VISTA INITIATIVE

VISION FOR INCLUSIVE SOLUTIONS AND TRANSPARENCY INITIATIVE

Act With Intergrity, Build For Tomorrow

STRATEGIC PLAN

2025-2028

Table of Contents

Acronyms

VISTA INITIATIVE	Vision for Inclusive Solutions and Transparency Initiative
FCT	Federal Capital Territory
GBV	Gender Base Violence
GDP	Gross Domestic product
HDP	Humanitarian Development Peace
HSE	Health Safety Environment
IDPS	Internal Displaced Persons
IHDO	International Humanitarian and Development
IWMI	Internal Water Management Institute
KPI	Key Performance Indicator
LGA	Local Government Areas
NPO	Non-Profit Organization
NSAG	Non-State Armed Group
SAM	Severe Acute Malnutrition
HLP	Housing Land and Property
UNICEF	United Nations Children's Fund
WASH	Water Sanitation and Hygiene

FOREWORD

It is with great pleasure and a deep sense of commitment that I introduce the 2025–2028 Strategic Plan for the Vision for Inclusive Solutions and Transparency Initiative (VISTA INITIATIVE). Since its inception in May 2025, VISTA INITIATIVE has been dedicated to creating positive and lasting change in the lives of women, youths, children, people with disability and marginalize group. Our mission is to deliver inclusive, people-centered, and rights-based humanitarian and development programs that empower the most vulnerable, advance social justice, and build resilient communities. We work collaboratively with local actors, governments, and international partners to co-create sustainable solutions that bridge immediate emergency response with long-term recovery, development, and peacebuilding ensuring that all people can live with dignity, security, and hope for a better future.

As we embark on the implementation of this three-year strategic plan, we are reminded of the impact of our collective efforts and the importance of remaining responsive to the evolving needs of the communities we serve. We believe that by addressing these thematic goals, we can contribute to the holistic development of individuals and communities, empowering them to lead healthier, safer, more educated, and more prosperous lives.

Our first thematic goal is to advance education by promoting inclusive, equitable, and quality learning opportunities for all particularly for marginalized boys, girls, women, and men. Through the use of technology and innovative approaches, we work to break down barriers to education and enhance literacy, numeracy, and life skills.

Our second goal focuses on providing access to clean water, sanitation, and hygiene (WASH). We aim to reduce the risk of disease and improve community well-being by ensuring safe water sources, building sanitation infrastructure, and promoting hygiene and CATI response especially in emergency settings.

Our third goal is to improve access to essential healthcare services. This includes maternal and child health, sexual and reproductive health, and the prevention and treatment of diseases such as HIV, hepatitis, cancer, tuberculosis, and cholera. We also strengthen local health systems through capacity building and public health education.

Our fourth goal is nutrition ensuring that children under five, pregnant and lactating women, and other vulnerable groups receive lifesaving nutritional support. This includes screening, therapeutic feeding, and caregiver education on proper infant and young child feeding practices.

Our fifth goal centers on protection. We uphold the rights and dignity of the most vulnerable especially women and children by providing comprehensive gender-based violence (GBV) prevention and response services, establishing child protection systems, and delivering legal support for displaced populations, including mine action and housing, land, and property rights interventions.

Our sixth goal is to promote food security through emergency and sustainable responses, including food distribution, agricultural support, and community-based initiatives that strengthen local food systems and reduce hunger.

Our seventh goal is early recovery and livelihoods. We support communities with agricultural inputs, vocational training, green job skills, and cash-based assistance to foster self-reliance and reduce poverty.

Our eighth goal is to support Camp Coordination and Camp Management (CCCM), shelter, and non-food item (NFI) distribution. We respond to displacement crises by providing temporary shelter, essential household supplies, and camp management services that uphold dignity, safety, and accountability.

Our ninth goal is to enhance governance and civic engagement by strengthening local systems, promoting transparency, and encouraging active citizen participation in decision-making processes.

Our tenth goal is peacebuilding and social cohesion. We address the root causes of conflict, foster dialogue, support community reconciliation, and build trust between groups in fragile and post-conflict settings.

Finally, our cross-cutting commitment to disability inclusion guides all our work. We ensure that persons with disabilities are actively involved in every stage of our programs, with services designed to be inclusive, accessible, and rights-based.

These thematic priorities reflect the breadth of our commitment and the depth of our vision for a more just and equitable world. At VISTA INITIATIVE, we remain steadfast in our dedication to the people we serve, walking alongside communities to create pathways to resilience, empowerment, and lasting change.

On behalf of VISTA INITIATIVE, I express my deepest appreciation to all our partners, donors, staff, and community stakeholders. With your continued support, we are confident in our ability to achieve the goals set out in this strategy and to build a brighter, more inclusive future for all.

Thank you.
Engr. Abdulrahman Abubakar
Board Chairman
VISTA INITIATIVE

State of Emergencies in NIGERIA.

Nigeria is a diverse nation consisting of 36 states and a Federal Capital Territory. The country is home to over 250 ethnic groups, each with its own distinct culture and identity. However, despite its diversity, Nigeria has faced various challenges, including security threats, political unrest, and socio-economic issues.

In recent years, Nigeria has grappled with the Boko Haram insurgency in the northeastern region. Boko Haram, an extremist group seeking to establish an Islamic state, has unleashed violence, carried out bombings, and conducted kidnappings, leading to significant loss of life and the displacement of millions of people.

The northwest region of Nigeria has experienced a significant rise in insecurity, particularly with regards to banditry and attacks by criminal groups. States such as Zamfara, Kaduna, Katsina, and Sokoto have been particularly affected by these security challenges, leading to the loss of lives, displacement of communities, and the disruption of economic activities.

Furthermore, parts of the country, communal and inter-ethnic conflicts have erupted in states like Plateau, Kaduna, and Benue, resulting in violence, displacement, and loss of lives. These conflicts often arise from disputes over land, resources, and political power.

Nigeria has also faced periodic outbreaks of diseases such as cholera, Lassa fever, and meningitis, which require emergency response efforts to prevent further transmission and provide healthcare services.

In addition to security and health challenges, Nigeria's northern region is prone to desertification and land degradation, posing a significant climate and environmental emergency. Factors such as deforestation, overgrazing, and climate change contribute to soil erosion, loss of vegetation, and reduced agricultural productivity.

Finally, Nigeria experiences recurrent flooding, particularly during the rainy season, which leads to health emergencies and significant damage to infrastructure and livelihoods.

Addressing these health, climate, and environmental emergencies in Nigeria requires a multi-faceted approach. It involves improved healthcare infrastructure, disaster preparedness and response systems, sustainable resource management practices, and public awareness campaigns to promote behavior change and environmental conservation.

About VISTA INITIATIVE
Our Vision

A world where every individual regardless of background or circumstances thrives in dignity, safety and equality. We respond where the need is greatest, delivering life-saving support while laying the foundation for long term sustainable change. By investing in the strength and potential of communities, we transform crisis into opportunities and foster resilience that endures.

Our Mission

To deliver inclusive, people centered, and rights based humanitarian and developmental programs that empowers the most vulnerable, advance social justice, and build resilient communities. We work collaboratively with local actors, governments, and international partners to cocreate sustainable solutions that bridge immediate emergency response with long term recovery, development, and peace building, ensuring that all people can live with dignity, security, and hope for a better future.

Our Core Values

Integrity, we act with honesty, transparency, and accountability in all our engagement earning the trust of the communities we serve and partners by consistently doing the right, even no one is watching.

Partnership, we believe meaningful change is only possible through collaboration. By working hand in hand with communities, civil society, government, and global partners, we co-create solutions that are locally grounded and widely impactful.

