



SOCIALACTION
SOCIAL DEVELOPMENT INTEGRATED CENTRE

2025 Annual Report



Justice in Action: Advancing Accountability, Democracy, and a Just Transition in Nigeria

+Port Harcourt | Abuja | Maiduguri | Diobu | Borri | Warri

1. ABOUT THE REPORT

This Annual Report presents an overview of the work, impact, and institutional development of Social Development Integrated Centre (Social Action Nigeria) for the period January to December 2025.

The report documents the organisation’s interventions across its core programme areas—Human Rights and Democracy, Energy and Climate Justice, and Economic Justice—as well as cross-cutting initiatives in research, advocacy, community mobilisation, and institutional strengthening.

It is grounded in evidence generated through fieldwork, programme implementation, community engagement, and policy advocacy conducted throughout the year. The report also reflects Social Action’s strategic priorities as outlined in its organisational direction, with a focus on:

- Advancing environmental and climate justice
- Strengthening democratic participation and civic space
- Promoting accountability in public finance and governance
- Supporting community-led action and grassroots organising
- Building sustainable institutional infrastructure



Human Rights and Democracy: Community awareness session

2. MESSAGE FROM THE LEADERSHIP

The year 2025 has been one of both deepening challenges and renewed resolve. Across Nigeria, we continue to witness the consequences of governance failures, environmental degradation, and economic injustice. Communities—particularly in the Niger Delta—bear the weight of decades of extractive practices that have prioritised profit over people, leaving behind pollution, poverty, and broken systems of accountability. At the same time, democratic space remains under pressure. Citizens face increasing barriers to participation, while institutions struggle to deliver justice and transparency.

Yet, amid these challenges, there are also powerful signs of hope.

In 2025, Social Action Nigeria demonstrated that organised citizens, grounded evidence, and strategic advocacy can shift the terms of engagement.

Through our programmes, we:

- Amplified the voices of communities affected by environmental injustice
- Strengthened grassroots structures for democratic participation
- Advanced national and international advocacy on corporate accountability
- Supported citizens to demand transparency in public finance
- Expanded platforms for people-led justice, including the People's Tribunals

Particularly noteworthy is Social Action's leadership in reframing the energy transition debate. At a time when oil companies are divesting from onshore operations, we have consistently insisted that transition must not become an escape route for liability, but a process rooted in justice, remediation, and accountability.

The Board also recognises the important steps taken toward institutional sustainability, including investments in the UAD Centre and the SA Farm Retreat. These initiatives reflect a forward-looking vision of building resilient structures that can sustain the organisation’s work over the long term.

As we look ahead, the challenges remain significant. However, the work of Social Action Nigeria reminds us that transformation is possible when citizens are organised, informed, and determined.

On behalf of the Board, I commend the staff, partners, and communities who continue to drive this work with courage and commitment.

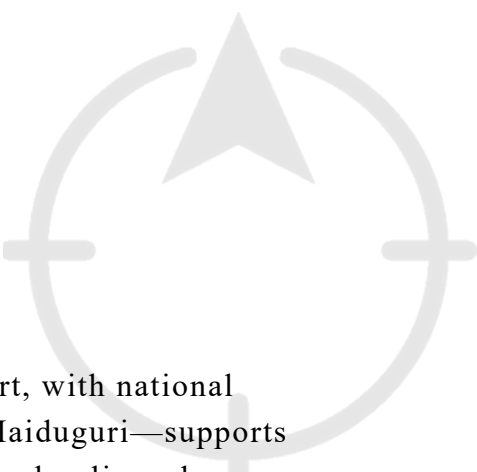
**“The pursuit of justice is not optional
—it is essential”**

-Dr. Lemmy Owugah - Chair, Governing Council

- Dr. Isaac ‘Asume’ Osuoka - Director



3. OUR STRATEGIC DIRECTION



Social Action’s organisational footprint—anchored in Port Harcourt, with national advocacy linkages through Abuja and an operational presence in Maiduguri—supports multi-level engagement spanning community documentation, national policy advocacy, and international solidarity.

Social Action also advances cross-border advocacy and engagement through Social Action International.

In 2025, Social Action Nigeria entered a new strategic phase. The 2025-2030 Strategic Plan defines five strategic goals: empowering community sovereignty, grounding advocacy in knowledge, pursuing integrated development, enhancing transparency and accountability, and building solidarity and support. These goals are operationalised through programmes on human rights and democracy, resource justice, economic justice, climate justice, and security and sustainability in the Gulf of Guinea.

The year's work mapped closely onto that strategic direction. Democracy programming strengthened Civil Rights Councils and youth engagement. Resource and climate justice work advanced environmental accountability, addressing oil pollution, corporate conduct, and the implications of energy transition. Economic justice work advanced tax justice and public finance accountability. Institutional development efforts also reflected the strategic plan's operational aims on capacity development, communication, measurement, leadership, and funding.



