

APPROACHING THE FUTURE WITH CONFIDENCE

A 5-YEAR
**STRATEGIC PLAN FOR
ORDERPAPER NIGERIA**

(2024 - 2028)

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We would like to also register our appreciation to the Leadership and Members of the National Assembly, as well as Management and Staff of this key arm of Government who continuously provide a convenient environment for us to implement our objective of bridging the gap between people and parliament.

We thank our partners in the Civil Society and Development Community who have provided support in one form or another to move our organisation forward. We also appreciate our media partners as well as Ministries, Departments and Agencies (MDAs) of the Federal Government we have had the opportunity to work with on several public service reform objectives in spite of observed hurdles in the pursuit of a more transparent and accountable governance framework in Nigeria.

Our special thanks to the hardworking Staff of **OrderPaper** for the tremendous support, teamwork, dedication and zeal towards every milestone achievement that has been recorded as an organisation. We are stronger together, and we look forward to greater achievements ahead.

FOREWORD

The functions of the National and State Assemblies in nation-building cannot be overemphasized. These functions are dissected into law-making (policy development), oversight on the executive (policy implementation) and representation (protection and promotion of the interests of citizens) as major yardsticks for evaluating the performance of the legislature as an arm of government and enabler of good governance.

However, gaps have been observed in the discharge of these functions. As citizens remain largely under-served and feel a sense that their interests are often relegated by members of parliament, these gaps continue to widen. And so is the misconception and misplaced expectations of the legislature by citizens. The cumulative result of this is that only a fraction of the four hundred and sixty-nine (469)-member National Assembly (representing both the 360 Federal Constituencies in the House of Representatives and the 109 Senatorial Districts in the Senate) of Nigeria are performance-driven. This has been proven by empirical evidence from the data-driven work done by OrderPaper, other Civil Society Organisations (CSOs), Academics, and Subject Matter Experts (SMEs) over the years.

This is why **OrderPaper**, being an organisation focused on the parliament, seeks to promote improved legislative service delivery on one hand, and on the other, catalyze needed policy reforms that advance good governance for the benefit of all citizens and the country at large. Our focused work on objective periodic performance appraisals of the Parliament and Members of Parliament (MPs) is foundational to this.

This is why it is also imperative for **OrderPaper** to lay out a five-year Strategic Plan (2024 - 2028) to enable the achievement of a focused, consistent and cohesive delivery of our vision and mission as well as the fulfillment of our core objectives as an organisation.

ABBREVIATION

- **ACEs - Active Citizens Engaging the Legislature**
- **BMOs - Business Management Organisations**
- **CAC - Corporate Affairs Commission**
- **Centre LSD - Centre for Leadership, Strategy & Development**
- **ConsTrack - Constituency Project Tracking**
- **CSOs - Civil Society Organisations**
- **DDS - Development Dialogue Series**
- **DVAMGs -Disadvantaged, Vulnerable, and Marginalised Groups in society**
- **FCT - Federal Capital Territory**
- **FIRS - Federal Inland Revenue Service**
- **FRA - Fiscal Responsibility Act**
- **FRC - Fiscal Responsibility Commission**
- **GESI - Gender Equality and Social Inclusion**
- **GIFT - Growth Initiatives for Fiscal Transparency**
- **HR - Human Resource**
- **ICT - Information and Communication Technology**
- **IEC -Information, Education and Communication**
- **KPI - Key Performance Indicators**
- **Leg'ACE - Legislative Accountability and Constituency Engagement Programme**
- **LGBTQIA+ - Lesbian, Gay, Bisexual, Transgender, Geer or Queer, Intersex, Asexual**
- **MDAs - Ministries, Departments & Agencies**

- M&E - Monitoring and Evaluation
- MIS - Management Information System
- MVP - Most Valuable Parliamentarians
- NGOs - Non-governmental Organisations
- NRG - Natural Resource Governance
- OAI - OrderPaper Advocacy Initiative
- OGP - Open Government Partnerships
- OPEN - Online Parliamentary Engagements Nigeria
- OPI - Open Parliamentary Index
- PESTLE – Political, Economic, Social, Technological, Legal & Environmental factors
- PFM - Public Finance Management
- PWYP - Publish What You Pay
- RemTrack - Remediation Tracking
- SCALE - Strengthening Civic Advocacy and Local Engagements
- SCUML- Special Control Unit Against Money laundering
- SDGs - Sustainable Development Goals
- TAGG - Transparency, Accountability and Good Governance
- ToT - Training of Trainers
- USAID United States Agency for International Development
- VOTER - Validating the Office of the Electorate on Representation

EXECUTIVE SUMMARY

This Five-year Strategic Plan has been prepared to power the attainment of the vision, mission and core objectives of OrderPaper as an organisation. It contains the broad pathways, milestones and timelines towards the fulfillment of the organisation's mandate.

This plan builds on the recognition, respect and reputation that has been gained over the last eight years since the organisation came into existence. It sums the story of small beginnings through a growth trajectory that has positioned OrderPaper in the center of legislative advocacy and accountability as far as the Parliament in Nigeria is concerned.

The National Assembly is regrettably one of the three arms of government in Nigeria (the other two being the Executive and the Judiciary) that has not received sufficient scrutiny from the citizenry in terms of informed service delivery. This is due largely to the persistent and prevalent misconception of the roles and functions of the legislature by citizens on one hand; and on the other, the penchant of legislators to be impervious to genuine criticisms of the electorates especially as relating to perceptions of corruption and poor service delivery. This unfortunate situation has deepened the gap between citizens and Members of Parliament.

It is this gap that OrderPaper as an organisation that is focused on parliamentary engagements is cut out to fill. First of all, by identifying the absence of valid scientific and empirical evidence for citizens to interrogate the performance of their representatives in the parliament, OrderPaper is able to proffer solutions through strategically set objective metrics. This will, in turn, facilitate citizen participation in parliamentary decision-making and expand the opportunities and platforms for advocacy on much needed policy reforms to attain good governance for the benefit of citizens.

We believe that bridging the gap between citizens and parliament entails the building of a community of performance-driven, excellence-inspired, and public-spirited legislators to facilitate the achievement of good governance. OrderPaper is therefore committed to the promotion of incentivized legislative service delivery through carefully curated initiatives including the Most Valuable Parliamentarian (MVP) Hall of Fame Programme which is an off-shoot of our established periodic performance appraisals of the National Assembly.

1.0 CHAPTER ONE: Introduction

Background

There is a substantial gap in terms of transparency, accountability and satisfactory service delivery by the legislature in Nigeria. This is a major reason why OrderPaper, a Non-governmental Organisation (NGO) was established as OrderPaper Advocacy Initiative in 2017 with Incorporated Trustee Number 103173 and registered office in Abuja. The organisation was set up to embark on policy-related engagements and interventions, especially in the legislative space to expand the frontiers of good governance and deepen democratic practices for the benefit of citizens across the country.

1.2 Vision

To be the most authoritative organization of choice and reference for parliamentary reporting, advocacy, and public policy advisory in Africa.

1.3 Mission

To Provide simple and reliable parliamentary data that empowers citizens to take action and enable informed decision-making by public and private entities.

1.4 Values

At OrderPaper, we are driven by the following values:

Excellence: We have unwavering commitment to deliver excellent services to the highest possible standards of user experiences

Efficiency: We believe in service delivery with maximum impacts and the best of resource management without compromising standards and expectations.

Dedication: We are a team that is committed to chosen causes no matter the challenges thrown up.

Accountability: We have a strong sense of responsibility, transparency and integrity to our stakeholders at different levers.

Inclusion: We promote a diverse workspace and project implementation processes by championing the participation of all groups, including the marginalized and excluded.

1.5 Our History

OrderPaper has grown from being an idea to a national media-cum-civil society brand in a space of less than ten years. Registered officially as **OrderPaper Advocacy Initiative**

(OAI), OrderPaper was established as a non-governmental organisation in 2017 under the laws of the Federal Republic of Nigeria to embark on policy-related

engagements and interventions, especially in the legislative space that expand the frontiers for good governance and deepen democratic practice(s). Founded by **Oke Epia**, who currently serves as its Executive Director, the organisation began as a social media enterprise that has since evolved into the country's preeminent civic organisation with clear focus on the legislature and recognised footprints in the public policy space of Nigeria.

1.6 Our Edge

OrderPaper anchors on the ACT of Parliament with the principles of Authority, Confidentiality, and Trust as its edge. This is because we have been recognised by key stakeholders for the following attributes:

Dedication and Dependability;
Innovation and Industry; and
Passion and Persistence.

1.7 Our Theory of Change

At OrderPaper, our theory of change is that the Nigerian Parliament will fulfill its mandate of lawmaking, oversight and representation to the Nigerian people if the right crop of representatives is elected to office; the institution is exposed to appropriate legislative strengthening; and citizens are well-informed and capacitated enough to demand transparent, accountable, and optimal service delivery.

To achieve this theory of change, we have marshaled our interventions around in-depth parliamentary performance reporting and analyses, good governance advocacy, and public policy reforms and advisory. This mandate also entails promoting the electability and leadership of legislative candidates who can clearly express to the electorates their agenda on representation, law-making and oversight, which are the core functions of the legislature. Our interventions are enhanced by wide scale consultations between and among stakeholders such as Parliaments, the Executive, Private Sector, Media, Civil Society Organisations, and citizen groups, among others.

The following ten (10) specific interventions are deployed to achieve our theory of change:

- Routine reporting of the parliament
- Publication of knowledge products (research and analyses)
- Parliamentary performance appraisals
- Performance rewards mechanisms
- Data and information provision through civic tech tools
- Stakeholder engagements and citizen participation
- Provision of technical assistance and other legislative strengthening support
- Legislative intelligence and policy consulting services
- Legislative elections observation and monitoring
- The LEGACE (Legislative Accountability and Constituency Engagement) Programme

1.8 Purpose of Strategy

At OrderPaper, we regard the Legislature as the foremost of the three branches of government. Performing and productive legislatures are, therefore, critical to a country's overall governance framework and are fundamental to promoting effective service delivery to citizens. Legislatures, through their constitutional mandates, fulfill three core functions in a democracy: Lawmaking, Representation, and Oversight. The purpose of this strategic plan therefore, is to guide the work that we do at OrderPaper over the next five years in line with our vision and mission.

