Human Resource Management Framework (2025–2030)

1. Introduction and Institutional Contextualization

The Nigeria Network of NGOs (NNNGO) recognizes that its ability to function as an apex coordinating body for over 4,073 member organizations relies fundamentally on the strength of its internal human capital. in October- November 2025 a comprehensive Human Resource Needs Assessment, facilitated by Ms. Okunubi, was conducted to evaluate the maturity of the organization's HR systems. This assessment serves as the evidence base for a transformative systemic overhaul of NNNGO's internal operations, aligning staff capacity with the ambitious goals of the 2025–2030 Strategic Plan.
The detailed Human Resource Needs Assessment Form can be accessed via the following link: https://docs.google.com/spreadsheets/d/1kUTEL4wPbmZhmS8JHvXxJpMEc-frYpty/edit?usp=drive_web&ouid=102819130259445722787&rtpof=true

2. Synthesis of the HR Needs Assessment Findings

The diagnostic exercise utilized a maturity scale across 11 key management areas to identify the "analytical ceiling" and operational bottlenecks within the secretariat.

2.1 Organizational Strengths (Scores > 4.0)

The assessment revealed a robust foundational architecture in three primary domains:

- **HR Structure and Governance (4.6):** Demonstrates well-defined reporting lines and high-level leadership oversight.
- **Policy and Legal Compliance (4.2):** Reflects a strong adherence to Nigerian labor laws and internal regulatory requirements.
- **Employee Relations and Well-being (4.0):** Indicates a supportive work environment and meaningful staff welfare mechanisms.

2.2 Critical Gaps and Vulnerabilities (Scores < 3.0)

The findings highlighted a "causal loop" of inefficiency driven by four weakest areas:

- **Safeguarding (2.0):** Identified as the most significant vulnerability, with critical gaps in policies and implementation to protect beneficiaries and stakeholders.
- **Compensation and Benefits (2.3):** Limited structure in remuneration frameworks, potentially impacting long-term staff retention.
- **HR Administration and Capacity (2.7):** Underscored by insufficient digital tools and staffing levels to manage core functions.
- **Safeguarding and Board Oversight (2.8):** Highlighting a need for increased governance-level accountability.

3. Strategic Pillars for System Strengthening

To dismantle these operational weaknesses, NNNGO has instituted a structured HR Action Plan built upon four immediate strategic pillars:

Pillar I: Governance and Policy Institutionalization

- **Comprehensive Policy Alignment:** The HR Policy has been updated to integrate best practices in safeguarding, grievance procedures, and succession planning.
- **Standardized Documentation:** Introduction of revised employment contracts and templates to ensure transparency and reduce ambiguity in job responsibilities.

Pillar II: Resource Enhancement and Digital Transformation

- **Digital HR Record Management:** Transitioning from manual to digital ecosystems to improve data security and institutional memory.
- **Centralized Tracking:** Utilizing digital tools to manage employee lifecycles, including leave balances, performance records, and capacity-building documentation.

Pillar III: Results-Based Performance Development

- **Cascading Goal Framework:** Aligning individual annual targets with monthly deliverables and weekly action plans to ensure objective performance measurement.
- **KPI Integration:** Drafting clear Key Performance Indicators (KPIs) for every role to promote accountability and link performance to professional growth.

Pillar IV: Organizational Resilience and Risk Mitigation

- **Succession Planning:** Formalizing a strategy for leadership continuity by identifying critical roles and potential successors.
- **Vulnerability Mapping:** Proactively documenting HR-related risks—such as staff turnover and capacity gaps—to ensure long-term operational sustainability.

4. HR Implementation Roadmap (Phased Rollout)

Strategic Focus	Key Actions	Primary Responsibility
Pillar I: Governance	Update HR Policy; Standardize contracts and recruitment templates.	Executive Director & Board
Pillar II: Digitalization	Deploy digital HR record system; Migrate physical staff files to secure cloud storage.	HR Officer
Pillar III: Performance	Institutionalize monthly review calendars and role-specific KPIs.	HR Officer & Dept. Heads

Strategic Focus	Key Actions	Primary Responsibility
Pillar IV: Resilience	Execute succession planning framework and knowledge transfer protocols.	Executive Management