Social Action offices host training sessions

4. PROGRAMMES HIGHLIGHTS

► 4.1. Human Rights, Democracy and Youth Participation



Cross section of participants at the Port Harcourt People's Tribunal on Human Rights

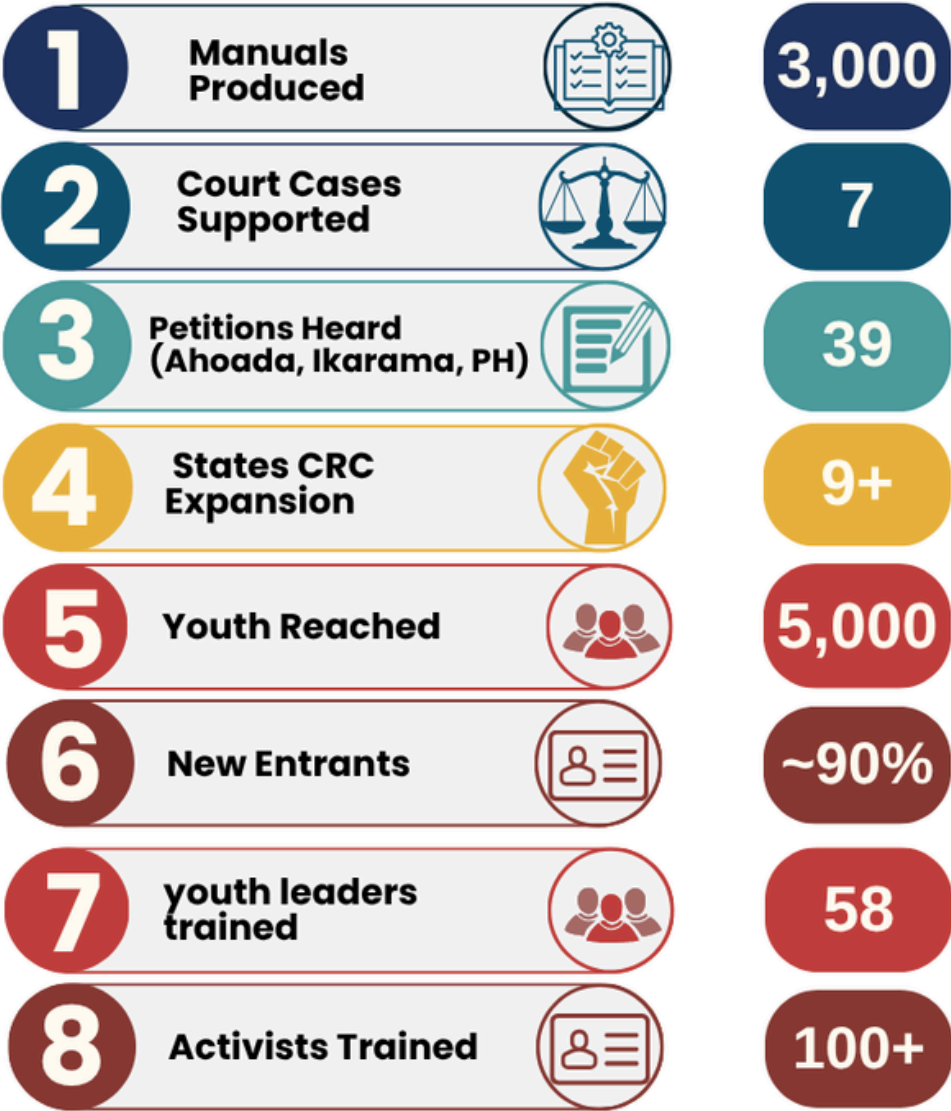
Defending Civic Space, Expanding Democratic Participation, and Advancing People-Centred Justice

In 2025, Social Action Nigeria advanced its Human Rights and Democracy Programme through a strategic combination of political education, grassroots organising, civic action, youth engagement, public advocacy, legal empowerment, and people-led justice processes.

The programme responded to a context marked by shrinking civic space, political repression, democratic backsliding, insecurity, gender exclusion, and weak access to justice, while strengthening the capacity of citizens and communities to organise, defend their rights, and hold institutions accountable.

IMPACT SNAPSHOT

**5.1. HUMAN RIGHTS, DEMOCRACY,
AND YOUTH PARTICIPATION**



4.1.1. Political Education and Movement Building

Social Action’s political education strategy remained central to building long-term democratic consciousness and resistance capacity. This intervention is designed to equip citizens—especially young activists—with historical perspective, and practical organising skills needed to challenge injustice and sustain democratic engagement.

