**CIVIL SOCIETY NETWORK ON MIGRATION AND DEVELOPMENT
(CSOnetMADE)**

STRATEGIC PLAN (Draft)

2021 - 2026

CONTENT

EXECUTIVE SUMMARY

Nigeria, as a major player in the global migration dynamics, shares in the abounding gains and numerous challenges of migration, as a country of origin, transit and destination for immigrants and emigrants. It is one of the largest countries of origin and also hosts many migrants especially from the West African region. A report from the National Population Commission once put Nigerian emigrants at an estimation of 17 million and 1.13m immigrants living and working in Nigeria.[1] Nigerian diasporas have contributed to the development of their home communities in varied forms and most especially through over $25 billion they remitted in 2019.

Nigeria has had its own share of forced and irregular migration. Incidences of Boko Haram, climate change, communal clashes, pastoralists/settlers or communities' conflicts have forced over a million Nigerians out of their homes and communities. Another significant are driven out by economic hardship and lack of opportunity. In recent times, Nigeria has witnessed the return, both voluntary and forceful, of her citizens from abroad.

There are intensified national stakeholder efforts and dialogues to identify strategies to shift migration paradigms from the problematic to a manageable process that can develop opportunities and benefits for nations and for people, on the grassroots level. This is illustrated by the development of the national migration governance architecture, policies, programmes and processes. Though this recognizes the importance of the Civil Society Organizations and provides room of their participation yet not much significance has been achieved in this regard.

This gap is what the Civil Society Network on Migration and Development CSOnetMADE was established to reduce or eliminate entirely. Thus the Network aims at ensuring CSOs visibility in the migration management space and better engagement with governments, stakeholders and other actors through allied interventions and advocacy. This will be achieved through strengthening dialogue and collaboration among CSOs working on any aspect of migration and refugees in Nigeria.

To deliver on these goal, aims, mission and objectives demand a strategic planning that matches identified needs with available means. At the last Annual General Meeting of the Network, members were in unison in requesting the secretariat to develop a strategic plan that would situate the Network to achieving its raison d'être.

The 2021 – 2026 CSOnetMADE Strategic has been built around six (6) Strategic focal areas:
   a. Migration Governance
   b. Networking
   c. Capacity Building
   d. Migration education and awareness
   e. Research and documentation
   f. Institutional strengthening

The Strategic Plan has put in place a result framework, a fund-raising outline, a risk analysis and a monitoring and evaluation framework.

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[1] http://publications.iom.int/system/files/pdf/nigeria_profile_2009.pdf.

Emeka Xris Obiezu
Coordinator/Director
2. CONTEXT ANALYSIS - NIGERIA'S OUTLOOK

a. POLITICAL CONTEXT

At independence in 1960 Nigeria became a constitutional democracy and in 1963 became in a republic. However, the democracy was short-lived following a military coup and emergency of military rule in 1966 that lasted until 1979. Within the period of the military rule there was the three-year civil war 1967-1970, that still leaves its scares on the image and life of the country. Second republic began in 1979 for just four and half years following another coup and military takeover in 1983. Since the termination of military rule in 1999, Nigeria is having another shot at democratic governance with the three arms of government, legislative, executive and judiciary well established. As federalism democracy Nigeria practices a level of governance namely, federal, state and local government, respectively.

The military rule was characterized by sole administratorship, dictatorship and the attendant absence of rule of law, exploitation and violation of human rights. There was little or no participation of the ordinary citizens in the governance and development plans of the country. Indeed, many civil societies were proscribed and the activities banned. The situation led to the forced migration of many Nigerians outside Nigeria to seek the protection of the rights and lives.

With the return of democracy many have heaved a sigh of relief hoping that normalcy and inclusive participation of all in governance and development would be restored. The situation has not been as expected as the political terrain is not far different from the military area with the indices of lack of opportunity and security. This has increased the rate of Nigerians taking to migration and sometimes through irregular means to ensure their livelihood and that of their families.

