

One Year On

| Annual Report 2016 |



**PARTNERSWEST AFRICA
NIGERIA**

Rule of Law and Empowerment Initiative

A member of Partners Global Network

Partners West Africa-Nigeria: One Year On
(Annual Report 2016)



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Website: www.partnersnigeria.org

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Message from the Board Chair & Executive Director

Since inception in 2016, the Rule of Law and Empowerment Initiative (also known as Partners West Africa-Nigeria) (PWAN) has taken visible constructive steps towards the promotion of a citizen-centred government in the Federal Republic of Nigeria.



PWAN was registered with the Corporate Affairs Commission on the 21st of April 2016. The organisation's aim upon inception was to enhance citizens' participation and improve security governance in Nigeria and West Africa broadly. One year on, our achievements are most visible in the third arm of government—that is the Judiciary; the security sector of the country, as well as civil society.

As the newest member of the Partners Global network, PWAN joins a vibrant international community of 19 like-minded national organisations around the world. These organisations are united by common approaches including participatory decision-making, collaborative advocacy, consensus-building, and social entrepreneurship for democratic governance.

“PWAN has taken steps towards a transparent and accountable judiciary through the introduction of a court observation process in the Federal Capital Territory (Abuja) and Kano State.”

In its one year of existence, the organisation has completed one project under our Fee for Service program area, with three other projects currently on-going. In furtherance of our Rule of Law program area, PWAN has taken steps towards a transparent and accountable judiciary through the introduction of a court observation process in the Federal Capital Territory (Abuja) and Kano State.



Left: Executive Director PWA-Nigeria, 'Kemi Okenyodo introduces leaders of CSOs working on anti-corruption issues in Nigeria at a meeting with then US Secretary of State, John Kerry.

A direct consequence of the court observation processes is that the project has already begun to advocate for judicial reform, by involving the appropriate stakeholders in every project activity. Furthermore, to develop sustainable improvements to the Judiciary, the organisation has also launched a project to establish a Public Defender's office in Kano State. With Kano being the commercial centre of Northern Nigeria and the second largest city in Nigeria, the provision of legal aid to its residents is regarded as extremely important by the organisation.

Also of great importance is our Citizen Security program area that is aimed at ensuring citizens are well informed and participate in decisions made by the government which affect their everyday lives. In this regard, the organisation has commenced a project aimed at Promoting Informed Dialogue on Security (PRIDES), which involves facilitating a holistic planning of security sector reform processes in North-east Nigeria with a view to identifying good practices that can be replicated in other parts of the country.

Additionally, during the past year, the Management and staff worked together to develop a three-year strategic plan, outlining the organisational goals for the next three years and strategies to be adopted towards achieving them.

Going forward, with the constantly changing nature of the country, the organisation aims to spearhead sustainable initiatives that are adaptable. For instance, our Fee for Service program area is geared towards strengthening civil society by building the capacity of CSOs and assisting them in the diversification of their streams of income with the aim of growing or broadening their financial sustainability platforms.

Moreover, we are committed to keeping the citizens educated and informed on security and governance related issues and ensuring that they make input through dialogues or use of cutting edge technologies in discourse that affect them. This we do using TV, print, and online updates on our various projects, as well as dissemination on our website and social media platforms.

As we go into our second year, PWAN continues to uphold the mandate of enhancing citizens' participation and improving security governance in Nigeria and West Africa broadly. Through the support of our partners and the cooperation of the relevant government and security agencies, we will continue to work towards a more transparent and accountable society.

“[W]e are committed to keeping the citizens educated and informed on security and governance related issues and ensuring that they make input through dialogues or use of cutting edge technologies in discourse that affect them.”



Gen Lamine Cisse (Rtd), Chairman PWA-Senegal and Ms Kemi Okenyodo, Executive Director PWA-Nigeria at the launch of PWA-Nigeria on the 3rd of March, 2016.

Mission Statement

PWAN enhances citizens' participation and improves security governance in Nigeria and West Africa.

Vision

Robust good governance and accountability institutions in Nigeria and West Africa.

Our Values

Integrity, Inclusiveness, Impact and Professionalism.



