



Women Information Network (WINET)

Five-Year Strategic Plan

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1.0 Organizational Background

Women Information Network (WINET) is a media focused, women's, non-governmental and non-profit organization established in January 2000, registered with Corporate Affairs Commission of Nigeria in 2002 with registration number: RC:14892.

WINET works towards the dissemination of information to promote, women's rights, gender equality, human and political rights and ensure that Nigerian women and girls have access to information that will enable them to make informed decisions.

The organization carries out training of women and girls, conducts media advocacy, disseminates information on all issues relating to the advancement of women's rights in the society and implements peace building activities.

WINET has over the years carried out activities to empower various categories of Persons with Disabilities (PWDs) to access justice through the courts. It has empowered hearing impaired youths with information on their fundamental human rights and women and girls on their sexual reproductive health and rights.

WINET has taken actions to condemn and combat Sexual and Gender Based Violence (SGBV) in the society and engaged in campaigns to promote women's participation in politics and governance.

Baseline studies that have been conducted by WINET include Online Study on The Most Prevalent Types of Sexual And Gender-Based Violence During the COVID-19 Lockdown March – August 2020 in Enugu State, Nigeria (2020); Child and Forced Marriages in Ebenebe Community, Anambra State of Nigeria (2016); Persons with Disabilities and Access to Justice in Enugu State (2014), Utilization of Customary Courts in Enugu State of Nigeria (2012), and Women's Reproductive Rights in Enugu State, Nigeria (2006).

2.0 The Need for a Strategic Plan

This is WINET's first Strategic Plan.

WINET was initially established as an organisation which would provide women with information to enable them to exercise and enjoy their rights, both civil and political as well as economic, social and cultural rights. Since its establishment, however, it has become apparent that this focus of the organization was too narrow and limiting, particularly in the light of the fact that the challenges to the exercise and full enjoyment of rights by women go beyond the non-availability of information. Indeed, over the years, WINET has been implementing projects and activities beyond this limited scope that largely informed its establishment.

Besides, in over 20 years since the establishment of the organization, the political, social, economic and technological environment has changed dramatically with all of them having significant implications for the work that the organization does and how it carries out its activities.

These realities and realization have necessitated a critical review of its current status and relevance; its future outlook vis-a-vis the wider social and political context under which it is operating; as well as the core competencies available to the organization through its board

members, management and staff. It was also necessary to embark on a systematic assessment of how the environment has changed and what adjustments the organization needs to make in its operations and approaches.

There was therefore clearly a need for WINET to reinvent itself and adapt to changing trends in the light of shifting priorities. Consequently, the organization has decided to undertake a systematic process of envisioning its future and redefining that future state so as to become even more successful as an organization and impactful within the wider Nigerian society rather than just the south eastern region of the country which has been its predominant area of focus since its establishment.

It was felt that a Strategic Plan and the process leading to its development would best ensure the ability of WINET to solicit the perspectives and inputs of key stakeholder groups and therefore remain relevant and responsive to the needs of the communities that it serves.

Besides, it would also contribute to growth and stability of the organization, provide a basis for monitoring progress and assessing results and impact as well as facilitate new programme development.

At the level of governance, it was felt that the strategic plan would enable the Board to be more proactive, without micro-managing the organization, by continuing to set goals and develop policies; help in resource mobilization and to guide the organization consistent with its vision; while also providing a clear focus to the Executive Director and staff for programme development and implementation as well as the management of the organization as a whole.

3.0 How the Strategic Plan was Developed

WINET decided to undertake the strategic planning process through a collaborative effort among key stakeholders in the organization, including Board members, the management and staff, volunteers and representatives of partner organizations and communities, with external facilitation.

This was in recognition of the fact that the primary value of the exercise and the possibility of success for the plan would come from teamwork, a shared vision of the organization's future and direction, as well as the ownership and commitment of key stakeholders to the organization's success.

It was therefore decided that this could only be achieved through the involvement and participation of these key stakeholders which would ensure that they all have a proper appreciation of issues during the planning process.

The process spanned several stages, beginning with initial discussions by telephone and email exchanges between the consultant and WINET's Executive Director. Through these discussions, the consultant sought to ascertain the current institutional status of the organization in terms of its operational policies and manuals, staffing level, facilities and equipment and other relevant issues.

This was then followed by a strategy planning workshop in Enugu over three days. The meeting was attended by the Chairperson of WINET's Board, the Executive Director, staff members, volunteers, and some of WINET's partners and beneficiaries. Three other Board

members joined the workshop remotely for a few hours to share their perspectives on the issues to be discussed.

The workshop discussed and proposed some slight modifications to WINET's "Vision", "Mission", and "Values". The workshop also tried to define more clearly WINET's constituencies, beneficiaries and other stakeholders. It discussed WINET's possible institutional development goals and targets as well as programme areas, priorities and targets.

The workshop also conducted an analysis of the external factors which impact WINET and its work, including the political environment, economic forces, social issues, technological developments, etc. This analysis was done with view to identifying threats and opportunities facing it. It also assessed the organization's strengths and weaknesses, looking at its structure, governance arrangements, work culture, human, material and financial resources, its standing before its key stakeholders as well as within the larger society, etc.