The gradual participation of Civil Society Organizations (CSOs), albeit censored, in governance especially at the level of policy formulation is very significant. CSOs engagement with decision makers from a non-confrontational but from a critical position is important to ensure that government is held accountable for actions and in-actions that are hindering the nation's political and socio-economic development.

b. HUMAN RIGHTS CONTEXT

Human rights situation in Nigeria has become an issue of serious concern to individuals, civil society, national institutions and the world as a whole. The concern lies in the current human rights violations which cut across kidnapping, ill-treatment, mass forced evictions, environmental pollution and lack of accountability for human rights violations and abuses etc.[2]

Nigeria in the past six years has suffered widespread societal unrest, including ethnic, regional, and religious violence which has led to the displacement of millions of people.

Despite the availability of the 1999 Constitution as amended and other legal instruments recognized and assented to, the level of violence and abuse have continued unabated especially in the area of respect for the dignity of the human person as currently experienced with the

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[2] https://www.amnesty.org/en/documents/afr44/0431/2019/en/

emergence of Boko Haram Terrorist in North Eastern Nigeria. The coordinated attacks on communities in Middle Belt and Southern Nigeria by marauding herdsmen have destroyed communities and displaced millions of people.

c. ECONOMIC CONTEXT

As Africa's most populous country with a population of about 200 million people, Nigeria is regarded to have the 30th largest economy in the world based on its gross domestic product (GDP). In September 2019, the nominal GDP of Nigeria reached 123.4 USD[3]. Its GDP inflator increased by 10.8 % in Sep[tember] 2019. GDP Per Capita in Nigeria reached 1,951.3 USD in Dec[ember] 2017. Nigeria is a growing economy that is largely dependent on the petroleum industry. The economy of Nigeria grew 1.94% in the second quarter of 2019, easing from an upwardly revised 2.10% expansion in the prior period[4]. With an abundance of natural resources, it is Africa's biggest oil exporter and has the largest gas reserve on the continent.

Despite the economic growth and its vast resources, the poverty level in Nigeria keeps rising with about 100 million people living on less than 1USD a day and in extreme poverty[5]. This puts the Sustainable Development Goal to end poverty by 2030 at risk and unlikely to be met.

Nigeria ranks amongst the most unequal countries in the world with regards to income equality. This is correlated with differential access to infrastructure and amenities and from the composition of Nigeria's economy, especially the petroleum and agriculture sectors. Oil exports contributes significantly to government revenue by about 9% to the GDP but employs only a fraction of the population. Agriculture however, contributes to about 17% of the GDP and employs about 30% of the population[6]. This difference is caused by the fact that the oil revenue is poorly distributed among the population, with higher government spending in the urban areas than rural areas.

The process of oil extraction has resulted in significant pollution which harms the agricultural sector. Also, the agricultural growth has slowed down in recent years due to the farmers-herders clashes in the different parts of the country. These clashes have resulted in more economic hardship for most Nigerians whose sole means of income is farming. Higher unemployment rates render personal incomes even more divergent as majority of Nigeria's paying jobs are in capital intensive sectors but are very scarce and limited.

 A large proportion of Nigerians lack adequate health care, shelter and remunerative jobs. The women are most affected being marginalized in decision making, employment, economic opportunities and access to credit. Most suffer from illiteracy, high maternal mortality, low income and poverty.

The deteriorating economic situation in the country, inflation and low wages means that a large portion of workers are no longer earning living wages[7]. In 2019, Nigeria closed its borders to the movement of goods; this was aimed at curbing smuggling of goods which the country wants to internally increase agricultural production such as rice. Although the closure of the border came as a shock to the citizens, it has helped boost government revenue because more duties

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[3] *Trading Economics: Nigeria GDP Annual Growth Rate, https://tradingeconomics.com*

[4] *Nigeria Real GDP Growth, 2011-2019, https://www.ceicdata.com*

[5] *Nigerians living in poverty rise to nearly61%, BBC News, https://www.bbc,com*

[6] *Poverty in Nigeria, https://www. en.wikipedia.org*

[7] *Feminisation of Poverty in Nigerian Cities, Https://www.bioline.org*

are being collected on the increased volume of goods entering the country through ports. The closure has however had a negative impact on the citizens as it led to an increase in prices and a threat to free trade across the region.

