



Caritas Nigeria Strategic Plan

2024-2030



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THANK YOU FOR YOUR SUPPORT!



Dear Funders, Supporters, Friends and Stakeholders,

On behalf of Caritas Nigeria, I would like to extend our heartfelt gratitude for your continued trust and support as we embark on our new strategic plan. Under the guidance of our Board, we have crafted a roadmap that will strengthen our mission, enhance our impact, and improve the lives of those we serve.

This 2024-2030 strategic plan represents not only a commitment to our values but also an opportunity to achieve greater sustainability and growth. Your invaluable contributions whether through funding, partnership, or advocacy have made this vision possible. Much of the financial resources we have been deploying have been coming from international partners, especially faith-based partners.

Our country has an abundance of generous men and women who have the means to support the worthy causes that Caritas Nigeria is carrying out. We invite them to join us and partner with Caritas Nigeria in order to offer succour to the most disadvantaged among us.

Let us be true disciples by loving unconditionally and giving without counting the cost and without any expectations of those in need.

United by our shared purpose of putting a smile on faces, we will build stronger communities where everyone, irrespective of their status, race, or gender, thrives and enjoys the fullness of life.

We are deeply grateful for your unwavering dedication and belief in our work. As we move forward, we hope that you will continue this journey with us in achieving lasting, meaningful change together.

Thank you once again for your generosity and commitment.

A handwritten signature in black ink, appearing to read 'Alfred Adewale Martins'.

+Alfred Adewale Martins,
Archbishop of Lagos
Board Chairman, Caritas Nigeria.

THE CEO'S ADDRESS



Today, the world has continued to experience increased uncertainty and volatility, ranging from wars and conflicts among nations, to the COVID-19 pandemic, climate change, armed conflicts, food insecurity, global economic crisis with skyrocketing inflationary trends, etc.

In Nigeria, this has worsened an already precarious situation occasioned by the high infectious diseases burden, multidimensional poverty, massive displacement of communities, and an absence of quality leadership and governance. Caritas Nigeria has partnered with diverse stakeholders since its inception to serve Nigeria's most vulnerable and marginalized communities. Over these years, Caritas Nigeria has responded in her unique way to identify the challenges in various locations with the resultant improved quality of life of the targeted Beneficiaries. The changes and learnings from her previous Strategic Plan have necessitated the urgent need to adapt and position the Organization to respond decisively within the Nigerian context with practical, innovative, and sustainable interventions. In fact, her faith-based orientation and complete belief in human dignity, respect, and compassion form the foundation and bedrock of all her interventions.

This six-year plan (2024-2030) came to fruition through a multi-staged participatory learning, consultation, and collaboration process aligned with Caritas Nigeria implementation experience and expertise. This plan derives one of its diverse principles of operation from the Catholic Social Teachings (CST) and text from the 1967 Encyclical of Pope Paul VI, *Populorum Progressio*, which states inter alia,

“Development cannot be limited to mere economic growth. To be authentic, it must be complete: integral; that is, it has to promote the good of every man and of the whole man.”

The promotion of integral and all-inclusive development of persons and communities require resilience and commitment from hearts transformed, such hearts are the seats of empathy and compassion. Caritas Nigeria tries to work with such hearts as she prioritizes, the upholding of human dignity always in her interventions. This task requires building stronger synergies, partnerships, and networks of collaborations among other credible institutions like the Church, Non-governmental Organizations, and Community Based Partners, dedicated to promoting greater involvement of the individuals and communities in becoming the architects of their own development. It is hoped that the efforts at such larger scale would yield positive outcomes in increased opportunities for freedom, self-determination, and high quality of life among citizens.

Caritas Nigeria remains deeply grateful to the Catholic Bishops Conference of Nigeria (CBCN), the Board of Trustees, Board of Directors and all her Funders and partners, including her Beneficiaries for their support all these years. As we chart this renewed course together, we hope to work in closer collaboration with the different Stakeholders, addressing the concerns of the Poor and the Vulnerable at the fringes of society and bringing them the assurance of hope for a possible fullness of life for all.

Shalom.

Revd. Fr. Uchechukwu Obodoechina, PhD
Executive Secretary/CEO,
Caritas Nigeria

Who We Are

Catholic Caritas Foundation of Nigeria (CCFN), also known as Caritas Nigeria, is the specialized Agency of the Catholic Bishops Conference of Nigeria (CBCN) incorporated in September 2010 as the Humanitarian and Development arm of the Catholic Church in Nigeria. Caritas Nigeria maintains strong partnerships with local and international state and non-state actors, key stakeholders, and funders in line with its mission of achieving wellbeing for all through participatory approaches. Caritas Nigeria is a member of Caritas Internationalis, a confederation of 162-member countries, providing relief and supporting human development worldwide. At the regional level, Caritas Nigeria is a member of Caritas Africa, an umbrella body of 46-member countries in Africa. Since its inception, Caritas Nigeria has progressively implemented over 60 complex humanitarian and development projects funded by bilateral

and multilateral donors. Through these interventions, the Organization has reached over 12 million Beneficiaries with diverse services across Nigeria, achieving national coverage through partnerships with the Church structures across the 60 Dioceses and Archdioceses, Governmental and non-Governmental cum Civil Society Organizations.

In her diverse interventions, Caritas Nigeria targets the most deprived and vulnerable groups in hard-to-reach locations, regardless of religion, ethnicity, or political affiliations. As a faith-based organization with a leading role in interfaith dialogues, Caritas Nigeria facilitates peaceful co-existence and social cohesion. Her interventions promote a transparent, just, and accountable society with increased citizens' participation and integral human development to ensure that everyone enjoys fullness of life.

Vision



A harmonious society where everyone enjoys fullness of life.

Mission



Advance the wellbeing of all through participatory measures, in line with Catholic Social Teaching.

Our Core Values



Nine core values in line with the Catholic Social Teaching inspire and guide the efforts of Caritas Nigeria in all her interventions in promoting social justice and humane living in society.

Sacredness and Dignity of the Human Person

Human dignity and the Sacredness of human life derive from God's creation; human persons are created in the image and likeness of God. *And each person is, therefore, special, unique and unrepeatable.*

Rights and Responsibilities

All human persons have fundamental rights and responsibilities that flow from their humanity *regardless of social or political status.*

Social Nature of Humanity

All human beings are social by nature and live in community with others; our full human potential is achieved in *community with others rather than in solitude.*

The Common Good

This is the principle that advocates for the good of one and all without distinction or discrimination of any sort. It promotes opportunities of growth and wellbeing for all in the society.

Subsidiarity

A higher level of government - or organization - *should not perform any function or duty that can be conducted more effectively by those at lower levels.*

Solidarity

It is that principle that reminds every one of the common humanities of all created persons and the bond of interconnectedness with one another.

Preferential Option for the Poor

This is the principle that advocates for the good of one and all without distinction or discrimination of any sort. It promotes opportunities of growth and wellbeing for all in the society.

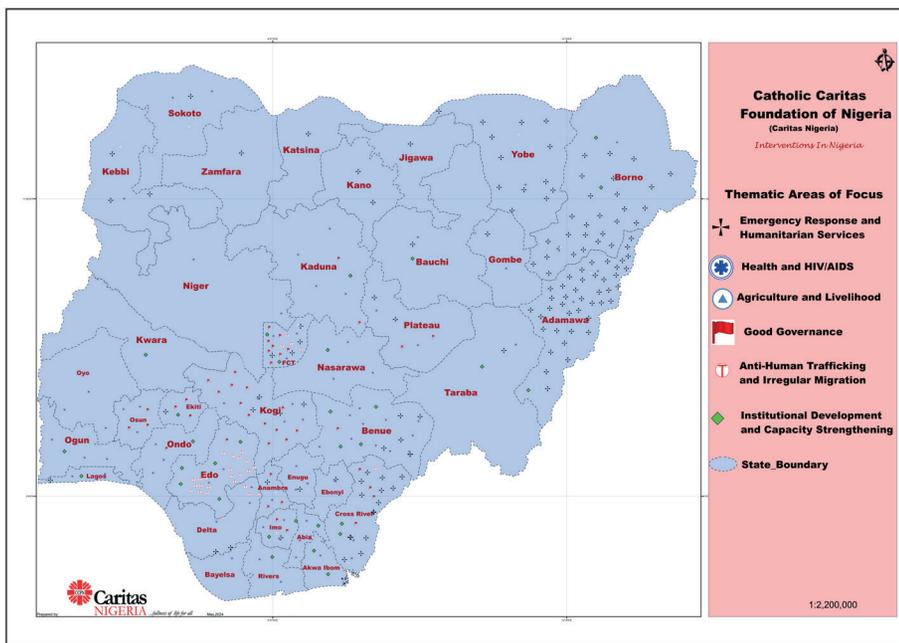
Stewardship

This is concerned with frugal and disciplined use of resources in the context of creation, ensuring just and equitable distribution of goods and services and bearing in mind future needs.