This 2024 - 2028 Strategic Plan rides on the settled niche and comparative advantage OrderPaper has gained over the past eight years, and highlights steps required to be taken to retain its pioneering position in Nigeria and achieve a foremost status in parliamentary monitoring as well as public policy advisory in Africa. We believe that the capital of trust, recognition and respect OrderPaper has gained from the parliament of Nigeria and other stakeholders over the years emplace the organisation to achieve our vision and mission. This will continue to shape and inform all our efforts going forward.

To strengthen our position and maximise achievements of organisational goals, this strategic plan also maps out revenue mobilisation channels to guarantee success and sustainability.

Finally, this plan offers guidance on change management within the organisation as well as a framework for performance, monitoring and evaluation.

1.9 Strategy Development Process

A participatory approach was utilised in the process of preparing this strategic plan in order to promote ownership of the process by the Board, Management and Staff of OrderPaper.

The idea to develop this strategy document was borne from an assessment conducted by the Strengthening Civic Advocacy and Local Engagement (SCALE) Project in 2022. The Board and management then initiated the process by setting up a Strategic Plan Development Committee made up of the following senior and middle level staff:

Temidayo Taiwo-Sidiq

Regina Udo

Edna Ulaeto

Catherine Onyeka

Tama Monday Yari

The Strategic Plan Development Committee guided and managed the process of producing this framework, facilitated by the African Centre for Leadership, Strategy & Development (Centre LSD) represented by Dr. Emenike Umesi and Mr. Itia Otorbor. On April 13, 2023, three members of the Strategy Plan Development Committee participated in a 'Train the Trainers' (ToT) Workshop on Strategy Development in Abuja supported by SCALE and facilitated by Centre LSD.

On May 23, 2023, OrderPaper team held its annual retreat in Abuja, to revalidate the vision, mission and values of the organisation; conduct a contextual analysis, analyse the stakeholders' matrix and propose strategic direction for the next five years. The retreat was held under the leadership of the Founder/Executive Director, Oke Epia.

The draft strategy was then produced by the Strategic Development Committee and fine-tuned at a Strategy Development Workshop held in Abuja between June 5 and 6, 2023, and

supported by SCALE with facilitation by Centre LSD. The draft copy was subjected to validation by stakeholders on June 12, 2023.

The validation conference was attended by board members, staff, potential donors, service providers and other stakeholders from the civil society.

1. 10 Situational Analysis

OrderPaper is an emergent civil society actor built on a dedicated medium-sized team driven by passion and guidance provided by a Governing Board to implement projects around Transparency, Accountability and Good Governance (TAGG) in the natural resource governance, public finance management, and cross-cutting legislative engagements spaces.

The organisation has deployed civic tech to amplify the voices and participation of the under-served and under-represented groups in leadership and decision-making processes to promote inclusion. These are:

ConsTrack – a software (web and mobile application) for citizen engagement on projects and budget implementation tracking; and

RemTrack – a software (web and mobile application) for tracking transparency and accountability issues in extractives, energy transition and beneficiation of host communities.

OrderPaper is a frontline actor in the advocacy thematic areas of;

- Public Finance Management (PFM)
- Natural Resource Governance
- Climate Change and Energy Transition
- Legislative Service Delivery
- Gender Equality and Social Inclusion (GESI)

OrderPaper is a member of Publish What You Pay (PWYP); we are a key non-state actor in the implementation of the Open Government Partnership (OGP) in Nigeria; and significantly, the Lead organisation and Secretariat of the Nigeria Network of

Parliamentary Monitoring Organisations (NNPMOs).

OrderPaper currently consists of an innovative and versatile team of 16 full time staff members, several part-time workers, a handful of consultants, and over 360 volunteers (Active Citizens Engaging the Legislature - ACEs). Together as a team, we are able to produce outputs in terms of conceiving, designing and implementing projects under the guidance and support of the Advisory Board.

2.0 CHAPTER TWO: Contextual Analysis

2.1 International Context

The call for legislative awareness as well as open and responsive parliaments is not peculiar to Nigeria as it cuts across continents. Legislators across countries are known to grapple with the same challenges of skepticism and cynicism from citizens. On the other hand, citizen engagement with parliaments are impeded by substantial lack of openness; limited accountability and opaque processes, systems and structures; insufficient public participation; and lack of adequate feedback mechanisms.

These are challenges that global bodies like the Inter Parliamentary Union (IPU), the Commonwealth Parliamentary Association (CPA), the Pan African Parliament (PAP), and even the Open Government Partnership (OGP) among others, seek to address through co-creation, sharing of best practices and capacity-building activities. Therefore, for **OrderPaper** to effectively achieve its vision and mission, it has taken into cognisance some international contextual issues that can impact the organisation.

Apart from the instrumentalities of global parliamentary bodies, opportunities provided by the United Nations systems offer inspiration and some international context for OrderPaper. For instance, Goal 16 (sixteen) of the Sustainable Development Goals (SDGs) which provides for Peace, Justice and Strong Institutions by 2030, targets the development of effective, accountable and transparent institutions at all levels of government. Also, SDG Goal 17 (seventeen) on Partnerships for the Goals, promotes responsiveness, inclusive, participatory and representative decision making at all levels. OrderPaper will therefore tap into these opportunities as far as meeting the organisation's vision and mission is concerned.

Significantly, OrderPaper in this strategic plan, has taken into cognisance the Open Parliament Index (OPI) as a declaration on parliamentary openness. The OPI mandates that national parliaments, sub-national and transnational legislative bodies move towards an increased commitment and demonstration to openness as well as citizens' engagement in parliamentary activities and processes. Given that civil society, especially Parliamentary Monitoring Organizations (PMOs) play a critical role in the evaluation of the OPI, OrderPaper is well

aware of relevant global factors and the context that impact its work. For example, given Nigeria's undesirable OPI ranking (fourth position among thirteen West African States based on the metrics of transparency, civic participation and public accountability) we are convinced of the need for increased civic advocacy on openness and transparency in parliament. Also, the OGP is an important aspect of

the global context in achieving the vision and mission of OrderPaper. This is because the OGP has proven to be a viable entry point to elicit and promote an increased level of legislative openness, access to information and public participation as evidenced by the progress made under the second and third National Action Plans in Nigeria.

2.2 The Nigerian Context

Nigeria comprises six diverse geopolitical zones; 36 states and the Federal Capital Territory (FCT). Amidst defiant development and governance challenges that have remained unconquered since political independence in 1960, the country has managed to meander through. However, socio-political unrest, debilitating economic conditions and unabating insecurity have remained hydra-headed problems affecting virtually the entire country. Unfortunately, the political leadership has not gathered adequate will power to surmount these and initiate or sustain needed policy or structural transformation(s).

The effect of corruption in public life has therefore worsened current frontline problems of insecurity, poor economy, and escalating poverty across the country. This scenario has remained largely unabated because the legislature has not fully asserted its powers to provide checks and balances on the executive arm of government, and deliver services satisfactorily to its people. Ultimately, these contextual issues in the country have had (and will continue to have) adverse effects on the implementation of projects and programmes by OrderPaper. For example, in October 2022, reported threats of bandit attacks in Abuja, the Federal Capital Territory, caused a security advisory to be issued by a donor such that its grantees had to suspend project activities until the situation was deemed to have been addressed. On the bright side however, these challenges provide opportunities to continue to advocate for policy reforms and undertake activities that advance the fulfillment of OrderPaper's vision and mission.

However, a more detailed analysis of the combined factors that will impact our work and corporate culture in the next five years is provided using the PESTLE – Political, Economic, Social, Technological, Legal & Environmental - analysis outlined briefly below:

2.3 Political Context

The 2023 general elections, which ushered in a new presidency, new state governors, and new set of National Assembly members, represented a major watershed in terms of political context and influence in Nigeria. The disposition and appetite for reforms of the new set of political leaders at the federal and sub-national levels will have a significant impact on the work being done by civil society. However, with the new set of legislators; particularly the 109 Senators and 360 Members of the House of Representatives, it would mean fresh engagements; given that about 70% of those in the previous assembly did not return to parliament.

While building new relationships essential for productive engagements may be time consuming due to bureaucratic bottlenecks and uncertain political will, the four-year tenure of the legislature provides OrderPaper a good time frame to work with this set of legislators in line with the five-year strategy plan. Also, given that bills which could not be passed or failed to get presidential assent would have to be considered in the new assembly, advocacy on policy reforms have to be re-energised. This presents opportunities for engagements and capacity-building by OrderPaper, especially given that a majority of the legislators are first timers.

Similarly, the emergence of new administrations at the federal and some sub-national levels might give rise to policy alterations and/or amendments that could positively or negatively affect projects mapped out for the next five years of this strategy plan. However, leveraging existing relationships and using innovative approaches, we hope to navigate this situation.

Another area of concern within the next five years will be the level of checks and balances the current 10th national assembly is able to provide on the executive, given that the immediate past 9th assembly had been more in bed with the executive (prioritizing regime security more than the promotion of overriding national interest).

Given all of these therefore, OrderPaper's innovative advocacy approaches and citizen-driven sensitisation on parliamentary openness, accountability and optimal service delivery will define engagements throughout the next five years.

2.4 Economic Context

Nigeria's economy is in dire straits. A huge public debt profile, rising budget deficits, poor revenue generation, a devalued currency, and foreign exchange crises have all contributed to increasing inflation, rising unemployment, extreme poverty, and escalating insecurity, among others.