The federal government approved an increase on the Value Added Tax (VAT) on the supply of goods and services with 50% taking it from 5% to 7.5%. This increase by the government was reported to be a means to finance the budget and cover all existing gaps in the 2020 budget of Nigeria. The impact of the increase is shouldered more heavily by the low income households, vulnerable families and displaced persons who spend a larger percentage of their income on necessities. In fact, low income earners/consumers would pay a much higher proportion of their earnings in taxes with this VAT increase. The deplorable economic situation join other issues including that of politics to force many Nigerians into migration.

d. SECURITY, MIGRATION AND MOVEMENT OF PEOPLE

Nigeria faces a diverse range of threats. The threats are multifaceted and less predictable with blurred boundaries between external and internal risk factors. Threat factors that manifest at the global, regional and domestic levels are usually mutually reinforcing.

The threat of terrorism and violent extremism has continued to challenge Nigeria. The Boko Haram Terrorists has consistently unleashed a wave of terror in the country with devastating consequences, especially in North Eastern Nigeria. The Boko Haram Terrorists are no longer the only group in Nigeria. Another group of terrorists Islamic State in West Africa Province (ISWAP) have also made an incursion into the Sahel Region. Boko Haram and ISWAP have continued to carry out devastating attacks on targets with the ultimate aim of creating an Islamic caliphate in North East Nigeria. The effect of this is the creation of a large number of Internally Displaced Persons (IDPs) which undermine governance, rule of law, national cohesion and stunting of economic activities.

The criminal activities of armed robbers, armed bandits and kidnap gangs are the preeminent threats confronting the country today. Trend analysis suggests a correlation between armed banditry, militia groups, kidnapping and cattle rustling, in what appears to be a convergence of various illegal networks. This has led to loss of lives and property and ultimately undermines peace with grave implications for human security in Nigeria.

Violent conflicts between pastoralists and farmers are widespread with severe consequences in terms of loss of lives, property and disruption of the normal functioning of society and left a significant percentage of the population displaced. At the heart of these conflicts are the quest for land, grazing routes, water and other resources. Climate change, population explosion and growth of new settlements are veritable sources and causal factors of most of these conflicts. The significant threat posed by pastoralists-farmers conflict makes it a critical issue needing to be addressed comprehensively as it affects men and women differently.

The security outcomes have impact on migration and movement of people. Due to the size of Nigeria's population, security challenges, climate, economic and socio-political environment, Nigeria continues to experience internal and external migration.

In 2017 and 2018, migration posed a great threat in Nigeria as there was an increased rate of irregular migration through the Sahara Desert and Mediterranean Sea which led to the death of thousands of people. Human trafficking is also a trend in migration-related issues in Nigeria.

This scourge of irregular migration and human trafficking is still on-going despite the death rate and risks involved in such voyage. Majority of victims of irregular migration and human trafficking are in rural communities and hard to reach areas.

An important component of migration is women and girls. Female migrants including refugees form a large percentage of the migratory flow; they either decide to migrate or are forced to do so under certain circumstances and are at a greater risk of abuse and exploitation including trafficking. Clashes in the neighbouring countries of Cameroon as a result of political crisis and Niger Republic as a result of the spill over of Boko Haram insurgency in those countries have caused an infiltration of refugees into Nigeria. The refugees who are majorly women encounter humanitarian challenges.

Furthermore, returnees from different countries find it difficult to re-integrate into the system of the country as a result of socio-economic challenges. Some of these returnees lack formal education and requisite vocational and technical skills to contribute to the economy and gain social stability, this remains a major challenge.

e. ENVIRONMENT CONTEXT

Since April 2018 till date, it was reported that Nigerian Centre for Disease Control (NCDC) has supported 22 states in establishing Public Health Emergency Operations Centres[8] with its main work being to prevent, detect, and respond to threats of infections. The year 2020 has experienced an outbreak of Lassa fever which has necessitated the NCDC to activate their centres across many states of the Federation in order to effectively coordinate response to this problem.