Overview of Our Programming Strategy



In our mission to enhance citizens' participation and improve security governance in Nigeria and West Africa, PWAN has adopted a strategy of working with both local and international partners. Specifically, we are working with ministries, departments, and agencies in the Justice and security sectors, as well as CSOs, to address challenges hampering justice delivery and citizen security, while also focusing on encouraging citizens' involvement in discussing the issues that affect them.

To implement this strategy, PWAN relies on the following core competencies:

- Continuous knowledge generation and serving as a learning platform by ensuring that our interventions are knowledge-driven; based on empirical studies, learning from on-going assessments, being leaders in our field, and contributing to policy advocacy, formulation, monitoring and evaluation.
- Building the capacity of Government and its agencies, particularly within the criminal justice system, to strengthen their

accountability practices. This we do through the adaptation of the Anti-corruption methodology and Security Governance Accountability and Performance frameworks.

- Providing timely, relevant and accessible education and training to stakeholders within the public safety and security sector. Among the topics we cover are human rights, protection of vulnerable groups, communications, and stakeholders' management.
- Extending access to cost saving opportunities: PWAN draws from the

expertise and knowledge of its membership of the Partners Global Network to develop programs and services.

- Keeping citizens educated and informed on security and governance related issues and ensuring that they make input through dialogues or use of cutting edge technologies in discourse that affect them.
- Providing capacity building information to CSOs to assist them in diversification of their streams of income with the aim of growing or strengthening their financial sustainability platforms.



Partners West Africa- Nigeria Program Manager, Ms Barbara Maigairi, speaking on 'Women as victims of terrorism' in commemoration of the 'Women in History' week at the United States Embassy, Abuja. Photo courtesy US Embassy, Abuja

Notable Successes One Year On

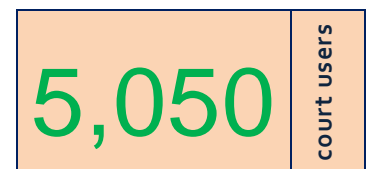
Our quest to improve security governance and encourage citizens' participation in issues that affect them has propelled PWAN to notable successes within our first year of operation. With a small but passionate workforce, our interventions in three program areas (namely; Rule of Law, Citizen Security, and Fee for Service) have established our organisation as a dedicated enabler of positive change.

Some highlights of the successes recorded are:

- The deployment of 74 active court observers in Abuja and Kano, resulting in the involvement of a participation and attendance total of 388 persons in various roles of our Court Observation Process, which is being implemented within the Social Accountability in the Judicial Sector project under our Rule of Law program area.



- Also, as part of the Court Observation Process, a total of 5,050 court users have been surveyed in Abuja and Kano within two quarters of the one-year period; leading to critical knowledge generation about necessary policy changes for a more efficient justice delivery system.



- Additionally, 69 persons were engaged through four result-driven events hosted on the platform of Promoting Informed Dialogue on Security (PRIDES) under our Citizen Security program area, among them 21 women who participated in an action-focused workshop aimed at prioritising the voices of women in security issues.



- More so, two step-down training processes, a *roundshop*, and a networking event with the private sector were organised under the Social Entrepreneurship project of our Fee for Service program area. The trainings culminating in an across-the-board total engagement figure of 105 participants. Among them were 68 members of CSOs in Adamawa and Gombe seeking to strengthen their financial options.

105
participants

“At their root, these security challenges are symptoms of larger failures in governance.”

Oluwakemi Okenyodo
Author, Executive Director of Partners West Africa

 **AFRICA CENTER**
FOR STRATEGIC STUDIES

A policy brief written by PWAN Executive Director, Kemi Okenyodo, published by Africa Center for Strategic Studies on Governance, Security and Accountability issues in Nigeria and the Nigerian police force. Available at <http://africacenter.org/wp-content/uploads/2016/06/ACSS-Africa-Security-Brief-No.-31-EN.pdf>

Programs

Rule of Law

The Rule of Law program area is focused on improving the integrity and strength of institutions that play a role in safeguarding the rule of law through a cooperative advocacy approach, including engagement with all key stakeholders in this program area.