After the environmental analysis, key issues were distilled in an effort to address the challenges facing the organization and take advantage of the opportunities. The key issues captured programme-related matters as well as the organizational ones.

The workshop thereafter set strategic objectives for WINET to address some of the key issues identified during the environmental analysis. It discussed various strategies to achieve each of the objectives in the form of interrelated activities and actions.

Following the workshop, a draft strategic plan was developed which was commented upon by the critical stakeholders and subjected to further discussions remotely. The draft strategic plan was thereafter scrutinised under the consultant's guidance with suggestions flagged for insertion before the Strategic Plan was finalized for presentation to WINET's Board.

4.0 Organizational Vision, Mission and Values

4.1 Organization's Vision

WINET seeks an informed society where women know, exercise and enjoy their rights while performing their duties and obligations

4.2 Organization's Mission

WINET's Mission is to uplift Nigerians, especially women, young people and persons with disabilities, by providing them with information and support to enable them live fruitful lives.

4.3 Core Values

WINET's core values include the following:

- Respect for Human Rights
- Integrity
- Professionalism
- Transparency and Accountability
- Non-Partisanship and Non-Sectarian

5.0 The Environmental Scan

In a Stakeholder Analysis conducted by Board members, Management, Staff and Volunteers of WINET, the following were identified as the organization's key stakeholders;

1. Government, including members of the Legislature, Executive, and the Judiciary
2. Women and Girls
3. Youths
4. Persons with disabilities
5. Men
6. Traditional institutions/leaders

As a result of the external and internal analysis carried out to identify WINET's Strengths, Weaknesses, Opportunities and Threats, the following observations were made:

5.1 Strengths

The following were identified as the strengths of WINET:

- WINET personnel, management and Board members have a good knowledge and understanding of the media sector as well as the value and importance of the media
- Personnel and management have very good media contacts
- WINET regularly uses of media and is therefore familiar with the media
- The organization holds regular staff meetings, almost on a daily basis, allowing for good internal communication and team building
- It has a hard-working, knowledgeable, competent, committed and energetic Executive Director
- The organization has people of very high calibre on its board
- It has experienced trainers among the staff of the organization.
- The organization has access to a wide range of relevant professionals through its network of volunteers and partners
- It has suitable office space which includes a medium-sized conference room
- The organization's areas and issues of focus are of interest to most donors
- It has a registered domain name which enhances its legitimacy and the authenticity of its email communication
- It is a member of various coalitions, networks and other similar alliances, some of them being prestigious and highly regarded
- It has a dedicated Monitoring and Evaluation (M & E) person on staff
- The organization is registered with Corporate Affairs Commission (CAC) as a not-for-profit entity

5.2 Weaknesses

The following were identified as the weaknesses of WINET:

- The WINET Board does not meet often enough and Board meetings are not scheduled on a regular basis.
- Given the significant achievements that it has recorded over the years, WINET has not adequately documented its "success stories" with the result that some of its achievements are not sufficiently documented, reported and publicized and may

therefore not be known by some of its critical stakeholders, including donors and beneficiaries.

- WINET has unduly restricted its activities to the south eastern part of Nigeria, which limits the possibility of replicating successful projects in other parts of the country as well as extending its image and impact to the national level.
- The organization holds regular staff meetings that enables its staff to be informed about its activities. It also has a WhatsApp Group created for Board members through which the Executive Director briefs members about developments and other issues. However, there remains a feeling among some board members that its mechanisms for internal communication are inadequate for its needs with the result that there may be gaps in the information that some of the board members have about many of the activities of the organization, including its successes, while there is little opportunity for interactions and engagements between board members and staff.
- WINET's external communication is also inadequate as it has not taken full advantage of its knowledge of the media sector. In addition, although the organization is deploying various social media platforms to advance its external communication, it has also not taken full advantage of the opportunities offered by social media to better communicate its success stories to its constituencies, partners and the larger society.
- Despite having a registered domain name, WINET staff do not have official email addresses which will enhance the legitimacy of their email communications with the organization's different stakeholders, including donors, and boost the profile and credibility of the organization.
- WINET has a weak funding base, especially as it currently has just two donors.
- The current sizes of WINET's funding and budgets are relatively low, thereby limiting the amount of work it can do, limiting the amount of funding it can attract, as well as its prestige and standing, especially if it seeks to operate nationally.

5.3 Opportunities

The following were identified as the opportunities available to WINET:

- Given that WINET has so far operated only in a few states in the South East, there is a huge opportunity for growth available to the organization as it can potentially expand its projects and activities to more states in the South East as well as to other States in the other geo-political zones.
- The passage of the Discrimination Against Persons with Disabilities (Prohibition) Act 2018 opens enormous opportunities to WINET which also caters to the rights of persons with disabilities. The new law opens new opportunities for WINET in the areas of awareness creation for persons with disabilities, employers of labour, government ministries, departments and agencies, and the wider society; advocacy, training and capacity-building, monitoring, enforcement of compliance, amongst others.
- The COVID-19 pandemic presents opportunities to WINET, at least in the short term, as it throws up many issues that WINET can engage to expand its programming and improve the lives of its beneficiaries, especially women and persons with disabilities. Specifically, WINET can develop programming and interventions which ensure transparency and accountability around the responses by Federal and State Governments to the pandemic, particularly the amount of donations and contributions received and how they have been managed or utilized as well as on Government expenditures.