Globally, 2020 experienced an outbreak of Corona virus said to have originated from China which has devastating effect on humanity. As a result of this killer disease, the world was once more awakened to the reality that our environment should be kept clean which includes regular washing of hands and the use of sanitizer as one means to prevent the spread of COVID-19.

The importance of safe environment and appropriate sanitation can never be overemphasised. This explains why Nigeria in her effort to achieve clean environment sets aside laws and policies. In line with the above, some states set aside one day every month for environmental sanitation and has enacted laws to this effect. For instance, in the month of January 2020, The Punch Newspaper reported that in Nasarawa state alone 951 defaulters from 13 local government areas were arrested[9].

The Nigerian Constitution of 1999 as amended recognizes the importance of improving and protecting the environment and makes provision for it. For instance, Section 20 makes it an objective of the Nigerian State to improve and protect the air, land, water, forest and wild life of Nigeria. Sections 33 and 34 which guarantee fundamental human rights to life and human dignity respectively have also been argued to be lined to the need for a healthy and safe environment to give these rights effect[10]. Other regulatory laws include; National Environmental Standards and Regulation Enforcement Agency (NESREA) act 2007. Environmental Impact Assessment (EIA). CAP E12 LFN 2004, and many more.

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[8] The Punch Newspaper, Monday January 27th 2020.
[9] ibid pg 8.
[10] www.elri-ng.org>newsandrelease2

4. CSOnetMADE AT A GLANCE

Following a consultation with members of civil society, state and other actors including local and international agencies in October 2016, the decision was reached to start the Civil Society Network on Migration and Development, Nigeria (CSOnetMADE). This civil society national migration network provides an opportunity for the unification and effective participation of civil society in the national migration management processes, efficient collaboration with other stakeholders, local and international agencies and links with like-minded initiatives in various regional and global processes on migration dynamics.

The Network is convened by Augustinians International represented by the Augustinian Centre for Advocacy, Justice and Peace (ACAJP) and Centre for Women Studies and Intervention (CWSI). The two organizations, accredited with consultative status with the United Nations Economic and Social Council (ECOSOC), are part of leading civil society organizations dealing with issues of migration in over 50 countries. They advocate with other key stakeholders at global, regional and national levels for better and more effective migration governance for the dignity of migrants and national development. The cost of running the Network has been borne by the convening organizations apart from project specific expenditures covered by specific projects as provided by funding partner(s).

Since its registration in October 2017, the Network has begun to make its mark in the platform of migration management in Nigeria. It has been recognized by National Commission for Refugees, Migrants and Internally Displaced Persons (NCFRMI) and the Technical Working Group (TWG) of the Nigerian migration governance architecture as indeed a credible platform of CSO organizing and participation in the migration architecture of the country. It has over one hundred and eleven (111) member organizations and eight (8) individual affiliate members. These organizations are well spread across the geopolitical zones of the country and Nigerian diaspora especially from the United Kingdom and Europe.

CSOnetMADE is a regular participant in events organized by international agencies such as International Organization for Migration (IOM), United Nations High Commission for Refugees (UNHCR), International Centre for Migration Policy Development (ICMPD), International Labour Organization (ILO) and those of the TWG including National Migration Dialogues, TWG meetings.

The Network has enjoyed encouraging collaboration with relevant stakeholders in various migration programmes. During the 2018 Global Forum on Migration and Development (GFMD) and the first international conference on migration for the adoption of the Global Compact for Safe, Orderly and Regular Migration (GCM), in Morocco, CSOnetMADE co-hosted a side-event with NCFRMI and a number of international NGOs. In the same 2018 (May 25), CSOnetMADE co-organized a sensitization seminar on the dangers of irregular migration at Owerri Imo State with the A Alvan Ikoku College of education, Owerri. On August 28, 2018, it collaborated with NCFRMI and the Post-Graduate School of the Nnamdi Azikiwe University

Awka in hosting a sensitization seminar on dangers of irregular migration and the regular pathways as well as the establishment of the Centre for Migration Studies at the Univeristy.