Gender Consciousness

It refers to the unique needs of women, men, and children in service delivery and *working purposely towards equitable inclusion and complementarity.*

Our Context



Nigeria is located within the West African sub-region, with a land mass of 923,768 km², and has an estimated population of 206 million (UN 2020). It is the most populous country in Africa and ranks seventh, globally. The Nigerian demographic is relatively young, with 44% under 15 years (World Bank Group, 2019). The country is subdivided into six geopolitical zones of 36 states and the Federal Capital Territory (FCT) and 774 Local Government Areas (LGA). The states and LGAs are considered Sub-National Units (SNUs) with independent administrative structures. Nigeria operates a federation system of governance: two federal legislative houses, the executive, and the judiciary.

Sixty-three percent (133 million) of Nigerians are multi-dimensionally

poor (NPM, 2023), with most recent data showing that 83 million Nigerians (40%) lived below the international poverty line of \$1.90 per person per day, with an additional 32% of the population vulnerable of falling into extreme poverty when shocks occur (NBS 2019, World Bank, 2021). Rising inflation which stood at 26% (Q3 2023), and persistent currency devaluation have contributed to an economy experiencing minimal growth (GDP annual growth rate of 4.1% Q3 2023) (CBN, 2023, NBS, 2023). Nigerians have poor access to health services; maternal, infant, and child health trends do not show appreciable progress, ranking in the top ten globally for maternal and infant mortality per thousand births (DHS, 2018). Nigeria currently has an estimated 1.9 million persons living with HIV (NAIIS 2018), the fourth largest HIV burden and the third most significant TB burden globally. The recent COVID-19 pandemic highlighted the need to strengthen the health system to respond to large-scale public health emergencies with increased resilience.

Nigeria is experiencing a chain of insecurity that has spread to all geopolitical regions to various degrees. From insurgency and militancy in the North-East and Niger-Delta regions, banditry has spread across the Northwestern and North Central regions. At the same time, secessionist movements have also become commonplace in the South-Eastern region of the country.

Conflicts between farmers and migrant pastoralists due to droughts and increased desertification have led to massive displacement of communities and attendant food security challenges. Sub-regional conflicts in the Chad Basin and Cameroon have contributed to refugee crises in certain regions. Seasonal floods, especially in coastal communities, increasingly contribute to internal displacement,



with 8.1 million people in different phases of vulnerability. Nigeria was estimated to have 20 million out-of-school children (UNESCO, 2022), with an unemployment rate of 33% (NBS, 2022). Frequent disruptions in education have resulted in increased emigration of Nigerian youths, often through irregular means, with the potential exposure to human trafficking syndicates. Nigeria has witnessed a massive brain drain and its attendant adverse effects as a significant proportion of its skilled workforce has migrated for economic reasons.

Nigeria is a signatory to the Sustainable Development Goals (SDGs), 17 interlinked objectives adopted by the United Nations in 2015 as a blueprint for achieving peace and prosperity for all people by 2030.

These SDGs are complementary and acknowledge that action in one area will affect outcomes in others and that development must balance social, economic, and environmental sustainability. The need for multi-sectoral, rights-based, and equitable approaches in addressing the SDGs and closing the disparities between and within nations through strong local and global partnerships cannot be overemphasized. The

Government of Nigeria (GoN) has galvanized the SDG response by building local and international partnerships across sectors. Despite these efforts, growth across key indices has either stalled or, in some cases, retrogressed.

Caritas Nigeria collaborates with and supports the government of Nigeria across various sectors. Working in often **volatile, uncertain, complex, and ambiguous** (VUCA) settings, Caritas Nigeria shall approach the current unpredictability in the development sector with a clear vision that embraces and manages change and its attendant risks. Caritas Nigeria Strategies shall prioritize stakeholder feedback and collaboration that aid contextual understanding, communicating with simplicity and consistency to ensure a shared understanding and buy-in. Caritas Nigeria will ensure that she adeptly deals with the rapidly shifting priorities in the development sector and promote organizational learning.

OUR IMPACT



A staff of Caritas Nigeria sensitizes Ekiadolor community members on the dangers of human trafficking during a Townhall meeting in Benin City, Edo State



 **Health**

Working in partnership with the Government of Nigeria, the United States Government and Global Fund, Caritas Nigeria has supported over 275 health facilities and Community-based platforms, to provide HIV/AIDS, TB and COVID-19 services across 27 states in the country. Our HIV/AIDS interventions have provided testing, prevention, care, treatment, and support to over 9 million Nigerians, tested over 8.9 million people for HIV, placing over 263,000 on lifesaving antiretroviral therapy, and providing services to over 180,000 children made vulnerable by HIV/AIDS and their households. These achievements have contributed significantly to the overall HIV treatment saturation and brought Nigeria closer to achieving epidemic control. In the process, institutional systems have been strengthened for improved government ownership of a sustainable HIV response. A significant number of Clinical Mentors have been engaged

and trained to strengthen in-service capacity for technical assistance provision at health facility level.

Our TB interventions have diagnosed and placed 27,000 patients on anti-TB treatment, with 441 diagnosed with drug-resistant TB and placed on second-line regimens. Working through our extensive faith networks, Caritas Nigeria trained 836 Religious leaders for COVID-19 sensitization messaging and contact tracing, which resulted in the sensitization of over 4.2 million people and facilitated the vaccination of 2.2 million people.

Worthy of mention, is the implementation of the ongoing INTERGRATE TB project of which Caritas Nigeria is the first organization in Nigeria to implement community based integrated service delivery

using an AI – enabled X-ray to screen for TB and Cardiopulmonary conditions, referring for further diagnosis and management through funding from the Stop TB Partnership TB REACH wave 10.

So far 6,723 number of people have been reached, 2,016 Chest abnormalities identified, 504 TB presumptive, 544 CVD Presumptive and 968 Chronic Respiratory Disease. All have been referred accordingly for care.

Caritas Nigeria has partnered with the Government of Nigeria at national and state levels to strengthen health systems through human

resource for health capacity building, (over 12,000 healthcare workers trained), provided laboratory, supply chain, strategic information and service delivery institutional capacity strengthening, as well as improved government coordination and ownership through support to various national and state-level technical working groups. Apart from supporting the states for sustainability and possible ownership, individual persons and households affected by the HIV scourge were supported to find their feet and improve the quality of their lives.

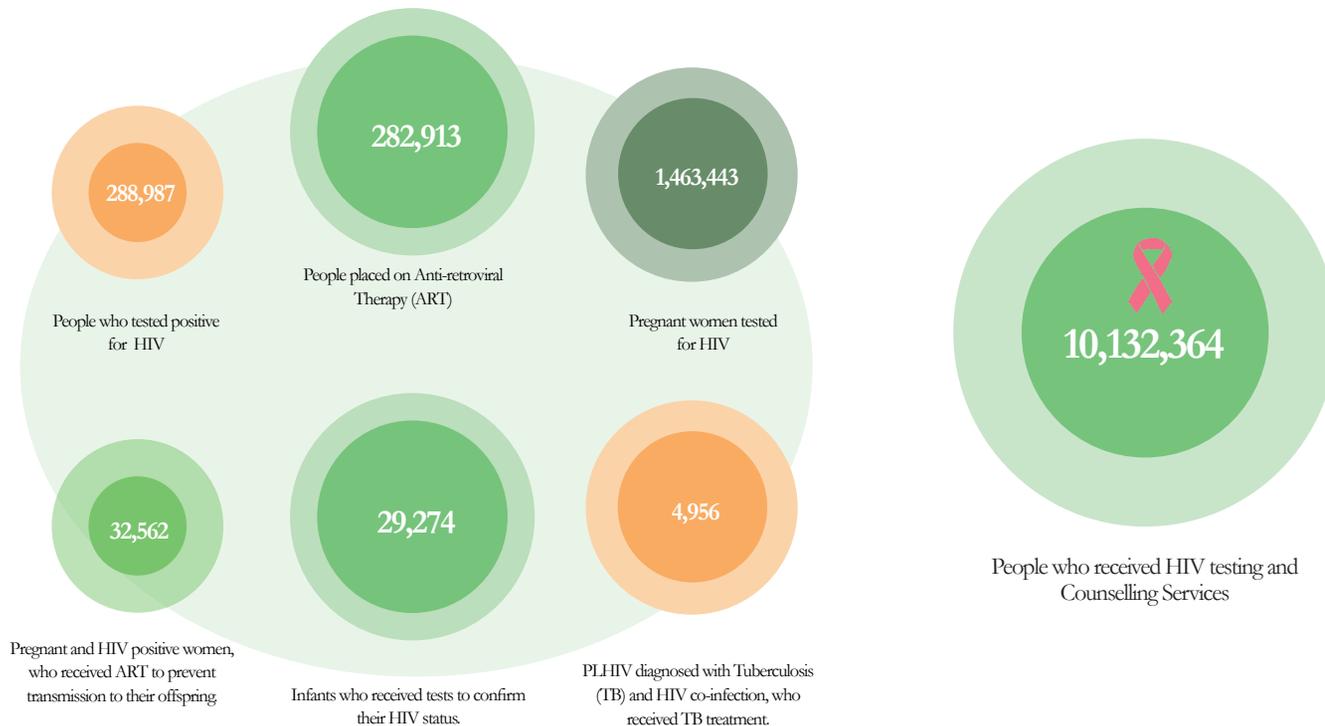
The testimony of one of the Beneficiaries of the OVC intervention in Delta state was most heartwarming. Among other things she averred.