- The rapidly evolving technological environment and the emergence of new tools for communication and information also provides opportunities for WINET to reach its beneficiaries directly in their thousands or even millions, as well as its other stakeholders, without depending on conventional media to serve as intermediaries
- WINET's membership of different national, regional and international coalitions, networks and other alliances is also an opportunity that the organization can explore to extend its reach, enhance its image and reputation, validate itself and attract projects and funding.
- The number of localized projects which WINET has successfully implemented but which can be easily replicated in other communities, States or geo-political zones constitute opportunities for the organization to explore.
- The current environment at national, regional and international levels, which is increasingly recognizing the importance of gender equity, the rights of persons with disabilities, and the need to include youths and young persons in various governance and development initiatives provides an enabling environment for organizations like WINET to work and thrive.
- The key focus areas of WINET, namely women's rights, gender, persons with disabilities and youths are areas of interest to most donors and are receiving increasing recognition in law and policy making.
- The passage of the Child Rights Act at the federal level, and its adoption at State level, the need for effective implementation as well as the movement to ensure passage and implementation of the law at the state level also provides opportunities for WINET to develop new programming in the areas of training and capacity-building, research, advocacy, monitoring, enforcement of compliance, among others.
- The Freedom of Information Act, 2011 also provides opportunities for WINET to develop new programming in the areas of training and capacity-building, research, advocacy, monitoring, enforcement of compliance, with specific and specialized focus on the relevance of the FOI Act for and impact on women, persons with disabilities, youths, etc.
- The UN Sustainable Development Goals (SDGs) are opportunities, especially in key areas such as women, poverty eradication, and social justice.
- The Violence Against Persons (Prohibition) Act passed by the National Assembly in 2015 and the subsequent efforts to get similar laws adopted at the State level in different parts of the country, provide opportunities for WINET to engage in advocacy to get similar laws passed in different States in the South East and other parts of the country, as well as to undertake training and capacity-building activities, research, monitoring of compliance and enforcement, etc.
- The recently introduced Social Protection Programmes of the Federal Government, including the Conditional Grant Transfer, the N-Power, and the School Feeding Programme, are all opportunities for WINET to engage, through awareness creation activities, monitoring of implementation and monitoring to ensure that its principal beneficiaries, namely women, persons with disabilities and youths, benefit from these programmes as well as to ensure that the rights of its beneficiaries are not violated in the course of the implementation of the programme, particularly their privacy and data protection rights.

5.4 Threats

The following were identified as threats which face WINET:

- The passage and signing into Law of a new Companies and Allied Matters Act (CAMA) and the provisions contained therein which undermine the independence of NGOs and empower the Registrar-General of the Corporate Affairs Commission (CAC) to take over their management under certain circumstances poses a great threat to WINET as it does other NGOs.
- The current poor funding environment for NGOs in Nigeria and in particular, the inadequate funding that WINET has are a threat to its sustainability and ultimately, its existence.
- WINET also faces threats from various unfriendly government policies such as the Special Control Unit Against Money Laundering (SCMUL), established by the Federal Government as a unit of the Economic and Financial Crimes Commission (EFCC), as part of measures for the implementation of the Financial Action Task Force (FATF) recommendations on Anti- Money Laundering/Combating the Financing of Terrorism (AML/CFT) in Nigeria, which is being implemented in a manner that makes it difficult for NGOs to open, maintain and operate bank accounts.
- The emergence of several other organizations sharing the same focus areas with WINET, thereby increasing competition for funding in an environment that is already difficult.

5.5 Addressing Weaknesses, Responding to Threats to Strengthen WINET

In addressing the identified governance weaknesses of WINET, the organization will take urgent steps within the first year of the Strategic Plan to revitalize and strengthen its Board to enable it to maintain effective oversight for the organization as well as to provide it with strategic direction. As part of its institutional development strategies, the Board will meet quarterly, i.e. at least four times a year, but where physical meetings are not possible, it may use teleconferencing or video-conferencing facilities or other tools to hold meetings.

The Board will also develop a Board Charter which would elaborate the role and operating principles of the board and its members in greater detail than what currently exists in the organization's constitution. Such a document will outline the powers, functions and responsibilities of Board members, individually and collectively. It will also establish performance target for Board members, and provide a code of conduct, among other expectations.

Although WINET already has a significant number of policy documents, regulations, manuals and guidelines, which help to reduce arbitrariness in decision-making and provide proper guidance in various aspects of the organization's operations, there is a need to further strengthen its institutional arrangements through the adoption of similar policy documents in areas and on issues where none currently exists.

Accordingly, WINET's management will identify existing gaps in this regard, develop and also present to the Board for consideration and adoption such policy documents as are considered necessary.

WINET will also update its Communication Policy as part of its efforts to improve its internal and external communications to give it more visibility and contribute to a shared vision within the organization. The updated Communication Policy should also assist the organization in documenting and telling its "success stories" better with the result that its achievements are

likely to be better publicized and known to external critical stakeholders, including donors and beneficiaries.