Innovation, we embrace new ideas, creative thinking, and adaptable approaches to solve complex challenges. Leveraging technology and local ingenuity, we drive progress and deliver smarter, more effective solutions for lasting change.

Our Future

VISTA INITIATIVE was established in May 2025 as a direct response to the worsening humanitarian situation in Nigeria, particularly in the Northeast, Northwest, and North Central regions. The decade-long conflict with Boko Haram and ISWAP in the Northeast has led to widespread displacement, destruction of infrastructure, and humanitarian needs across Borno, Adamawa, and Yobe States. In early 2025, renewed attacks including mass killings, abductions, and assaults on military and civilian targets further destabilized already fragile communities.

Meanwhile, the Northwest region has seen a sharp rise in armed banditry, mass abductions, and criminal violence, particularly in states like Zamfara, Katsina, Sokoto, and Kaduna. Thousands of civilians have been killed or kidnapped, farmlands destroyed, and entire communities forced to flee their homes. This ongoing violence has triggered a large-scale humanitarian crisis, mirroring the complexities seen in the Northeast, but with distinct drivers and dynamics.

In the North Central region, communities face increasingly violent farmer-herder conflicts, communal clashes, and the adverse effects of climate change. Erratic rainfall, desertification, and resource scarcity have intensified competition over land and water, fueling tensions and triggering displacement. States like Benue, Nasarawa, Niger, and Plateau have witnessed recurrent cycles of violence, loss of livelihoods, and breakdown of social cohesion.
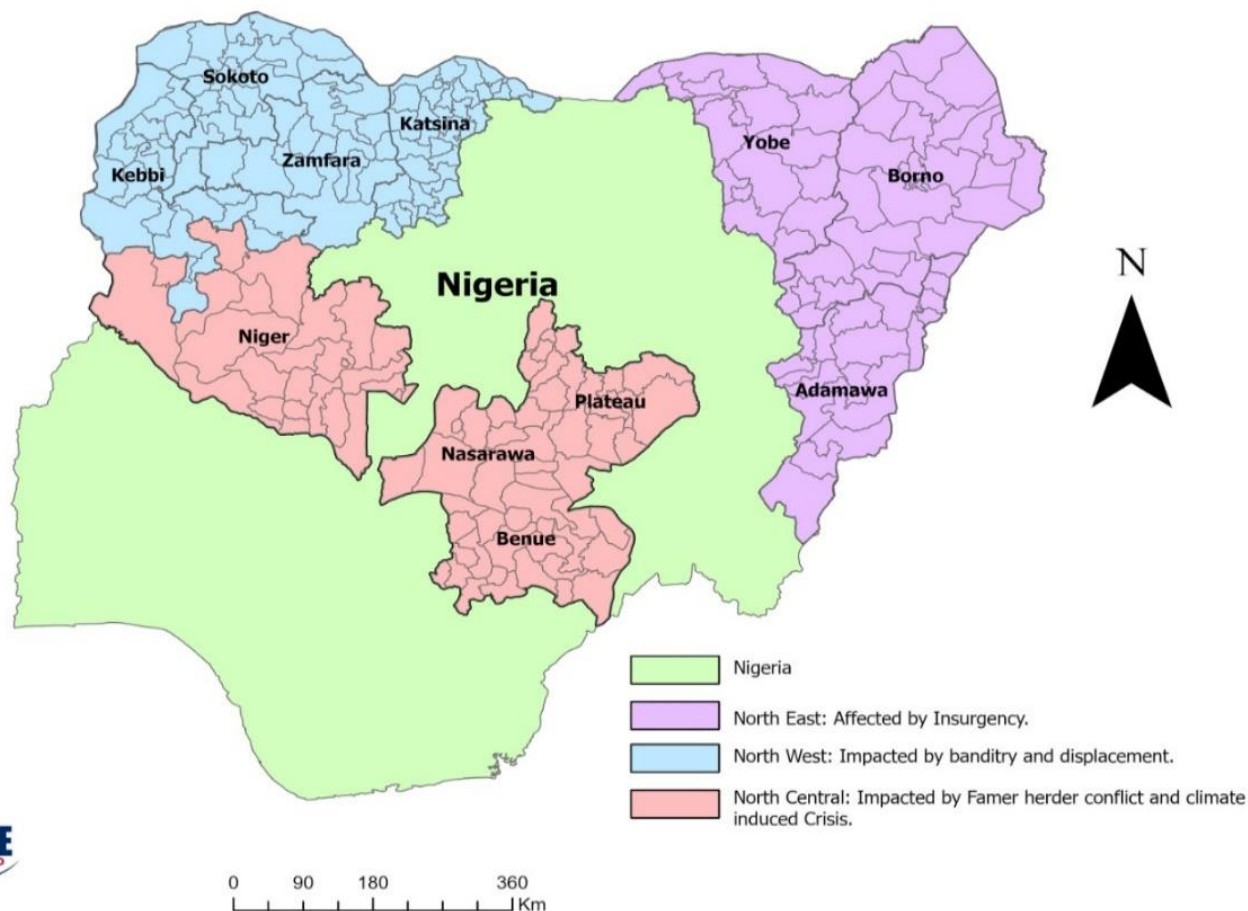
Recognizing these overlapping emergencies and the urgent need for coordinated, community-centered interventions, VISTA INITIATIVE was founded to provide integrated humanitarian and development solutions. Its approach is to restore dignity, protect lives, and build resilient communities through multi-sectoral programs to provide access to services to boys, girls, women and men.

Our areas of program implementation are:

1. Education 2. WASH 3. Health 4. Nutrition 5. Protection 6. Food Security 7. Early Recovery and Livelihoods 8. CCCM/Shelter/NFI 9. Governance and Civic Engagement 10. Peace Building and Social Cohesion

Scope of our Strategy

CONFLICT AFFECTED STATES

VISTA INITIATIVE
VISION FOR INCLUSIVE SOLUTIONS AND TRANSPARENCY INITIATIVE
Act With Integrity, Build For Tomorrow

Over the next three years, our strategic focus will be directed towards the communities located in the Northeast, Northwest, and North Central regions of Nigeria. These regions have been significantly impacted by a range of challenges that have disproportionately affected girls, boys, men and women.

In the Northeast, a devastating conflict spanning over 16 years has left a profound impact on the lives of girls, boys, women, and men, necessitating continued attention and support. In the Northwest, relentless attacks by armed bandits and herdsmen have led to widespread insecurity, displacement, and loss of livelihoods, particularly affecting women and children.

In the North Central region, a combination of farmer-herder conflicts, climate-related displacement, and criminal violence has created complex humanitarian needs. These ongoing crises have disrupted access to basic services, education, and protection for vulnerable populations, especially in rural and hard-to-reach communities.

By focusing our efforts on the communities in the Northeast, Northwest, and North Central regions of Nigeria, we aim to bring about meaningful and sustainable change. We are committed to working in partnership with local communities, government institutions, non-governmental and international organizations, and other stakeholders to ensure that our interventions have a lasting impact creating a safer, healthier, and more hopeful future for children and women across these regions.

our strategic focus will be directed towards the communities located in the northeast, northwest and north central regions of Nigeria. These regions have been significantly impacted by various challenges that have disproportionately affected children and women.