In its bid to engage with the global space of migration discourse CSOnetMADE facilitated the participation of three member organizations at the 11th GFMD and GCM in Morocco in 2018.

In support for the strengthening of the institutional structure for an effect national migration governance, the Network in 2018 led civil society strategic advocacy for the adoption of the national IDPs' Policy. That same year, it coordinated the CSO support of the NCFRMI at the public hearing of its ACT at the Senate arm of the Nigerian National Assembly.

CSOnetMADE has identified with a number of credible and dedicated migration networks across the globe. Some of these include, Defense of Rights of Migrants (PANiDMR); CSO Global network on Migration and Development (MADE); NGO committee on Migration at the United Nations (UN); Platform for International Co-operation on Undocumented Migrants (PICUM); Women in Migration Network (WIMN); Africa-Europe Diaspora Development Platform (ADEPT); Technical Working Group on Migration in Nigeria; Global coalition on Migration (GCM); Civil Society Action Committee (AC).

With the support from the Swiss Agency for Development and Cooperation (SDC) in 2020, CSOnetMADE has, under the project "Strengthening Civil Society Participation in National Migration Governance, conducted capacity building trainings of CSO in three geopolitical zones of the country in effective strategies on migration advocacy. It has also carried out advocacy visits to relevant stakeholders on migration in the states in those zones as well as conducted media sensitization on migration issues. The project enabled the Network to ensure the mainstreaming of migration and migrants in the various national responses to, including the protection of migrants, the COVID-19 pandemic.

5. CSONETMADE STRATEGIC AREA OF FOCUS

    a. Migration Governance
    b. Networking
    c. Capacity Building
    d. Migration education and awareness
    e. Research and documentation
    f. Institutional strengthening

6. OPERATIVE FRAMEWORK

    a. Strategic Goal
    The goal of the Network is to be united for a voluntary, safe and dignified Migration**.**

    b. Vision
    A world where every Human Person can exercise their right to migration in safe, orderly and regular manner that ensures the development of the migrant and the nations.

c. **Mission**

To foster the unification of civil society organizations on migration for effective participation in migration management to ensure that migration is voluntary, safe, and done in dignity.

A. CSONETMADE Engagement with CSOs

Some CSOs and networks share similar vision with CSOnetMADE, such organisations and networks were identified based on their goals and vision. CSOnetMADE builds synergy with them for effective service delivery. This is against the premise that results are better attained when resources are pulled together with common purpose. Information sharing among CSOs has greatly enhanced our corporate existence.

B. CSONETMADE Engagement with International NGOs

CSOnetMADE shares expertise and useful information to support each other based on comparative advantage. CSOnetMADE also engages International NGOs and networks and participates in international NGOs platforms and programmes.

C. CSONETMADE with Media

CSOnetMADE is a media friendly network with robust media engagements. CSOnetMADE will continue to partner with the media for effective amplification of its activities.

For effective communication, CSOnetMADE uses both traditional (print and electronic) and social media (Facebook, twitter and Instagram). CSOnetMADE website www.csomigrationnetwork.org is a useful tool for education and dissemination of information.

9. Means of Implementation

A. Institutional:
- strengthening the staff capacity and operation of the secretariat
- Annual general meeting with the membership
- Membership building

B. Capacity building
- Capacity building training for members on strategic advocacy on migration and development
- Workshops

C. Studies and research
- mapping of CSO working on migration in the country
- evaluation of national migration governance case study of the structure and operations of the national migration management architecture

D. Advocacy
- Adoption of relevant migration-related national policies such as IDPs, Diaspora
- Full implementation of visa on arrival policy