WINET's proposed communication strategy will take adequate advantage of the organization's knowledge and familiarity with the media sector and the opportunities offered by social media to tell its stories to its various constituencies and partners, and would use social media tools and platforms to strengthen internal as well as external communication. It will develop and implement an aggressive visibility plan to ensure that it maintains a constant presence in mainstream media as well as on social media platforms.

The organization would develop in-house capacity through training to manage its domain, regardless of where it is hosted and create official email addresses from the domain for all its staff, which will enhance the legitimacy of their email communications with the organization's different stakeholders, including donors, and boost the profile and credibility of the organization.

WINET plans to transform itself from a regional organization based in and operating within the South East region of the country into a national organization whose activities will extend to and cover all parts of Nigeria. This will create more funding opportunities for the organization and potentially extend its impact and influence. Some of the projects and activities that it has so far successfully implemented in the South East can be easily replicated in other parts of the country.

WINET proposes to address its current weak funding situation which is characterized by low organizational budgets, small grants, absence of diversified sources of funding resulting in total donor dependency, limited number of donors, which in turn limits the amount of work that it can do, limits the amount of funding that it can attract, as well as its prestige and standing in the eyes of its stakeholders.

Within the first year of the implementation of the Strategic Plan, WINET plans to develop a fundraising strategy, accompanied by a database of donors active in Nigeria and across Africa other parts of the world in its thematic areas of focus, particularly issues of gender equity and the rights of women; the rights of persons with disabilities, the rights of youths and other young persons, as well as related issues like education, access to information, media development, among others. The fundraising strategy will seek to diversify the sources of funding for the organization, reduce the extent to which it depends on donors for its funding, which at the moment is 100 per cent. It will also boost the number of donors which support the organization and its activities such that it is not at the mercy of two or three donors. These tools, properly utilized, should enable the organization to effectively address its current funding situation in order to position itself as a well-resourced organization that will make significant impact in its mandate areas in Nigeria.

With respect to the threats posed to the organization by the unfriendly regulatory environment for NGOs brought about by the passage and signing into Law of a new Companies and Allied Matters Act as well as various unfriendly government policies such as the Special Control Unit Against Money Laundering, WINET will join with other civil society organizations in the country in various advocacy efforts to address the issues.

As the financial fortunes of WINET improve, the organization should be able to better address its financial challenges, including by reviewing current staff salary levels, to enable it engage

more and better qualified staff. In addition to that, as part of the institutional development of the organization, it plans to institute capacity development programmes for its personnel which should be an additional incentive and motivation for staff. However, as the organization invests more and more in its staff, it will adopt policies aimed at enabling it to retain staff whose capacities have been built by the organization such as by introducing policies on bonding for such staff.

WINET will address the threat posed by constantly shifting donor priorities and frequent changes in focus by donors by having staff dedicated to monitoring donor policies and priorities to properly guide the organization's fundraising efforts such that fundraising activities are properly informed by current realities.

With respect to the challenge posed to WINET's fundraising efforts by the emergence of several other organizations sharing the same focus areas with the organization, WINET expects that its enhanced visibility, track record of results and achievements in its project implementation and delivery on promises will give it competitive advantage.

6.0 Organizational Vision and Planned Accomplishments: The Organization in 5 Years

WINET is projecting that at the end of the strategic plan period, its institutional profile, status and credibility within the Nigerian society will be greatly enhanced. The organization expects to transform itself from a local NGO active in the South East to a national player with strong partnerships regionally and internationally. It will seek to be the most respected non-profit organization working on issues of women, persons with disabilities, youths and media in Nigeria.

This will in turn enhance its access to key stakeholders in the country, thereby increasing its fundraising capacity and the effectiveness of its advocacy activities. Its inputs and perspectives will be sought by a variety of stakeholders, including governments at the Federal and State levels as well as the Federal and State Legislatures, in the process of formulating policies or enacting laws relating to its core areas of competence.

WINET plans to boost its staff capacity by diversifying their professional backgrounds. There were some gaps identified in the current staffing, particular for someone with legal background given the amount of legal work that the organization does and plans to continue doing during the strategic plan period over the next five years. It will therefore strive to engage the services of a lawyer as a full-time staff, subject to availability of funding, but in the interim, will request a National Youth Service Corps (NYSC) member who is a law graduate and, ideally, already called to the Bar and therefore qualified to practice.

Although WINET currently has two major departments, it will undertake a structural review of the organization under which the following set up should emerge:

- Programmes Department, with four different units to match the anticipated subject matter engagements of the department in the areas of Women and Girls; Youths; Persons with Disabilities and Human Rights units
- Finance/Accounts Department
- Administrative Department, encompassing a Personnel Management and Logistics
- A Communications Unit.

- Monitoring and Evaluation (M & E) Department

However, WINET recognizes that it will also need to tap into the diverse human and material resources of other actors within and outside Nigeria that share its vision and objectives and thereby increase its capacity to engage and overcome the challenges it faces.

It will therefore retain its membership of the coalitions, networks and partnerships that it is currently involved with while exploring opportunities in other local and international partnerships that can advance its work and objectives.

