam's approach to its programming for influencing work will be rooted in the realities of its civil society partners. We will be steered by local knowledge and will consider how our own actions, investments and decisions might have an effect on the context in which we work. The move to further influencing has the potential to generate opposition and create risk to those we partner; we will need to undertake careful analysis of our interventions and those of our partners to mitigate those risks. We will seek to work in a non-confrontational and constructive way. It is vital in a Nigerian context that Oxfam takes a conflict-sensitive approach so as to not risk having a negative or inflammatory impact on local dynamics. It is also vital to undertake robust and regular gender analysis, to ensure that our activities contribute constructively to the power dynamics between women and men.

We consider the safeguarding of those we work alongside - Oxfam staff and partners - to be a top priority. We will adhere to Oxfam's Safe Programming approach, ensuring that all people affected by our programmes can participate safely, and that our programs, operations and partners prevent and do not cause harm. We will ensure that strong safeguarding measures and processes are in place to uphold Oxfam's commitment to prevent, respond to, and protect individuals from sexual harassment, abuse and exploitation committed by staff and related personnel. We will do this by listening to those who are affected; responding sensitively and safely when harm or allegations of harm occur; and learning from every case.

9.5 Areas we will seek to excel in or invest in to build our capacities

As described already, Oxfam Nigeria will be strengthening its influencing model of change and will be significantly reducing the scale of its own direct programming. This shift will require the addition of some new skills and the development of others. The staff team will need to include sufficient skills in influencing strategy and policy influencing. It will also need skills in the creation, use of evidence, knowledge and some technical expertise required to drive the work of the country goals - including governance, tax monitoring and reporting, gender justice, advocacy, partnership development, relationship management skills systems change m. This is what we call the blended skills.

As we will work with others to influence collectively and in many cases will support from behind the scenes, listening and engagement skills will also be vital, as will capacity-building, training and mentoring. The knowledge and skills required to support movement building and direct engagement with citizens might be quite different, such as social media, developing creative funding solutions and managing risk in these new and less traditional relationships. Different systems and ways of working may also need to be developed to do this work well.

9.6 Humanitarian preparedness

As a result of the shift to an influencing model, Oxfam Nigeria will stop delivering humanitarian work as part of its core programme. Only when emergencies occur in existing program areas will Oxfam Nigeria respond. Through its influence approach, it will also build the resilience of communities and local actors to anticipate and prevent disasters (with early warning systems), mitigate the consequences of crises and bounce back quickly when disaster hits.

Oxfam Nigeria is part of a larger confederation that is closely linked with a range of skills and services offered by Oxfam International. The Global Humanitarian Team (GHT) of Oxfam International with a team of Humanitarian Advisers who can be deployed to humanitarian crises as required. Oxfam Nigeria will not retain its own specialist humanitarian posts, but instead will allocate a clear lead from the senior management team who will retain a watching brief on humanitarian needs in the country and will lead on providing advice to the Country Director on whether an Oxfam response becomes necessary.

If an extreme crisis hit (in the form of conflict, drought or floods for example), the Country Director will lead on the decision as to whether to respond, in partnership with OI GHT depending on whether it is a CAT 1, 2 or 3. If deemed necessary for Oxfam to respond, it would most likely be operated through already funded Oxfam partners, but may require situation analysis or scoping of new partnerships. Oxfam would only consider a response within regions of the country where it has an existing program for influencing presence.

The Country Director and the allocated humanitarian lead in the senior management team will maintain core humanitarian monitoring and response skills as advised by GHT and will be well briefed on essential processes and standards. Responsibility for humanitarian monitoring and response will be included in the key relevant job descriptions.

Finally, to put the country programme to maintain readiness to respond to CAT1 emergency, Oxfam will maintain a presence in the International NGO forum to secure Oxfam the opportunity to influence work and profile on humanitarian needs in Nigeria are in compliance with Humanitarian Standards and Principles with a specific focus on Gender minimum standards.

10.Country program resourcing and business models

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Table : Project annual turnover over the life of the OCS

Year	Total annual turnover (EURO)
2021/22	9.3
2022/23	10.2
2023/24	11.7
2024/25	13.6
2025/26	16.2

In order to deliver our strategy, we will seek to develop the following skills and capacities:

Thematic expertise in the three change goals of Accountable Governance, Gender Justice and Just Economies and related expertise.

Influencing skills, **influencing others**: the capability to use multi-faceted approaches for driving change, including building coalition and alliance with the aim of effecting long lasting changes to systems. In particular the ability to do power and context analyses about who to influence and how best to do it

Partnership building and engagement skills relating particularly to activists, informal social movements and the private sector; the ability to build and nurture relationships with others to be catalysts for achieving the strategy

Communication skills (focusing particularly on social media) to support the influencing of Oxfam and its partners; looking at how new and emerging tech can be used as campaigning and advocacy tools by civil society

Adapted monitoring and due diligence skills will be needed in order to understand how to work with, best support and monitor influencing and the impact of informal groups and movements.

Relationship Building - Building relationship within and outside the organization. It involves building trust and offering advice that will yield success. Good relations with auditors, legal regulators, partnerships

Understanding of the systems and connection to networks. capability and to work with systems, by understanding how systems are related and building good networks that help to work with systems.

Facilitating and convening. the capability to use relationship building skills to bring together a number of stakeholders on common platforms with the goal of using those platforms to bring about policy changes.

Adaptability: The capability to adjust to new conditions. This involves being current with information and changes to both internal and external context and willingness adjust current ways of working to ensure we capitalize on opportunities the change bring.