Thematic Goals

Education is critical component of Individual and societal development

Poor sanitation and hygiene practices have led to a high prevalence of waterborne diseases

Health is a fundamental pillar of individual wellbeing and community development

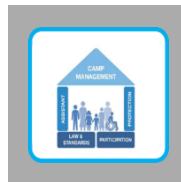**Nutrition is essential for survival, growth, and resilience**

Protection is a vital component of individual well-being and community resilience

Lack of sustainable food security opportunities in crisis-affected communities

We promote early recovery by restoring disrupted livelihoods, empowering vulnerable populations with skills, tools, and opportunities to rebuild their income sources and reduce long-term dependency on aid
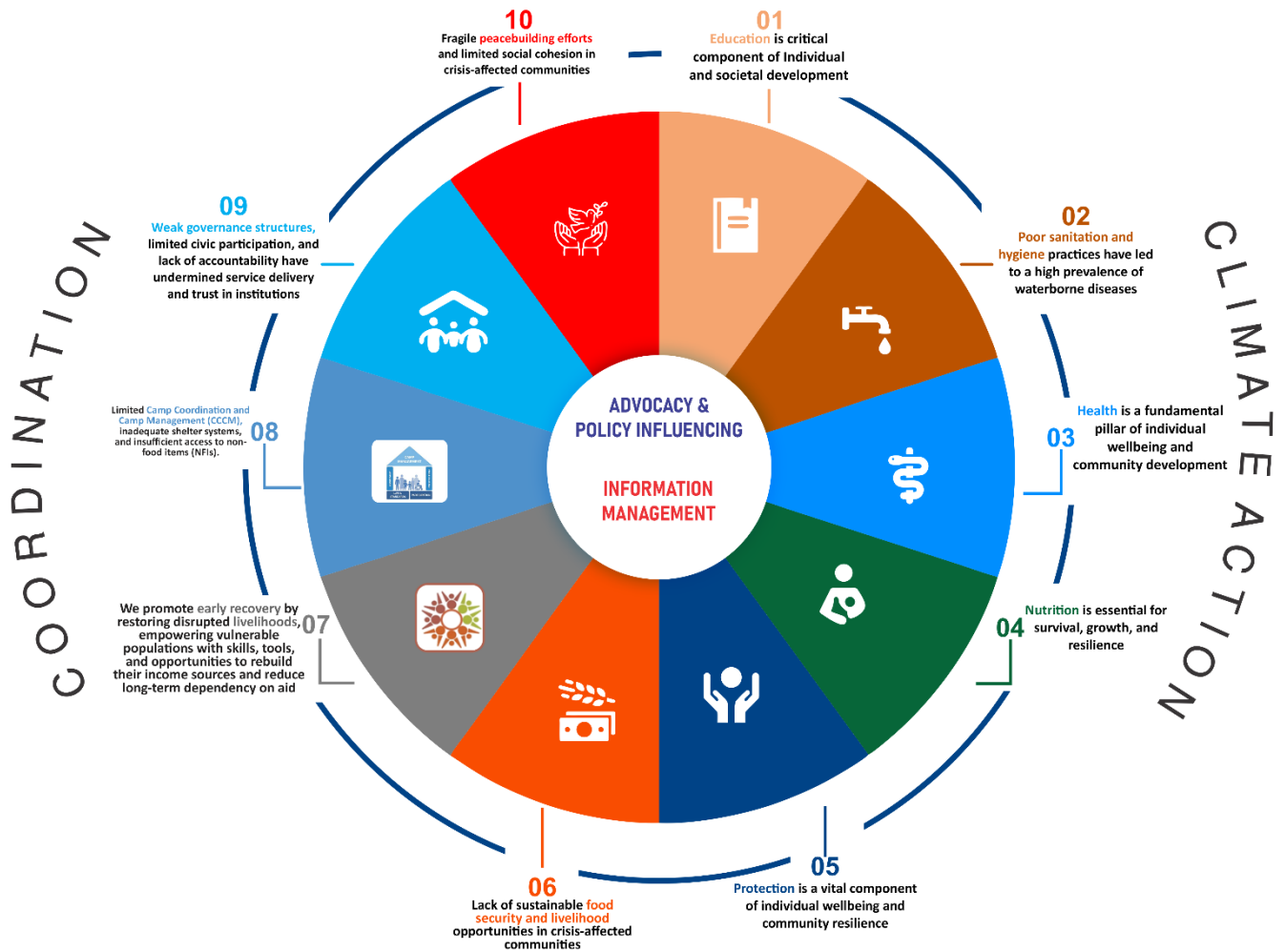
Limited Camp Coordination and Camp Management (CCCM), inadequate shelter systems, and insufficient access to non-food items (NFIs).

Weak governance structures, limited civic participation, and lack of accountability have undermined service delivery and trust in institutions

Fragile peacebuilding efforts and limited social cohesion in crisis-affected communities

COORDINATION

CLIMATE ACTION

10
Fragile peacebuilding efforts and limited social cohesion in crisis-affected communities

01
Education is critical component of Individual and societal development

09
Weak governance structures, limited civic participation, and lack of accountability have undermined service delivery and trust in institutions

02
Poor sanitation and hygiene practices have led to a high prevalence of waterborne diseases

08
Limited Camp Coordination and Camp Management (CCCM), inadequate shelter systems, and insufficient access to non-food items (NFIs).

03
Health is a fundamental pillar of individual wellbeing and community development

07
We promote early recovery by restoring disrupted livelihoods, empowering vulnerable populations with skills, tools, and opportunities to rebuild their income sources and reduce long-term dependency on aid

04
Nutrition is essential for survival, growth, and resilience

ADVOCACY & POLICY INFLUENCING

INFORMATION MANAGEMENT

06
Lack of sustainable food security and livelihood opportunities in crisis-affected communities

05
Protection is a vital component of individual wellbeing and community resilience

Thematic
Goals

1

Education

"Education is a critical component of individual and societal development. Expanding educational opportunities in Nigeria particularly for marginalized groups including boys, girls, men, and women can help address a wide range of economic, social, and cultural challenges facing the country.

Nigeria, the most populous country in Africa, has a population of approximately 206 million, with an estimated 51% being female. While the Nigerian government has taken steps to improve access to education for all, significant challenges persist, particularly for marginalized and vulnerable groups including girls, boys, women, and men affected by poverty, displacement, disability, and conflict.

According to UNICEF, Nigeria has the highest number of out-of-school children in the world. This crisis is especially severe for girls, who face additional barriers such as early and forced marriage, gender-based violence, harmful cultural norms, and economic hardship. These barriers result in lower enrollment, retention, completion, and literacy rates for girls compared to boys.

In emergency-affected areas, the education situation deteriorates further due to conflict, pandemics, natural disasters, and other shocks. School closures in these contexts lead to increased dropout rates and a rise in the number of out-of-school children. The displacement of families results in many children becoming Internally Displaced Persons (IDPs) with limited or no access to learning opportunities.

Security concerns in conflict zones such as the risk of abduction, sexual violence, and forced recruitment prevent many parents from sending their children to school, especially girls. These risks also affect adolescent boys, who may be targeted by armed groups. In addition, a shortage of trained teachers and poorly resourced schools in emergency settings have greatly reduced the quality of education.

To address these challenges, adequate and sustained funding is essential. While the Nigerian government has pledged to allocate 20% of its annual budget to education, actual spending continues to fall short of this commitment. This underfunding severely limits progress in improving infrastructure, recruiting and training qualified teachers, and providing learning materials.

Furthermore, Nigeria needs to strengthen its policy and legal frameworks to support inclusive, gender-sensitive, and crisis-responsive education. Stronger laws and enforcement mechanisms are required to protect the right to education for all, especially for marginalized girls, boys, women, and men affected by conflict, poverty, and displacement.

Our Approach

- Through engagement with affected communities, we shall increase access for emergency affected children to inclusive quality formal and alternative education opportunities.

- We shall work to challenge and transform social norms, cultural practices, and systemic barriers that hinder access to education for girls and boys, and limit the supportive roles of women and men in educational advancement.

- We shall engage in policy influencing and advocacy towards an increase in education spending and the safety of schools and other learning institutions.