In order to achieve these institutional development goals, the organization will take deliberate steps to build personnel capacity such that it will have a sufficient number of competent staff to represent it actively on these different platforms.

6.1 Strategic Objectives

WINET will pursue the following strategic objectives:

- Familiarizing its key beneficiaries, namely women, girls, youths and persons with disabilities, with the various local national, regional and international laws and instruments in place to protect and guarantee their rights.
- Providing its key beneficiaries, namely women, girls, youths and persons living with disabilities with information that will enable them to improve their lives and livelihoods.
- Re-inventing the organization by addressing the institutional challenges currently confronting in and boosting its programming to make it the most prominent and effective women's NGO in the South-East.

7.0 Programme Areas and Priority Actions

Taking advantage of the opportunities presented by the operating environment and in order to fulfil its mandate, better serve its beneficiaries and achieve its strategic priorities, WINET proposes to work in the following key programme areas over the next five years:

- The rights of women and girls
- Gender, Sexual and Gender Based Violence
- The rights of persons with disabilities
- The rights of youths and young persons
- HIV and AIDS Intervention

Within these programme areas, WINET will undertake activities falling within the following categories:

7.1 The Rights of Women and Girls

- Research and data gathering relating to relevant regional and international instruments as well as applicable national and State laws, policies and practices on the rights of women and girls as well as their implementation
- Public enlightenment and awareness creation about the rights of women and girls

- Training and capacity-building for women and girls to know, assert, exercise and enjoy their rights
- Advocacy for the effective implementation of relevant/applicable laws and policies on the rights of women and girls
- Advocacy for the adoption of additional laws and policies as may be necessary or required to ensure the full exercise and enjoyment by women and girls of their rights.
- Monitoring of enforcement and compliance with relevant regional and international instruments as well as applicable national and State laws and policies on the rights of women and girls
- Enforcement of compliance with relevant regional and international instruments as well as applicable national and State laws on the rights of women and girls through litigation and other approaches

7.2 Gender: Sexual and Gender-Based Violence

- Research and data gathering relating to relevant regional and international instruments as well as applicable national and State laws, policies and practices on gender, sexual and gender-based violence and women's participation in politics.
- Public awareness and sustained enlightenment campaign on ending violence against women and girls.
- Training and capacity-building for women and girls to seek redress against perpetrators of violence against them.
- Advocacy for the implementation of Violence Against Persons Prohibition (VAPP) Act 2015 and VAPP Laws in States.
- Advocacy for the promotion and protection of women's rights.
- Advocacy for increased women's participation in politics; inclusion of women in governance, peace and security; and equitable representation for women in government and other positions of leadership in society.
- Enforcement of compliance with relevant regional and international instruments as well as applicable national and State laws on the rights of women and girls through litigation and other approaches

7.3 The Rights of Persons with Disabilities

- Research and data gathering relating to relevant regional and international instruments as well as applicable national and State laws, policies and practices on the rights of persons with disabilities and their implementation
- Public enlightenment and awareness creation about the rights of persons with disabilities
- Training and capacity-building for persons with disabilities to know, assert, exercise and enjoy their rights
- Advocacy for the effective implementation of relevant/applicable laws and policies relating to the rights of persons with disabilities
- Advocacy for the adoption of additional laws and policies as may be necessary or required to ensure the full exercise and enjoyment by persons with disabilities of their rights
- Monitoring of enforcement and compliance with relevant regional and international instruments as well as applicable national and State laws and policies on the rights of persons with disabilities

- Enforcement of compliance with relevant regional and international instruments as well as applicable national and State laws on the rights of persons with disabilities through litigation and other approaches

7.4 The Rights of Youths and Young Persons

- Research and data gathering relating to relevant regional and international instruments as well as applicable national and State laws, policies and practices on the rights of youths and young persons as well as their implementation
- Public enlightenment and awareness creation about the rights of youths and young persons
- Training and capacity-building for youths and young persons to know, assert, exercise and enjoy their rights
- Advocacy for the effective implementation of relevant/applicable laws and policies on the rights of youths and young persons.
- Advocacy for the adoption of additional laws and policies as may be necessary or required to ensure the exercise and full enjoyment by youths and young persons of their rights
- Monitoring of enforcement and compliance with relevant regional and international instruments as well as applicable national and State laws and policies on the rights of youths and young persons
- Enforcement of compliance with relevant regional and international instruments as well as applicable national and State laws on the rights of youths and young persons through litigation and other approaches

7.5 HIV and AIDS Intervention

- Training and capacity-building for women, girls, youths and young persons to know about HIV and AIDS and its prevention.
- Public enlightenment and awareness creation about the rights of persons living with HIV and AIDS.
- HIV and AIDS Counselling and Testing

7.6 Strategies

In carrying out these activities, WINET will be innovative, strive to develop programmes that are novel, particularly in the Nigerian context, and bring project activities to scale by first implementing pilot projects and then replicating such projects in other communities and States around the country, bringing its experience and lessons learnt in implementing the pilots to bear on its subsequent efforts.