Economic policies, as they arise with each new administration in Nigeria, often affect all sectors. For instance, the removal of subsidy on Premium Motor Spirit (PMS) by the new administration has set off a ripple effect on virtually all facets of the economy, thereby adversely affecting a broad section of the population. The consequential increase in the price of PMS has given rise to a hike in transportation, cost of food, essential commodities and even the general cost of running a business - bearing in mind the fact that several organisations and businesses in Nigeria run on generators. This has placed pressure on workers and employers alike, those unable to cope resort to down-sizing or shutting down outrightly.

Hence, for organisations such as ours, innovative remote work patterns have been trialed and being improved upon to cushion the effect on staff. Also, alternative and sustainable power supply channels and transportation options will be explored in the interest of all - staff, management and the leadership.

2.5 Social Context

According to Worldometer (an independent global data and statistics website) the latest population figures in Nigeria stands at 225,393,076. Of this number, 110,281,244 are women. It is estimated that 60 percent of this figure are under the age of 25, clearly indicating the preponderance of youth demography. A sizable proportion of the population are Persons Living with Disabilities (PWDs). Ironically, a combination of women, youths and PWDs which together outsize other demographics, is the vulnerable cluster as far as decision-making across all levers of government in Nigeria is concerned. Unfortunately, this combined demography provides the most involvement and participation during electioneering. For us at OrderPaper,

this situation makes it imperative for the mainstreaming of Gender Equality and Social

Inclusion (GESI) in project design and implementation. We are also conscious of conflict sensitivity in terms of religion, given that Nigeria is a secular country with two main religions - Christianity and Islam - with several other minority religious beliefs spread across the country.

Furthermore, the level of educational literacy is a factor to take into account when designing and implementing projects. Being that advocacy beneficiaries are primarily found in the grassroots, our engagement strategies over the next five years will be focused on raising the level of citizen consciousness on the importance of legislative accountability, effective representation and service delivery by government. The design of our Legislative Accountability and Constituency Engagement (LEGACE) Programme has benefited immensely from this consideration.

2.6 Technological Context

Nigeria has experienced some level of rapid growth in the Information, Communication and Telecoms (ICT) sector over the past twenty years mainly due to the high acceptance and adaptability of the people to improvements in technology and investments. With over 84 million internet users currently, this figure is projected to grow to 117 million internet users in 2027. This simply means that OrderPaper is able to reach more Nigerians in the next five years particularly in the areas of the application of its civic tech tools. Similarly, with the advancement in artificial intelligence that promotes automation of processes, remote work, research, knowledge management, etc., OrderPaper will embrace these tools as a way of enhancing its productivity and efficiency in service delivery. Embracing these technologies will also reduce multiple cost implications.

On the flipside, government disposition and policies on the use of ICT could pose a threat as was the case when micro-blogging site, X (formerly known as Twitter) was suspended for several months by the Federal Government. That action had led greatly to curtailing freedom of speech by citizens of the country.

2.7 Legal Context

Understanding Nigeria's legal framework is essential in advocating for transparency, and accountability in the operations of the legislature. The 1999 Constitution of the Federal

Republic of Nigeria (as amended) and the respective rule books of both Chambers at the National Assembly are pivotal legal frameworks in this regard. OrderPaper is able to measure legislative performance based on the provisions of these documents. Also, the advocacy on citizens' engagement and legislative service delivery is made possible when there is a better understanding of the provision of the legal framework by both parties in making demands and in service delivery.

On our part, as an organisation operating within the shores of Nigeria, we are well aware of the legal policies addressing operations, documentation and renewal of licence to operate. Hence our strategy plan for the next five years involves strict and timely compliance to guidelines of relevant agencies such as Corporate Affairs commission (CAC), Federal Inland Revenue Service (FIRS), PenCom, SCUML-EFCC, etc. Such compliance will enhance smooth operation of the organisation.

2.8 Environmental Context

A primary source of everything we need to exist comes from nature. The more the resources from the earth get depleted without caution the more damage we do to our planet. It has become our responsibility not just as citizens and Government, but also as an organisation to be mindful of the rapid changes in our environment. Hence, in line with guiding laws and regulations, OrderPaper will continue to be mindful of climate change in how it operates by implementing a range of strategies and practices that minimize our environmental impact and contribute to a sustainable future.

For instance, the office provides sustainable transportation options like the staff carpool using a ride sharing service. Additionally, we promote sustainable waste management practices by reducing use of paper through an 85% digitalised data management. Importantly, Staff are frequently educated about climate change and encourage environmentally conscious behaviour in the workplace, thereby fostering a culture of sustainability. By considering approaches such as recycling materials and alternative energy sources, in the next five years we can actively contribute to mitigating climate change and creating a more sustainable future for all.

3.0 CHAPTER THREE: Organisational Assessment

3.1 History of OrderPaper

As Nigeria's foremost independent parliamentary monitoring organisation and policy think tank that bridges the gap between people and parliament, OrderPaper has gone through its own evolutionary journey. The organisation grew from being an idea to a reputable media-cum-civil society brand in a space of less than ten years. Although it began as a media enterprise in 2015, the organisation was officially registered as OrderPaper Advocacy Initiative (OAI) as a non-governmental entity in 2017 to undertake policy-related engagements and interventions, especially in the legislative space that expand the frontiers for good governance and deepen democratic practice(s). Founded by Oke Epia, who currently serves as its Executive Director, OrderPaper has since evolved into the country's preeminent civic organisation with clear focus on the legislature and recognised footprints in the advocacy and policy arena in Nigeria and beyond. OrderPaper continues to maintain its media entrepreneurship and has expanded into legislative-cum policy consulting as part of its revenue mobilization strategy.

3.2 Achievements of the Organisation

Over the past seven years OrderPaper has recorded notable achievements across all identified areas of interventions, including her core advocacy themes. Some of these include:

i. Successful voter sensitisation, monitoring and observation of the 2023 National and State Houses of Assembly election across the 360 Federal/State Constituencies:

This was achieved under the VOTER (Validating the Office of the Electorate on Representation) Project implemented for one year with support from the United States Agency for International Development (USAID) under the Strengthening Civic Advocacy and Local Engagement (SCALE) Project by Palladium.

In line with the project goals, we were able to carry out a series of citizen awareness and engagement activities such as 27 radio shows with a reach to over 350,000 listeners per episode in the Federal Capital Territory (FCT), Niger, Nasarawa, Kaduna, Kogi States and environs. These were in addition to election-related IEC materials that were also shared with about 50,000 Facebook, Instagram and X (Twitter) followers. Also, we successfully deployed a citizen-based monitoring and observatory of the 2023 National and State Houses of Assembly elections across 415 polling units within the 360 Federal Constituencies and 347 polling units across the 988 State Constituencies of Nigeria.

ii. Launched an effective anti-corruption campaign within the extractive sector and secured the adoption of ConstTrack civic tech app by a relevant Government agency for public projects tracking:

This was achieved through the Growth Initiatives for Fiscal Transparency (GIFT 1) Project implemented with support from the United States Agency for International Development (USAID) under the Strengthening Civic Advocacy and Local Engagement (SCALE) Project by Palladium. In line with the project goals, we were able to secure the adoption of the ConstTrack civic tech tool by the Fiscal Responsibility Commission (FRC) to aid strengthened project monitoring and evaluation regime as provisioned in the Fiscal Responsibility Act FRA, 2007.

The project also involved a series of citizen awareness and engagement activities on the need for transparency, accountability and good governance as it relates to the extractive sector, particularly oil and gas. Such activities included 26 radio shows with a reach of over 4,500, 000 - 5,000, 000 listeners per episode across the Federal Capital Territory (FCT), Niger, Nasarawa, Kaduna, Kogi States and environs. This is in addition to election-related IEC materials that were also shared with over 50,000 Facebook Instagram and Twitter followers. The successful implementation of the GIFT 1 project paved the way for a follow-on grant to advocate for improved fiscal transparency and anti-corruption regime in Nigeria.

iii. Successful Annual Performance Appraisals of the Ninth National Assembly from 2019-2022:

In a bid to promote legislative accountability, OrderPaper undertook an innovative and unprecedented performance appraisal of members of the 9th National Assembly.

These Appraisals, which offer a rich resource for research, education, and citizen engagements on the National Assembly, have continued to generate intense interest and reactions from constituents, stakeholders, the National Assembly, and the wider public beyond the shores of Nigeria.

The appraisals were anchored on the law-making function of the 469 federal legislators - using the metrics of volume, value, impact and progression of bills processed in both the Senate and House of Representatives. Overall, a total of 1009 Senate bills and 1979 House of Representatives' bills were evaluated in the course of the four-year tenure of the assembly. Similarly, a total of 2361 motions were moved before both Chambers at the National Assembly. Furthermore, 21 women and 14 young Members of Parliament were impacted in the conduct of the appraisals.

It is instructive that there was not one valid challenge to the data-driven appraisals published throughout the tenure of the assembly. We received credible reports that some members of the 9th assembly who sought reelection in the 2023 elections failed to have their mandates revalidated due to their poor performances in the appraisals.

iv. Successful Delivery of Nigeria's First-ever Most Valuable Parliamentarian (MVP) Hall of Fame

Riding on the back of the successful annual appraisals of the 9th assembly,

OrderPaper decided to institute the first-ever Most Valuable Parliamentarian (MVP) Hall of Fame initiative. The hall of fame is an invitation-only arena reserved for a distinct class of legislators who have incontrovertibly proven to be performance-driven, excellence-inspired, and public-spirited.

The maiden induction of qualified MVPs for the 9th National Assembly was held in May 2023 at a prestigious ceremony in Abuja. The highly regarded event witnessed the formal induction of five (5) members of the National Assembly into the Hall of Fame. These five (out of the 469 members of the legislature) were conferred with certificates and award plaques following their qualification and certification by an independent Panel of Experts.