- We will support the capacity development of government education system and community structure for better education response and information management.

WASH

"Poor sanitation and hygiene practices have led to a high prevalence of waterborne diseases such as cholera, typhoid fever, and diarrhea, which are major causes of illness and death, particularly among children under five?"

Despite Nigeria's abundant water resources, access to safe and potable water remains a significant challenge, particularly in rural and conflict-affected areas. As of 2025, an estimated one-third of Nigerians lack access to improved water sources, with rural and displaced populations being disproportionately affected. The high cost of drilling and maintaining boreholes, along with poorly maintained infrastructure, has resulted in widespread dependence on unsafe water sources, increasing the risk of waterborne diseases.

Poor access to improved sanitation is another persistent issue. Many households and institutions lack adequate toilet facilities, leading to widespread open defecation, environmental contamination, and the spread of diseases such as cholera, typhoid fever, dysentery, and diarrhea the latter contributing to the death of over 70,000 children under five annually.

Climate change has further exacerbated Nigeria's WASH crisis. Rising temperatures, erratic rainfall, severe droughts, and flooding have worsened water scarcity, particularly in the North East, North West, and North Central regions, where emergency needs are already acute. In these areas, WASH related vulnerabilities are amplified due to damaged infrastructure, displacement, and limited public health services.

Additionally, inadequate waste management poses serious public health and environmental risks. The lack of proper disposal systems for both solid and liquid waste, especially in densely populated urban slums and rural areas, leads to uncontrolled dumpsites and pollution. The absence of sanitation facilities in schools and public spaces further limits access for women and girls, particularly during menstruation, affecting attendance and dignity.

Our Approach

- We shall provide access to safe and potable water for underserved and emergency-affected communities through the installation and rehabilitation of water points and boreholes.

- We shall promote improved sanitation services, supporting the construction of latrines and handwashing stations, especially in schools, health facilities, and displacement sites.

- We shall support hygiene promotion efforts, targeting behavior change communication that empowers families especially women and children to adopt safe hygiene practices.

- We shall facilitate safe liquid and solid waste disposal, working with community structures to establish functional waste management systems.

- We shall integrate climate-resilient WASH solutions, such as solar-powered water systems, to ensure long-term sustainability and reduce vulnerability to environmental shocks.

3

Health

"Health is a fundamental pillar of individual wellbeing and community development. Strengthening health systems in Nigeria, especially for marginalized groups such as boys, girls, women, and men, is essential to addressing critical challenges related to disease, malnutrition, maternal and child health, and unequal access to care particularly in contexts affected by conflict, displacement, and poverty."

Nigeria health system continues to face major challenges due to inadequate infrastructure, limited healthcare personnel, and low public health financing. According to the World Health Organization (WHO), Nigeria's life expectancy remains one of the lowest in the world at approximately 55 years, reflecting poor access to quality care and persistent disease burden.

The country's maternal mortality ratio (MMR) is estimated between 512 and 1,047 deaths per 100,000 live births, making Nigeria one of the top contributors to global maternal deaths despite accounting for only about 2.4% of the world's population, it contributes nearly 10% of global maternal mortality.

Child mortality also remains critically high. As of 2025, infant mortality is estimated at 69 per 1,000 live births, and under-five mortality is approximately 110–128 per 1,000 live births, far above the global SDG targets. More than half of these child deaths are caused by malaria, pneumonia, and diarrhoea, which are largely preventable and treatable with basic healthcare services.

The health system is further strained by recurring outbreaks of infectious diseases. In early 2025, northern Nigeria witnessed a deadly meningitis outbreak in Kebbi State, resulting in over 26 deaths, highlighting the country's fragile outbreak response capacity.

Despite efforts to expand immunization coverage, Nigeria continues to report high prevalence of cholera, measles, Lassa fever, yellow fever, and more recently, monkeypox. The WHO also reports that malaria remains Nigeria's most prevalent disease, with the country accounting for 27% of global malaria cases. In response, Nigeria only began administering the WHO approved malaria vaccine to children in late 2024.

Limited health financing exacerbates these issues. As of the latest WHO figures, Nigeria allocates only around 3.8–4.1% of its GDP to health, significantly below the Abuja Declaration target of 15%. This underinvestment results in weak primary healthcare systems, shortages of skilled health workers, and poor service delivery in both urban and rural areas.

Conflict affected and humanitarian settings in the northeast, northwest, and north-central regions face even greater disparities in health access. Insecurity, displacement, and damaged infrastructure prevent millions from accessing basic healthcare, especially pregnant women, children, and people with chronic illnesses.

Without urgent investment in health infrastructure, epidemic preparedness, and community-based primary care, Nigeria risks continued setbacks in achieving Universal Health Coverage (UHC) and Sustainable Development Goal 3 on health and wellbeing by 2030.

Our Approach

- While coordinating with relevant agencies, we will support the delivery of life-saving, quality healthcare services in underserved and emergency-affected communities where we operate. Our interventions will prioritize areas with limited access to medical care and populations experiencing displacement or crisis.

- We will strengthen coordination efforts with humanitarian partners and government institutions to provide essential clinical assistance, including through stabilization centers for critical cases.

- To address public health emergencies, we will ensure timely response to disease outbreaks by deploying rapid response teams and implementing coordinated preparedness and prevention strategies. For both cyclical and emerging outbreaks, we will collaborate with partners to establish contingency plans and ensure efficient and comprehensive responses.

- At the community level, we will work to maintain and improve access to essential health services, while also supporting the recovery and strengthening of local health systems to ensure resilience and sustainability beyond the immediate crisis.

4
Nutrition

"Nutrition is essential for survival, growth, and resilience. In Nigeria, malnutrition remains a critical concern particularly among children under five and pregnant and lactating women, especially in conflict-affected and displaced communities. Tackling malnutrition requires an integrated approach that prioritizes prevention, early detection, and timely treatment to reduce mortality, improve health outcomes, and support long-term development."

Nigeria continues to face a severe nutrition crisis, particularly among children under five and pregnant or lactating women. According to UNICEF and WHO estimates, Nigeria has the second highest burden of stunted children globally, with approximately 32% of children under five experiencing chronic malnutrition.

An estimated 2 million children suffer from severe acute malnutrition (SAM) annually, yet only 2 out of every 10 affected children currently receive treatment. Malnutrition remains an underlying factor in nearly 45% of all child deaths, further worsening health outcomes in already vulnerable communities.

Women of reproductive age are also affected 7% of them suffer from acute malnutrition, with devastating effects on maternal and newborn health. Crisis-affected regions in the Northeast, Northwest, and North-Central Nigeria experience the highest levels of food insecurity and limited access to nutrition services due to conflict, displacement, and poor infrastructure.

The nutrition situation is exacerbated by poverty, poor infant and young child feeding practices, low dietary diversity, and recurrent disease outbreaks. Without integrated prevention and treatment interventions, malnutrition will continue to undermine Nigeria's progress toward achieving Sustainable Development Goal 2 (Zero Hunger) and reducing maternal and child mortality.