Annexe 1: Executive Summary of the Evaluation of OCS and COM

August 2020, by Cahmen Nigeria Limited[30]

This report presents findings of the evaluation of Oxfam Country Strategy/Country Operational Model (OCS/COM) 2015-2020 from the perspective of assessing the overall progress to date towards achieving the strategic Change Goals, compare achievements with expectations and assumptions, and draw lessons that will inform the development of the next Oxfam in Nigeria Country Strategy (OCS). The Strategy is made up of four interrelated Change Goals:

a) Saving lives
b) Sustainable increased income for the poor.
c) Transforming attitude about women's rights; and
d) Increased active citizenship and the accountability of the public and private sector.

The OCS was complemented by the Country Operational Model (COM) which guided the operationalization of the OCS throughout the period. The COM sets out the structure and approach to ways of working as well as staff development. Both the OCS and COM came into effect in early 2015 and early 2017 respectively after their final approval. A total of 12 projects were implemented under the OCS/COM in 11 states of the federation and working with over 40 local implementing partners.

Evaluation Methodology and Approach
The evaluation adopted a participatory and consultative approach that included participation of various stakeholders during the evaluation period. The main framework of analysis was the OECD/DAC evaluation criteria: Relevance, Efficiency, Effectiveness, Sustainability, Coherence, Accountability and Cross-cutting issues. The evaluation relied heavily on both quantitative and qualitative research methods as well as desk review of secondary data sources. The primary research covered a total of 8 states in addition to the FCT, 20 Community- Based Organizations (CBOs) spread across project locations and interaction with close to 1,500 project participants.

Evaluation findings
The findings section was structured according to the OECD/DAC's evaluation criteria, with a focus on key priority questions identified for this evaluation.

Relevance
The OCS design was based on an in-depth analysis of the development context of Nigeria highlighting key challenges which informed the prioritization of the proposed changes to be made in the OCS. Overall, the evaluation team rated the strategy to be relevant to the context of Nigeria as well as the changes that were proposed. The OCS project activities aligned with the priorities and needs of the project participant across the intervention states. The OCS objectives also aligned with several policy documents of the Federal Government as well as the Sustainable Development Goals (SDGs).

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[30] The full evaluation report is available on request.

Our evidence set shows that inequality reduction was central to the vision and goal of the OCS and was evident in both the vision and mission statement of the OCS. The OCS adoption of a rights-based approach to programming proved that inequality reduction was central to the vision and goal of the OCS when it was created.

Beyond this, most of the projects implemented under the OCS focused on inequality by targeting more vulnerable women who have often been marginalized by social norms at the community level. However, the OCS activities in inequality reduction have only happened at the Local Government Areas (LGAs) and State level and there was no evidence of linkages of these activities from LGAs to State and the Federal level. Given the multiple dimensions of inequality in Nigeria, an effective strategy of inequality reduction must be linked across tiers of government and at the global scale.

Effectiveness

Our evidence set indicates that Oxfam has been successful in aligning its projects with the thematic areas of the OCS. The major gaps have been in aligning the programme indicators with the OCS indicators. The non-alignment can be attributed to the fact that almost all the projects across the thematic areas were designed without reference to the OCS indicators and their targets. Also, almost all the projects design and implementation had commenced before the OCS design was completed which hindered the non-alignment of the programme level indicators with the OCS indicators. Overall, the opportunity to determine the extent the strategic goals of the OCS was achieved and at what scale was missed. The various projects implemented under the OCS to a very large extent achieved their stated goals and set targets. Most of the projects exceeded their targets and there was sufficient evidence to show that the various projects implemented under the OCS had capacity building components for diverse stakeholders. Inequality reduction was covered by the three Country Change Objectives to a very large extent as gender justice runs through the three country change objectives. The OCS has seven key assumptions at the point of creation as the foundation for the theory of Change. However, there was little evidence to suggest that the assumptions were tested as implementation activities of the OCS progressed. Several other factors constituted obstacles to achieving the expected outcomes. These included security challenges, merger of Oxfam affiliates during the OCS implementation, high staff turnover, limited funding, discouraging attitudes of project participants in the intervention areas and lack of cooperation and programme integration.

Efficiency

Our evidence set reveals an average of 56.8 percent absorption rate for three years of implementation of the OCS. However, interviews held with project team members and affiliate partners revealed mixed results as some of the team members stated that the financial resources were enough; others, however, maintained that the financial resources provided were not enough. There was evidence to show inadequacy of technical resources especially at the point of merger of the Oxfam Affiliates into One Oxfam. However, this later improved as the implementation of OCS activities progressed. The Business Support Unit is excessively too large with several finance officers which has implications for overhead cost. Also, the evaluation believed that it is relevant and appropriate to have two programme units with one for core livelihood programmes and the other for influencing and public engagement. The two units are core professional units which should simultaneously coordinate programme implementation and influencing activities across the programmes. However, it is important to reduce the number of levels of responsibilities that seems to align with other levels. Given the level of implementation of the various project activities as well

as the achievements of the various projects, it is plausible to conclude that the financial and human resources were sufficient for achieving the project strategic outcomes.