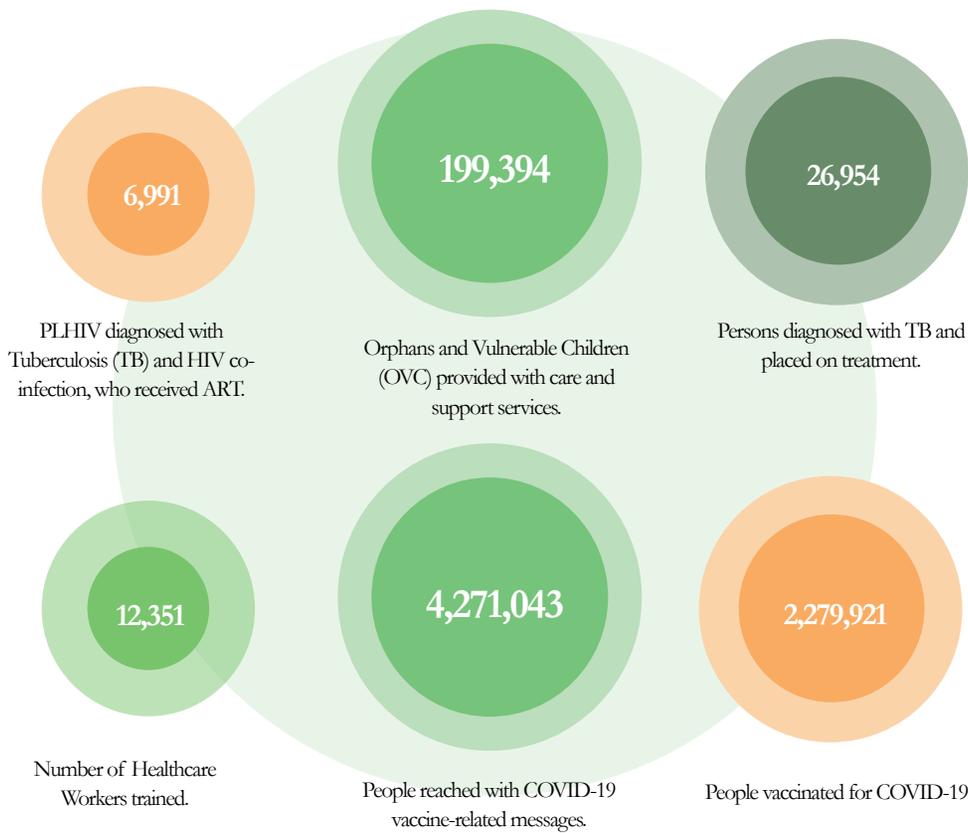


A child undergoing tuberculosis screening by an AI powered device in Ohofia Agba community in Ishielu local government area of Ebonyi State.

“Previously, life was tough in my home. We ate only once a day and my children were out of school because we had no means of paying their school fees. After Caritas Nigeria supported us, I joined a daily thrift group, where I saved N300 daily, and within months, I had saved N18,000 with which I sent my eldest child back to school. Today, my family can boast of nutritious meals and all my children are back to school”

Ogechi Nwamkpa, Abia State.





A medical outreach to improve child and maternal health outcomes in Ezinihite Mbaise LGA of Imo State.



A Caritas Nigeria staff dispensing drugs during a medical outreach in Ajassor community, Etung LGA of Cross River State.



Emergency Response and Humanitarian Services

A woman in Adamawa State receives a cash grant to boost her livelihoods in Adamawa State.

Caritas Nigeria responds to humanitarian crisis promptly and urgently as she strives to save lives, alleviate suffering, protect the vulnerable and strengthen community resilience against future disasters, through collaboration with other local partners like – Justice Development & Peace Commissions (JDPCs), Government humanitarian actors, and other Community based groups, towards improving access to emergency relief and humanitarian services. In such a manner, she targets the most vulnerable groups in a dignified, gender-sensitive, participatory and accountable manner.

Her humanitarian interventions have provided support to 4,587,360

persons (764,560 Households) in crisis-affected communities across Nigeria. Affected communities have been reached with multi-pronged interventions in Food Security; Livelihoods; Water, Sanitation and Hygiene (WASH); Nutrition; Health; Protection; Education in emergency, Shelter; Resilience/Social Cohesion; Trauma Counselling and Peacebuilding in a timely, qualitative and dignified manner. Besides responding to the urgent humanitarian needs of communities as such, the obvious situations of the individual persons are not neglected. In fact, it is of primary importance. One of the beneficiaries of such personal intervention remarked inter alia,

“When I received the first cash, I bought a lot of food for the house and now, my family and I look very healthy. After the second cash disbursement, I purchased household items and some clothes. I also bought fertilizer for my farm and sold the produce. I am very happy that I have enough money to send my children back to school; I even enrolled them in a computer school. God will surely bless Caritas Nigeria for remembering us”

Ruth Bartholomew, Borno State

Interventions and Number of Beneficiaries reached



Food Security – 1,713,650



Early Recovery/Livelihoods – 178,248



Water, Sanitation and Hygiene – 1,855,145



Nutrition – 646,050



Health in Emergency – 144,030



Protection – 49,937



A happy beneficiary who received a cash grant for food at Lumadu community in Madagali LGA of Adamawa State.



Caritas Nigeria staff in a post-cash distribution dialogue session with community members.



Agriculture and Livelihoods



A man trained in climate-smart agriculture by Caritas Nigeria applying homemade fertilizer on his farm.



A vegetable farm belonging to a beneficiary whose livelihood was strengthened through our agricultural intervention in Tsukuma community, Michika LGA of Adamawa State.

Caritas Nigeria, with its team of experts, intervenes in the areas of sustainable Agriculture and livelihoods and has impressive success stories of notable achievements in the areas of climate-smart agriculture, livestock, fisheries, value chain development, market linkage, and entrepreneurship. Her approach is participatory and inclusive, working closely with communities, farmers, and other Stakeholders to identify their needs and design interventions tailored to local contexts.

embarks on capacity strengthening programs, training, coaching, and technical assistance in sustainable agriculture and income generation activities. As a result of these approaches, there were success stories of improved food security for over 40,222 households, with increasing incomes, while promoting environmentally sustainable agricultural practices among the Beneficiaries.

To build the capacity and self-reliance of the Beneficiaries, Caritas Nigeria

"I was given very good seedlings that included maize, groundnut and beans. I was also given a knapsack sprayer which I never had. Once I received farm inputs from Caritas Nigeria, I applied the herbicide and planted maize. I have indeed received goodwill from Caritas Nigeria, as they have provided me with a knapsack sprayer which I would not have to borrow any more. I am very grateful."

-Rebecca Aiden, Adamawa State

Interventions and Number of Beneficiaries reached

Improved Agricultural Practices – Best agronomic practices, improved seeds distribution, homestead gardening, Organic farming, Climate Smart Agriculture; Animal Husbandry.