Social Accountability in the Judicial Sector

- For the furtherance of the Rule of Law program area, PWAN began implementation of a project titled Social Accountability in the Judicial Sector, funded by the Bureau of International Narcotics and Law Enforcement Affairs (INL).
- Implementation began in August 2016, with the development of forms by the Judicial Assessment Consultant (Mr Danladi Plang) for court observers to use in the monitoring of courts and criminal and civil cases in Abuja and Kano.
- This was followed by an expert methodology workshop on the 9th of August 2016, to review the scorecards and determine terms of recruitment for the court observers; and advocacy visits to the Chief Judges of the FCT High Court, Abuja, and the Kano State High Court on the 29th and 31st of August respectively. The purpose of the advocacy visits was to inform the courts as well as the general public about the objective of the project and



A cross section of participants at a PWAN Judicial Accountability event.

what we hope to achieve.

- Recruitment of observers started in September 2016. Trainings were held on the 15th and 16th of September in Abuja and the 20th and 21st of September in Kano, to explain how the forms are to be filled to the observers; and also to give an overview of the Nigerian Judiciary and how it operates.
- The court observation process began on the 4th of October in Abuja and the 5th of October in Kano with 30 and 47 observers respectively.
- In Abuja, 9 High Courts and 3 Magistrate Courts were selected for monitoring, with a total of 72 cases being monitored by the observers.
- In Kano, 16 High Courts (inclusive of the Kano State High Courts, Federal High Courts and National Industrial Court) and 27 Lower courts (Sharia Courts and Magistrate courts) have been selected for monitoring with a total of 137 cases being monitored by the observers.
- Both civil and criminal cases are being monitored in both locations.



PWAN Program Manager, Valkamiya Ahmadu Haruna exchanges pleasantries with the Chief Registrar of the Kano State High Court, Jamilu Shehu Suleiman.

Citizen Security

PWAN seeks to ensure that citizens are well informed and involved in the government's decisions which most affect their lives. We use creative strategies to engage citizens through cutting-edge technology and participatory methods that reach the large and multi-faceted Nigerian audience. Applying these approaches to the security sector is a priority area for us, as the country and region face increasingly difficult security governance challenges that require meaningful citizen engagement and monitoring.

Promoting Informed Dialogue on Security (PRIDES)

- The project is funded by the Foreign and Commonwealth Office and seeks to use the Security Governance Accountability and Performance (SGAP) Framework to conduct a thorough multi-stakeholder dialogue process to undertake a comprehensive, holistic planning of the security sector in the Northeast.
- PWAN and Partners Global is engaging the three stakeholder groups – civil society, Government agencies and both formal and non-state security actors including the CJTF – so that previous conversations on security reform can evolve from dialogue to planning for action.
- The process in the Northeast will lay the groundwork for a similar process focused on other “trouble spots” in the South of the country as well as the Middle Belt.
- A mapping of non-state security actors has been carried out over all the regions of the country, excluding the South West.
- A steering committee consisting of representatives from the security, government and civil society sectors was convened in Kaduna to be trained on the SGAP framework, and how it can be used to develop action plans.
- To prioritise the voices’ of women in the security sector, a three-day training was held to educate the women on their roles as drivers and eradicators of conflict as



well as develop advocacy strategies towards the re-establishment of peace in the affected areas.

Fee for Service (FFS)

Our Fee for Service priority area entails selling services or products for a fee and identifying organisational assets that might be used to generate revenue. We plan also to assist civil society organisations to improve their financial sustainability through gaining alternative revenue generation skills.

Social Entrepreneurship for Democratic Governance and Peace

To kick start our FFS program area, the Ford Foundation provided funding for a project titled Social Entrepreneurship for Democratic Governance and Peace.

The project was developed to assist not-for-profit organisations in diversifying their sources of income and generating revenue from fee for service.

A 'roundshop' training was held on the 1st of June 2016, for 20 CSOs identified from all the geopolitical zones of the country. They were trained on the concept of fee for service and how to use organisational assets to improve their financial sustainability. Participants were provided with material with which to develop Business canvases and assess their readiness to generate revenue from FFS after the training.