The MVP Hall of Fame initiative ennobles the highest standard of exemplary leadership by

elected representatives. Inductees are organized into an exclusive community of practice that remains in productive partnership with OrderPaper and is maintained as a unique avenue for bridging the gap between the legislature, civil society, and the citizenry of Nigeria.

v. Delivered the Gallery Colloquium, High-impact Development Dialogue Series (DDS), and the Host Community (HostCom) Colloquiums in the last six years:

In its first major public activity, OrderPaper as a budding media enterprise, convened the Gallery Colloquium in September 2016 for key stakeholders to engage on the budgetary processes between the Executive and Legislative branches of Government. This high-profile event received participation from leaders of the National Assembly, including Speaker of the House of Representatives, Deputy President of the Senate, scores of senators and members of the House of Representatives, the Minister of Budget and National Planning, Presidential Adviser on the National Assembly, representatives of MDAs, CSOs, Development Partners and Foreign Missions of countries, and media personnel among others. A key outcome of the Gallery Colloquium was the initial conceptualization of the Growth Initiatives for Fiscal Transparency (GIFT) which was then pursued from the entry point of constituency projects tracking. That was how the ConsTrack civic tech tool was born with support from the USAID SACE (Strengthening Advocacy and Civic Engagement) Project.

As the organisation grew and as part of efforts to deepen advocacy around reforms in public service delivery, OrderPaper has periodically convened the Development Dialogue Series (DDS) to engage stakeholders on several policy themes, including extractive sector reforms, and public finance management. We have also convened specially curated Host Community Colloquiums focusing on Nigeria's petroleum host communities and their relations with companies. These events have been organised in several cities across Nigeria including Lagos, Abuja, Owerri, Uyo, and Port Harcourt. Some of these have been held virtually, including the Post Covid Petroleum Agenda for Nigeria (PoCoPAN) webinar which witnessed the

participation of the Speaker of the 9th House of Representatives. in collaboration with governmental, non-governmental, and community-based organisations with the support of Development Partners.

vi. Legislative Strengthening and Capacity-building for Legislators:

OrderPaper has occasionally convened capacity building sessions for members of the National Assembly and relevant Committee staff. For instance, in March 2021, we organised a retreat for members of the South South Caucus of the House of Representatives to build their capacity on the host community component of the Petroleum Industry Bill (PIB) before its eventual enactment later on the same year.

vii. Research, Knowledge Products and Legislative Intelligence

OrderPaper provides specialized research and knowledge products riding on effective marketing and partnership models. These products are Quarterly Policy Review (QPR), Legislative Intelligence Forecast Entry (LIFE) Service; Commissioned Policy Briefs (CPBs); and the NASS Annual Report (NAP) released every September.

These specialized research and knowledge products are tailored to advance industry and thought leadership for brands, clients and civil society partners. Our most knowledge products include the following:

- (i) Mainstreaming Fiscal Responsibility in Nigeria's Petroleum Sector
- (ii) Revenue Remittance Compliance Index of Federal Government Ministries, Departments and Agencies (Vol. 1)
- (iii) The National Assembly Annual Report (2022)

These publications were not only made available to enlighten the public, but also shared with targeted stakeholders, including the Leadership and Committees of the 9th National Assembly to aid the performance of their duties.

viii. Highly interactive OPEN (Online Parliamentary Engagement Nigeria) Events:

Online Parliament Engagement Nigeria [OPEN Space] is a citizens' parliament meet-up hosted by Order Paper Nigeria on the floor of X (Twitter) Spaces via its @OrderPaper handles. The 75-minute weekly show is designed to inform, spotlight and engage citizens on top parliamentary stories, laws and policies, elections and other topical issues they should be concerned about. It is also a channel through which we engage our followers across social media and draw more attention to our work.

The OPEN Series is a purpose-built programme to bridge the gap between citizens and the National Assembly of Nigeria. This programme features lawmakers, civil society actors, and subject matter experts to discuss topical issues in advancement of the interest of citizens in the work the National Assembly does. The OPEN series is held virtually on X (Twitter) space and has been attended by over 2600 citizens engaging for value addition on legislative matters in just eight episodes held thus far. These engagements also bring up practical solutions to improving service delivery to Nigerians through the actions of the legislature.

ix. Coordination of the Active Citizens Engaging the Legislature (ACEs) Volunteer Activity:

OrderPaper implements the Legislative Accountability and Constituency Engagement (LEGACE) Programme whereby citizens at the grassroots are identified and capacitated to champion sensitization and promote legislative accountability in the grassroots. These citizens are on boarded as Active Citizens Engaging the Legislature (ACEs) to serve as volunteers to drive legislative accountability using our curated content, data, and technology tools. We currently have ACEs across the 360 federal constituencies of the country, many of whom were empowered in the local communities on: (i) Performance Appraisals of Members of the National Assembly on legislative service delivery; and (ii) election monitoring duties vis-à-vis legislative posts.

x. Development of civic tech tools - ConsTrack, RemTrack and the VOTER platforms:

ConsTrack is a civic tech tool with multi-layer engagement nodes that empowers citizens across Nigeria with relevant information (verified and validated data) for real-time tracking and reporting on government-funded projects within their communities. Constituency Projects nominated by legislators in the annual budget receive special attention in a bid to disrupt the corruption in the scheme. The ConsTrack mobile application is built to engender inclusiveness, transparency and accountability while promoting value-for-money in public service delivery.

RemTrack is a civic tech platform that enables informed citizen engagements in the extractive sector. Using data from verified industry sources, including the Annual Audits of the Nigeria Extractive Industries Transparency Initiative (NEITI), the RemTrack mobile application unpacks the complex codes and languages of the extractive sector into user-friendly and relatable information and machine-readable datasets that enable stakeholders, especially civil society and the media to make evidence-based advocacy in furtherance of transparency and accountability in Nigeria.

The **VOTER** platform is a subsite on the **OrderPaper** primary website that provides up to date information on legislative activities as regards their duties of lawmaking, oversight and representation. The VOTER platform also provides a tracking mechanism (STAR-stewardship tracking for accountable representation) for citizens to fact check if the campaign promises of their representatives align with their performance, thereby holding them accountable on service delivery. This channel of tracing legislators not only provides an appraisal system but also enables citizens to make more informed decisions when these persons contest for legislative or other positions in subsequent elections.

3.3 Organisational Strengths and Weaknesses

In the past eight years of its operation, the strengths of OrderPaper has stood on a tripod of dedicated and hardworking staff; focused management team; and a well-resourced governance board delivering excellent service. Within this period, the organisation has built a reputation as a leading organisation of choice in public accountability, civic participation and good governance as it relates to the parliament. Hence, OrderPaper has a brand recognition and reputation with our key

stakeholders, including the National Assembly, some government departments and agencies, the media, and CSOs, among others.

3.4 Challenges, Opportunities and Strategic Choices

While OrderPaper continues to leverage on its strengths in breaking new grounds, there have also been some challenges. Our outputs are sometimes limited by insufficient resources in terms of finance, staffing, subscription services, and other support systems. However, a key challenge that impacts on our operations relates to the periodic (regular and irregular) political cycles and events that affect the legislature as a branch of government. Events like political party conventions and primaries, conduct of elections, annual (and others) recesses, forced adjournments from plenary, extended oversight visits, among others, impose breaks and sometimes stalemate on legislative activities. Ultimately, the policy process and the discharge of the parliamentary duties are impeded. This invariably affects our advocacy and public policy interventions as an organisation.

Another key challenge OrderPaper faces in its work with and around the parliament relates to threats to the civic space. Government policies and actions (including draft legislations and parliamentary resolutions) sometimes limit freedom of speech and association which are immutable tenets of democracy. The constriction of the civic space therefore poses a challenge to implementation of projects and advocacy activities. OrderPaper, being aware of these challenges, will take advantage of opportunities to advocate for democratic reforms and move to make the organisation stronger in the next five years.

With the emergence of a new assembly (the 10th National Assembly), the next four years portend viable opportunities to create fresh partnerships with the legislature at both federal and state levels, and thereby move towards fulfillment of our vision and mission.

Also, with the increased citizen participation in the 2023 electioneering exercises, we hope to be able to ride on the improved level of political awareness and sensitization to drive results-driven citizen engagement around a transparent and accountable parliament and public policy process.

Furthermore, we will also leverage existing partnerships, and build new ones in our advocacy and policy engagements. Our position as Lead and Secretariat of the Nigerian Network of Parliamentary Monitoring Organisations (NNPMOs) is particularly instructive in this regard. We will also seek expanded relationships and networks with donors and development partners as we explore more funding opportunities to enable the achievement of aspirations set for the next five years.

Additionally, we will make use of technological and digital tools not only to improve what we do as a team, but also demonstrate that an e-parliament system with well curated digital footprints of the parliament is possible in Nigeria. This will help in achieving international commitments including the SDGs, the OGP, and the OPI. Beyond our control however, we hope that the government and other relevant stakeholders will do their best to mitigate and/or eliminate threats of political

instability, contain insurgency, banditry, kidnapping, and other insecurities that hamper smooth implementation of projects and programmatic activities.