229,142



21,523



40,222



The Deputy Executive Secretary of Caritas Nigeria, Rev. Fr. Peter Audu, presenting livestock to a beneficiary in Yola South LGA of Adamawa State



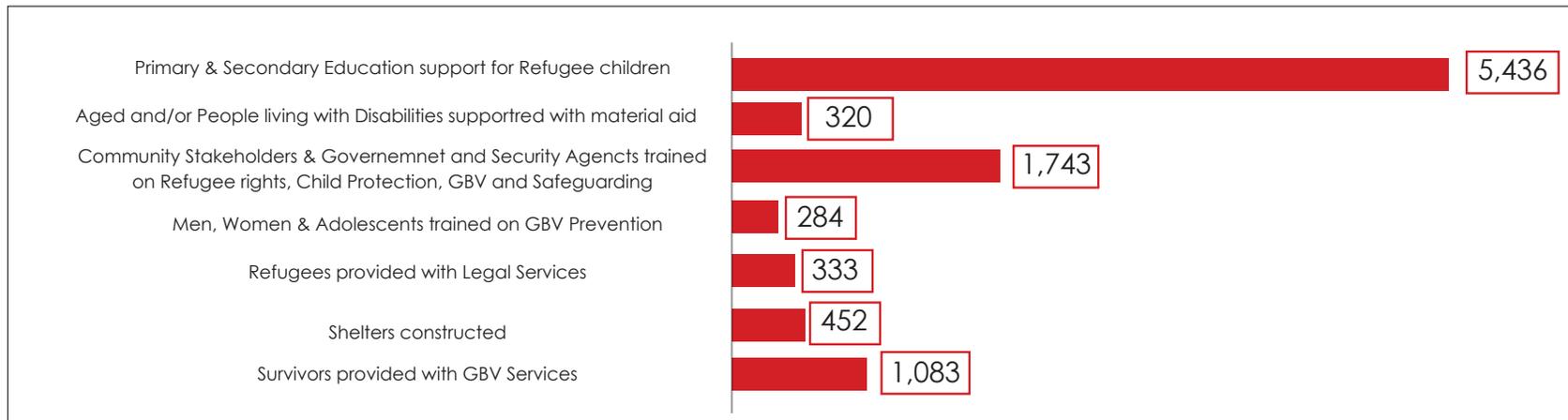
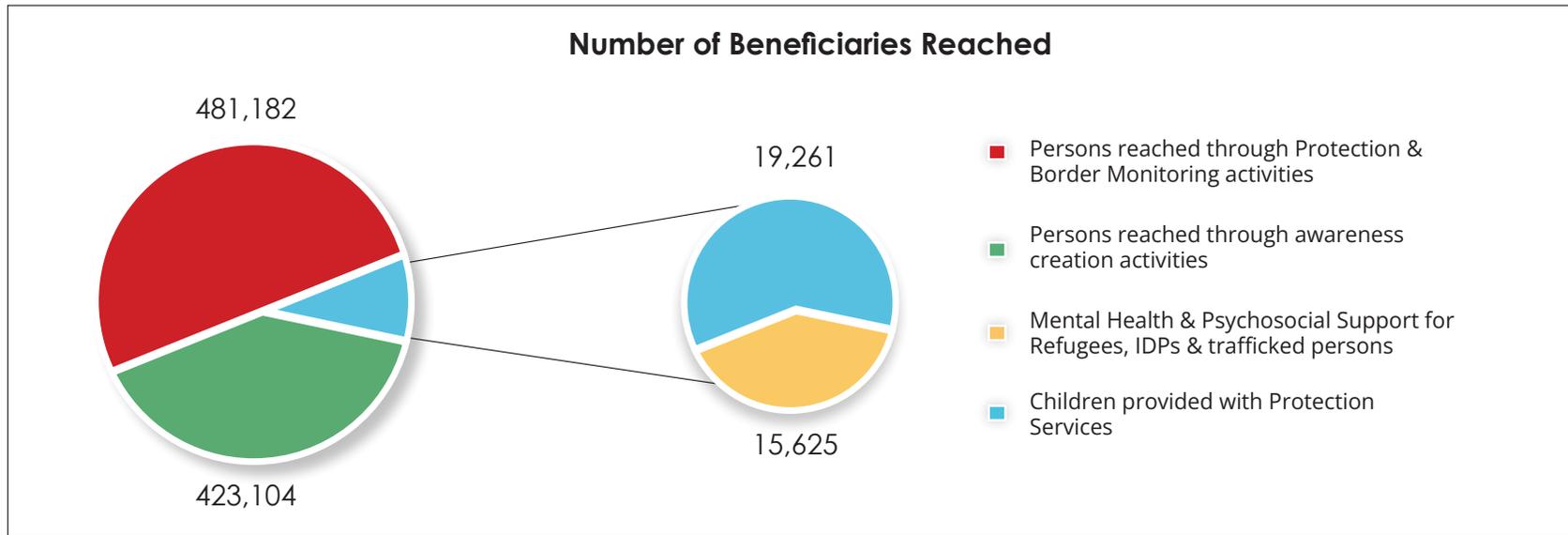
Commemoration of World Day of Refugees at the International Christian Centre/Internally Displaced Persons' Camp in Uhogua Village in Ovia Northeast LGA of Edo State.

Protection and Migration programs are designed to safeguard the rights, dignity and well-being of Refugees, Internally Displaced Persons (IDPs), Returnees and Vulnerable children in crisis-affected and host communities through participatory mechanisms. These mechanisms promote sustainable solutions, case management and material support to the affected population. Over the years, Caritas Nigeria has partnered with and strengthened systems within Government agencies,

Civil Society Organizations, Community structures and Security agencies in the identification, prevention and response to protection issues. She has also promoted humanitarian principles, as well as National and International laws that provide statutory backing for the protection of displaced persons. Recalling the experience of support and efforts at self-sufficiency, a Beneficiary narrates his life assuring story. Hence,

“I thank Caritas very much for helping me from the very time I had accident till now. Now, I can move about with the wheelchair given to me by Caritas to see people without having to rely on my daughter to carry me all the time. I pray that God refills your pockets so that you can continue to help other people”

-Papa Eban Steven, a physically challenged 85-year-old Cameroonian Refugee



The Migration program of Caritas Nigeria in partnership with the Government of Nigeria, the Church and other Civil Society Organizations, has reached over 270,000 individuals with a focus on prevention of human trafficking and irregular migration. This feat was achieved through sensitizing communities on Safe and Legal Migration pathways, skills acquisition and empowerment initiatives. In the same

way, Psycho-social support, temporary shelter, rehabilitation, and reintegration of Irregular Migrants and trafficked persons were provided to enable Beneficiaries achieve social and economic stability. One of the Returnee Migrants was able to achieve some level of self-sufficiency and he commented inter alia.



Ehiorobo feeding the fish in his pond.

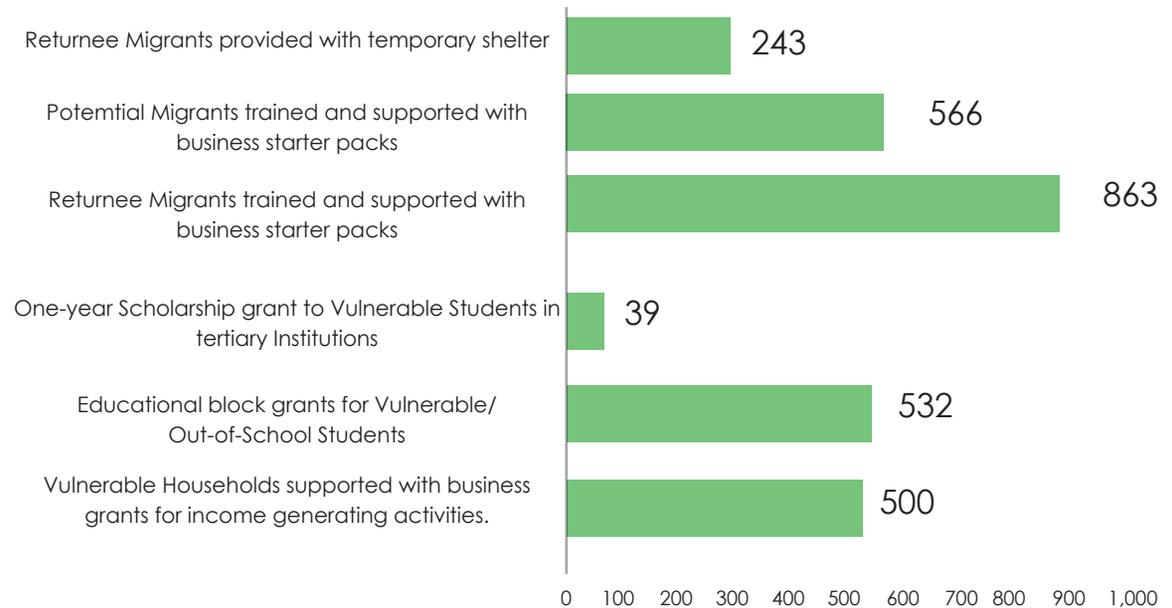
“Caritas Nigeria has opened my eyes. I have made a lot of money from this fish business, and my wife is very happy. You people have blessed my destiny all round”

-Ehiorobo Bright, a returnee migrant

Number of persons reached through Anti-Human Trafficking Sensitization Campaigns.