- national implementation of GCM &GCR and migration-related SDGs

E. Media and Stakeholder Engagement

F. Sensitization and Networking

10. Implementation Frameworks

	#	Indicator	Means of verification	Risk/Assumption
Strategic Focus Area 1 **Migration Governance**				
Objective: To promote safe, orderly and regular migration for the benefit of all				
Outcome:	Enhanced CSOs participation in the coordination and management of migration issues for development and wellbeing of migrants	Number of processes, programmes and policies for migration management at various levels, national, regional and global that CSOs engage in	Policies, programmes and processes	Political will, fund availability, CSOs commitment
Output 1:	More CSOs participating and implementing activities to enhancing migration mainstreaming in national development	Number of CSOs led activities for the mainstreaming of migration in national development. Number of CSO participating the national migration and development processes	Reports of activities done; engaged in	Political will, fund availability, CSOs commitment; CSOs capabilities
Output 2:	Formation of CSOs platforms, processes and programmes for migration governance to create nexus between CSOs and National migration stakeholders	Number of CSOs platforms, processes and programmes established	Reports of the platforms, processes and programmes	Political will, fund availability, CSOs commitment; CSOs capabilities; security and ability to travel
Activities:	1. Participation in national migration governance processes, programmes 2. Capacity Building Workshops 3. Advocacy Establishment of platforms			

		#	Indicator	Means of verification	Risk/Assumption

Objective: To create interlinkages for and among CSOs and individuals working in migration-related areas.

	#	Indicator	Means of verification	Risk/Assumption
Outcome	Enhanced collaboration among CSOs to ensure that migration safe, voluntary and done in dignity	**Number of CSOs registered in the Network**	Membership list	Trust, Fund, willingness, capability
Output 1	Formation Platforms of CSO networking on migration issues	Number of platforms formed	Member lists; Social media groups	Trust, Fund, willingness, capability
Output 2.	Establishment of relationships with kindred regional and global CSOs Networks	Numbers of relationships established	Membership certificates	Fund, capability, ability to travel
Activities	1. Mapping of CSO working migration issues 2. Creation of different networking platforms 3. Registration of CSOs in the networking 4. Registration with regional and global platforms 5. Participation in international migration events			

	Strategic Focus Area 3: Capacity building			
Objective: To increase and strengthen the capacity of CSOs to engage in migration governance				
	#	Indicator	Means of verification	Risk/Assumption
Outcome	Enhanced capacity of CSOs to effectively engage in various levels of migration governance	Number of CSOs actively engaging in migration governance; Number of migration governance processes that CSOs are engaged in	Reports of engagements	Political will; commitment; capabilities; Fund, Security and ability to travel
Output	Capacity building training of CSOs on effective engagement in migration governance	Number of capacities building trainings organized	Attendance list, report of trainings, photographs and or videos	Commitment, Fund, security; ability to travel
Activities:	1. Mapping of CSOs working on migration issues 2. Organizing of capacity building training			
	Strategic Focus Area 4 Migration Education and Awareness			
Objective: To increase public knowledge on migration issues to enhance informed migration decisions				
	#	Indicator	Means of verification	Risk/Assumption
Outcome	Enhanced public awareness on migration issues	Number of potential migrants and families with improved knowledge on	Media publications, results from quizzes and evaluation	Commitment, Fund, security; ability to travel; favourable government policies

	#	Indicator	Means of verification	Risk/Assumption
				migration issues
Output 1:	Organizing of awareness/sensitization programmes	Number of programmes organized environmental friendly actions	Activity reports, pictures, proof of attendance, pictures and or videos	Commitment, Fund, security; ability to travel; favourable government policies
Activities:	1. Organizing of sensitization and awareness programmes youths, young persons and local communities 2. Conducting media engagement 3. School visitation, academic programmes			
Strategic Focus 5 Area: **Advocacy**				
Objective: To engage stakeholders, policy-makers, security agencies and community leaders on establishing migration governance structures				
	#	Indicator	Means of verification	Risk/Assumption
Outcome	Enhanced participation of various stakeholders at all levels to key into migration governance structure and processes	Number of stakeholders interested in participating or migration governance structures and processes	Report, and proof of demonstration of interest	Political will, commitment, Fund, security, means and ability to travel
Output	Paying of advocacy visit to relevant stakeholder at various levels	Number of advocacy visits conducted	Report, photo, proof of attendance	Political will, commitment, Fund, security, means and ability to travel