3.5 Stakeholder Mapping and Analysis

The work we do at OrderPaper is highly contingent on the effective engagement of stakeholders. We are therefore quite keen to maintain an accurate mapping and understanding of stakeholders that are central to our work and projects being undertaken at any point in time. Below is a stakeholder analysis that currently guides our operations:

Stakeholder	Level of Influence	Areas/Opportunities of Engagement
Legislators	High Power, Low interest	<ul style="list-style-type: none"> - Advocacy on citizens centered bills & motions - Legislative strengthening and capacity building - Legislative accountability & performance appraisals - Legislative rewards mechanisms - Constituency projects tracking
Parliamentary bureaucracy (Clerks, committee staff, etc)	Low Power, High Interest	<ul style="list-style-type: none"> - Capacity building - Legislative drafting - Support for public hearing - Resource materials - Data analysis & presentation
NASS Institutions (NILDS, NASC, PCC & NALTF)	High Interest, Low Power	<ul style="list-style-type: none"> - Collaboration & networking - Advocacy engagements
Legislative aides & Consultants	High Interest and Low Power	<ul style="list-style-type: none"> - Capacity building - Legislative drafting - Support for public hearing - Resource materials - Data analysis & presentation
Relevant Government Ministries, Departments, and Agencies (MDAs)	High Interest and Low Power	<ul style="list-style-type: none"> - Advocacy engagements - Capacity building - Collaboration - Project implementation
CSOs/Networks/Coalitions/CBOs	High Interest and Low Power	<ul style="list-style-type: none"> - Collaboration & networking - Advocacy engagements - Capacity building

Donors/Development Partners	High Interest and High Power	<ul style="list-style-type: none"> - Resource mobilization - Advocacy engagements - Capacity building
External Parliamentary Bodies (IPU, PAP, CPA, CoSAP, etc)	High Interest Low power	<ul style="list-style-type: none"> - Collaboration & networking - Resource mobilization - Capacity building
Media	Low Interest, High Power	<ul style="list-style-type: none"> - Regular consultations - Periodic engagements - Capacity building
Constituents and Citizens	Low interest and Low power	<ul style="list-style-type: none"> - Awareness & sensitization - Mobilization - Co-creation - Capacity building

4.0 CHAPTER FOUR: Strategic Directions

This five-year Strategic Plan is anchored on certain strategic directions that advance the achievement of OrderPaper's vision, mission and core objectives. These directions, as outlined below, will be clearly articulated and communicated to all members of the team as well as relevant stakeholders of the organisation.

4.1 Our Strategic Objectives

1. Repositioning OrderPaper as the most authoritative and independent interface between citizens and elected representatives in parliament
2. Improve our capacity for policy reforms, advocacy and consulting services that facilitate informed decision-making for citizens, private sector, governmental and non-governmental entities within Nigeria and beyond
3. Empower citizens through capacity building on parliamentary knowledge so as to enable the agency of citizenship to hold leaders to account. This will be facilitated through the deployment of our Civic Tech Tools - ConsTrack for public projects tracking; RemTrack for extractive sector transparency and energy transition engagements; and the VOTER, an interface for tracking accountability and transparency in legislative service delivery
4. To strengthen citizen participation in governance processes through a sustainable engagement within our community of Active Citizens Engaging the Legislature (ACEs) Programme - grassroots volunteers across the 360 Federal Constituencies and 109 Senatorial Districts, including the Federal Capital Territory (FCT).
5. To build and sustain a class of performance-driven, excellence-inspired leaders through our 'Most Valuable Parliamentarian (MVP)' reward mechanism. The objective is to spotlight and celebrate deserving legislators who have proved to be dedicated to unrelenting pursuit of the public interest within the Nigerian society.
6. To build a sustainable organisational structure and culture that is compliant with international best practices and standards while promoting diversity and inclusivity.

Below are specific actions and expected outcomes on the above outlined strategic directions:

Repositioning OrderPaper as the most authoritative and independent interface between citizens and elected representatives in parliament

4.2 Key Actions and Outcomes

4.2.1 - Key Actions

- Continually promote OrderPaper's visibility in the media (national and global) through conventional and social media appearances, programmes

- and knowledge products
- Improve our organisational capacity for focused story-telling, internal and external communication, documentation and information management systems
- Reinforce our identity and core value proposition through continual brand re-evaluation and undertake necessary rebranding that advances our position of authority and influence
- Identify Key Performance Indicators (KPIs) as per project and programmatic activities and track their progress regularly
- Explore and engage new partnerships and networks while sustaining productive ones

Anticipated Outcome

- Improved OrderPaper’s visibility in the national and global media space
- Improved story-telling that amplifies organisational successes and new breakthroughs
- Improve the sight, sound and tone of the organisation that makes for unambiguous brand recognition across channels, platforms, and among stakeholders
- Improved performance outcomes with continuous monitoring and evaluation of achievements/assessment of challenges involving ongoing interventions
- Increased brand recognition, authority, influence and convening power among stakeholders

Improve our capacity for policy reforms, advocacy and consulting services that facilitate informed decision-making for citizens, corporates, governmental and non-governmental entities within Nigeria and beyond

4.2.2 - Key Actions

- Follow up on interventions not yet concluded to gain new grounds or achieve continuity
- Deliberately build and leverage on resources, including partnerships with key stakeholders that advance our knowledge, skills, design and delivery of advocacy projects and activities
- Seek out and build new relationships with lawmakers, businesses, and other stakeholders that can positively impact attainment of our vision and mission
- Organise more awareness campaigns around the reforms being advocated for
- Enhance our information dissemination and management systems

Anticipated Outcome

- Conclude on pending interventions
- Expanded/improved collaboration among key partners
- Increased awareness of OrderPaper as a brand especially with the 10th assembly, targeted Business Management Organisations (BMOs) and other relevant state and non-state actors
- Improved knowledge and engagement of parliamentary and policy advocacy processes and procedures
- An improved data system accessible to the general public for easy

verification of facts and figures in the pursuit for more reforms; educating the general public at the same time on how the system works and what should be improved

Empower citizens through capacity building on parliamentary knowledge so as to enable the agency of citizenship to hold leaders to account. This will be facilitated through the deployment of our Civic Tech Tools - ConsTrack for public projects tracking; RemTrack for extractive sector transparency and energy transition engagements; and the VOTER interface for tracking accountability and transparency in legislative service delivery

4.2.3 - Key Actions

- Organise and implement regular training for both staff, the ACEs community and the general public where possible on parliamentary processes, procedures, and activities.
- Provide up-to-date data, reconcile reviews and fix bugs on the civic tech tools to enable seamless engagement by various publics
- Consistently promote gender equity and social inclusion and to encourage a high level of inclusive engagements
- Generate and follow-up on opinion polls/feedbacks from all knowledge sharing sessions and platforms of OrderPaper to ensure the learnings are adequately received, well understood and fulfill the need for possible improvements
- Continual awareness creation and enlightenment on parliamentary knowledge and make such seamlessly accessible on OrderPaper public engagement platforms

Anticipated Outcome

- Sustained and improved capacity of the OrderPaper team and its auxiliaries
- Keep the civic tech tools in optimal functionality always
- Infuse GESI elements in all civic engagements
- Sustain a viable feedback loop for improved service delivery by the organisation
- Ensure legislators are respectfully and productively engaged by constituents and citizens

To strengthen citizen participation in governance processes through a sustainable engagement within our community of Active Citizens Engaging the Legislature (ACEs)- grassroots volunteers across the 360 Federal Constituencies and 109 Senatorial Districts, including the Federal Capital Territory (FCT)

4.2.4 - Key Actions

- Improve communication within the ACEs community for members to get more actively engaged and take more ownership of the goal and objectives of the programme in the pursuit for a more accountable system of governance in Nigeria as a whole.
- Expand the programme to cover in its entirety all constituencies (Federal & State) in Nigeria with coordinators at both local, state and national levels.
- Expand the programme structure and method of reporting (for both data and

- personnel) to encourage authenticity of data and sustain continuity of the programme.
- Continuous sensitization on the use and accessibility of OrderPaper’s resource systems (including the civic tech tools) as well as periodic knowledge sharing sessions on the structure, process and proceedings of the parliament to help improve their knowledge and application of these resources.
- Explore ways of absorbing highly productive members of the programme into
- OrderPaper and the broader parliamentary ecosystem.

Anticipated Outcome

- Increasing commitments by ACEs in taking ownership of programme goals, objectives and engagements activities.
Increased representation of members of the programme across all the Federal and State constituencies of the nation which will drastically improve data collation and analysis, improved citizen participation in parliamentary engagements, politics and decision -making processes in Nigeria.
- Empower more many citizens in the pursuit for effective and efficient service delivery in the governance systems in Nigeria
- A more informed society to take informed decisions that will enhance good governance in Nigeria.
- Provide productive parliamentary engagements, and economic empowerment that impact on livelihoods and households for deserving members of the community

To build and sustain a class of performance-driven, excellence-inspired leaders through our ‘Most Valuable Parliamentarian (MVP)’ reward mechanism. The objective is to spotlight and celebrate deserving legislators who have proved to be dedicated to unrelenting pursuit of the public interest within the Nigerian society.

4.2.5 - Key Actions

- Leverage existing relationships and partnerships with MVP Hall of Fame inductees, semi-finalists, and nominees who made it to the 10th assembly to facilitate continuity of the programme and encourage excellence in parliamentary service delivery
- Organise programmes and undertake projects with the support and partnership of the Most Valuable Parliamentarian Inductees to serve as springboard for the incoming 10th National Assembly lawmakers especially for the newbies, to motivate them to be even more performance driven, excellent inspired and public spirited in the discharge of their responsibilities in the parliament.
- Extend same initiative to the State Houses of Assembly across the 36 states of the
- Federation to enhance good governance
- Incentivise programmes to create more awareness on the need for appraisals

- of the national assembly for the period of their legislative tenure to improve service delivery within the legislature
- Build on and expand the MVP structure for continuity of this community of elite class lawmakers from each assembly committed to an unrelenting pursuit of public interest as a voice in the society.

Anticipated Outcome

- Increased network of excellence-inspired and public-spirited lawmakers in the pursuit for good governance
- Set the stage for healthy competitions within the parliament, intensifying the need for proper representation of the electorate in governance
- MVP initiative extended to the states
- A more informed society with increasing citizen participation in governance
- Improved society with the influence of a growing community of more performance driven leaders.

To build a sustainable organisational structure and culture that is compliant with international best practices and standards while promoting diversity and inclusivity.

4.2.6 - Key Actions

- Provide regular managerial guidance and direction to members of staff, assessing the state of the organisation's position vis-à-vis external factors (PESTLE – political, economic, social, technological, legal and environmental), competitors and current industry trend.
- Facilitate strong process controls to enable the organisation run smoothly and accountably, structurally (financially, administratively & operationally); while establishing measurement metrics for regular assessments.
- Carry out regular evaluations on the organisations performances in service delivery and staff performance to measure improvements and (or) ascertain needs for capacity building
- Initiate, implement and sustain systems for regular employee appraisals (incentives) to constantly keep staff motivated to work, encouraging feedback and providing proper tools and resources to help them meet organisational goals. Communicating these goals regularly as well as opportunities for capacity developments to encourage commitment and healthy competitions among employees.