We organised a networking event on the 2nd and 3rd of November 2016 for CSOs and Private Corporations. The aim was for CSOs to pitch services they would be willing to provide to the private corporations; and for the private corporations to give feedback. The private corporations present were Etisalat, Sahara Energy, Exxon Mobil and Access Bank.

Action Connected

PWAN is currently in partnership with [ActionConnected](#), an online fundraising platform that directly connects funders, implementers, and beneficiaries.

We are currently in the process of recruiting CSOs to submit concept notes in the Education, Agriculture, Renewable Energy, and Health Sectors as requested by some funders on the platform.

We also assist CSOs with registering on the platform and possibly getting funding.

Technical Assistance

- **Technical Assistance to OSJI on Baseline Study for Pre-trial detention in Nigeria:** The project carried out a baseline study of police detention practices in 6 states representing the 6 geo-political states of Nigeria. PWAN contributed to the study by assessing police detention centres and practices in Gombe and Kaduna State. In each selected state, two police stations were randomly selected, one from the urban and another one from the rural locations. In each selected police station, senior police officers (male and female) were randomly selected to respond to the survey questions. In all, a total of 61 senior police officers and 19 detainees/former detainees were successfully interviewed across the survey states.
- **Technical Assistance to OSJI on Observation of Prosecutorial Processes in Ministry of Justice Kaduna State:** In collaboration with other implementing partners, PWAN assisted in the project and convened a prosecutorial expert meeting to examine the criminal justice system in Kaduna state. As part of the project observers were deployed to the Ministry of Justice to monitor prosecutorial practices and processes. A total of 4 observers were initially trained in October 2016. The exercise lasted for 5 weeks from November to December 2016. Report of the project reveals that there are challenges with and among the prosecutorial agencies in the state, which include poor diligence in prosecution of cases, poor communication management.

Challenges and Opportunities

Nigeria, in particular and the West African region in general are beset by many challenges. However, these challenges also offer many opportunities for reform, positive change, and improved governance. In line with our mandate, PWAN is presently focusing on the three key areas of the Judiciary, Security, and Social Enterprise.

Judiciary

The Nigerian Judiciary faces a major public perception challenge that impacts on the entire country: many citizens perceive the third arm of government as corrupt, and not without good reason.

Example: a 2010 survey carried out by the Economic and Financial Crimes Commission (EFCC) and the National Bureau of Statistics (NBS), with support of the United Nations Office on Drugs and Crimes, found the courts among Nigerian institutions stained with corruption.

PWAN is working towards addressing this challenge through the Social Accountability in the Judicial Sector project under our Rule of Law program area. Under this program area, we have initiated a Court Observation process and Court Users' Surveys.

Our Court Observation Process and Court Users' Surveys have already yielded commendable results; however, considering that our intervention has so far focused on only Abuja and Kano State, out of a total of 36 States, so much more remains to be done.

Security

Since the reinstatement of civilian rule in 1999, Nigeria has struggled with weak democratic institutions and rampant violence across the country.



Ms Kemi Okenyodo, The Executive Director of Partners West Africa- Nigeria giving a presentation on 'Authority and Accountability in the Nigerian Police Force: An Overview'

The Boko Haram insurgency makes the North-eastern part of the country the current epicentre of violence.

To help restore peace and prevent future outbreaks of violence, under our Citizen Security program area, we are implementing the Promoting Informed Dialogue on Security (PRIDES) project.

The PRIDES project seeks to enable an all-inclusive development of security sector reform processes in Northeast Nigeria with a view to identifying good practices that can be replicated in other parts of the country, but as innovative as this approach is, limited resources dictate that the pace of work is slow and restricted in scope.

Social Enterprise

In today's world, civil society organisations (CSOs) are faced with increased competition for both Government and foundation grants.

Conversely, there is an increase in the availability of other forms of funding for CSOs one example being social investment capital.

Adapting to this new reality, CSOs are embracing novel business practices that empower them to diversify income streams and enhance their sustainability and impact.

Recognising this trend, [PartnersGlobal](#) (formerly Partners for Democratic Change) has developed an initiative to support local organisations as they develop new revenue generating activities that will help sustain their operations and enhance their impact on democratic governance and peace.