It will take advantage of emerging issues, identify existing frameworks that it can leverage to ensure that the rights guaranteed in existing regional and international instruments as well as national and State laws are real and meaningful.

To this end, WINET will identify and collate all such regional and international instruments as well as national and State laws relevant to each of its key constituencies, namely women and girls, persons with disabilities, and youths and other young persons and develop programming and projects for the purposes of:

- Conducting research and data gathering on such instruments and their implementation
- Carrying out enlightenment activities for members of the public about the rights provided or guaranteed by such documents as well as their duties and obligations
- Training and building the capacities of the rights holders to enable them to know their rights and equipping them to assert, exercise and enjoy those rights
- Advocating for the effective implementation of such instruments where implementation or enforcement has been neglected, poor or otherwise inadequate.
- Advocating for the adoption of additional instruments in the event that there are gaps in the existing frameworks which impede the exercise and full enjoyment of the rights by the rights holders
- Monitoring enforcement and compliance with such instruments by relevant authorities and documenting its findings by issuing reports, which may then be used for advocacy or other purposes.
- Enforcing compliance with such instruments by duty-bearers through litigation and other approaches

WINET will develop and implement novel and specialized projects on:

- Freedom of Information and Women
- Freedom of Information and Persons with Disabilities
- Freedom of Information and Youths/Young Persons

Through such projects, WINET will train and build the capacities of members of each of these constituencies, namely Women, Persons with Disabilities, and Youths/Young Persons, to use the Freedom of Information Act, 2011 to seek and obtain information from relevant public institutions and other entities that are relevant to their needs, to hold public authorities accountable, to participate in governance, etc.

WINET itself will consistently and routinely use the Freedom of Information Act as part of its tools for conducting research on any issue relating to its key constituencies as well as in other areas; such as to ascertain the status or level of implementation of relevant or applicable regional and international instruments, as well as State and national laws and policies relevant to the different constituencies that it serves; and to obtain information, data and statistics to inform its advocacy efforts to enable it mount and conduct more effective advocacy activities.

WINET will similarly take advantage of other laws that have been recently passed by the National Assembly and signed into Law by the President. All of these laws can also be passed at the State level, which provides opportunities for advocacy for adoption by State Houses of Assembly across the country. Having been passed at the Federal level, WINET will develop projects and activities for public enlightenment and awareness creation; training and capacity-building targeted at the rights holders; monitoring of implementation and enforcement by duty bearers and other stakeholders; and enforcement of compliance, among other purposes. Such laws include:

- Discrimination Against Persons with Disabilities (Prohibition) Act 2018
- Child Rights Act 2003
- Violence Against Persons (Prohibition) Act 2015

8.0 Implementation of Programme Plans

In order to effectively implement this Strategic Plan, WINET will develop annual programme work plans which will ensure that the organization takes on only the amount of workload it can reasonably cope with during the given year without being overwhelmed. Annual work plans will therefore be developed with annual funding targets and budgets in mind while also taking into account the need to ensure that all programme areas are adequately covered and implemented by the end of the Strategic Plan period.

Annual work plans would be developed with flexibility to allow WINET take advantage of any funding or other opportunities emerging within any of the programme areas in the course of the year. Such opportunities, even when they may not have been anticipated or planned for, could be critical to helping WINET meet its overall objectives while also providing resources that can enable it to either meet shortfalls in its funding targets or to build surpluses which can go into its strategic reserves for the purpose of ensuring its financial sustainability.

8.1 Table of Annual Programme Implementation Plan

The matrix below provides a broad overview of the spread of WINET’s programme work during the five-year period covered by this Strategic Plan. However, specific activities within each programme area will be carefully developed and planned for in the annual work plans, taking into account programme priorities and anticipated available funding.

Programme Areas / Activities	YEAR 2021	YEAR 2022	YEAR 2023	YEAR 2024	YEAR 2025
Rights of Women and Girls					
Research and data gathering relating to relevant regional and international instruments; applicable national and State laws, policies and practices on the rights of women and girls, as well as their implementation	X	X			
Public enlightenment and awareness creation about the rights of women and girls	X	X	X	X	X
Training and capacity-building for women and girls to know, assert, exercise and enjoy their rights	X	X	X	X	X
Advocacy for the effective implementation of relevant/applicable laws and policies on the rights of women	X	X	X	X	X
Advocacy for the adoption of additional laws and policies as may be necessary or required to ensure the full exercise and enjoyment by women and girls of their rights		X	X	X	X
Monitoring of enforcement and compliance with relevant regional and international instruments as well as applicable national and State laws and policies on the rights of women and girls			X	X	X
Enforcement of compliance with relevant regional and international instruments as well as applicable national and State laws on the rights of women and girls through litigation and other approaches			X	X	X
Gender, Sexual and Gender Based Violence					
Research and data gathering relating to relevant regional and international instruments as well as applicable national and State laws, policies and practices on gender, sexual and gender-based violence and women’s participation in politics.	X	X	X	X	X
Public awareness and sustained enlightenment campaign on ending violence against women and girls.	X	X	X	X	X
Training and capacity-building for women and girls to seek redress against perpetrators of violence against them.		X	X	X	X