Anticipated Outcome

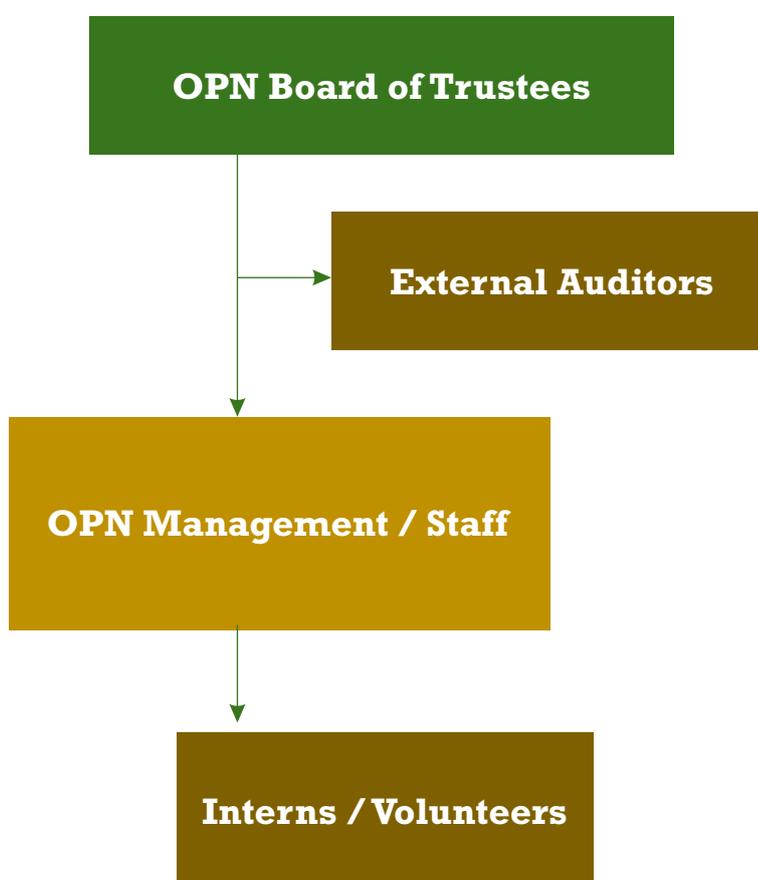
- Improved employee knowledge on the organisation's vision, mission, core objectives and activities as well as competitive advantage. This will greatly increase employee morale to prioritizing work at every quarter to give their best to achieving the organisation's goal
- Improved organisational structure of operation to foster adherence with standard practice and sustain compliance with regulatory bodies.
- Improved systems that keep the organisation in check and effectively regulate employee growth and performance rates vis-a-vis achievements of the organisation's goal and objectives.
- A constantly motivated team with strong ownership of the organization's goals

5.0 CHAPTER FIVE: Organisational Implications

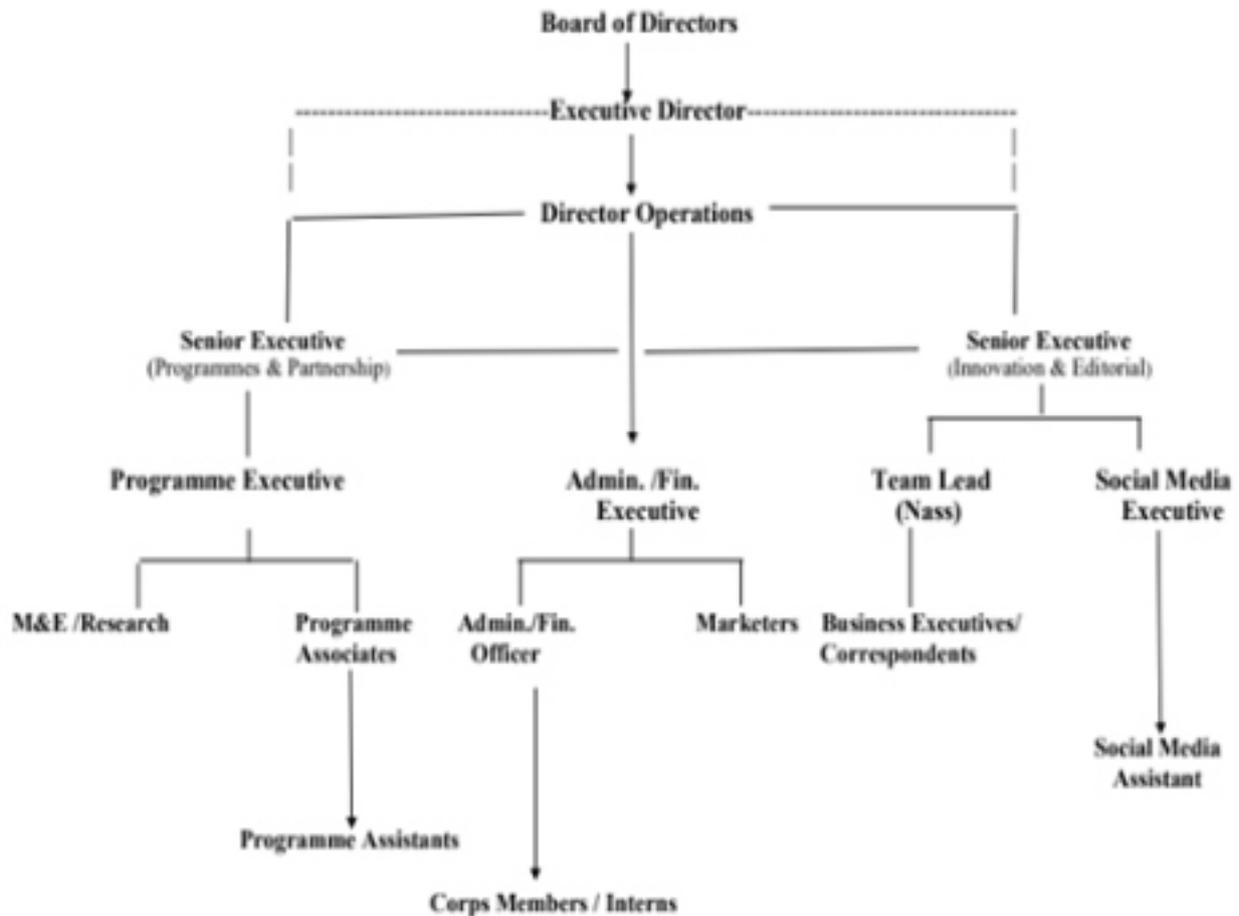
5.1 Governance and Management

In achieving our clearly defined vision and mission as an organisation, we are conscious of the need to have a standard governance and ethical practice that permeates the leadership, management and operational layers of the OrderPaper structure. At the apex of the structure is the Board of Trustees. This is followed by the Management Team and then the entire staff teams. The Board of OrderPaper Advocacy Initiative comprises seasoned and experienced members, including the incorporated and appointed members. The management team is dedicated and committed to ensuring the actualisation of the organisation's vision and mission. The staff (including interns and volunteers) take a cue from the culture of hard work, diligence and persistence of the management team. All three layers combine together to prepare the entire organisation for the achievement of set objectives that fulfill the vision and mission. OrderPaper remains committed to cultivating a thriving work environment that maximises the productivity and well-being of its staff by recognising that an ideal work environment plays a pivotal role in enabling its employees to perform at their best and achieve their professional goals.

GOVERNANCE FLOW



ORGANISATIONAL CHART



5.2 Human Resource (HR) and Organisational Development

OrderPaper adopts a friendly and efficient approach in its human resource and organisational development that aligns with global HR practices, strategic alignment with our vision, efficient talent acquisition and retention, employee development and training, performance management, ensuring diversity and inclusion, prioritizing employee wellness, adopting the latest HR technology, and continuous improvement of its human resource by creating a supportive and thriving work environment.

5.3 ICT

OrderPaper keeps adopting the latest technological innovation to streamline operations, enhance communication and collaboration, and maximise efficiency. This includes implementing cloud-based solutions for archiving, using project management tools for monitoring and tracking projects, establishing secure data management systems, and leveraging digital platforms for fundraising and outreaches to target a wider audience.

5.4 MANAGEMENT INFORMATION SYSTEM

OrderPaper adopts the most efficient Management Information System (MIS) that integrates data collection, analysis, and reporting to support programme monitoring, evaluation, and decision-making. We adopt a user-friendly, secure, scalable platform capable of generating accurate and timely reports for stakeholders, ensuring effective management and transparency.

5.5 RESOURCE MOBILISATION

OrderPaper resource mobilisation plan involves diversifying funding sources, establishing strategic partnerships with targeted stakeholders, including the private sector, engaging in effective fundraising campaigns, and leveraging on technology to maximize revenue streams. Additionally, OrderPaper will explore and cultivate better donor relationships; and pursue other avenues include consultancy, advertising, product subscriptions, and sales of research and knowledge products. Furthermore, conducting impact reporting, and exploring grant opportunities are vital strategies for sustainable resource mobilisation that we will be exploring.

5.6 COMMUNICATION AND MEDIA

For the next five years, OrderPaper is adopting the best communication and media approach to establish a strong online presence through a user-friendly website, active social media channels, and deploying more engaging content. We will be deliberate to utilise storytelling to create emotional connections and highlight human impact events and activities using media tools and channels. Additionally, we collaborate with influencers, leverage multimedia tools, and engage in proactive media outreach to raise awareness, build partnerships, and continue to project a trusted brand.