Sustainability

The evaluation found that the OCS had very little evidence of sustainability strategies in the official document. However, the various projects implemented under the OCS have sustainability elements mainstreamed which ensured that outcomes at project level are sustained. Key factors that contributed to sustainability include Oxfam partnership with CBOs, partnership with governments, involvement of traditional institutions and project participants at the community levels and the various capacity building sessions for key stakeholders by the interventions at the states and community levels. In the various thematic areas of the OCS project implementation, there was evidence to show that stakeholders' engagement is likely to continue, scaled up, replicated, or institutionalized after funding ceases. This is made possible through the capacity building activities of government institutions, local partners among others. Our evidence set reveals several commitments made by governments in many states of the intervention relating to replication of Oxfam model projects of best practices especially the VSLA methodology and policy commitment on the Social Investment and Empowerment Programme (SIEP) and Bauchi State Agricultural policy and the commitment on the adoption of Open Governance partnership. However, commitments have only happened at the state and local government levels suggesting the need for more engagement at the federal level.

Coherence

Oxfam in Nigeria worked with several partners including the private sector, women's rights and youth led organizations in the implementation of its programmes. The various partnership models developed under the OCS were based on assessment of strategic fit, capacity for specific project delivery and good partnership conversation which are the minimum requirements and good practice guidelines for Oxfam partnership. This assessment approach ensured that the partnership developed were coherent and added value to the achievements reported to a large extent. Most of the partnerships were adjudged to be effective in their own context of application. Beyond project results, the financial partnerships with local community-based organizations were judged to be good in terms of its contributions to OCS goals given their number (41), geographic spread across the six geo-political zones as well as the number of Oxfam projects implemented at the community level. Overall, Oxfam's purpose of relationships is in line with the ways of engaging with the partners to a large extent. Oxfam has strengthened the capacity of local partners and enhanced their role in service delivery to a large extent. The evaluation confirmed that there is no one-size-fits-all approach to influencing as all the strategies adopted achieved their goals to a large extent. Several factors contributed to the effectiveness of the influencing strategies. The most critical of them is the participatory approach to project implementation, capacity building for partners and the integration of influencing into programmes contributed to the easy spread and scale up of innovative development solutions created by various programmes. Oxfam partnerships have been project based and programme focused with little or no long-term strategic partnerships and alliances which are critical as Oxfam aspires to become an influencing hub. This evaluation found that the Executing Affiliate (EA)/ Partner Affiliate (PA) model as well as the WAF regional platform added value in delivery of the OCS to moderate extent in the light of the provision of funding and management of crisis.

Cross-cutting issues

Overall, the OCS design to a large extent targeted various category of people as project participants. However, the omission of People Living with Disabilities (PLWDs) and the absence of poverty analysis at the OCS conception stage were major limitations in the OCS design. The evaluation found that the strategy contributed to improving the living conditions of the target groups through the various projects implemented. Oxfam Humanitarian Response Project in the North East reached in total 470,000 local people in the areas of water and sanitation and food aid while the PROACT project in Kebbi state supported over 480,000 people. Also, over 7000 young people (47% young women), including more than 1800 in 2019 alone (53% women) benefited from the WiP project. Overall, the evaluation team perceived OCS contribution to improving the living conditions of the target groups as positive and significant across the intervention states. The evaluation found inequality reduction as integral to all the campaign objectives of the OCS in terms of design. Starting from the design of the OCS, the issues of social norms in relation to women, girls, boys, youths, and men were taken into consideration to a large extent. The mainstreaming of social norms in relation to women, men, boys and girls as well as youths in project design and implementation was adjudged to be satisfactory but not with the M&E process due to the non-disaggregation of the indicators by gender and the absence of key outcome and impact level indicators in the MEAL plan.

Accountability

Evidence set confirmed that Oxfam is committed to gender equality, safeguarding issues, safe programming and accountability to partners and communities to a large extent. This is demonstrated both in the design of the OCS and in the implementation of various programmes. There was the deliberate targeting of more women which was meant to address some of the negative social norms and inequality affecting women at the community level. As part of safe programming, for example water quality tests were conducted on all the samples from newly constructed boreholes under the humanitarian response project. Evaluation evidence confirmed that the three dimensions of accountability including giving account, taking account, and holding to account were adequately applied by the project team when dealing with partners and project participants. Both the OCS and the various projects implemented had their separate MEAL plans and the key indicators of the OCS MEAL plans were different from the various project indicators. This therefore suggests a lack of alignment of the strategic plan indicators with the various project implemented under the plan. Like the OCS indicators, the level of data disaggregation was also low for the various indicators in the MEAL plans. Overall, it is wise to say that inequality reduction is central to the vision of the OCS, however, the tracking of progress towards meeting this goal of the OCS is limited by little mainstreaming of inequality indicators into the MEAL plans both at the OCS and project level.

Oxfam's move towards more influencing has been impactful to a moderate extent given that the process is just beginning. The challenges to influencing activities include donor's interest in projects and service delivery compared to influencing activities, Oxfam transition to One Oxfam at the point of shifting to more influencing, high staff turnover among others. Overall, Oxfam shifting to more influencing has recorded some modest achievements, but the achievements were not as a result of direct influencing activities as a standalone programme but where through project deliveries at the state and community level.

Conclusions

Oxfam vision, mission and values have been captured in the OCS (2015-2019). The OCS provided the strategic direction for Oxfam in Nigeria in terms of its priorities, strategic objectives, approaches,

and ways of working. The OCS vision statement is inspirational; however, there is potential to refine the vision statement to make it more tangible and achievable within a timeframe. The Country Strategy remains relevant as identified issues are pertinent, broad-based and enduring in Nigeria. While the ToC is explicit in identifying the different actors Oxfam intended to work with or through, the roles they plan to play as an advocate, enabler and networker; the ToC seems weak in clearly articulating how all the engagements and efforts all come together in achieving the overall vision of the OCS as a holistic approach. Several projects implemented under the OCS to a large extent achieved their goal and objectives. While the strategy provides a broad perspective on what needs to be achieved and the evidence of changes, the various performance indicators of the OCS were not tracked and hence it was challenging to objectively assess the extent of achievement of the strategic goals and objectives of the OCS by the evaluation. Too much emphasis was placed on monitoring of performance at the project level than the strategic level. Going forward considering successes recorded by the various projects, there are still more areas that require improvement in the OCS design and implementation. The evaluation team believed that these issues should be taken on board as Oxfam in Nigeria commences the development of a new country strategy.