The 2025 Social Action Camp, held under the theme "Reclaim Your Rights; Secure Your Future," brought together over 100 participants, nearly 90% of whom were new entrants into activism. The Camp functioned as a movement school addressing democracy, civic space, police reform, constitutional rights, feminism, and grassroots organising.

It also reinforced intergenerational continuity in activism, linking emerging organisers to established traditions of resistance while embedding them within the Civil Rights Councils network.



Outcome: *A new cohort of activists emerged with stronger political clarity, rights literacy, and organisational capacity.*

4.1.2. Youth Democratic Participation and Rights Education



INCLUDE Naija training session for girls in Maiduguri, Borno State

Through the Include Naija Project, the programme significantly expanded youth engagement in governance and rights advocacy. This intervention aims to close the gap between young citizens and democratic institutions by building knowledge of rights, policy processes, and practical advocacy tools.

Key initiatives included:

- Policy advocacy training
- University campaign
- Community sensitisation reaching
- Democracy and accountability training

These interventions were complemented by ongoing engagement structures, including communities of practice and digital coordination platforms, to ensure sustained participation beyond one-off trainings.



Outcome: *Youth participants moved from awareness to action, demonstrating increased confidence to engage institutions, report abuses, and participate in democratic processes.*



Nigeria Social Action Camp in session

4.1.3. Civil Rights Councils and Grassroots Infrastructure

The programme expanded and strengthened the Civil Rights Councils (CRCs) as durable, community-based structures for rights defence and civic mobilisation. The CRC model is designed to institutionalise grassroots organising by creating locally anchored platforms through which communities can respond to abuses, mobilise collectively, and engage authorities.



Omoku (Rivers State) CRC unit inaugurated

CRCs units were established or strengthened across 9 states (Bayelsa, Borno, Cross River, Delta, Imo, Ebonyi, Edo, Enugu, Rivers) and the Federal Capital Territory, supported by structured meetings, public forums, and rights education sessions.



Outcome: CRCs continued to evolve into functional platforms for mobilization, petitions, rights monitoring, and engagement with authorities—providing a sustained infrastructure for grassroots democratic action.



Know your rights, Know your power training in Ahoada, Rivers State

4.1.4. Defending Civic Space

Social Action maintained an active presence in defending civic space and resisting authoritarian practices. This intervention seeks to confront democratic backsliding by supporting citizens to actively resist abuses, challenge unlawful state actions, and defend constitutional governance.

Key actions included:

- Co-organising protests against extortion, harassment, and abuses by security actors
- Public advocacy against unconstitutional governance
- Ongoing media and policy engagement on insecurity, state violence, and democratic decline

4.1.5. People's Tribunals, Legal Empowerment, and Access to Justice

A defining innovation in 2025 was the expansion of People's Tribunals as citizen-led justice mechanisms. These tribunals are designed to bridge the gap between communities and formal justice systems by creating accessible platforms for testimony, documentation, and referral to institutional remedies.

In collaboration with the National Human Rights Commission (NHRC) and the Nigerian Bar Association (NBA), we led in organizing the Port Harcourt People's Tribunal (17–19 November 2025), providing a structured platform for hearing cases on human rights violations and environmental injustice.

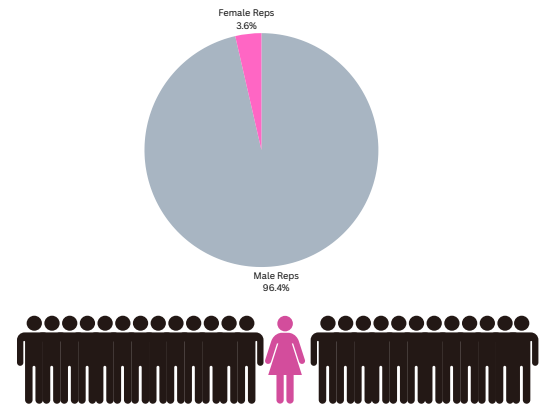


Programmes Coordinator, Isaac Botti at the People's Tribunal in Port Harcourt



Nigeria Social Action Camp 2025 participants

3.6%



Women under-representation

These processes connected victims to institutions such as NHRC, NBA, FIDA, and NAPTIP, while generating evidence for advocacy, media engagement, and follow-up action.

The programme also advanced strategic litigation, including two human rights cases in Rivers State. This component aims to translate grassroots grievances into enforceable legal claims and strengthen accountability through formal judicial processes.



Outcome: *Victims gained visibility, institutional access, and practical pathways to justice, strengthening Social Action's role in national accountability processes.*

Women's Rights, Inclusion, and Democratic Participation

The programme addressed structural exclusion in democratic participation, particularly for women. This intervention aims to reposition inclusion—especially gender equality—as a central pillar of democratic governance rather than a secondary concern.