OUR APPROACH

- We shall conduct regular screening and early detection of malnutrition among children and women in both emergency and development contexts.
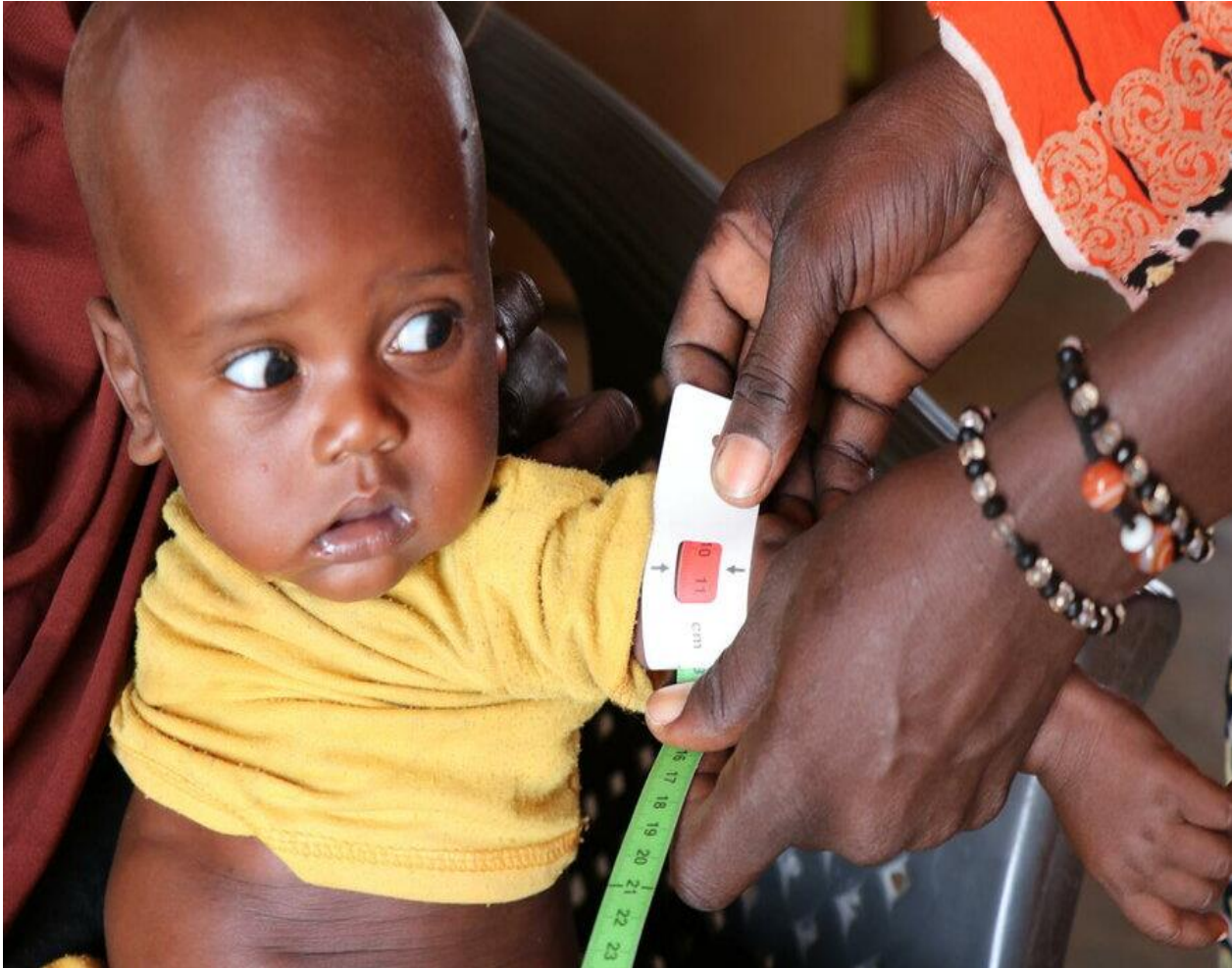
- We shall provide therapeutic and supplementary feeding, including Ready-to-Use Therapeutic Foods (RUTF) and micronutrient supplementation to treat moderate and severe acute malnutrition.

- We shall deliver nutrition education to caregivers, with an emphasis on promoting proper infant and young child feeding (IYCF) practices to prevent malnutrition.

We shall integrate nutrition into our health, WASH, and food security programs, ensuring that support is coordinated, holistic, and sustainable.

We shall support local health systems and community structures, building their capacity to manage nutrition programs and ensure timely referrals and follow up care.

5

Protection

"Protection is a vital component of individual well-being and community resilience. Strengthening protection systems in Nigeria especially for marginalized groups such as boys, girls, men, and women can help address a wide range of safety, dignity, and human rights challenges caused by conflict, violence, and social inequality, including child protection concerns, risks from explosive remnants of war through mine action, and violations of housing, land, and property (HLP) rights".

The Northeast region has been plagued by violent conflict, terrorism, and insurgency for over a decade. This has resulted in the displacement of millions, including women and children. The ongoing crisis has created a dire need for humanitarian assistance, including food, water, shelter, healthcare, child protection services, mine risk education, and gender-based violence (GBV) response mechanisms. Women and children are especially vulnerable in such environments, facing sexual violence, child abuse, and exploitation. Additionally, explosive remnants of war, including improvised explosive devices (IEDs), pose severe risks, particularly to children and civilians returning to previously inaccessible areas. Many displaced individuals also face unresolved HLP issues such as land disputes, evictions, and loss of legal documentation, making sustainable return and recovery even more challenging.

In the Northwest, growing levels of banditry, mass abductions, and armed attacks have disrupted entire communities. Women and girls are often targeted in kidnappings, sexual violence, and forced marriages, while children are exposed to neglect, recruitment by armed groups, and abuse. The collapse of traditional and formal protection structures has increased the urgency for comprehensive child protection interventions and GBV prevention programming. Mine action efforts are limited in rural and forested zones affected by conflict, and unresolved HLP challenges such as destroyed housing and unregistered land continue to hinder the reintegration of displaced families.

The North Central region is equally affected by escalating farmer-herder conflicts, communal clashes, and widespread kidnappings, which have displaced thousands and exposed communities to heightened protection risks. Women, girls, and children remain at the frontlines of this crisis, with limited access to safe spaces, psychosocial support, and justice. Mine contamination from past conflicts and localized violence adds another layer of danger, particularly in areas with limited risk education. Land ownership disputes and poor enforcement of HLP rights further restrict the ability of displaced families to reclaim or resettle safely and securely.
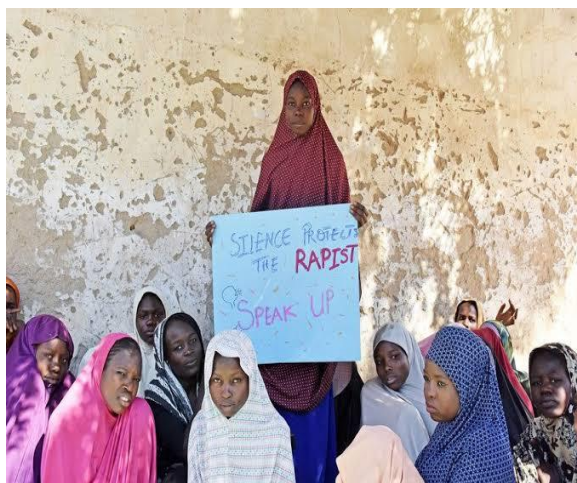
Across all three regions, women and children face significant economic and social barriers, including poverty, lack of education, inadequate healthcare, and harmful cultural norms. These factors compound their vulnerability to GBV, neglect, and exploitation and reduce their ability to seek help or live in dignity.

A lack of awareness and enforcement of the rights of women and children perpetuates harmful practices such as child marriage, female genital mutilation (FGM), child labor, and sexual violence. Meanwhile, the weak justice system allows many cases of abuse to go unpunished, reinforcing a culture of impunity and silence.

To ensure meaningful protection, there is an urgent need to strengthen child protection systems, scale up mine action and risk education, resolve HLP disputes, and build inclusive community-based prevention and response mechanisms. Investing in awareness-raising, access to justice, psychosocial support, and the empowerment of women and children is essential to break the cycle of violence and build long-term community resilience.