Lessons Learned
- The implementation of context analysis which informed the design of the closing OCS strategic priorities was done at the national without regional or state level analysis and thus, the opportunity to justify the selection of intervention states and communities were missed. The contextual analysis for the new OCS design should be cascaded from national to regional and state levels in Nigeria to provide justification for the selection of areas of intervention across the federation.
- Strategic partnership was very limited during the OCS implementation and given its roles in terms of supporting partner's organization's goals, it is important to build on this going into the new OCS.
- The various capacity building programmes for various partners including the government, CBOs and project participants was considered a key lesson and one of the basic elements of sustainability of the strategy outcomes that should be replicated in the new OCS.
- As Oxfam plans to move towards becoming an influencing country program, Oxfam needs to learn to adopt transformative partnerships rather than the transactional partnership model with local partners. The transformative partnership will ensure Oxfam understand and treat partners as peers and collaborators in the creation and sharing of knowledge during and after project implementation.
- Overall, Oxfam shifting to more influencing has recorded some modest achievements, but the achievements were not as a result of direct influencing activities as a standalone programme but were through project deliveries at the state and community level.
- As Oxfam aspires to become an influencing country program in the next OCS, it is recommended that it should focus more on influencing and advocacy working at the national and subnational levels.
- Shifting to full influencing as a means of achieving its strategic goals will be a difficult task to achieve. It is important to consider the integration of Influencing as a crosscutting issue in all programmes as a means of achieving the strategic goals of the OCS since most of the programmes are funded through Affiliate backed donors who are less inclined to supporting stand-alone influencing programmes.
- Fundraising for influencing was a challenge as many donors are interested in service delivery to meet the immediate needs of the people rather than advocacy and campaigns. However, the OCS use of programmes for influencing is commendable as it serves dual purpose of

providing immediate assistance to the vulnerable at the local community level while at the same time providing evidence and tools for influencing activities.

- Gender concerns were adequately considered and were mainstreamed in the design of the OCS as all the three Country Goals of the OCS are linked to gender justice. However, the application of gender mainstreaming at the programme level was limited to targeting more women as project participants while actions that focus on social protection or promoting women's political empowerment, institutional and legal frameworks to reduce gender imbalances or access to productive resources received very little attention at the programme level.

- Social spending related to health and education as well as other inequality indicators including labour rights, equitable land and progressive taxation should be given adequate attention in the new OCS in the light of the observed government low commitment to inequality reduction in Nigeria.

- Inequality reduction activities of the OCS should be implemented across the three tiers of government spanning from the LGAs to the States and federal level.

- The lack of tracking of performance indicators of the OCS over the implementation period was a big lesson as the opportunity to objectively assess the extent of achievements of the strategic goals and objectives of the OCS was missed. MEAL plan and indicators at the project level should be aligned with the OCS indicators across the thematic areas to facilitate easy tracking of OCS performance at the end of the implementation period.

- The affiliate partners were very supportive to the delivery of the OCS in terms of provision of funds and management of crisis especially in the humanitarian response programme but the internal management structure of the partnership was complex and needs to be reviewed as we move into the new OCS.

Recommendations

As we move into the new OCS, the following recommendations need to be considered.

New OCS Design:

- The vision statement of the new OCS needs to be streamlined, smarter and made to be attainable within a time frame.
- The contextual analysis for the new OCS design should be cascaded from national to regional and state levels in Nigeria to provide justification for the selection of areas of intervention across the federation.
- There is a need to review the current ToC with a view to developing a holistic ToC that harmonizes all the approaches Oxfam intends to adopt. A pictorial diagram will be a suitable way to present the ToC for easy understanding at a glance.
- Specific exist strategies, sustainability measures of strategic outcomes as well as stakeholder's engagement measures of the OCS should be highlighted in the new OCS document
- The indicators of the new OCS should track and measure all levels of results to facilitate easy measurement of the OCS performance at the end of the implementation period.

To the Project team and Management:

- Inequality reduction activities of the OCS should be implemented across the three tiers of government spanning from the LGAs to the States and federal level.
- Projects and programmes should be developed with due consideration to the OCS to ensure the alignment of goals, objectives, and indicators.