Through targeted seminars and political education processes, Social Action highlighted women's severe underrepresentation and framed this as a democratic justice issue requiring systemic reform.

Gender justice was integrated across programming, particularly in the Social Action Camp, where feminism and patriarchy were treated as core political questions.

The programme also expanded inclusion through engagement with persons with disabilities, including psychosocial support and rights-based training for visually impaired groups. This component aims to ensure that democratic participation includes historically marginalised populations.

Strategic Alliances and Institutional Engagement

Social Action deepened collaboration with key institutions and professional bodies to strengthen accountability pathways. A major milestone was engagement with the National Human Rights Commission (NHRC) to support the People’s Tribunal process. Additional partnerships included NBA, FIDA, NAPTIP, PCC, security agencies, and professional bodies



Social Action Nigeria staff and National Human Rights Commission (NHRC) officials during an advocacy visit

The programme also engaged police authorities on accountability and human rights standards, supported by the production of 3,000 human rights manuals for activists and law enforcement. This component aims to influence institutional behaviour and improve rights-based practice within state systems.

Looking Ahead (2026)

Social Action will:

- Expand the Civil Rights Council network nationwide
- Deepen youth political education and organising
- Scale up people-led justice and tribunal processes
- Strengthen women’s political participation advocacy
- Advance disability-inclusive programming
- Deepen engagement with state institutions and security actors
- Consolidate gains toward broader democratic participation ahead of the 2027 electoral cycle



► 4.2. Energy and Climate Justice

Advancing Environmental Justice, Corporate Accountability, and a Just Energy Transition
In 2025, Social Action Nigeria advanced its Energy and Climate Justice Programme through a coordinated strategy combining field-based research, community mobilisation, legal advocacy, policy engagement, international advocacy, people-led accountability processes, and global convening.

The programme responded to the deepening crisis of oil pollution, fossil fuel dependency, corporate divestment, weak regulation, and climate injustice in the Niger Delta, while advancing a central principle: polluters must pay, clean up, and restore what they have destroyed before exit.

Across the year, Social Action worked to ensure that the energy transition is not reduced to corporate asset transfers or abstract climate rhetoric, but grounded in the rights, health, livelihoods, and futures of frontline communities.

IMPACT SNAPSHOT (2025)

Field-based investigations on ENI & TotalEnergies

1 major litigation in support of communities

Rapid-response environmental crisis work in Bille

Thousands mobilised across Niger Delta communities

Major advocacy on Shell divestment and just transition

Ahoda and Ikarama People's Tribunals convened

Legislative and regulatory advocacy advanced

International advocacy across UN, Europe, and North America

Strengthened International Working Group (IWG)

4.2.1. Research, Evidence, and Corporate Accountability

A major strand of the programme in 2025 was field-based investigation and evidence generation on the environmental and social liabilities of international oil companies that have operated in the Niger Delta, particularly ENI/Agip and TotalEnergies. This intervention aims to generate scientifically credible and legally usable evidence that can support advocacy, litigation, and enforcement of corporate accountability



Social Action undertook field missions and community engagement across parts of Bayelsa and Rivers States, including areas linked to TotalEnergies’ operations in OML 58 (Egi/Obagi) and ENI/Agip-linked assets in the Brass axis and surrounding communities. The work documented oil spills, waste pits, gas flaring impacts, degraded waterways, contaminated farmlands, and community experiences of health harm, livelihood loss, and long-term exposure to hydrocarbons.

The research also examined:

- failures in regulatory oversight
- weaknesses in spill investigation systems, including JIV processes
- gaps in remediation, decommissioning, and compliance enforcement
- the liability risks associated with divestment and asset transfer



Outcome: *This evidence significantly strengthened Social Action’s capacity to challenge corporate narratives, produce authoritative accountability reports, and connect specific company conduct to broader structural debates on environmental justice and unjust transition.*



Rumuekpe- earth baked by crude and heat

4.2.2. Rapid Response to Environmental Crises

In addition to longer-term research, Social Action conducted rapid-response environmental investigations into emerging crises. The most significant example was the subterranean gas eruption in Bille, Rivers State, where we observed gas bubbling across rivers, pressurised and contaminated boreholes, air toxicity, skin irritation, and other signs of hydrocarbon migration linked to aging infrastructure under renewed pressure.