Our Approach

- Strengthening child protection systems to ensure children are safe, supported, and able to thrive in protective environments.

- Preventing and responding to gender-based violence (GBV) through survivor-centerd services, community engagement, and the promotion of gender equity.

- Promoting mine action interventions to reduce risks from explosive remnants of war, including risk education, victim assistance, and advocacy for safe environments.

- Supporting housing, land, and property (HLP) rights by promoting equitable access, preventing evictions, and resolving disputes, especially for vulnerable groups.

6
Food Security

"Lack of sustainable food security in crisis-affected communities has resulted in persistent hunger, malnutrition, and heightened vulnerability, undermining the well-being and resilience of affected populations."

Food insecurity remains a major challenge across the Northeast, Northwest, and North Central regions of Nigeria due to a complex interplay of conflict, displacement, and environmental shocks. In the Northeast, over a decade of insurgency has forced millions to flee their homes, abandoning farmlands and livestock, which has led to a drastic reduction in agricultural activities and reliance on humanitarian food assistance. Farmers are unable to access fertile lands due to insecurity, while markets have collapsed and food prices have skyrocketed, making basic staples unaffordable for many households. The situation is compounded by poor road networks, weak agricultural extension services, and limited access to farming inputs like seeds and fertilizers.

In the Northwest, the situation is worsened by escalating armed banditry and rural violence, which have disrupted both planting and harvesting seasons. Many farming communities have been displaced or are living under constant threat, leading to a sharp decline in food production and an increase in malnutrition, particularly among children and pregnant women. The theft of livestock, destruction of crops, and insecurity on trade routes have severely restricted food access and income-generating opportunities for affected populations.

In the North Central region, farmer-herder conflicts, land disputes, and environmental degradation have eroded food production capacity. Recurrent clashes have displaced communities and destroyed critical agricultural infrastructure, while changing rainfall patterns and prolonged dry spells have reduced crop yields. Though the region holds significant agricultural potential, insecurity and climate-induced stressors continue to undermine food systems and discourage investment in farming.

Across all three regions, rural populations face common challenges such as inadequate access to quality agricultural inputs, limited infrastructure for food storage and transportation, and insufficient support through agricultural extension services. Youth and women are often excluded from farming opportunities due to lack of access to land, finance, and training, while weak social protection systems and climate shocks increase the vulnerability of already food-insecure communities. Without coordinated and sustained interventions to rebuild food systems, improve livelihoods, and support smallholder farmers, the cycle of hunger and poverty will persist across Nigeria's most crisis-affected regions.

Our Approach

- We adopt a sustainable, conflict-sensitive, and climate-resilient food security strategy that strengthens local food systems, enhances agricultural productivity, and supports the most vulnerable, especially women, youth, and displaced populations.

- We promote inclusive access to land, markets, and finance, particularly for women and youth, enabling them to actively participate in food value chains and agri-business ventures. Through vocational training and green job creation, we empower individuals to diversify their income sources beyond traditional farming.

- Our programs engage communities in market-based approaches that link smallholder farmers to buyers, reduce post-harvest losses, and increase access to nutritious food. We also strengthen community resilience by integrating nutrition-sensitive agriculture and promoting household-level food production through kitchen gardens and poultry farming.

- In partnership with government and humanitarian actors, we advocate for stronger agricultural policies, climate adaptation frameworks, and social protection schemes that target food-insecure households. By addressing both immediate needs and long-term food system recovery, our approach contributes to reducing hunger, enhancing livelihoods, and promoting sustainable development across Nigeria's most affected regions.

7

Early Recovery and Livelihoods.

"We promote early recovery by restoring disrupted livelihoods, empowering vulnerable populations with skills, tools, and opportunities to rebuild their income sources and reduce long-term dependency on aid".

Livelihoods across the Northeast, Northwest, and North Central regions of Nigeria have been critically undermined by prolonged insecurity, mass displacement, and environmental degradation. In the Northeast, more than a decade of armed conflict has not only displaced millions but also disrupted traditional income sources such as farming, fishing, trade, and small-scale businesses. IDPs and host communities face limited or no access to land, tools, or capital needed to restart livelihoods. Economic activities in many towns and villages have collapsed, and local markets remain non-functional or unsafe, leaving people highly dependent on humanitarian assistance for survival.

In the Northwest, escalating violence from armed banditry, kidnappings, and communal clashes has rendered many areas uninhabitable, forcing thousands of households to abandon their farms and businesses. Rural economies have broken down, and many skilled individuals particularly artisans and traders are unable to operate due to insecurity and loss of property. Livestock rearing, a key source of livelihood, has also been decimated by theft, killings, and restricted grazing areas. Young people and women, already marginalized from economic systems, are further excluded by the lack of access to credit, vocational training, and markets.

In the North Central region, persistent farmer-herder conflicts, land degradation, and population pressure have diminished productive livelihoods. Many communities have been displaced due to land disputes and violence, while natural resource depletion has limited farming, fishing, and agro-pastoral activities. Despite the region's agricultural and mineral resource potential, insecurity and weak investment in rural enterprise have led to high unemployment, increased rural-urban migration, and heightened poverty.

Across all three regions, the absence of resilient livelihood systems is compounded by inadequate skills development, limited access to finance and productive assets, and poor infrastructure. Road networks, electricity, storage facilities, and ICT access are either absent or underdeveloped, limiting mobility and market integration. Women and youth who represent a large share of the working population remain disproportionately excluded from livelihood opportunities due to cultural barriers, lack of education, and limited inclusion in local governance or decision-making structures.

Without sustained investment in vocational training, green jobs, inclusive enterprise development, and access to productive resources, vulnerable populations will remain trapped in poverty cycles, unable to rebuild their lives or contribute meaningfully to local economies. A multi-sectoral, conflict-sensitive approach is urgently required to restore livelihoods, promote resilience, and foster inclusive economic recovery in Nigeria's most crisis-affected regions.

Our Approach

We equip youth, women, and vulnerable groups with vocational and entrepreneurial skills aligned with local market demands. Our livelihood programs emphasize hands-on training in agriculture, tailoring, cap knitting, poultry farming, soap making, and other trades that promote self-reliance.

We provide start-up kits, micro-grants, and mentorship to help beneficiaries launch or scale up small businesses. Through financial literacy and business development support, we enable participants to manage resources effectively and grow their enterprises sustainably.

Our interventions prioritize inclusion by ensuring women, persons with disabilities, and displaced populations have equal access to livelihoods. We reduce barriers to participation by addressing access to land, credit, and skills training in both rural and urban contexts.

We promote green jobs and environmentally friendly practices such as climate-smart agriculture and sustainable resource use. By integrating resilience-building into livelihoods programming, we help communities adapt to climate change and recover from shocks more effectively.

9

CCCM/SHELTER/NFI

"Limited Camp Coordination and Camp Management (CCCM), inadequate shelter systems, and insufficient access to non-food items (NFIs) in crisis-affected areas have resulted in significant service delivery gaps. Displaced populations often face overcrowded and unsafe living conditions and are rarely engaged in decisions about their shelter, compromising their dignity, protection, and access to essential services."

In the Northeast, Northwest, and North Central regions of Nigeria, displacement due to conflict, banditry, and communal violence has overwhelmed existing camp coordination and shelter systems. In the Northeast, over a decade of insurgency has resulted in hundreds of formal and informal camps with weak coordination structures, leaving gaps in service delivery, limited accountability, and poor engagement with displaced populations. Many IDPs live in overcrowded, makeshift shelters with limited privacy, inadequate ventilation, and exposure to harsh weather, heightening health and protection risks.