- The MEAL plan and its indicators at the project level should be aligned with the OCS indicators across the thematic areas to facilitate easy tracking of OCS performance at the end of the implementation period.
- As Oxfam plans to move towards becoming an influencing hub, Oxfam in Nigeria needs to learn to adopt transformative partnerships rather than the financially oriented partnership model with local partners. The transformative partnership will ensure Oxfam understands and treats partners as peers and collaborators in the creation and sharing of knowledge during and after project implementation.
- Oxfam needs to consider bringing on board more strategic partnerships to complement the current projects and programmes focused partnerships with local partners.
- Oxfam partnering principles should be applied both internally and externally. This implies that the principles should be applied among affiliates and between affiliates and country teams. This the evaluation believes will help to reduce power imbalances, duplication of roles while reducing the complexity of the model for value addition in the delivery of the OCS objectives.
- Oxfam should consider raising its own funds for its influencing programmes in the light of the donor's apathy to funding stand-alone influencing programmes.
- The current mainstreaming of influencing across programmes should be continued in the light of the donor apathy to stand alone influencing programmes.
- Oxfam should consider the review of the current model and ways of working to give more autonomy to the country teams to run independently of its affiliates with a view to reducing the observed complexities in the current model and ways of working
- Oxfam should consider rationalization of its Business Support Unit with a view to reducing duplication of duties and among finance staff and reduction of staff overhead cost.
- Oxfam should put in more effort through proposal development to raise more funds as we move into the new OCS. This is critical as almost all the projects implemented in the current OCS came in before the approval of the OCS which suggest that there was little or no projects that came in during the life span of the current OCS.
- The COM should be designed to be in sync with the OCS to ensure it contributes to OCS project implementation. Beyond this, the time lag between the design of the OCS and the final approval of the COM should be aligned to ensure maximum utilization of the COM in the implementation of OCS programmes.
- Social spending related to health and education as well as other inequality indicator including labour rights, equitable land and progressive taxation should be given adequate attention in the new OCS in the light of the observed government low commitment to inequality reduction in Nigeria.
- The matrix organizational structure of the Organogram in which people with similar skills are pooled for work assignments as in Influencing and Public Engagement Unit is relevant and should be sustained.

To the M&E team:

The M&E officers in the various programmes should work as team and coordinate among themselves to ensure the following:
- Programmes are developed with due considerations of the overall goal of the OCS and its objectives.
- Programme level indicators aligned with the Outcome and impact level indicators of the OCS.

- Tracked outcome level indicators at the programme levels to provide evidence for measuring of OCS performance and aiding the completion of the OCS result levels indicators in the OCS MEAL plan.
- Organize annual, mid-term and end line review of the OCS to provide evidence for measuring the extent the OCS goals and objectives are met at the end of the implementation period.
- Consider the disaggregation of data by age, gender, and other relevant sub-categories.

Annex 2: Executive Summary of Nigeria's Context Analysis

September 2020, by Emerald International Development Services Ltd[31]

This contextual analysis is to provide a basis for which Oxfam International in Nigeria can design a new country strategy plan from 2020-2025. The previous Oxfam Country Strategy (OCS) is coming to an end in September 2020. Meanwhile, important changes have taken place in Nigeria in the last five years and more changes are anticipated to happen in the next five years. In any case, Oxfam International in Nigeria aspires to become an influencing office.

For this study, a mixed methods approach was employed that included Desk/Literature review and analysis, Key Informant Interviews (KII), Focus Group Discussion (FGD) and an Online Survey using digitised Google forms. In addition, we conducted a participatory workshop with staff of Oxfam International, Nigeria. A Stakeholder Analysis was also conducted using a standard stakeholder quadrant and a 5-point ranking scale to determine the levels of influence and interest of various categories of stakeholders and reasons why Oxfam should engage them in the next OCS period. This was a largely qualitative study. A quantitative element was included in the digitised forms. A multi-stage sampling technique was utilised to ensure that the six geo-political zones were represented followed by purposive selection of participants with clear inclusion criteria. The major limitations of the study include inadequate time allotted for the study and delayed/non-response of some implementing partners and government stakeholders.

The study showed that Nigeria is blessed with a lot of human and natural resources. The population is growing at a fast rate more than many other countries with a youth bulge. There is widespread poverty in the midst of plenty affecting women more. Economic growth rate in the last five years has been sluggish. For instance, between 2000 and 2014, the country's gross domestic product grew at an average of 7 percent per year. But as a result of the oil price collapse in 2014-2016 combined with negative production shocks, the economic growth rate has remained sluggish since 2015. The socio-economic indices have been very poor in the midst of endemic and systemic corruption. In its human development report (HDR) for 2018, the HDI score was 0.534 and the UNDP ranked Nigeria at 158 out of 189 countries. The country has been consistently rated by the Transparency International to be among the most corrupt countries in the world in its corruption perception index.

Poverty has been rising in the country since the 1980s. In 1980, the incidence of poverty in Nigeria using the rate of US $1 per day was 27.2 percent with only 17.7 million people but by 2010, it has increased to 69 percent with 112.5 million people. This worsening situation is contributed mainly by Northern Nigeria. Between 1980 and 1985/6, the incidence of poverty was lowest in the South East followed by the South-South. But in 1997, the situation was completely reversed with the incidence of poverty becoming highest in the South East followed by the South-South. Again by 2010, the situation had completely changed with incidence of poverty being highest in the three geo-political zones in the North and lowest in the South West. This trend has continued with the figures in 2019 with the North East worsening due to the insurgency in the North. Over the past four decades, poverty has increased disproportionately in the North. Various reasons have been advanced for increasing poverty in the North including illiteracy, peoples' attitude to economic prosperity and *almajiranci* or begging and lack of sound entrepreneurial initiative. Some scholars have explained

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[31] The full report is available on request.

that South South and South East fared poorly in the 1990s because of the politics of power and allocation of oil resources during the military regime then.