267,661

Number of Beneficiaries Reached





Good Governance

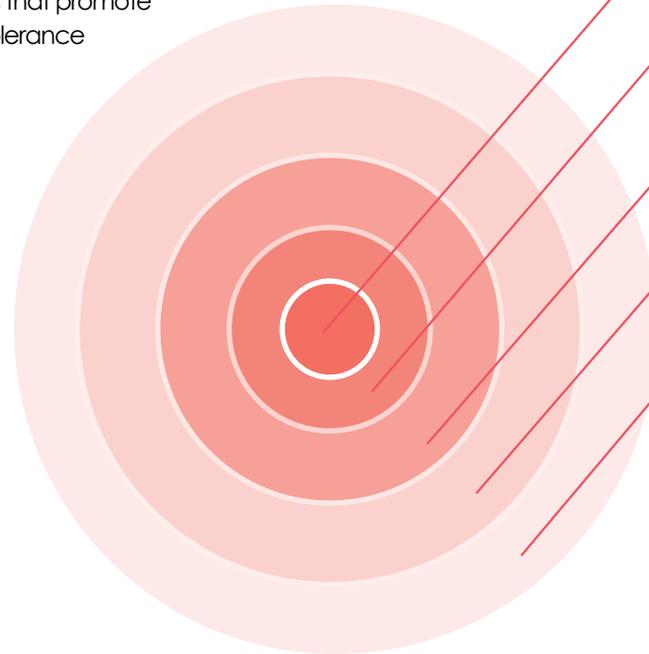
The Archbishop of Owerri and President of the Catholic Bishops Conference of Nigeria, Most Rev. Lucius Ugorji casting his ballot during the 2023 Nigeria General Elections.

In the course of her interventions, Caritas Nigeria has supported grassroots mobilization and advocacy initiatives promoting people-centred governance in communities, including peacebuilding, social accountability, and election observation initiatives across Nigeria. Caritas Nigeria mobilized and trained over 12,400 election observers (6,000 accredited by INEC) drawn from diocesan JDPC and CSOs during the last two election cycles in 2019 and 2023. She deployed an Election Monitoring Systems Application developed in-house to facilitate the seamless real-time transmission of observer feedback to a central server hosting all reports for ease of collation and reporting.

Caritas Nigeria community engagement efforts led to the training of community members in Anambra, Kogi, and Plateau states on the Charter of Demand, resulting in improved engagement of their Legislators during Community Town Hall Meetings. Caritas Nigeria supported the institution and strengthening of the 'Kogi State Women Empowerment Coalition' that created a platform for improved women's participation and representation in decision-making processes in traditional and government institutions in the state. Under the peace-building initiative, Caritas Nigeria has built the capacity for peace and resilience in 14 conflict-prone communities in Kaduna and Plateau States.

47,002

People reached with activities that promote Cultural and Religious tolerance



78 students given grants to conduct research on barriers and enablers to cultural and religious tolerance

56 Art for Peace grant for artistic works that promote peace on International Day of Peace

136 trained on Alternative Dispute Resolution (ADR) for Community members

14 Community Mediation Centres set up for CONflict Resolution

28 schools recipient of books and set up of Peace Clubs in Schools

“The Alternative Dispute Resolution has gone a long way to help us in our community. It even got to a stage where there were issues that we were invited to the police station to settle. We were able to resolve more than 10 cases at the police station. Our mode of dispute resolution was cost-effective as no charge whatsoever was placed on any of the disputants”

-Theophilus Kadiri - Youth Leader, Jenta Adamu Community, Plateau State



Environment

In the context of the global climate change and the attendant challenges thereof, Caritas Nigeria's Environment program is spearheading local response through multi-pronged strategies: promotion of Climate-smart Agriculture, Tree planting/growing campaign, Erosion/flood control, and Waste management. These interventions are accompanied by targeted Advocacy, Stakeholders' engagement, Capacity Strengthening, Behavioural Change Communication and Social Mobilization. Specifically, the Catholic Bishops Conference of Nigeria [CBCN], during their plenary meeting on February 15, 2023, in Abuja flagged off the national tree-growing programme.

In pursuance of Pope Francis' Encyclical Laudato Si' – on the Care of the Earth, Caritas Nigeria committed to planting 20,000 trees per annum per diocese within the next five years. Caritas Nigeria has built capacity and mentored farmers on Climate-Smart Agricultural techniques, provided solar powered boreholes in target communities, solar lanterns for over 10,000 students and vulnerable households. She has also distributed energy saving cookstoves to over 10,000 households and trained 112 women trainers from 58 dioceses on the inclusion of rocks to the wood they use for cooking to reduce carbon emissions



	20,000 Trees	<ul style="list-style-type: none"> • per annum per diocese
	10,000 Solar Lanterns	<ul style="list-style-type: none"> • provided to students and vulnerable households
	10,000 Energy Cooking Stoves	<ul style="list-style-type: none"> • to households
	Trained 112 women trainers from 58 dioceses	<ul style="list-style-type: none"> • on inclusion of rocks to wood to reduce carbon emissions



Beneficiaries receiving energy-saving cookstoves from a Caritas Nigeria staff.



Some Caritas Nigeria staff cleaning a road in Ekiti State.

THE STRATEGIC PLAN (2024-2030)

Caritas Nigeria carries out interventions across distinct development and humanitarian sectors such as Health; Humanitarian and Emergency Responses; Agriculture and Livelihood; Migration and Protection; Good Governance and Peace Building; Environment; and Education. In line with Agenda 2030, the United Nations Sustainable Development Goals that seek to end poverty, protect the planet and improve the lives and prospects of everyone, everywhere (UN SDG, 2023), Caritas Nigeria shall strengthen partnerships and utilize innovative approaches to fulfil her mandate in reaching out to various targeted communities with impactful interventions, for improved quality of life and living.





STRATEGIC ORIENTATION 1

The Caritas Nigeria team providing HIV testing services at Umuowa community, Orlu LGA of Imo State.

Health: A Commitment to Good Health and Wellbeing for All

People enjoy healthy, safe, and dignified lives and thrive to their fullest potential.

Caritas Nigeria envisions a society where every member has equitable access to quality healthcare services and enjoys good health and well-being. She will support programs that focus on the prevention, diagnosis, and treatment of communicable and non-communicable diseases, and promote well-being of people at all levels. This will include positive social, mental, and physical health, and promoting maternal, neonatal and children health, including community involvement to ensure sustainable interventions. Through partnerships with the Government, Donor Agencies,

the Private Sector, Service Delivery Providers, and Communities, Caritas Nigeria will implement comprehensive, quality, accessible and gender sensitive programs that promote good health, improve the quality of healthcare services, and improve health outcomes. She aims to create a supportive, inclusive, and healthy society where everyone thrives and contributes optimally to the nation's growth and economy and have communities with more resilient healthcare systems.

Objective 1

People and communities are protected from communicable and non-communicable diseases through equitable access to effective, innovative, culturally acceptable, and readily available preventive measures, diagnostics, and treatments

Outcomes

- People enjoy good health and are free from preventable diseases
- Increased awareness about non-communicable diseases and people adopts healthy lifestyles.
- People at risk of communicable and non-communicable diseases have increased access to prevention, diagnosis, and treatment services.
- Increased support for the prevention and management of non-communicable diseases.

Objective 3

Caritas Nigeria adopts gender sensitive approaches to promote inclusiveness and reduce health inequalities and inequities.

Outcomes

- Expanded access to comprehensive, gender sensitive and innovative healthcare services that addresses the social determinants of health.
- Gender based barriers and limitations in healthcare service delivery are eliminated.
- Sexual and Gender-based violence against women and children is reduced.
- Improved equity and fairness in resources allocations and distribution for health.

Objective 2

Increased access to quality, innovative and culturally acceptable healthcare services that promote the wellbeing and survival of women, new-borns, children, and adolescents.

Outcomes

- Maternal, new-born, and childhood morbidities and preventable mortalities are significantly reduced before, during and after childbirth.
- Early childhood development is strengthened to help children and adolescents thrive equitably within their families and communities.
- Improved community health literacy, skills and practices through social, behavioural change communication and community engagement.

Objective 4

Health systems are strengthened to appropriately detect, prevent, prepare for, respond to, and recover from public health and medical emergencies and threats.

Outcomes

- Efficient and resilient health system that supports improved health outcomes for the people.
- Improved capabilities of Human Resources for health in an agile and resilient health system.
- Improved primary healthcare delivery system and services.



STRATEGIC ORIENTATION 2

Farmers in Vemgo community, Madagali LGA of Adamawa State during the distribution of home gardening inputs by the Caritas Nigeria team.

Emergency Relief and Humanitarian Response

Persons affected by Humanitarian crisis receive timely and dignified life-saving assistance.