Programme Areas / Activities	YEAR 2021	YEAR 2022	YEAR 2023	YEAR 2024	YEAR 2025
Advocacy for the implementation of Violence Against Persons Prohibition (VAPP) Act 2015 and VAPP Laws in States.	X	X	X	X	X
Advocacy for the promotion and protection of women's rights.	X	X	X	X	X
Advocacy for increased women's participation in politics; inclusion of women in governance, peace and security; and equitable representation for women in government and other positions of leadership in society.	X	X	X	X	X
Enforcement of compliance with relevant regional and international instruments as well as applicable national and State laws on the rights of women and girls through litigation and other approaches			X	X	X
The Rights of Persons with Disabilities					
Research and data gathering relating to relevant regional and international instruments as well as applicable national and State laws, policies and practices on the rights of persons with disabilities and their implementation		X	X	X	X
Public enlightenment and awareness creation about the rights of persons with disabilities		X	X	X	X
Training and capacity-building for persons with disabilities to know, assert, exercise and enjoy their rights			X	X	X
Advocacy for the effective implementation of relevant and/or applicable laws and policies relating to the rights of persons with disabilities			X	X	X
Advocacy for the adoption of additional laws and policies as may be necessary or required to ensure the full exercise and enjoyment by persons with disabilities of their rights			X	X	X
Monitoring of enforcement and compliance with relevant regional and international instruments as well as applicable national and State laws and policies on the rights of persons with disabilities			X	X	X
Enforcement of compliance with relevant regional and international instruments as well as applicable national and State laws on the rights of persons with disabilities through litigation and other approaches			X	X	X
The Rights of Youths and Young Persons					
Research and data gathering relating to relevant regional and international instruments as well as applicable national and State laws, policies and practices on the		X	X	X	X

Programme Areas / Activities	YEAR 2021	YEAR 2022	YEAR 2023	YEAR 2024	YEAR 2025
rights of youths and young persons as well as their implementation					
Public enlightenment and awareness creation about the rights of youths and young persons		X	X	X	X
Training and capacity-building for youths and young persons to know, assert, exercise and enjoy their rights		X	X	X	X
Advocacy for the effective implementation of relevant/applicable laws and policies on the rights of youths and young persons			X	X	X
Advocacy for the adoption of additional laws and policies as may be necessary or required to ensure the exercise and full enjoyment by youths and young persons of their rights			X	X	X
Monitoring of enforcement and compliance with relevant regional and international instruments as well as applicable national and State laws and policies on the rights of youths and young persons			X	X	X
Enforcement of compliance with relevant regional and international instruments as well as applicable national and State laws on the rights of youths and young persons through litigation and other approaches			X	X	X
HIV and AIDS Intervention					
Training and capacity-building for women, girls, youths and young persons to know about HIV and AIDS and its prevention.	X	X	X	X	X
Public enlightenment and awareness creation about the rights of persons living with HIV and AIDS.	X	X	X	X	X
HIV and AIDS Counselling and Testing	X	X	X	X	X
Specialized Programmes / Projects					
Freedom of Information and Women	X	X	X	X	X
Freedom of Information and Youths/Young Persons		X	X	X	X
Freedom of Information and Persons with Disabilities		X	X	X	X

9.0 Institutional Development Objectives and Priorities

In order to successfully implement these activities, fulfil its mandate and gain enhanced credibility, WINET will fortify its governance arrangements, improve and strengthen its institutional capacity in the following areas:

9.1 Governance

WINET will have a more active Board, which will set the strategic direction for the organization within its mission, vision, values and strategic objectives. In accordance with its Articles of Incorporation, the Board will be made up of not less than 4 members, including a Chairperson. At least 80 percent of the Board members will be female. Members of the Board will consist of professionals in various media or social sectors with specialized skills and expertise or representing strategic project partners, all of whom ensure that the WINET's policies are dictated by the interests of the stakeholders and its corporate objectives.

The Board will be requested to develop a Code of Conduct as well as a Board Charter or Manual for Members to help define and clarify the roles of Board members while at the same time providing a basis for monitoring the performance of board members in meeting their obligations to the organization and in conducting themselves ethically. Board members will be required to commit themselves to these documents and in particular, to attend a minimum of 50 per cent of Board meetings.

The re-invigorated Board will provide corporate leadership to the Organization in delivering its mandate by communicating the vision, mission and priorities of WINET to the staff and other stakeholders; ensuring that the Organization remains faithful to its mandate and status as a non-profit organization, and respects applicable national laws, regulations and guidelines.

The Board will take an active role in the management of the organization, working through the Executive Director who is the Chief Executive Officer of the organization. The Board will be encouraged to institute appropriate policies to guide various aspects of the organization's operations where such policies do not currently exist, including Foreign Exchange Policy, Assets Management Policy, Fraud Detection and Response Policy, Organizational Sustainability Plan, etc. The Board will take an active role in resource development and may establish Board Committees in critical areas to assist the Board and the Organization in functioning more effectively and efficiently.

The Board will oversee the implementation of its policies and programmes consistent with its strategic direction; may assist the management in raising funds for the organization from donors, corporate bodies or other sources; consider strategic challenges and risks facing the organization and take adequate measures to mitigate them; establish, enhance and protect the organization's reputation for professionalism, effectiveness, efficiency and integrity.