Arising from Political Economy Analysis, the poor are those who lack access to power, opportunities, and resources. In the country, there are mainly located in Northern Nigeria and the rural areas. In addition, those who are in the agricultural sector and male headed household had more poor people. The headcount ratio[32] shows that "as of 2019, the population mostly affected by poverty in Nigeria was those working exclusively in the agricultural sector. Households with a male household head were much more impacted than those with a female head. For instance, about 58 percent of people belonging to households with a male head working in the agriculture was living below the poverty line. According to national standards, an individual with less than 137.4 thousand Nigerian Naira (roughly 361 U.S. dollars) per year is considered poor. Nationwide, 40.1 percent of the population lived in poverty." They are poor because they did not inherit property and they have no access to power, opportunities, and resources. They remain in poverty because they are unable to influence government policies and programmes to lift them out of poverty and there is no enlightened leadership to develop poverty eradication policies and programmes that can remove the structural causes of poverty and protect the poor. However, over the years, public policies and programmes have been designed and implemented to reduce poverty and inequality. But they have not succeeded in reducing poverty because they focus on dishing out handouts and fail to address the root causes of poverty and are unable to provide access to power, opportunities and resources. There is therefore the need for Oxfam to refocus its programmes to produce pressure from below (the poor and excluded) and develop enlightened leadership that can bring about poverty and inequality bursting policies. Meanwhile, the Government of Nigeria is in the process of producing a long-term development plan. In addition, the Federal Government is implementing an ambitious Social Investment programme (SIP) with an aspiration to lift ten million people out of poverty in ten years. Therefore, the development of a long-term national development plan and scale up of the Social Protection policies and programmes across all tiers of government can be a good entry point for Oxfam in Nigeria in the new OCS.

Furthermore, religious and ethnic differences are manipulated by the elite for selfish gains. The benefits of technology are not fully utilised with the poor and women excluded. Climate change is posing a huge challenge leading to drought, scarcity of food, flood, and rising sea level. Programmes designed to address poverty over the years have not yielded the expected outcome of reducing poverty; and inequality is scandalous. The oil economy has destroyed institutions, agriculture and manufacturing leading to increased poverty and conflict. In the midst of all these, rent seeking behaviour is predominant with those who have access to power wielding a lot of influence over resources, policy, programmes, and projects.

Gender inequality and exclusion is the lived reality. Patriarchy, culture, and religion reinforce gender inequality. There is discrimination in the family, in the workplace and society as a whole. Violence against women and girls is on the increase. Harmful traditional practices are meted out to women and girls including Female Genital Mutilation (FGM), child marriage and widowhood practices. Women and girls have restricted access to productive and financial resources and restricted civil liberties.

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[32] "The headcount ratio defines the proportion of population that is living in the households where the value of per capita total consumption expenditure is below or equal to the poverty line. The estimates exclude Borno state."

There is a consensus among scholars that societies can change through evolution or revolution. Evolution is a progressive growth and change generating a transition from a simple to complex system while revolution is an historical process that generates a rapid and structural change in society. Over the years, there has been discussion on drivers of change and how change happens in Nigeria. It has been documented that change happens in Nigeria when there is a consensus by a critical mass of elites driven by a coalition of change champions across government, private sector, media, and civil society. It has been pointed out that change happens when the objective conditions (deprivation and huge contradictions) and subjective conditions (organisational preparation required to bring about change) exist. The objective conditions exist in Nigeria. The challenge has been the absence of subjective conditions with the requisite organisation and platform to mobilise for social change. The key players (change champions) can be influenced by facilitating a platform for them to come together and share ideas to mobilize for change.

We conducted a Gender Analysis, Power Analysis and Stakeholder Analysis. These analyses reveal that:

- Visible power is exercised through formal rules, laws, structures, and procedures reside with elected or appointed officials – the executives and legislators and Judiciary at all levels.
- Hidden Power is exercised from behind the scenes by powerful people who are able to influence decisions and outcomes to their own advantage at local, national, and international levels.
- Invisible power shapes the way we see the world. The most widespread form of global inequality is founded in and driven by invisible power, namely unequal power relations between men and women. A classic example is seen in the fact that the Nigeria Gender Policy provides for 35% affirmative action for women in elective and appointive posts yet the key actors in decision making do not pay attention to this provision.

The study conducted a scoping of voices excluded from decision making. Excluded voices were said to include women, especially those at the intersection of multiple vulnerabilities women. Youth appeared to have more voice than women. Influencing decision making requires that change agents and champions including individuals, organisations and collectives engage the power brokers to influence decision and resource allocation in favour of the poor.

Change is desired at all levels of engagement from the individual to the organizational, community and the wider systemic levels. Oxfam's reports are laced with evidence that several projects in various locations across the country utilized effective strategies that influenced and enhanced various types of power: Power Within, Power To and Power With. Successful models at community levels need to be upscaled to state and national levels for wider impact.

Meanwhile, most of the Oxfam International in Nigeria programmes in the last five years revolve around accommodating and transformative in the Gender integration continuum. It is clear that power relations drive inequality and underlie poverty and exclusion. The power brokers include those elected into the executive and legislature and those close to them. This ensures that the poor, women, youth, persons living with disability and other vulnerable groups are excluded from decision making.

There are certain trends that have dominated the landscape in the last five years including politicisation of society including judicialization of politics; electoral reform and focus on 2023 elections; rising unemployment especially among young persons; increasing corruption; increasing debt burden; increasing insecurity; constriction of civic space and the COVID-19 pandemic. But despite all these challenges, Nigeria has continued to forge on because of the unique characteristics of her people. The people have displayed some unique characteristics of resilience, tenacity, hard work, optimistic spirit, and a "hustling" entrepreneurial spirit. But the results of the study showed that there is leadership failure; governance challenges; poor policy and programmes and lack of enabling environment. All of these challenges provide an opportunity for Oxfam International in Nigeria to refocus its approach to work in Nigeria.