6.0 CHAPTER SIX: Monitoring and Evaluation (M&E) Framework

6.1 INTRODUCTION

OrderPaper's projects at all levels, whether single interventions or multiple integrated projects, will maintain a Monitoring & Evaluation (M&E) plan to assess the progress of implementation towards achieving all project goals and objectives in line with the organisation's overall goal and objectives, constantly keeping all key stakeholders informed on results obtained.

This will help highlight what information remains to be collected, how best to collect it and also suggest how to use the results to achieve greater effectiveness and efficiency to enhance decision-making processes.

M&E is a prime function of management, right from strategy initiation with the use of Key Performance Indicators (KPIs) to the implementation/execution of the strategic objectives, key actions/activities, targets/anticipated outcomes, reporting trend and method of verification.

OrderPaper's M&E framework will effectuate regular data collection, stakeholder engagements, management routine reviews, quarterly & annual progress monitoring etc. These will also contain modules that will aid in systematically achieving the following;

- Identifying all ongoing programme goals and objectives.
- Determine and answer all the possible M&E questions, their indicators, and feasibility.
- Determine the M&E methodology for monitoring the process and evaluating the effects.
- Resolving implementation issues: who will conduct the monitoring and evaluation, etc
- How can the existing M&E data and data from past evaluation studies be used?
- Identify internal and external M&E resources and capacity.
- Develop a work plan matrix and timeline.
- Develop a plan of action in disseminating and using all the evaluation findings from each project's activity to improve the next phase as illustrated in the table below:

6.2 MONITORING & EVALUATION (M&E) FRAMEWORK

RESULTS AS OBJECTIVES	KEY STRATEGIC OBJECTIVES	INDICATORS	INDICATOR DEFINITION	TARGET	TARGET BREAKDOWN				FREQUENCY OF REPORTING	EXPECTED OUTCOME	MEANS OF VERIFICATION
					Lawmakers	CSOs, PMOs, BMOs & Private Sector Stakeholders	MDAs & Line Ministries	Citizenry (PWDs, LGBTQ & LGBTQ IA+)			
Collaborate with Civil Society Organisation s, MDAs, Private sector players, and key legislative stakeholders to provide technical assistance to develop and implement policies and programs that will accelerate the implementation of policy	<p>1. Advocacy to key legislative stakeholders to improve the system of accountability of the governance frameworks in Nigeria</p> <p>2. Assessing policy options and recommending structural improvements that enhance transparency and good</p>	<ul style="list-style-type: none"> - Number of Advocacy visits to key stakeholders -Number of policy reforms recommended -Number of reforms eventually implemented -Number of Policy options assessed -Number of awareness campaigns 	<p>The indicator here outlines the number of advocacy visits to stakeholders for law reforms organised.</p> <ul style="list-style-type: none"> -The numbers of structural Policies for Accountability and Transparency accessed. - The number of awareness campaigns organised on the workings of the parliament 	TBD	TBD	TBD	TBD	Quarterly	<p>Operationalised interventions for policy reforms to enhance accountability and transparency in the governance framework in Nigeria.</p> <ul style="list-style-type: none"> - A sustained growth of a community of performance driven, excellence inspired and public spirited 	<p>Activity attendance sheets, media mentions and coverage, analytics of views and engagements on media platforms, including social handles, Policy Briefs Research Reports, Publications,</p>	

<p>reforms for effective service delivery in the government framework in Nigeria.</p>	<p>governance in the government framework in Nigeria</p> <p>3. Partnership with Parliamentary Monitoring Organisations (PMOs), Business Management Organisations (BMOs) and the citizenry to monitor and appraise performing lawmakers, setting the stage for healthy competitions that will enhance excellence and effective service delivery in the governance system in Nigeria</p>	<p>organised.</p> <ul style="list-style-type: none"> -Number of Private, Public, CSOs collaborated -Number of citizen participation in each advocacy engagement 	<p>and appraisal of performing lawmakers to encourage good governance in Nigeria</p> <ul style="list-style-type: none"> - The Number of CS, PMOs and citizen participation in each campaigns 				<p>lawmakers as exemplary leaders in the society, working closing with the brand and its partners, key stakeholders and the citizens to continuously enhancing the pursuit for good governance</p> <ul style="list-style-type: none"> - A more informed Society, leading to increased citizen participation in governance and decision-making processes in Nigeria 	
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6.3 Risk Management Matrix (RMM)

Our Risk Management (assessment) Matrix will help us identify barriers, find clarity and address them in order to enhance our capacity to achieve and even exceed set goals by highlighting and rating risk severity while evaluating and implementing project goals and objectives.

These assessments are broken down into flexible methodologies and systematic approaches we have outlined to enhance problem-solving in the project activities, the project life cycle and our internal administration.

Impact of Risk

Probability or Likelihood	<i>Insignificant Effect</i>	<i>Minor Damaging Effect</i>	<i>Moderate Damaging Effect</i>	<i>Major Damaging Effect</i>	<i>Catastrophic Effect</i>
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<i>Most Likely</i>	Low-Medium	Medium	Medium-High	High	High
<i>Likely</i>	Low-Medium	Low-Medium	Medium	Medium-High	High
<i>Possible</i>	Low	Low-Medium	Medium	Medium-High	Medium-High
<i>Unlikely</i>	Low	Low-Medium	Low-Medium	Medium	Medium-High
<i>Very Unlikely</i>	Low	Low	Low-Medium	Medium	Medium

These risk metrics will help us to identify areas of importance for risk analysis for each project as well as potential additional risks identified (if any). This is based on project reviews received and a customised checklist to evaluate the risks of executing each project depending on the granularity of each or as integrated projects as shown in the risk assessment template (using a 5/5-point scale estimation) below:

LESSONS LEARNT FROM THE FIELD

- Taking into cognisance the dynamics of the environment we live in and the prevailing peculiarities of the Nigerian system to the field we operate in as a media organisation in the governance sector has helped us shape and reshape our approaches to accommodate emerging challenges and discover new ways with achievement of our set goals as recorded so far.

- The opportunities paired learning sessions have offered under the Growth Initiative and Fiscal Transparency (GIFT) Project with clutter partners under the Strengthening Civic Advocacy for Local Engagement (SCALE) Project, facilitated by Palladium has been an eye- opener to leveraging on the experiences of others both in our direct field of practice and related fields with cross-cutting challenges and recommendations.

- The vast opportunities (negative /positive) on the field has also helped to motivate us to strengthen our systems and operational methodologies even more, factoring the application of beneficial information in planning processes to improve our capacity as an organisation to uphold approved standards as well as sustain our position as an organisation of choice in this space.

- Lastly, the knowledge sharing has afforded us as an organisation the opportunity to re-think and forecast our organisational long -term and short term goal and objectives for the next five years even more strategically with team members as one big family

6.4 5-YEAR ACTION PLAN FRAMEWORK (2024-2028)

Strategic Objective one: Repositioning OrderPaper to remain the most authoritative and independently-driven interface between citizens and their elected representatives in parliament.

Action	Outcome	Activities	Targeted Output	Indicator	MoV
<ul style="list-style-type: none"> - Organise strategic engagements activities to promote OrderPaper's visibility in the media space through conventional and social media appearances, programmes and knowledge contents - Continuous citizen driven capacity building programmes on the activities of the National Assembly 	<ul style="list-style-type: none"> - Improved brand visibility in the media space with engagements on all contents deployed running over a thousand daily impressions - Increased citizen awareness on the functions of the National Assembly - Improved decision making by citizens and policy makers /stakeholders 	<ul style="list-style-type: none"> - Engagement programmes with Media Partners (TV, Radio Print Media) in Prime time programmes - Content creation (Infographic, videos, media messaging etc.) for deployment on all OrderPaper communication platforms - Host physical programmes 	<ul style="list-style-type: none"> - 1000+ relevant stakeholders engaged in Governance related activities - Host (50+ lawmakers, 10,000,000+ radio/TV listeners - 5000+ views on social media - 100,000,000+ Impressions on all OrderPaper social media platforms (youths, women & PWDs inclusive). 	<ul style="list-style-type: none"> - 50+ Physical dialogues - 100+ OPEN spaces - 50+ TV appearances - 50+Radio Airings - 50+ lawmakers engaged - 50+ State & Non- State actors engaged - 10,000,000+ listeners - 10,000,000+ citizen engagements - 1,000,000+ infographic/ media messaging contents on all OrderPaper social media platforms 	<ul style="list-style-type: none"> - Press releases - Activity reports -Signed attendance sheets - Activity pictures/videos clips - TV/Radio/ OPEN space analytics of listeners/viewers - Media reportage (TV, Radio, Print etc.) - Social Media records

Strategic Objective Two: To improve on our advocacy interventions for more policy reforms and decision making that would improve the governance framework in Nigeria and the lives of citizens