In the Northwest, rising armed banditry and mass displacement have outpaced the development of organized camp systems. Many displaced families reside in temporary or host community settings without support mechanisms or access to essential non-food items (NFIs). Shelter needs remain unmet, while weak camp management leads to the marginalization of women, children, and persons with disabilities in decision-making processes.

In the North Central region, recurrent farmer-herder clashes and communal violence have triggered sudden displacements, often into areas lacking structured shelter or CCCM support. Displaced persons are left to construct unsafe shelters using available materials, without access to coordinated NFI distributions or proper site management. Across all three regions, the lack of inclusive and accountable camp management systems continues to impact displaced populations' dignity, safety, and access to essential services.

Our Approach

- We strengthen camp coordination and management by promoting community participation, ensuring displaced persons are actively involved in decisions that affect their shelter, safety, and dignity.

- We provide safe, culturally appropriate, and climate-resilient shelter support ranging from emergency to transitional shelters tailored to the needs of households affected by displacement.

- We distribute essential NFIs such as bedding, kitchen sets, clothing, and hygiene materials, prioritizing vulnerable groups and ensuring timely support during emergencies.

- We build the capacity of local actors and strengthen coordination mechanisms with government and humanitarian partners to ensure efficient and accountable service delivery in displacement settings.

8

Governance and Civic Engagement

"Weak governance structures, limited civic participation, and lack of accountability have undermined service delivery and trust in institutions, particularly in crisis-affected communities, reducing citizens' ability to influence decisions that affect their lives."

Insecurity, displacement, and weak institutional presence across crisis-affected areas in Nigeria particularly in the Northeast, Northwest, and North-Central regions have undermined public trust in governance and reduced opportunities for citizen participation in decision-making. Many affected populations feel disconnected from formal institutions, with limited avenues to voice their needs or influence policies that affect their recovery and development.

Low civic literacy, inadequate representation of women, youth, and marginalized groups in local governance structures, and the absence of inclusive community feedback mechanisms have further weakened accountability and social cohesion. Conflict and political instability have disrupted governance systems at the local level, contributing to poor service delivery, corruption, and growing frustration among citizens.

In areas where governance structures are weak or absent, informal and traditional systems often fill the gap, yet they may lack legitimacy or be exclusionary in practice particularly toward women and minority groups. The lack of transparent processes and civic space hinders long-term recovery, peacebuilding, and inclusive development.

Our Approach

- We shall strengthen inclusive governance by promoting civic education, social accountability, and participatory decision-making in crisis-affected communities.

- We shall support the establishment and capacity-building of community-based governance structures, ensuring the meaningful participation of women, youth, and persons with disabilities.

- We shall work with local authorities and traditional leaders to promote inclusive dialogue, social cohesion, and peaceful co-existence, especially in areas recovering from conflict.

We shall facilitate community-led planning and feedback mechanisms that improve transparency, responsiveness, and trust between citizens and institutions.

10

Peace Building and Social Cohesion

"Fragile peacebuilding efforts and limited social cohesion in crisis-affected communities have contributed to persistent tensions, mistrust, and cycles of violence, making it difficult to foster reconciliation, unity, and sustainable development."

Nigeria continues to face deep-rooted social divisions and intercommunal tensions exacerbated by armed conflict, banditry, climate shocks, and displacement particularly across the Northeast, Northwest, and North Central regions. These crises have fractured trust between communities, eroded traditional mechanisms for dispute resolution, and strained relationships between citizens and the state.

In displacement-affected areas, the breakdown of social fabrics, competition over scarce resources, and perceptions of unequal assistance have contributed to grievances and localized conflict. Displaced persons, host communities, and returnees often struggle to coexist peacefully due to cultural misunderstandings, unresolved trauma, and disrupted community leadership structures. Women, youth, and minority groups are frequently sidelined from peacebuilding efforts, despite being disproportionately affected by violence and displacement.

Fragile institutions and limited access to inclusive dialogue platforms have hindered reconciliation, conflict prevention, and collective action. Meanwhile, the absence of transitional justice mechanisms and psychosocial support leaves many conflict-affected individuals without a sense of closure or healing.

Our Approach

We shall promote inclusive dialogue, mediation, and reconciliation platforms that bring together displaced populations, host communities, and other stakeholders to rebuild trust and foster peaceful coexistence.

We shall support community-led peacebuilding initiatives that address root causes of conflict, strengthen social cohesion, and empower women, youth, and marginalized groups to become active agents of peace.

We shall collaborate with traditional leaders, civil society actors, and local authorities to strengthen community resilience, encourage non-violent conflict resolution, and rebuild social contracts.

We shall integrate peace education, trauma healing, and psychosocial support into our programming to promote emotional recovery and conflict transformation at the grassroots level.
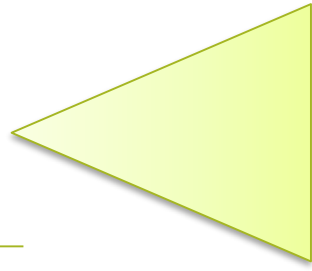
DISABILITY INCLUSTION

VISTA INITIATIVE is committed to disability inclusion by ensuring that persons with disabilities are actively involved in the planning, implementation, and monitoring of all programs. We prioritize accessibility in our services, adapt interventions to meet diverse needs, and advocate for inclusive policies. Our team is trained to identify and address barriers, ensuring that no one is left behind in our humanitarian and development response. We will work closely with the Disability Working Groups (DWGs) and organizations of persons with disabilities (OPDs) to mainstream disability inclusion throughout the project cycle from needs assessments and planning to implementation and evaluation.

Gender & Inclusion

We are committed to advancing gender equality and fostering inclusion across all aspects of our work. We recognize that diverse perspectives and lived experiences strengthen our organization and fuel innovation.

Our goal is to create an inclusive environment where individuals of all genders can participate fully, contribute meaningfully, and thrive. We will actively address gender disparities, empower women and girls, and promote equal opportunities for all, including marginalized and underrepresented groups.

By embedding gender equality and inclusion as foundational principles, we aim to build a more just, diverse, and representative organization one that reflects the communities we serve and unlocks the full potential of every individual.

Climate Action

"Lack of sustainable livelihood options for communities in crisis-affected areas, leading to chronic poverty and vulnerability to future crises."

Nigeria, located in West Africa, is highly vulnerable to the impacts of climate change. Home to over 226 million people, it is the most populous country in Africa. The economy relies heavily on agriculture, oil, and gas sectors that are particularly sensitive to climate-related disruptions. Nigeria's climate is characterized by two main seasons: the rainy season (April to October) and the dry season (November to March). Climate change is projected to intensify both, with more frequent and severe droughts, floods, and heatwaves.

Climate change is also expected to place increasing pressure on Nigeria's water resources, resulting in water scarcity and reduced access to safe drinking water. Coastal areas are at particular risk from sea-level rise, which threatens to increase flooding, erosion, and displacement.

The agriculture sector, which employs over 70% of the population and is a major contributor to national GDP, is especially at risk. Changes in rainfall patterns, rising temperatures, and extreme weather events are expected to reduce agricultural productivity, leading to lower yields and worsening food insecurity.

VISTA INITIATIVE is committed to climate action by supporting efforts to mitigate greenhouse gas emissions and build community resilience to climate impacts. Through its integrated programs, VISTA Initiative will implement innovative and context-appropriate interventions across its thematic areas to raise awareness on climate change, promote adaptation strategies, and support sustainable environmental practices.

Coordination

Coordination plays a vital role in the Humanitarian Program Cycle (HPC). While our programs will adopt the Humanitarian Development Peace (HDP) nexus emphasizing development efforts we are committed to ensuring effective coordination at all levels.