As Oxfam aspires to become an influencing office in the next OCS, it is recommended that it should focus more on influencing and advocacy working at the national and subnational levels. Oxfam should work at the national level and sub-national levels. This will require constructive engagement with government, private sector and civil society. This will have implications for programming, staffing, fundraising and partnership. Programming will focus mainly on influencing at the national and sub-national levels with pilot programmes in focal states.

The focal states should be eight: three poorest states in the country- Sokoto, Taraba and Jigawa; the state worst hit by insurgency- Borno; the poorest state in North central- Niger; the poorest state in South East- Ebonyi, the poorest state in South South- Cross Rivers and the poorest state in South West- Ekiti State. An entry point should be the ongoing development of the National Development plan and social investment programme including the aspiration to lift 100 million people out of poverty as an entry point to programming and advocacy. It is also recommended that Oxfam should facilitate movement/coalition of developmentalists; programme on value re-orientation and anti-corruption; leadership capacity development in all sectors; advocacy for increased budgetary allocation to key sectors that impact the lives of citizens such as education, health, agriculture and infrastructure; and forging of partnerships with clear COVID-19 strategy in the implementation of the new OCS.

Annex 3: Preparing Oxfam for sustainable influencing in Nigeria: Recommendations

2020, Neoteric Consulting

Influencing Approach

Based on the operational context of Nigeria and the responses of our major informants, it is cautiously recommended that Oxfam adopts a ***programming for Influencing model***. This approach appears to be the middle ground between the current model and the standalone influences. It addresses the fundamental challenges of standalone influencing, the weaknesses of the current model based on Oxfam International strategic direction. It prioritises influencing, but with minimal programme delivery for evidence, legitimacy, modelling and community mobilisation. Key elements of this approach include:
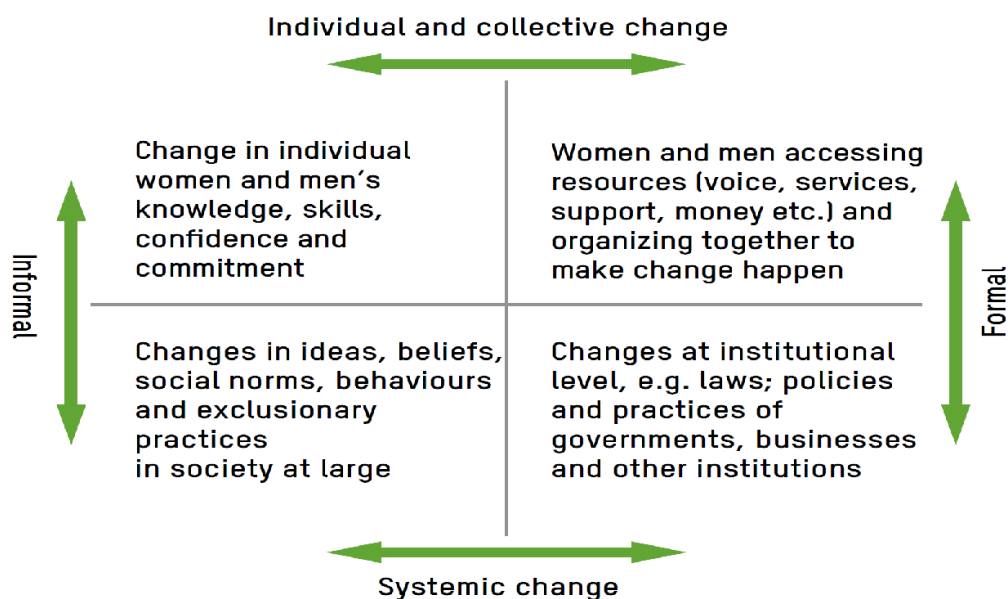
- Influencing being the primary purpose of country presence.
- Interconnection of policy framework, citizens actions and influencing citizens norms, attitude and behaviour.
- Maintain one country office, while field level work is done through partners. Where necessary, partners organisation could host a few Oxfam technical staff.
- It is not just about "speaking truth to power, but understanding power"[33]
- Technical staff will continue to support government and partners at all levels
- Core staff will be influencing staff.
- Business support system is strengthened to support the dynamism and agility of the influencing
- Influencing related projects are prioritised including climate change, gender justice, inequality and poverty issues etc.

This is in line with Oxfam International way of working, which states that;

"our effort will be focused where the impact of our action will be most significant. This can be where people are most affected by discrimination and exclusion, or where our influence on people, institutions and decision-making spaces has (sic) the potential to transform the lives of people facing poverty and injustice".

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[33] KII Interview

Individual and collective change.

Individual and collective change

|	Individual and collective change	
Informal	Change in individual women and men's knowledge, skills, confidence and commitment	Women and men accessing resources (voice, services, support, money etc.) and organizing together to make change happen	**Formal**
	Changes in ideas, beliefs, social norms, behaviours and exclusionary practices in society at large	Changes at institutional level, e.g. laws; policies and practices of governments, businesses and other institutions	
	Systemic change	

Source: Oxfam International[34]

The theory of change of this approach provided below is to influence/ engage at three levels – the government, private sector and the civil society and having the programme communities as the base for evidence, modelling and legitimacy. Although this theory of change will need to be interrogated as Oxfam Nigeria develops a new country strategic plan, it is important to recognise the multiple level of engagement for this model. Emphasis will need to be placed on the state and federal government where most of the strategic policies are made. It should be designed in a manner that the influencing structure connects the local to national and international.