Improving the quality of life for crisis-affected populations requires a comprehensive approach that prioritize immediate basic needs to save lives, minimize exploitation and abuse, promote access to healthcare, basic education, early recovery and build resilience of affected populations. By focusing on these areas, we can help communities rebuild and create a better future for themselves and their children, by providing adequate nutritious food, shelter, and clean water. In addition to meeting immediate needs, efforts will be made to provide longer-term solutions such as sustainable climate resilient early recovery/ livelihoods practices, and use of environmentally friendly initiatives for

self-sufficiency and reduced dependence on aid. We will encourage community participatory approach, gender equity, and inclusiveness in all aspects of our programming to ensure that the voices of the crisis affected populations are heard and concerns addressed. Our response shall promote respect, empathy, and compassion towards the vulnerable, creating a more inclusive and cohesive society, reflecting our core values, which include justice, fairness, and equity.

Objective 1

Improved nutrition amongst infants, young children and pregnant and lactating mothers in crises affected communities

Outcomes

- Reduced hunger through sustainable access and utilization of adequate food supplies for vulnerable populations in crisis-affected communities.
- Sustainable food availability through dignified humanitarian response, quality and adaptive Cash Transfer Programming (CTP).

Objective 3

Increased access to safe Water, Sanitation and Hygiene services for vulnerable people

Outcomes

- Vulnerable Households have improved access to safe clean water in adequate quantities.
- Communities adopt Community-Led Total Sanitation (CLTS) and hygiene practices thereby preventing diseases and related mortality

Objective 2

Increased access to quality, innovative and culturally acceptable healthcare services that promote the wellbeing and survival of women, new-borns, children, and adolescents

Outcomes

- Incidence of Severe and Moderate Acute Malnutrition and stunting among Infants, young children is reduced in crisis-affected communities.
- Caregivers, health workers are trained and equipped to promote best infant and Young Child Feeding practices

Objective 4

Strengthened Community-based protection support structures and systems.

Outcomes

- Affected persons enjoy improved protection of their rights, with safe and unhindered access to humanitarian



A beneficiary of our economic empowerment program in her aviary.



The Executive Secretary of Caritas Nigeria, Rev. Fr. Uchekukwu Obodoechina, PhD, presenting business startup items to a beneficiary.

Build Resilience, Reduce Poverty

Improved resilience for vulnerable communities through Agriculture and Livelihoods

Agriculture is the backbone of many communities, particularly in rural areas, providing food and income for families, and accounting for a significant proportion of National GDP. Caritas Nigeria, through the Agriculture and Livelihoods interventions, will provide farmers with the skills, inputs, technologies, and resources necessary to improve productivity, adapt to changing weather patterns, and promote sustainable farming practices. She will contribute to the development and execution of relevant policies, especially at Sub-national unit level. Furthermore, by diversifying income sources, vulnerable communities

can reduce their dependence on a single source of income, which predisposes them to shocks such as droughts or market fluctuations. Other livelihood programs, such as Vocational training, Microfinance, and Small Business Development, will provide community members with the skills and resources necessary to start their own businesses.

Caritas Nigeria will also facilitate access to markets and improved value chains for the communities to sell their products.

Objective 1

Increased access of Vulnerable persons to Vocational Skills, Income Generating Activities, SILC and business start-up capital.

Outcomes

- Vulnerable groups have increased sustainable agricultural production and livestock management capability.

Objective 3

Increased access of the Vulnerable, especially in rural communities, to innovative climate-resilient agricultural practices, and improved animal husbandry.

Outcomes

- Improved livelihoods of the Vulnerable people through profitable Small and Medium Scale Businesses.

Objective 2

Strengthen linkages of Agricultural value chain systems.

Outcomes

- Improved agro-led local economies through engagement with agricultural production value chain.



A staff of Caritas Nigeria observing the application of fertilizer on a farm by a beneficiary



STRATEGIC ORIENTATION 4

A staff of Caritas Nigeria educates student members of an anti-human trafficking club on the need to be vigilant as peer educators.

A Safe Future for Irregular Migrants and Refugees

Crisis-affected communities and vulnerable populations live in safety.

Reducing the incidence of irregular migration and improving the safety of vulnerable populations in Nigeria requires a comprehensive approach that addresses the root causes of vulnerability that is often crisis related. In our drive to achieve integral human development, we consider Irregular Migration and Protection programming for crisis-affected communities crucial for ensuring vulnerable populations' safety and wellbeing. Caritas Nigeria will implement effective prevention, protection, and prosecution measures to help combat human trafficking, prevent irregular migration, and protect crisis-affected vulnerable populations such as Refugees and Internally Displaced Persons.

Caritas Nigeria shall ensure that vulnerable populations are safeguarded from sexual abuse and exploitation, and have adequate access to education, healthcare and justice. She will improve access of irregular Migrants to dignified return, readmission, and reintegration, while potential Irregular Migrants are sensitized and empowered on safe migration options.

Objective 1

Vulnerable persons are empowered to make informed decisions and overcome the ills of human trafficking and irregular migration.

Outcomes

- Reduced irregular migration and human trafficking of vulnerable persons.

Objective 3

Improved protection of refugees, IDP and vulnerable populations in host communities.

Outcomes

- Vulnerable populations have enhanced dignity and protection from discrimination and abuse.

Objective 2

Irregular migrants have increased access to safe return, readmission and reintegration.

Outcomes

- Returnee migrants have resilient livelihoods and attain social and financial independence.

Objective 4

Enhanced advocacy for the revision and implementation of legislation around Irregular Migration, Anti-Human Trafficking, and Refugee rights.

Outcomes

- Enabling migrant laws are in place and are appropriately implemented



Unveiling of Caritas Nigeria & JDPC Election Observation Report of the 2023 Nigerian General Elections. L-R: Nkechi Abu, Deputy Director, Election and Party Monitoring, INEC, Rev. Fr. Uchechukwu Obodoechina, Ph.D, Executive Secretary/CEO of Caritas Nigeria; Rev. Fr. Zacharia Samjumi, Secretary-General of the Catholic Secretariat of Nigeria (CSN); Ms. Julia Krojer, Country Representative of Misereor; Kelechi Emeh, Country Representative of CAFOD; Sr. Bernadine Ikeji, DDL, Head of the CSN Human Resource.

Good Governance, Peacebuilding, Civic Responsibility

Citizens participate actively in governance and hold duty-bearers accountable in a stable and peaceful environment.

Citizens' active participation in governance is a vital aspect of a stable and peaceful society. When citizens are actively involved in choosing their leaders and in decision-making processes, it leads to a more inclusive and representative governance system that meets the needs of the people. Duty-bearers, such as elected officials, civil servants, and law enforcement agencies, have obligation to serve and protect the interests of citizens. However, without proper oversight and citizen's engagement, abuse of power, corruption, and injustice festers. Active

participation in governance by citizens promotes transparency and accountability in public institutions. Caritas Nigeria is intentional about empowering the citizens to consciously promote these democratic values across all levels of government by supporting popular participation of citizens, peaceful resolution of conflict, promoting free, fair and credible elections and strengthening of legislative advocacy for pro-poor legislation.

Objective 1

Electoral Process: Improved transparency and credibility of elections at national and sub-national levels

Outcomes

- Increased engagement of civil society and participation of citizens in the electoral process at all levels.

Objective 3

Advocacy: Promote the passage of inclusive legislation at all levels of Government.

Outcomes

- Inclusive society with access to social justice and improved support for marginalized groups.

Objective 2

Civic Duty: Increased implementation of Right-based approach to governance.

Outcomes

- Citizens are empowered to hold duty-bearers accountable for their stewardship.

Objective 4

Peacebuilding: Diverse communities with varying ethno-religious identities live in peaceful co-existence.

Outcomes

- The rate of ethno-religious, communal and farmer/herder violent conflicts are reduced.

STRATEGIC ORIENTATION 6



A little boy nurturing his young mango tree.

Care for Mother Earth

Communities live in a sustainable eco-friendly environment.

In his Encyclical, *Laudato Si'*, Pope Francis states that “The ecological crisis is also a summons to profound interior conversion. Living our vocation to be protectors of God's handiwork is essential to a life of virtue; it is not an optional or a secondary aspect of our Christian experience“. Climate change, with its multifaceted impacts on the environment and human wellbeing is a crisis that demands urgent interventions. The effects of climate change, such as deforestation, desertification, erosion, flooding, extreme weather events, and food and water scarcity, disproportionately

affect the world's poorest and most vulnerable populations, especially women and girls.

Caritas Nigeria will work with national, state and local government structures, parishes, schools, civil society organizations, faith-based and community-based organizations to provide the required leadership to promote a cleaner, healthier and more resilient communities and sustainable environment for everyone.

Objective 1

Climate-smart principles and practices are mainstreamed among Church structures and communities.

Outcomes

- Citizens adopt eco-friendly lifestyles and communities are resilient to climate change impacts.