This work combined:

- on-site documentation
- community engagement and risk communication
- advocacy directed at regulators such as NUPRC and NOSDRA



Outcome: *The Bille case elevated attention to subsurface hydrocarbon risks, infrastructure decay, and regulatory failure, and reinforced the need for preventive environmental governance.*



Kaladokubo, Secretary of the Abalama Community and Peace Architecture, testifying on behalf of Abalama Community at the Ahoada Tribunal

4.2.3. People's Tribunals and Community-Centred Environmental Justice

A defining feature of the programme in 2025 was the use of People's Tribunals as public, evidence-based platforms through which affected communities could present cases of environmental harm, corporate negligence, and rights violations.

In November 2025, the Ahoada Tribunal in Rivers State and the Ikarama Tribunal in Bayelsa State brought together communities, legal practitioners, traditional rulers, academics, women and youth groups, civil society actors, and the media to hear multiple environmental justice petitions.

The Tribunals heard major petitions including:

- Abalama Community against AGIP/ENI (OML 18) over the January 2025 explosion and fire at Well 8 Bukuma, contamination of land and water, and lack of official response
- Ogba/Egbema/Ndoni hydrocarbon host communities, who described long-standing hydrocarbon pollution, gas flaring, water contamination, and severe livelihood and health impacts in an area with multiple operators, including TotalEnergies, Shell, Agip/Oando, and NDPC
- Obelle Community, presenting the long-running legacy of the 1998 gas fire incident, the non-publication of Shell's post-impact assessment, and continued denial of remediation and compensation
- Rumuekpe Community, which highlighted long-term environmental degradation, health crises, crop loss, cultural disruption, and the role of multinational companies including SPDC, TotalEnergies, NDPC, and NAOC.



At the Ikarama Tribunal. Dr Ibulu Stanley Petitioned on behalf of the Aguawari family

- Ikarama, where nine petitions exposed a pattern of cumulative environmental devastation and long-term neglect linked to oil extraction. Petitioners described destroyed lakes, poisoned farmlands, repeated spills, infertility, respiratory illness, vision impairment, livelihood collapse, and community grief linked to both pollution and security violence

The Tribunals produced practical recommendations around:

- evidence preservation
- environmental and health assessment
- quantification of damage
- legal strategy
- community unity
- engagement with NOSDRA, NUPRC, and other state institutions



Members of the jury at Ikarama Tribunal

5.2.4. Campaign for Just Energy Transition and Divestment Accountability

A central focus in 2025 was advocacy around oil company divestment and the dangers of unjust transition pathways. This intervention seeks to ensure that transition away from fossil fuels does not become a vehicle for companies to evade liability for decades of environmental destruction.

Through the International Working Group on Petroleum Pollution and Just Transition in the Niger Delta (IWG), Social Action advanced demands for:

- decommissioning before asset sale
- environmental remediation and compensation
- environmental recovery funding
- a legal framework that prevents liability dumping during divestment

A key strand of this work was support for the Ekpetiama/Shell divestment litigation, including public advocacy around the lawsuit challenging Shell's proposed sale to Renaissance Energy. Social Action and HOMEF convened a major Abuja press conference to frame the case as one of accountable divestment and just transition, and to insist that Shell cannot exit without first addressing environmental liabilities.

The programme also joined broader mobilisation around the 30th anniversary of Ken Saro-Wiwa and the Ogoni Nine, calling for:

- comprehensive and transparent cleanup of Ogoniland and the wider Niger Delta
- exoneration, not pardon, of the Ogoni Nine
- rejection of oil resumption without remediation
- full corporate accountability and large-scale funding for cleanup and restoration



Outcome: *Divestment and energy transition debates increasingly incorporated questions of liability, remediation, justice, and historical accountability.*

4.2.5. Policy and Legal Advocacy

Social Action strengthened engagement with legislators, regulators, and legal processes. This intervention aims to embed environmental accountability within national law, regulatory practice, and judicial processes.

Key actions included:

- legislative briefings to Nigerian senators and representatives using BSOEC evidence and field findings
- advocacy for legal reforms requiring companies to decommission and remediate before divestment
- support for litigation and legal strategy around Shell's divestment and wider environmental liabilities

The programme also advanced transnational legal analysis, including the use of accountability frameworks such as France’s Duty of Vigilance Law in relation to TotalEnergies. This helped reframe corporate responsibility as a question not only for Nigerian institutions, but also for home-country legal systems and international accountability spaces.



Outcome: *There was stronger legal and policy pressure on both corporations and regulators, and a widening of the accountability field beyond domestic institutions alone.*

5.2.6. International Advocacy and Global Convening

Social Action combined international advocacy with global convening to elevate Niger Delta issues into broader climate and human rights systems.

Key actions included:

- engagement with policymakers in the UK, France, Netherlands, Italy, the United States, and EU institutions
- co-sponsored petitions to three UN Special Rapporteurs, which opened investigations into state complicity in divestment-related human rights harms
- sustained advocacy for global norms on energy divestment accountability

The programme also included a high-level New York convening, where evidence of environmental harm and corporate liability in the Niger Delta was presented to international actors, strengthening solidarity and widening global attention to the region.