Action	Outcome	Activities	Targeted Output	Indicator	MoV
<ul style="list-style-type: none"> - Expand Partnership with Parliamentary Monitoring Organisations to leverage on Specialised functions - Improve resource mobilisation to increase funding capacity for these programme activities - Increase capacity building /trainings on governance matters, Parliamentary reporting & communications - Learn new /innovative approaches and techniques and improve on our use of technology in communication - Regularly conduct Political /Economic Analysis (PEA) to 	<ul style="list-style-type: none"> - Strengthened collaboration / Parliamentary Monitoring Network - Improved advocacy activity performance - Inclusivity with reforms for diverse sectors of governance achieved - Improved brand knowledge /capacity on governance /reforms related matters - Improved citizen awareness - Improved system / approach to advocacy for most needed reforms - Identified level of influence among 	<ul style="list-style-type: none"> - Awareness /Project Inception/kick-off meeting - Capacity Building /Trainings - Dialogues /Colloquiums - Hackathons - Media briefings/round tables - Radio/TV advocacy appearances - Citizen Town Halls - Exclusive interviews with key stakeholders - OPEN spaces on topical issues on Twitter - OPN Prime programmes (Street Parliaments /Parliament weekly etc) video shoots to harvest citizen opinion on topical issues 	<ul style="list-style-type: none"> - 100+ Advocacy visits with positive impacts - 100+ lawmakers engaged in the policy reform processes - 1,00,000+ citizens engaged in capacity building / trainings on parliamentary activities / advocacy engagements - 100,000,000+ Tv/ Radio listeners / viewers engaged - 5+ policy reforms implemented - 50+ Parliamentary network partnership engagements - 5+ Resource Mobilisation /technical supports achieved for advocacy engagements - 	<ul style="list-style-type: none"> - 1000+ stakeholders engaged on the policy reform processes - 1,000,000+ citizens' advocacy engagement with the parliaments and elected representatives - 1000+ TV /Radio advocacy appearances on prime programmes - 100,000,000+ listeners /viewers engaged - 50+ CSOs / PMOs/BMOs engaged - 5+ Additional sponsorship awards for advocacy engagements - 5000+ youths / women/ PWDs/ LGBTs engagements - 	<ul style="list-style-type: none"> - Advocacy engagement reports - Signed attendance sheets - Press releases - Physical Programme activity reports - Social media engagements records (Facebook live streams, twitter tweets and impressions, instagram post engagements, linkedIn etc) - TV/Radio analytics - Media reportage /mentions - Activity Pictures and videos - links to website

identify the current challenges and equally ascertain the best approaches to follow	stakeholders to improve advocacy engagements	- Advocacy visits to stakeholders (Lawmakers, Government MDAs and the Private Sector)			publications etc
- Re-conduct stakeholder mapping to expand communications options					

Strategic Objective Three: To empower citizens through capacity building on the parliament to enable for informed decision-making through the use of technology **“OrderPaper Civic Tech Tools”** (Constituency Project Tracking - ConsTrack, Remittance Tracking - RemTrack & Validating the Office of the Electorate on Representation - VOTER) to track legislative accountability

Action	Outcome	Activities	Targeted Output	Indicator	MoV
- Sustained engagements with Leg'ACE Community in Constituency project tracking	- A more informed / actively engaging citizen community	- Citizen Capacity building programme on project tracking	- 100,000,000+ empowered citizens on capacity development of constituency project monitoring	- 36 states plus the FCT host community engagement in constituency project monitoring	- Activity reports - Social media platform engagements records - Reports from Leg'ACE community monitoring activities on site
- Sustained citizen / lawmaker engagements on the ConsTrack tech tool	- Increased constituency projects tracking engagements by citizens	- Continuous content creation (infographics/ videos etc) on constituency projects monitoring	- Improved use of technology to track/monitor constituency project status	- 1,00,000+ engagements on OrderPaper civic Tech tool (ConsTrack, RemTrack & VOTER) apps	- Attendance sheets - Civic Tech (ConsTrack & RemTrack, VOTER) apps engagement records - Media Mentions - Social Media engagement records
- Follow up on all financial reports on	- Improved citizen /lawmaker engagement on the ConsTrack civic tech tool	- Citizen Town Hall meetings - Hackathon	- Host community engagement in tracking	- 1,00,000+ citizen	

Constituency Project allocations with line agencies and subject matter experts / Civil Society partners	- Increased awareness on financial records of project allocations / project status - Improved stakeholder involvement in advocacy activities	- Parliamentary Colloquiums / appraisal meetings for performing lawmakers - Annual Dialogues - Social media/ Mainstream media campaigns on the functions of the National Assembly and effective project monitoring - Advocacy visits to key stakeholders	/monitoring (inclusivity) - Analysis of constituency projects completed and those abandoned - Improved governance structures through TAGG platforms and citizen involvement in parliament	engagements on all OrderPaper social media platforms - 100,000,000+ TV/Radio citizen engagements - 10,000,000+ publications / media content/ resource material deployment on social media on project tracking and evaluation	- Stakeholder engagement communication records - Pictures, video, links, print reports etc - Interview reports - TV/Radio engagement analytics
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Strategic Objective Four: To strengthen citizen participation in governance processes through a sustainable engagement plan and growth of our community of Active Citizens Engaging the Parliament (Leg'ACEs) across the 469 Federal constituencies and Senatorial districts cut across the 36 states of the Federation and the Federal Capital Territory.

Action	Outcome	Activities	Targeted Output	Indicator	MoV
- Organise regular awareness programmes on legislative accountability and citizen participation in politics	- More informed citizens involved in better decision making processes - Increased performances of elected representatives /public office holders in achieving transparency	- Citizen Town Hall - Dialogues - Capacity building /trainings - Media campaigns - Panel discussions - Interviews - Scheduled Monitoring and evaluation of Leg'ACE	- 1000+ Leg'ACE community participation - 100+stakeholder interviews - Quarterly capacity building programmes - 50+ media campaigns & Awareness Activities - 20+ partnership	- 1,00,000+ citizen participation in parliament - 5+ Citizen Town Hall - 10+ Policy Dialogues - 100,000,000+ social media engagements - 100+ open spaces - 100+ street parliament	- Activity reports - Attendance registers - Social Media content engagements - Activity Picture /video reports - OrderPpaer civic tech tool engagement records

- Propose and implement structures for performance appraisal of elected representative/public office holders	& accountability across all the government systems in Nigeria -Improved election processes and procedures - Improved decision making by stakeholders & citizens	community participation - Street Parliament Series - Open Space engagement on Twitter -	engagements with key stakeholders (MoU with CS partners /line Agencies) public and private	series - 100+ TV/radio appearances - 100,000,000+ Tv/Radio engagement analytics	- Media reports - Leg'ACE community on-site reports - Signed MoUs/partnership agreements
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Strategic Objective Five: To build and sustain an elite class of performance-driven, excellence-inspired leaders, our “Most Valuable Parliamentarian” (MVPs), dedicated to the unrelenting pursuit of the public interest within the Nigerian society who, as exemplary leaders, will activate their tool of office to improve the governance system in Nigeria.

Action	Outcome	Activities	Targeted Output	Indicator	MoV
- Conduct annual performance appraisal for lawmakers in the 10th Assembly - Sustain engagements with inductees of the 9th Assembly Hall of Fame to further encourage exemplary leadership in the society and improve the governance	- Motivate the 10th Assembly Lawmakers to improve their performance in service delivery to citizenry and the nation as a whole - Improve societal values and performance of public service holders as well as expand the frontiers of good governance with the provision of platforms	- Exclusive interviews - Citizen Town Halls - Policy Dialogues - Appraisal events of the current assembly - Media campaigns - Advocacy visits to key stakeholders - Engagements with Subject Matter Experts on parliamentary matters - TV/Radio appearances - Capacity Building / Trainings - Engagements with Civil Society Partners to expand	- Improved citizen awareness - Strengthened Parliamentary monitoring network - Increases engagement on all OrderPaper's social media platform - Increased citizen participation in governance - A more informed society that will continuously improve the system by holding	- 100+ exclusive interviews - 20+ Town Citizen Town Hall meetings - Yearly appraisal reports the 10th Assembly - 20+ engagements with Civil Society partners for network strengthening - New set of inductees(TBD) from the 10th Assembly into the Most Valuable Parliamentarian Hall of Fame	- Activity attendance - TV/Radio analytic reports - Activity photos & videos - Activity reports (monthly) - NASS Appraisal report cards - Social Media engagement records - Links to media mentions/reports

framework in Nigeria - Resource mobilisation activities for more sponsorship	that help in bridging the gap between the citizens and their elected representatives - Increases funding opportunities	and leverage on opportunities from the network	lawmakers to account - Improve Media partnerships - Inclusivity subject matter experts, PWDs, LGBTs etc in Governance matters with particular reference to the parliament	- 100+ 10th Assembly lawmakers with improved performances of their service delivery from conducting /publishing the appraisals reports	- Interview records / testimonials - NASS Publications on OrderPaper website
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Strategic Objective Six: To build a sustainable organisational structure that will be competitive with international standards, advancing in capacity and service delivery with the dynamics of time and technology while promoting diversity and inclusiveness

Action	Outcome	Activities	Targeted Output	Indicator	MoV
- Strengthen brand team members service delivery capacity - Maintain tranquility and a conducive work environment - Open up opportunities for growth and development - Provide needed resources / facilities for the job	- Improved team performance - Increased staff knowledge on individual job responsibilities - Identification of possible challenges and best practises/approaches - Build staff confidence on the job, while harvesting the best potentials of staff members	- Scheduled Monitoring and Evaluation activities - Regular Capacity Building /trainings - Regular departmental stepdown meetings - Regular general staff meetings - Monthly, Quarterly & yearly organisational appraisals for growth opportunities - Adoption of ICT/Technological	- 20+ staff member trained for improved productivity - 5+ additional Resource mobilisation awards - 2+ backup staff member for each unit project tasks - 5+ staff promotional developments - Quarterly resource procurement reviews (or as required) - Improved staff competitive advantage	- Schedule (yearly, quarterly etc) for yearly trainings for all staff members - 5+ additional project contract awards - 5+ staff promotions awards - 5+ additional staff engagements - 100,000,000+ content engagements on all OrderPaper social media platforms	- Meetings Attendance - Meeting Reports - M & E reports - Appraisal Records - Training records - Policy structure records - Activity Pictures and videos - Staff developmental file records - Resource procurement records - Resource mobilisation awards / MoU - Social media engagement records

<ul style="list-style-type: none"> - Promote healthy competitions among staff members - Regular structural system reviews and provision of reward systems for staff motivation - Resource mobilisation 	<ul style="list-style-type: none"> - Improved skill set with exposure to innovations - Constantly informed staff team of the goals and objectives of the brand - Prevents loopholes from inefficiencies among team members 	<p>innovations into deliverables</p> <ul style="list-style-type: none"> - Regular analysis of the competitive market to improve the organisations relevance in the media space - Regular provision and review of resource materials to equip team members for the task ahead 	<ul style="list-style-type: none"> - Yearly Organisational expansion - 	<ul style="list-style-type: none"> - Project delivery / timeline achievement records 	<ul style="list-style-type: none"> - Projects reports and recommendation records
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