<table>
<tr><td colspan="5">**Strategic Focus 6**
Research and Documentation</td></tr>
<tr><td colspan="5">Objective:</td></tr>
<tr><td></td><td>#</td><td>Indicator</td><td>Means of Verification</td><td>Risk/assumption</td></tr>
<tr><td>**Outcome**</td><td>Improved resource base on migration issue for effective engagement with state and non -state actors</td><td>Number of researches carried out</td><td>Reports, documentations</td><td>Fund, institutional and individual capacity</td></tr>
<tr><td>**Output 1**</td><td>Creation of CSOnetMADE research and documentation unit</td><td>A well-equipped Research unit</td><td>Availability of the research unit, product from the unit</td><td>Fund, institutional and individual capacity</td></tr>
<tr><td>**Output 2**</td><td>Employing qualified researchers</td><td>Number of researchers engaged in research</td><td>Means of engagement, contracts</td><td>Fund, institutional and individual capacity</td></tr>
<tr><td>**Activities**</td><td colspan="4">1. Creation of a space,
2. Employment of qualified and experienced staff
3. Computers, printers, tables
4. Library, books, and research documents from Organisations and partners</td></tr>
<tr><td colspan="5">**Strategic Focus 7 Area:**
Institutional Strengthening</td></tr>
<tr><td colspan="5">Objective: To have the required staff, institutional structure and culture to achieve CSOnetMADE vision.</td></tr>
<tr><td></td><td>#</td><td>Indicator</td><td>Means of Verification</td><td>Risk/Assumption</td></tr>
<tr><td>Outcome</td><td>A robust organisational system that supports CSOnetMADE implementation of its strategic objectives for sustainability</td><td>Number of Projects implemented</td><td>Strategic Plan document
Financial Manual
Procurement Manual
Personnel Manual
Communication Manuals
Project narrative Reports</td><td>Fund, institutional and individual capacity</td></tr>
</table>

			Financial Reports	
Output 1	Development of institutional documents for effective implementation	Number of institutional documents in place	Fund raising Strategy Document Proposal documents Budgets of projects Financial manual Bank Accounts Financial Books Procurement manual and plan	Fund, institutional and individual capacity
Output 2	Development of a robust Communication Strategy and Plan	Number of media (traditional and social media) engagements	Communication Strategy Manual and Plan Media Reports Website and other social media platforms	Fund, institutional and individual capacity
Output 3	Setting up a well-managed Monitoring and Evaluation Framework	Number of Monitoring and Evaluation reports	Organisational Monitoring and Evaluation Project Monitoring and Evaluation Result outcome harvesting templates and reports Baseline	Fund, institutional and individual capacity

Output 1		Setting up a well-managed Monitoring and Evaluation Framework	Number of Monitoring and Evaluation reports	Organisational Monitoring and Evaluation Project Monitoring and Evaluation Result outcome harvesting templates and reports Baseline	

b. Funding Strategy Outline

Funding strategies

Having identified that funding is essential to achievement of most of the organisation's programs, there is a need for more innovative ways of fund raising and sourcing for funds even from donor agencies. Therefore, CSOnetMADE seeks:

a) To define clearly adding distinctive value to what already is being done or by other stakeholders in the civil society group carrying out related programmes.
b) CSOnetMADE will develop a funding action plan which will include initial contacting, meeting individual donors, presentations to donor groups etc.

There might be a need to employ/ engage a full-time fund-raiser.

c. SWOT Analysis

Strengths	Weakness
Permanent office structure Dedicated and experienced personnel Goodwill and acceptability by beneficiaries and partners Robust engagement with state actors	Insufficient personnel, paucity of fund and capacity gaps in some key strategic areas Reliance on donor funding
Opportunity	**Threats**
Existence of the NCFRMI, diaspora commission, creation of Ministry of Humanitarian and disaster management, the National Migration Policy; interested partners	Rising insecurity in the polity COVID-19 Pandemic