Looking Ahead (2026)

Social Action will:

- publish and disseminate detailed reports on ENI and TotalEnergies liabilities
- expand field-based investigations into corporate and regulatory failures
- strengthen legal and policy use of field evidence
- deepen international advocacy on corporate accountability and just transition
- scale up rapid-response environmental monitoring and crisis documentation
- advance health-focused research and advocacy on pollution impacts
- further develop a People’s Energy Transition Framework

4.3 ECONOMIC JUSTICE

Advancing Tax Justice and Public Finance Accountability

In 2025, Social Action Nigeria advanced its Economic Justice agenda through integrated work on tax justice and public finance accountability, focusing on strengthening citizen agency, improving governance systems, and promoting equitable economic policies.

Across both areas, the organisation combined capacity building, research, community mobilisation, media advocacy, and institutional engagement to drive systemic change. This work is grounded in the reality that Nigeria continues to experience deep poverty, environmental degradation, and underdevelopment, largely driven by systemic corruption, weak accountability, and mismanagement of public resources.

4.3.1. Tax Justice

Promoting Fair, Inclusive, and Accountable Tax Systems

In collaboration with partners, Social Action implemented the Tax Justice Project in the Federal Capital Territory (FCT), Abuja, to address inequities in Nigeria's tax system—particularly the disproportionate burden on informal sector actors.

Key Initiatives

- Building a Multi-Stakeholder Tax Platform

Social Action strengthened the FCT Tax Justice and Governance Platform (TJ&GP) as a space for collaboration among civil society, business actors, and policy stakeholders, enabling coordinated advocacy aligned with national tax reform processes.

- Capacity Building for Advocacy and Policy Engagement

Stakeholders were equipped with practical skills in tax law, budget analysis, and data-driven advocacy, enabling more effective participation in policy processes.

- Strategic Institutional Engagement

Engagement with institutions such as the Chartered Institute of Taxation of Nigeria (CITN) strengthened linkages between civil society and formal tax governance systems.

- Research and Evidence Generation

A major study on informal sector taxation in the FCT highlighted structural inequities, including fragmented tax systems and low public trust.

- Gender-Responsive Engagement

The project ensured meaningful participation of women and integrated gender perspectives into tax policy discussions.



Dr. Isaac 'Asume' Osuoka at the Niger Delta Anti-Corruption Summit

Outcomes and Change

- Civil society actors are now better positioned to influence tax policy and reform debates
- Tax advocacy is increasingly evidence-driven and coordinated
- Stakeholders are linking taxation to accountability and service delivery outcomes
- Engagement with institutions has improved access to policy spaces and reform processes



Anticorruption summit Panelists

4.3.2. Public Finance Accountability

Strengthening Citizen Oversight and Anti-Corruption Action

Across the Niger Delta, Social Action strengthened citizen-led accountability by enabling communities to monitor public spending, demand transparency, and engage oversight institutions.

Key Initiatives

- Community-Based Budget and Project Monitoring

Monitoring across five states exposed widespread failure in public project implementation, particularly in constituency projects.

- Town Hall Engagements and Citizen Mobilisation

Communities were mobilised to interrogate public spending and demand accountability from duty bearers.

- Citizen Action Tools: FOI, Petitions, and Media Advocacy

Citizens were supported to take direct action using legal and advocacy tools.

- Regional Anti-Corruption Convening

Social Action convened a major Niger Delta Anti-Corruption Learning Summit, creating a platform for collective reflection and action.

- **Institutional Engagement and Policy Advocacy**

Engagement with institutions such as the Bureau of Public Procurement (BPP) contributed to emerging frameworks for citizen oversight of procurement.

- **Strengthening Community Structures**

Community advocacy structures were established and strengthened as long-term accountability mechanisms.

- **Organisational Capacity Strengthening**

Investments in staff capacity expanded Social Action’s ability to support grassroots and policy-level interventions.

- **Gender and Inclusion-Focused Advocacy**

Women and persons with disabilities were actively engaged and, in some cases, led advocacy and legal actions.