Internally, we will foster strong coordination among departments to deliver efficient, multi-sectoral programs in the communities where we operate. Through coordinated efforts, we will conduct joint multi-sectoral assessments and collaboratively plan responses to maximize impact for our beneficiaries.
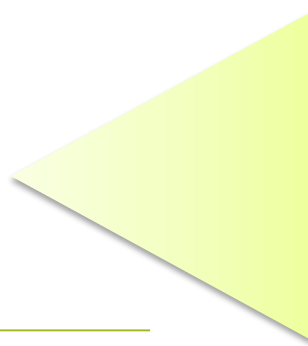
Coordination will also be prioritized at the sector level, engaging with various sector stakeholders. In the Northeast, where a system-wide scale-up is ongoing, multiple sectors are actively coordinating the humanitarian response. VISTA INITIATIVE will work alongside these sectors, share regular activity updates, and ensure efforts are complementary and not duplicative.

In regions where formal humanitarian sector structures are absent, we will coordinate with relevant line ministries to ensure an organized and effective response.

At the community level, VISTA INITIATIVE will engage in both formal and informal coordination with partners at the Local Government Area (LGA) and community levels to promote coherent responses and deliver high-quality programs.

Additionally, VISTA INITIATIVE will collaborate with LGA authorities and community leaders to strengthen local leadership and ownership of coordination efforts.

Advocacy & Policy Influencing

VISTA INITIATIVE is committed to advocating for inclusive, equitable, and rights-based policies across all its core thematic areas. We will champion increased access to education for both girls and boys, particularly in communities where cultural practices, insecurity, economic barriers, and weak policy enforcement hinder school attendance. Our advocacy will target the removal of social and systemic obstacles that limit educational opportunities for children.
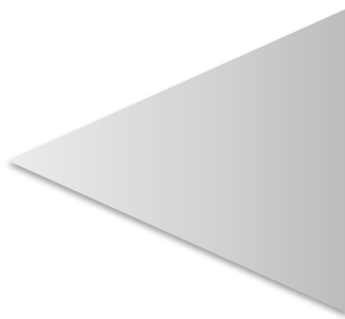
We will also advocate for expanded access to quality healthcare, clean and safe water, and strengthened nutrition services especially for pregnant and lactating women, infants, and young children. Our approach will promote the integration of nutrition-sensitive interventions into both emergency and development planning frameworks.

Additionally, we will support advocacy efforts that reinforce protection systems, inclusive governance, effective Camp Coordination and Camp Management (CCCM), mine risk education, sustainable livelihoods and food security, peacebuilding, and climate adaptation.

To influence change, VISTA INITIATIVE will engage with relevant government ministries and agencies such as the Ministries of Education and Health alongside sector Department. Our advocacy approach will include targeted lobbying, coalition building, public awareness campaigns, and policy dialogue forums.

We will amplify the voices of affected communities through evidence-based advocacy grounded in lived experiences. Leveraging mass media radio, community theater, podcasts, and social media/ We will challenge harmful norms, raise public awareness, and mobilize broad support for inclusive and lasting policy reform.

Monitoring & Information Management

VISTA INITIATIVE will implement a robust monitoring system to track impact, outcomes, outputs, and activities across all thematic areas. We will establish clear performance indicators to measure the success of our programs and develop a comprehensive Monitoring and Evaluation (M&E) plan detailing data collection methods, tools, and timelines.

A centralized data management system will support real-time data collection, analysis, and reporting, allowing for timely assessment of progress against indicators. Regular field visits will be conducted to monitor program implementation, identify challenges or gaps, and ensure activities align with planned objectives.

We will actively engage stakeholders at all levels throughout the monitoring process to enhance accountability and feedback.

For information management, VISTA INITIATIVE will leverage technology to increase efficiency and accuracy. This includes mobile data collection tools, cloud-based storage, and data visualization platforms. Collected data will be securely stored and used to guide decision-making and support evidence-based advocacy.

Finally, we will cultivate a culture of data use and continuous learning. This will involve promoting data-driven decision-making, encouraging staff to share lessons learned, and routinely reviewing and updating our information management plan to ensure its effectiveness and relevance.

Funding Strategy

To effectively implement our programs and achieve sustainable impact, VISTA INITIATIVE recognizes the critical importance of a robust and strategic approach to funding. Our funding strategy focuses on diversifying revenue streams, building strategic partnerships, ensuring financial sustainability, and leveraging impact data for continuous resource mobilization.

To ensure financial stability and reduce reliance on a single funding source, VISTA INITIATIVE will adopt a diversified funding strategy. We will actively pursue support from multiple channels, including:

a. Grants: We will seek grants from UN agencies, philanthropic foundations, international development and humanitarian organizations whose mandates align with our mission. A dedicated resource mobilization team will continuously identify funding opportunities, prepare competitive proposals, and ensure our programmatic impact is clearly communicated to potential funders.

b. Corporate Partnerships: We will establish strategic partnerships with corporations that share our values and commitment to social impact. This will include exploring opportunities such as corporate sponsorships, cause-related marketing, and employee engagement programs. These collaborations will provide not only financial support but also access to technical expertise, capacity-building opportunities, and shared visibility.

c. Individual Donations: Through targeted campaigns and relationship building, VISTA INITIATIVE will engage individual donors who are passionate about our work. Fundraising activities will include digital giving platforms, donor events, and personalized engagement strategies. We will establish a structured donor stewardship program to cultivate lasting relationships and encourage recurring contributions.

Collaboration and Networking
We recognize the power of collaboration in expanding funding opportunities. VISTA INITIATIVE will engage in partnerships with local and international NGOs to pursue joint funding applications, co-funding arrangements, and resource-sharing initiatives. Our active participation in networks and coalitions will strengthen our visibility, promote peer learning, and enable joint advocacy for increased funding for community development.

Social Enterprise and Income Generation
To enhance long-term sustainability, VISTA INITIATIVE will explore social enterprise models and income-generating activities aligned with our mission. This may include vocational training centers, community-based businesses, or other initiatives that generate revenue while delivering social impact. These efforts will contribute to financial self-reliance and program continuity.

Monitoring, Evaluation, and Impact Communication
We will maintain a strong monitoring and evaluation (M&E) system to ensure transparency, track results, and demonstrate the impact of our interventions. Through systematic data collection, success stories, and performance metrics, we will build compelling evidence of our effectiveness. These insights will be integral to our fundraising efforts and help strengthen donor confidence and long-term investment.

Operational
Goals

1

Annual Program Planning

VISTA INITIATIVE annually develops and reviews an operational plan that outlines how the organization will achieve its strategic objectives and goals. This plan details the key tasks, timelines, and resources required to implement the priorities defined in the strategy document.

The operational plan articulates the major activities necessary to realize VISTA INITIATIVE's mission, including staffing needs, financial projections, and other critical operational components. It provides a clear roadmap of the steps to be taken to accomplish organizational objectives and establishes mechanisms for measuring and monitoring progress to ensure accountability and continuous improvement.

Operational plan include:

- **Resource requirements:** The resources (human, financial, and physical) required to implement the strategy.

- **Roles and responsibilities:** The roles and responsibilities of the individuals and teams involved in implementing the plan.

- Performance measures: The key performance indicators (KPIs) that will be used to measure progress towards achieving the goals and objectives across the various thematic areas.

- Risk management: An assessment of the risks associated with implementing the plan and strategies to mitigate those risks.

Policy Review

VISTA INITIATIVE policies will be reviewed annually to reflect changes made from lessons learnt through the period of the preceding year and also to incorporate changes arising from the growth of the organization. This process will also reflect and develop new policies that are essential to the organization.

VISTA INITIATIVE
VISION FOR INCLUSIVE SOLUTIONS AND TRANSPARENCY INITIATIVE

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