Objective 3

Climate-smart technologies and sanitary waste management practices are widely adopted in dioceses and project communities

Outcomes

- Greenhouse gas emissions are reduced through the widespread use of renewable energy sources; citizens live in clean surroundings.

Objective 2

Climate impact mitigation measures are widely adopted such as tree-growing and climate-smart agronomic practices.

Outcomes

- Reduced deforestation, desertification, biodiversity conserved and food security sustained.



Beneficiaries of Caritas Nigeria's climate-smart interventions in Ekiti State holding energy-saving cookstoves



Awareness-raising session on women's rights at Government Technical College, Abakpa in Ogoja LGA of Cross River State.

Basic Education for All

People have access to quality basic and vocational education.

Caritas Nigeria considers basic education as a fundamental right. Access to quality education can empower individuals and communities, reduce poverty, contribute to sustainable and integral human development, promote tolerance and peace, and mitigate the potential for religious fundamentalism. Access to quality basic education is limited due to poor funding, inadequate infrastructure and teaching tools, imbalanced curriculum, derelict learning environment, paucity of qualified teachers, and frequent disruptions due to incessant labour strike actions. Social factors such as culture, religion, tradition, ignorance and poverty also

create significant inequities in access to quality basic education. There is a paucity of well trained and duly certified artisans who have passed through formal vocational training, with the consequent attainment of economic independence. By promoting quality education, Caritas Nigeria will contribute significantly to the building of resilient communities and the human capital development index.

Objective 1

Improved access to quality Primary and Secondary education.

Outcomes

- Reduced number of out-of-school children and youth, especially the girl child.

Objective 2

Increased advocacy for the development of functional and context appropriate school curricula.

Outcomes

- School curricula are fit for purpose.

Objective 3

Improved access to structured quality vocational training.

Outcomes

- Society has highly skilled and gainfully employed artisans with capacity to attain self-reliance.

Objective 4

Increased community engagement and advocacy to government for improved funding and infrastructural development of basic education.

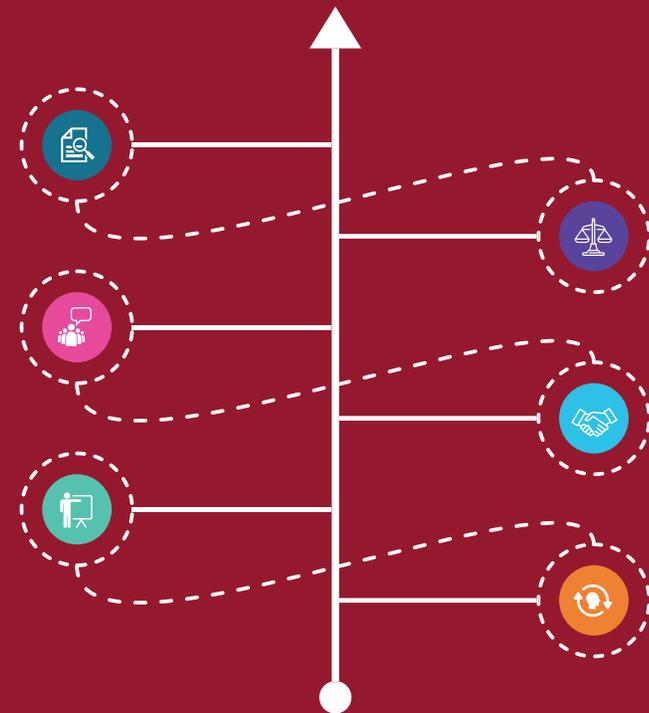
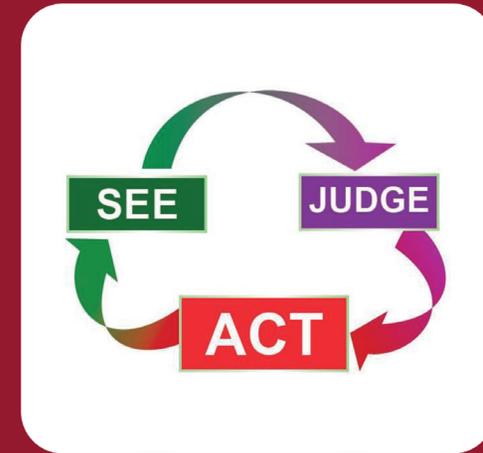
Outcomes

- Improved political commitment to quality basic education, in safe and conducive environments

KEY APPROACHES

Caritas Nigeria interventions are implemented through participatory approaches right from project identification and design, through implementation, monitoring and evaluation, to ensure sustainability of these interventions in communities. Caritas Nigeria approach to addressing issues of social justice and program interventions, is centered around the “See, Judge and Act” methodology. This is done through a situational analysis of the issues by engaging those affected in the communities to identify the root causes, effects and the needs of the people at the local level. This approach enables Caritas Nigeria to identify, engage and collaborate with the different stakeholders who have been affected, as well as those who can help solve the problem to enable for proper response (actions) taken to address the issues.

Over the years, Caritas Nigeria has deployed strategies that have been tested, and have yielded positive results. As a learning organization, we will continue to ensure that our strategies are participatory and inclusive. Consequently, Caritas Nigeria will deploy the following as key approaches to implementing the Strategic Plan (2024 -2030); Behaviour Change Communication (BCC) & Demand Creation; Capacity Building and Systems Strengthening; Strategic Partnerships, Subsidiarity, and Localization; Advocacy and Collective Action; Equity and Social Justice; Research, Learning & Knowledge Management.





Presentation of COVID-19 awareness posters to religious leaders in Kaduna State.



BEHAVIOUR CHANGE COMMUNICATION (BCC) & DEMAND CREATION

Behaviour Change Communication (BCC) is a key approach deployed across Caritas Nigeria interventions to understand the target group, develop a focused strategy, and design tailored messages to promote positive behaviour. The process positively alters attitudes and behaviour by enabling community members or those affected to make informed decisions and choices. This approach aims to build knowledge of the people, empower them to assess and analyse situations, determine how they affect them, acquire skills to address the issues individually or collectively, and adopt and implement practices to overcome those situations.

Caritas Nigeria will design and implement approaches to inform, educate and empower people to adopt practices that reduce or eliminate their vulnerability to diseases and social and economic problems. The expected outcomes of this strategy are increased demand and utilization of available services, enhanced health-seeking behaviour, reduction in disease incidence, risk reduction, stigma reduction, and enhanced capacity to make informed decisions.



A capacity building session with healthcare workers in Imo State.



CAPACITY BUILDING AND SYSTEMS STRENGTHENING

One of the core mandates of Caritas Nigeria is Institutional Capacity Strengthening. Caritas Nigeria has contributed to the strengthening of institutional capacities of local JDPCs, hundreds of Community-based Organizations, and several Government of Nigeria Ministries, Departments and Agencies at state and national levels. Leveraging on her extensive networks, Caritas Nigeria will focus on enhancing the capacity of Communities, Organizations, Partner Agencies, CSOs, Government Agencies, and Ministries, to identify priority issues and design and implement appropriate solutions.

Caritas Nigeria will achieve this through collaborative partnerships, inclusive participation, ownership, and sustainability. These will enhance individuals' knowledge, abilities, skills, and behaviours as well as improve local institutional structures and processes. The activities will include support to establish functional community structures and systems, training, mentoring, orientation, technical assistance, financial aid, information sharing, and supportive supervision designed and delivered to strengthen local capacity for sustainable community action.



The Catholic Archbishop of Jos, Most Rev. (Dr.) Ignatius Kaigama with His Royal Highness Ronku Aka, The Bra Ngwa Irigwe in Bassa Local Government Area of Plateau State.

Delegation from the Catholic Secretariat of Nigeria (CSN) during a courtesy visit to the British High Commission in Abuja. L-R: Rev. Fr. Michael Umoh, the Director of the CSN Social Communication Directorate; Rev. Fr. Zacharia Samjumi, the Secretary-General of the CSN; Doris Chinelo Mbaezue, the Communications Specialist of Caritas Nigeria; Tom Burge, the British High Commission's Political Counsellor; Rev. Fr. Michael Banjo, the Director of the Pastoral Affairs Department and Deputy Secretary General of the CSN; Rev. Fr. Peter B. Audu, the Deputy Executive Secretary of Caritas Nigeria; Danjuma Bivan, the CSN Immigration Protocol Officer.