Impact Snapshot

- 80 of 120 monitored projects unimplemented or poorly executed
- 10 communities mobilised for accountability action
- 120+ stakeholders engaged through anti-corruption platforms
- 22 staff and volunteers strengthened in advocacy and digital tools
- 8 community advocacy structures established
- Increased use of FOI requests, petitions, and media advocacy
- Tangible service delivery improvements recorded

4.3.3. Deepening the Narrative: Corruption, Governance, and Citizen Power

Findings from the Citizens’ Report on Constituency Projects and the Anti-Corruption Learning Summit highlight a systemic pattern of governance failure:

- Public funds are routinely mismanaged or diverted
- Constituency projects are often used as vehicles for patronage rather than development
- Weak legislative oversight and institutional capture undermine accountability
- Communities are frequently excluded from planning and oversight processes

At the same time, the programme demonstrates that citizen action can shift this dynamic:

- Community monitoring and advocacy have triggered government responses
- Engagement with institutions such as EFCC, ICPC, CAC, and BPP is opening new accountability pathways
- Tools like the Beneficial Ownership Register are increasing transparency in extractive sector governance

This reinforces a core lesson: sustainable reform requires both strong institutions and active, organised citizens.

Looking Ahead (2026)

Social Action will:

- Expand citizen-led tax and budget monitoring systems
- Deepen engagement with tax and anti-corruption institutions
- Scale up digital and media-driven advocacy
- Strengthen grassroots accountability structures
- Advance reforms for equitable taxation and transparent public finance

5. GENDER EQUITY AND SOCIAL INCLUSION

Across programme areas, we gave attention to gender equity and social inclusion. For example, the INCLUDE Naija workshop in Maiduguri recorded a 60:40 male-female participation balance. In content terms, inclusion was not treated as a side issue. Democracy education sessions addressed the under-representation of women in politics, rights under the constitution,, and the need to defend the participation of marginalised groups in governance and public decision-making



Human Rights and Democracy: Participants at a youth training session

6. PARTNERSHIPS, LEARNING AND VISIBILITY

Throughout the year, we worked with community structures, youth groups, women-led organisations, professional associations, due-process institutions, and media actors. Several lessons recur across the source documents. First, training is most effective when it produces action plans and follow-up structures. Second, credible research increases the legitimacy and reach of advocacy. Third, broad coalitions improve the chances of policy traction. And fourth, community structures such as CRCs, open budget clusters, and local monitoring groups remain essential to sustaining gains beyond a single funding cycle. Visibility was also an important part of programme delivery. Press conferences, media campaigns, social media engagement, and report dissemination were repeatedly used to translate technical issues into public debate. This communications instinct closely matches the organisation's new strategic plan, which places strong emphasis on storytelling, public engagement, and evidence-based visibility.

7. COMMUNICATIONS, VISIBILITY, AND PUBLIC ENGAGEMENT

In 2025, Social Action Nigeria strengthened its communications function as a strategic driver of advocacy, visibility, and engagement. Moving beyond routine dissemination, communications played a central role in amplifying campaigns, shaping public narratives, and reinforcing the organisation's position on environmental justice, human rights, and accountability.

Media visibility expanded through stronger engagement with national and local media, resulting in sustained coverage across print, television, and radio. Digital engagement also grew significantly, driven by consistent, high-quality content, real-time updates, and multimedia storytelling.

Content production remained largely in-house, ensuring quality, responsiveness, and narrative control, while systematic documentation of advocacy activities enhanced visibility and public credibility.

IMPACT SNAPSHOT

- Sustained media coverage across print, TV, and radio
- Increased social media reach and audience engagement
- 90%+ of content produced in-house
- Expanded use of video, live updates, and storytelling
- Strengthened public positioning and visibility

8. ORGANISATIONAL STRENGTHENING

8.1. Institutional sustainability assets

In 2025, Social Action continued to advance an explicit sustainability strategy: invest in institutional assets that reduce long-term operating costs and create revenue streams beyond donor dependency. Over 20% of grant funds were allocated to prime real estate investment, presented as a strategic sustainability decision.

- **UAD Centre (Port Harcourt):** The UAD Centre is designed as a civil society hub, with conference facilities, a library/resource centre, and co-working spaces. Architectural designs were completed, and Social Action’s legal team was working to secure a Certificate of Occupancy from the Rivers State Government to ensure secure tenure. The Centre is named in honour of Chima Ubani, Bamidele Aturu and Oronto Douglas.
- **SA Farm Retreat (Ahoada West, Rivers State):** The retreat and training centre is located in Akinima, about 20 minutes from Yenagoa, capital of Bayelsa State. Phase 1 infrastructure completed includes a guest house (10 rooms; capacity up to 40 campers) and an office block; next phase includes a meeting hall, kitchen, additional lodging, and recreational facilities. The concept includes renewable energy (solar) and ecological farming elements (fishponds and livestock rearing), with a stated revenue model through rentals to external organisations.



SA Farm Retreat

The Retreat will be the permanent venue of the Nigeria Social Action Camp (100+ participants per session).