Where to Influence

As indicated earlier, Nigeria has a three-tier government structure. Each of the three are important influencing space. However, the federal and the state level appears to be the most important for strategic policies. Influencing at the federal without corresponding work at the centre, even if successful cannot guarantee implementation. It is also important to influence attitude, behaviours and values at the community level.

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[34] See Oxfam International, Influencing for Impact Guide.

THEORY OF CHANGE
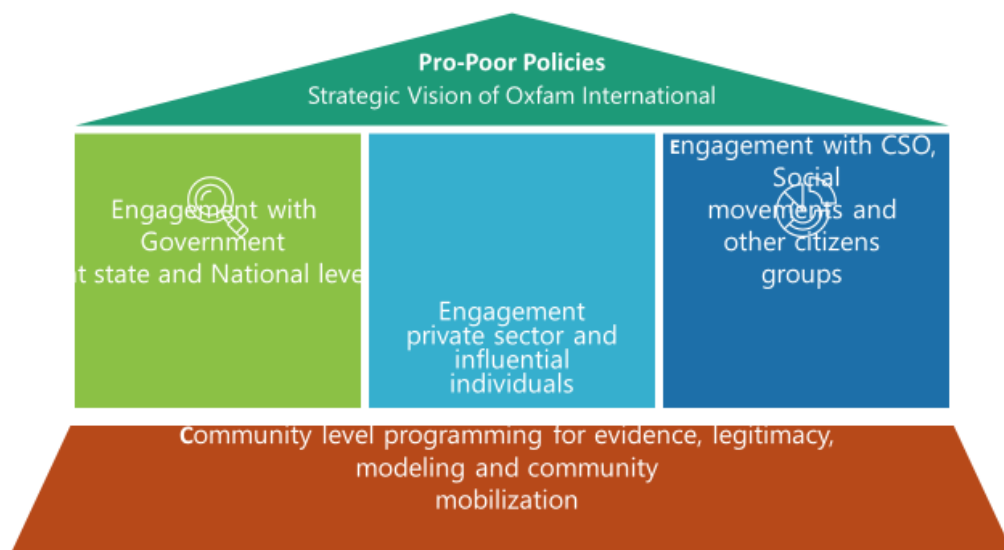
Country Ownership and Transparent Change Management

Ownership and how the transition is managed will determine what progress is made in preparing and sustaining the transition. Respondents, especially former staff of Oxfam, believe previous efforts in transforming Oxfam Nigeria into a campaigning office failed because it was "micro managed and driven from the headquarters and affiliates, with limited contribution"[35] from the country office.

The transition will also need to be managed through an honest change management process. The leadership will need to be honest with the cost and benefit of the new direction and involve all staff and partners in the process. Government and communities must also be involved. It is recommended that Oxfam Nigeria institute an elaborate change management process to support the transition.

Human Resources Capacity

This is a significant part of the transition. The staff size and structure will have to be designed to suit the new model. Transiting into an influencing hub will require a significant capacity in influencing. Influencing staff are different programme staff. What is required for influencing are not simple knowledge of project management, "log frame or theory change"[36], but knowledge of context, network, access and influence. These skills are sometimes not trained skills but experiences and personal network. Oxfam will need to maintain two sets of influencing staff. The normal staff of Oxfam who are skilled in influencing and a pull high-level influencer who could be recruited as shorter time consultants to support specific influencing issues. Some of these short-time influencers, barring ethical issues could include retired politicians, academics, civil servant, activists, members of the organised private sector amongst other. To recruit influencers as consultants, it is be necessary to play down NGO experience and the technicality of the sector. Having influencing staff is not a replacement for thematically skilful programme staff, particularly in the context of the model being adopted. In fact, it helps if a programme person is additional skilful in influencing.

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[35] KII respondent.

[36] KII respondent

The core of the organisational structure is proposed to be divided into three units reporting to the Country Director; Business development, Influencing and partnership and Operations support unit. All other staff will revolve around this structure.

PROPOSED ORGANISATIONAL CHAT

BUSINESS DEVELOPMENT	INFLUENCING AND PARTNERSHIP	OPERATIONS SUPPORT
This directorate will be responsible for fundraising. It could have one or two staff responsible for foundation, institutional donors and work closely with influencing team on private sector engagement.	This directorate will be responsible for country influencing operations and partnership development, including engagement with private sector – in the team will be communication, partnership and other core influencing team	Like the current structure, this is a business support unit responsible for finance, administration. Logistics and procurement

Revisit Local Registration

Oxfam may need to consider registering also as a local organisation. This will further strengthen its legitimacy in the country and provide significant cover for influencing. The experiences of ActionAid, Amnesty International and Plan International shows that dual identity for INGO helps in local legitimisation. Local registration doesn't necessarily confer immunity or take away the international character of the organisation, but it secures the organisation from state expulsion. It could be occasionally harassed like Amnesty, when things go bad, but it cannot be pushed out of the country. Nevertheless, it is important to recognise that local registration doesn't vitiate the international character of the organisation or the possibility of expatriate placement. In recent times, organisation that deepened advocacy and influencing work have learnt to register – ActionAid, Amnesty International, Plan International and Global Rights are important example among influencing groups. Each of these organisations have different mode of operation, not all of them have become affiliates of their global body.

Funding Influencing

In addition to the issues raised on funding earlier, Oxfam Nigeria will need to invest in fundraising or business development - establish, staff and fund a business development unit. Conduct regular donor scooping to keep tap of trend and also influence strategic direction of donors. The interest should not just be about influencing public policies in country, Oxfam and other organisation will also need to influence its donors to invest in influencing.