STRATEGIC PARTNERSHIPS , SUBSIDIARITY AND LOCALIZATION

Subsidiarity is the recognition that central, or higher bodies and or powers should not handle roles and duties that could be performed at lower levels and by subordinate powers. It is a core value for Caritas Nigeria and reinforces her commitment to cooperative partnerships and mutual respect among its Partners and Beneficiaries. Like Subsidiarity, is the concept of Localization with its key tenet: 'As local as possible, as international as necessary', (Charter 4 Change, 2016). Caritas Nigeria is a Signatory to Caritas Internationalis Position Paper on Localization (2020), outlining and affirming the following:

- 1 Strengthen the model of Local/International Cooperation and Partnership in Humanitarian response, typified by the Strategic Partnership Agreements with the Justice, Development and Peace Commissions (JDPCs) across the 60 Dioceses in Nigeria.
- 2 Reduce the impact of humanitarian crises by enhancing disaster preparedness for the Diocesan Partners.



Caritas Nigeria leadership with the US PEPFAR/CDC representatives at the launch of the anti-retroviral therapy (ART) in Imo State.

- 3 Support Catholic Church leaders to engage in Climate Change Initiatives, crisis management and promotion of Inter-faith collaborations.
- 4 Enhance the promotion and application of humanitarian and development principles, especially as they are coherent with Catholic Social Teaching which serve as the basis for its mission and vision in the humanitarian space.

Caritas Nigeria shall engage Communities and Organizations at local and sub-national levels to build alliances, raise awareness, demand for action, and strengthen community participation in promoting sustainable and self-sufficient service delivery systems. Caritas Nigeria shall forge strategic partnerships with credible Institutions, Actors, and Organizations to achieve its Strategic mission and goals.



Mr. David Greene, Deputy Chief of Mission, U.S. Embassy, Abuja, and Dr. Mary Boyd, Country Director of the Centers for Disease Control and Prevention (CDC), Caritas Nigeria Executive Secretary/CEO, Rev. Fr. Uche-Chukwu Obodochina, and Chief of Party, Dr. John Oko, with other partners and stakeholders at the CDC Nigeria 4th Biannual Stakeholder Engagement Meeting in Abuja.



ADVOCACY AND COLLECTIVE ACTION

Through advocacy and strategic engagement, Caritas Nigeria will seek to influence Government legislation, policy, and its implementation at national and sub-national levels. This is to foster conducive and enabling environment for the integral human development of its Beneficiaries.

Caritas Nigeria's Policy drive will focus on areas such as the Administration of Justice, Agriculture and Food Security, Electoral process, Gender, Protection against Violence, Poverty Alleviation, Health, Education, Anti-Human Trafficking, Security and Peacebuilding, Religious Tolerance, Anti-Corruption, and Humanitarian and Emergency Response Mechanisms.

The advocacy thrust will aim at strengthening Institutions and Structures established to coordinate Government responses in critical Sectors where Caritas Nigeria is a Strategic Stakeholder.

For instance, a key area for advocacy focus would be in the Justice Sector Reforms. This will entail advocating for the promotion of the full Implementation of

the Administration of Criminal Justice Act as it relates to arrest, investigation, trial and punishment for crimes. Currently, more than half of the Inmates detained in the Correctional Centres across the country are awaiting trial in the courts. This too constitutes gross abuse of the fundamental human rights of those Inmates.

Working through the Catholic Legislative Liaison Offices, Caritas Nigeria would interface with the members of the National Assembly through written Memoranda submitted through Legislative Committees in charge of such subject matters. It is customary, that such Memoranda are subject to adoption during Committee Sessions and the relevant portions of the Memoranda could be included in Committee Reports due for presentation during the plenary of the entire Assembly.



PEPFAR and CDC Leadership with the executive leadership of Caritas Nigeria and the Imo State Government



Children and some staff of Caritas Nigeria at the commissioning of a dispensary renovated for the Hema community in Hawul LGA of Borno State.



EQUITY AND SOCIAL JUSTICE

Equity and Social Justice are fundamental requirements for creating a fair and just society. While equity ensures that everyone has access to opportunities and resources proportional to his or her needs, regardless of race, gender, ethnicity, religion, socioeconomic or disability status, Social Justice promotes equality, fairness, and respect for all individuals, particularly those historically marginalized or oppressed.

Equity and Social Justice are critical for building strong, inclusive communities that thrive and grow together. By prioritizing Equity and Social Justice, Caritas Nigeria can help address systemic issues that perpetuate inequality and discrimination, thereby helping to create more just and equitable societies where citizens could enjoy fullness of life and happiness.



RESEARCH, LEARNING & KNOWLEDGE MANAGEMENT

Caritas Nigeria aligns with the Caritas Africa Regional Knowledge Management Strategy (2024 – 2030), which states that “Knowledge is at the heart of human dignity and sustainable development”. Caritas Nigeria shall apply the existing systems and technologies to create, store, share and utilize the data and information generated from her work.

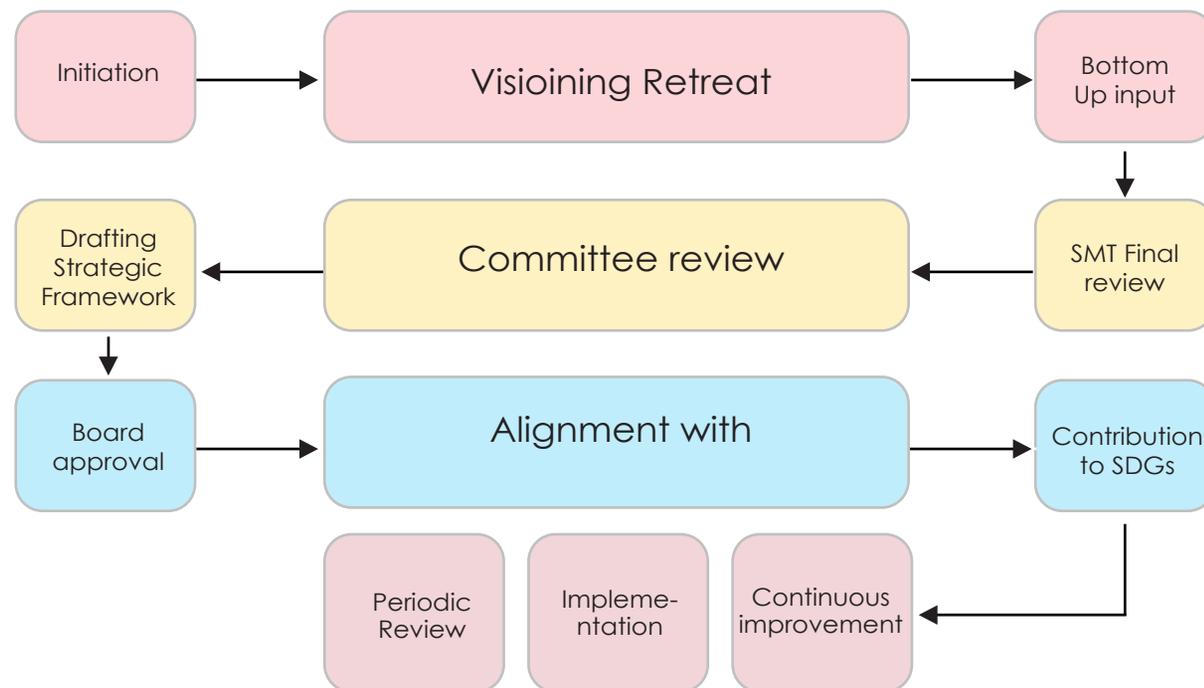
As a learning Organization, which integrates implementation science, operational research, and continuous quality improvement into her daily work, Caritas Nigeria shall consistently use data to improve her interventions by translating such data into effective advocacy tools and utilizing it for improved decision making.

Caritas Nigeria as a faith-based actor will adopt a Knowledge Management strategy that promotes research around its service-provision initiatives, to create knowledge products and services that can be archived, easily accessible, and continuously applied to boost learning and excellence.

THE PROCESS

Caritas Nigeria Strategic Plan (2023–2030) was developed using a phased approach, with inputs from diverse Stakeholders. The process began with an analysis of the report from the Mid term and End line Reviews of the previous Strategic Plan and Key Informant Interviews with key Stakeholders, which fed into the reflections of the Senior Management Team (SMT) during a visioning retreat and consultations with the Board of Directors to set a strategic direction for Caritas Nigeria for the next ten years. This was followed by a bottom up process of gathering inputs from different Teams and Units in the Organization through workshops and brainstorming sessions. These inputs were the basis of the first draft Strategic

Framework that was shared with heads of projects and Unit Leads, for their reviews and inputs; The outputs of this activity were shared with a smaller committee for further review. The output from this committee was presented to the SMT for final reviews and was subsequently approved by the Caritas Nigeria Board of Directors. Throughout this process, significant thought was given to Caritas Nigeria unique identity as an Agency of the Catholic Bishops Conference of Nigeria, guided by Catholic Social Teachings, and streamlining the objectives towards contributing to the achievement of the 2030 Agenda of the Sustainable Development Goals of the United Nations.



ACKNOWLEDGING OUR PARTNERS/FUNDERS



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