8.2 Governance and Leadership

Strengthening governance remains a core operational priority for Social Action Nigeria. In 2025, the organisation continued to enhance its governance systems as part of its broader strategic focus on accountability, institutional resilience, and effective leadership. This includes reinforcing oversight structures, clarifying roles and responsibilities, and ensuring that decision-making processes align with the organisation's mission, values, and long-term strategic direction.

Board of Trustees / Governing Council

Social Development Integrated Centre (Social Action Nigeria) is governed by a Governing Council, which also serves as the Board of Trustees. The members of the Governing

Council are:

- Dr. Lemuel Owugah – Senior Lecturer, Department of Political Science and Public Administration, University of Uyo, Akwa Ibom State
- Dr. Ike Okonta – Writer and Policy Researcher, New Centre for Social Research, Abuja
- Dr. Katryn Nwajiaku-Dahou – Development Specialist; Director, Politics and Governance Programme, ODI Global, London, UK
- Mrs. Nengi Onyeagocha – Independent Businesswoman; civil society practitioner with experience in organisations including Watch the Niger Delta and Women in Nigeria (WIN)
- Mr. Doifie Buokoribo – Media Consultant, XL Media Strategy, Abuja
- Dr. Omolade Adunbi – Professor, Department of Afroamerican and African Studies, University of Michigan, USA
- Dr. Isaac 'Asume' Osuoka – Scholar, civic leader and Executive Director

Leadership and Management Team

The organisation's leadership team provides strategic direction, programme oversight, and operational management:

- Dr. Isaac 'Asume' Osuoka – Executive Director
- Mercy Anino Atsekurubu – Director, Finance and Administration

Programmes Team

Social Action's programmes are implemented by a multidisciplinary team working across thematic areas of governance, justice, and community engagement:

- Isaac Botti – Programmes Coordinator
- Prince Edegbuo – Senior Programme Officer, Public Finance Accountability
- Barr. Arochukwu Ogbonna – Staff Attorney / Programme Officer, Popular Education
- Isaac Desmond – Programme Assistant
- Jim Tom-George – Project Officer (CRC, CAC – Diobu)
- Basil Nkpordee – Community Officer (CRC, CAC – Bori)
- Joy Bitrus Ashalva – Programme Assistant, Climate Justice / Emergencies (Maiduguri)
- Barr. Anumekanume Zudonu – Staff Attorney / Programme Officer, Access to Justice

Communications Team

- Peter Mazzi – Communications Coordinator
- Peace Agbo – Communications Officer (Head Office)

Finance and Administration Team

- Ireju Olowu-Abraham – Accountant
- Mercy Ejibendu – Finance and Administration Officer (Head Office)
- Ajike Obinna Ajike – Office Assistant (Abuja Office)
- Umaru Sule – Security and Logistics Officer (Head Office)

9. FINANCE AND DONORS

Financial Overview

In 2025, Social Action Nigeria maintained a strong commitment to financial accountability, transparency, and prudent resource management, ensuring that available resources were effectively deployed to advance programme objectives and organisational priorities.

At the time of publication of this report, the 2025 external financial audit is ongoing. The audited financial statements will be made available upon completion, in line with the organisation's commitment to transparency and accountability.

Donors and Partners

Over the past five years, Social Action Nigeria has benefited from the support and collaboration of a diverse range of donors and partners who share its commitment to justice, accountability, and sustainable development.

Key donors and partners include:

- Ford Foundation
- European Union (EU)
- Rosa Luxemburg Foundation
- MacArthur Foundation
- Civil Society Legislative Advocacy Centre (CISLAC)
- Global Greengrants Fund
- Development and Peace – Caritas Canada
- Health of Mother Earth Foundation (HOMEF)
- International Working Group on Petroleum Pollution and Just Transition (IWG)
- Various national and community-based partner organisations

In 2025, Social Action Nigeria also secured a new grant from the European Union through a partnership with the Rosa Luxemburg Foundation, strengthening its capacity to advance work on governance, justice, and accountability.

These partnerships reflect the organisation's collaborative approach and its ability to engage effectively across local, national, and international networks.

Reserves and Financial Sustainability

Social Action Nigeria continues to take steps to strengthen its financial sustainability through:

- Diversification of funding sources
- Strategic partnerships and multi-year grants
- Investment in institutional infrastructure, including the UAD Centre and SA Farm Retreat
- Careful cost management and resource allocation

These measures are designed to build resilience in the face of funding uncertainties, while enabling the organisation to sustain its programmes and respond to emerging opportunities and challenges.

10. CHALLENGES AND RESPONSES

Political instability and insecurity disrupted implementation in some contexts. We responded by adapting implementation tactics rather than retreating from our objectives. Where direct state engagement slowed, we continued preparatory advocacy and community education. Where formal institutional reform was difficult, it invested in coalition-building, report production, media work, and grassroots structures to sustain pressure over time.