The Board will establish corporate governance arrangements for WINET and oversee the implementation of such arrangements. These will include electing a Chair for the Board; selecting, appointing and reviewing the performance of the Chief Executive Officer; as well as selecting and appointing external auditors for the organization's annual audits.

The Board will approve WINET's annual budgets as well as financial statements and perform other oversight functions.

It will also monitor the performance of the organization against projections in the strategic and annual plans, budgets and targets, using appropriate performance monitoring instruments, either through Board committees or by engaging external expertise to conduct or supervise these activities.

9.2 Funding

WINET will seek to mobilize and operate an annual budget of at least US\$150,000, made up of approximately US\$100,000 for project activities and about US\$50,000 for administrative and overhead costs.

In order to ensure its sustainability, WINET will place greater focus and emphasis on core fundraising and diversifying its funding base. It will work to maintain a good balance of restricted and unrestricted funds, by instituting a policy or practice that ensures that it has no more than 80 per cent of its funds coming from donor grants while at least 20 per cent will come from other sources, including fees from consultancy services, interests from savings, sales of its publications, contributions from corporate bodies, among others. WINET will develop a fundraising strategy within the first year of the implementation of this Strategic Plan to guide it towards realizing its funding targets and objectives.

9.4 Personnel and Staffing Issues

A core area of WINET's institutional capacity development is its staff development. Its operational capacity is limited at the moment by a relatively small number of staff. It will address this by engaging more staff and ensuring that the range of competencies required by the organization to implement projects across its focus areas exist in the organization and, where necessary, it will work with partners, volunteers and consultants to make up for any deficiencies in its personnel capacity.

WINET will progressively recruit more experienced and senior programme staff or undertake a programme of building the capacity of existing programme staff in order to address its staff capacity deficit.

Over the five-year period covered by this Strategic Plan, WINET will progressively seek to achieve a projected ideal staff complement of 15 members, made up of about 12 professional staff and 3 support staff, to oversee and manage all its programme areas as well as the administrative needs of the organization.

In terms of staff and organizational structure, each programme department will be headed by a Programme Manager or Programme Officer, who shall be a specialist in the programme area and each programme department may also have at least one Programme Officer or Programme Assistant, depending on the volume of work it undertakes and the resources it is able to generate.

Clear and detailed job descriptions will be developed for all personnel positions within the organization with performance targets for staff and a professionalized system of periodically evaluating their performance, ideally annually, and rewarding performing staff. The job description of each staff will be geared towards contributing to the achievement of the departmental mandate or objectives of the staff in question, while the departmental mandate

and objectives will in turn be designed to contribute to the achievement of the overall goals and mission of WINET.

9.5 Engagement in Coalitions, Networks and Partnerships

WINET will seek to enhance its image, extend its reach and ensure greater effectiveness in its work through engagements in local, regional and international coalitions, networks and partnerships in its core areas of business.

Critically, it will strive to maintain its membership of key coalitions and networks such as: Affirmative Action Initiative for Nigerian Women (NCAA), Legislative Advocacy Coalition on Violence Against Women (LACVAW), Girls Not Brides, Nigeria Community Radio Coalition (NCRC), Coalition of Eastern Non-Governmental Organizations (CENGOS), Transition Monitoring Group (TMG), Centre for the Eradication of Violence Against Women (CEVAW), West Africa Network for Peace Building (WANEP), Women in Peace Building Network (WIPNET), Civil Society for HIV and AIDS (CiSHAN), Enugu State Chapter and White Ribbon Alliance Nigeria (WRAN).

It will also seek to play more active roles in these bodies, both in their formal governance structures and in terms of its contributions towards their membership activities while seeking to maximize any potential membership benefits they may offer, including for institutional growth and development; organizational and personnel capacity-building as well as for project development and implementation.

Wherever possible, WINET will enter into bi-lateral or multi-lateral partnerships with local, regional or international organizations for the purpose of developing and implementing specific programmes or projects or to pursue broader long-term campaigns.

10.0 Monitoring and Evaluation

Monitoring and evaluation of the strategic plan will take place in two ways:

Firstly, there will be annual review of programme and institutional strengthening activities. This will be linked to the annual evaluation of staff performance. In addition to an evaluation of how they performed in carrying out the tasks within their job descriptions, staff will also be evaluated based on how much their work contributed towards to achievement of their departmental mandates and objectives and, as such, to the achievement of the organizational goals and mission.

Secondly, staff, management and members of the WINET Board will meet annually to carry out end-of-year appraisals based on the strategic plan. At such meetings, they will brainstorm on the achievement of annual targets and plans, the progress made towards achieving the targets set in the strategic plan, any challenges confronting the implementation of any aspect of the strategic plan or impeding progress towards the goals and targets set and determine measures that can be taken to mitigate the impact of those challenges on the organization.

The board and management will also jointly evaluate the annual revenue streams of the organization to determine whether funding targets are being met. They will also assess revenue performance regarding the appropriate ratio of donor funds and revenues from other sources

(restricted v. unrestricted funds), based on the targets set in the strategic plan and annual budgets.