PWAN has adopted this approach as reflected by our Fee for Service priority area, which entails providing services or products for a fee and ascertaining organisational capacities that could lead to income generation.

In this regard, we are currently implementing our Social Entrepreneurship for Democratic Governance and Peace project, and we seek to expand this initiative going forward.



Our Executive Director, Ms Kemi Okenyodo and other Access Nigeria partners met with the U.S Deputy Secretary of State, Anthony Blinken, to discuss the role of Nigerian civil society in engaging government and citizens to address corruption. PWA-Nigeria believes that CSOs should play a vital role in promoting inclusive and transparent governance as the underpinning of any democratic and prosperous society. U.S. Embassy Nigeria Photos

By the Numbers (Selected Programs Data)

In the last one year, while implementing our projects, PWAN has carried out a number of activities and held several events resulting in interactions with thousands of citizens. The following are some numbers from three notable projects:

Court Observation Process

Methodology Workshop on development of scorecards to monitor corruption and anti-corruption cases	20
Court Observer training, Abuja	35
Court Observer training, Kano (these is the number of observers trained, not the number currently observing.)	56
Number of Court Observers in Abuja	27
Number of Court Observers in Kano	47
Total number of active Court Observers in Abuja and Kano	74
Participants at Quarter 1 release of findings, Abuja	52
Participants at Quarter 1 release of findings, Kano	38
Participants at Quarter 2 release of findings, Abuja	54
Participants at Quarter 2 release of findings, Kano	59
Total engagement including observers and participants	388

Quarter 1 number of persons surveyed in Abuja and Kano	863
Quarter 2 number of persons surveyed in Abuja and Kano	4,187
Total number of persons surveyed in the two quarters	5,050

Promoting Informed Dialogue on Security (PRIDES)

Steering committee convening	13
Prioritising the voices of women	21
Harmonizing Session	12
Validation workshop for mapping of non-state security actors	23
Total number of persons directly engaged through PRIDES	69

Social Entrepreneurship Project

Roundshop	20
Step down training for CSOs, Adamawa	37
Step down training for CSOs, Gombe	31
Total step down training for Adamawa and Gombe	68
Networking Event with Private Sector	17
Total across-the-board total engagement figure	105

Financial Report

Bidemi Aiyesoro & Co.
(Chartered Accountants)

**RULE OF LAW AND EMPOWERMENT INITIATIVE REPORT AND
FINANCIAL STATEMENTS FOR THE YEAR ENDED 31,
DECEMBER, 2016**

GOVERNING BOARD

Prof. Rauf Mustapha | Chairperson
Justice Olufunke Adekeye (Rtd) | Vice Chairperson
Dr Hussaini Abdu | Treasurer
Ms Julia Roig | Member
Ms Aissatou Fall | Member
Ordinary Ahmad Isah | Member
Mrs Oluwakemi Okenyodo | Executive Director

OFFICE

No 1b, Faith Crescent,
Off Deeper Life Way, Kado District
Abuja.

AUDITORS

Bidemi Aiyesoro & Co (Chartered Accountants)
7 Oshifila Street, Anifowoshe
Ikeja-Lagos.

BANKERS

Diamond Bank Plc
Fidelity Bank Plc

STATEMENT OF FINANCIAL POSITION AS AT 31 DECEMBER, 2016

ONE-YEAR FINANCIAL SUMMARY

	31/12/2016 N
Financial Position	
Non-Current Assets	1,322,700
Current Assets	19,667,340
	20,990,040
Accumulated Funds	10,659,625
Current Liabilities	10,330,414
	20,990,040

List of Partners

- Foreign Commonwealth Office (FCO), British High Commission
- Ford Foundation
- General Electric Foundation
- International Bureau of Law Enforcement and Narcotics (INL)
- Open Society Justice Initiative (OSJI)
- Open Society Initiative for West Africa (OSIWA)

Social Media Channels

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Website: www.partnersnigeria.org

Office Address:

1B Faith Crescent, Off Deeper Life Avenue, Kado, Abuja

Phone:

+234 8091257245

+234 9098090876