

**Centre for Population and Environmental Development  
(CPED), Benin City, Nigeria**

**FIVE YEAR STRATEGIC PLAN 2010-2014**



**Research for Development**

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**Preface**

Building on the experience of the last ten years in implementing its long range fifteen year strategic plan, the *Centre for Population and Environmental Development (CPED)* has developed this *Five-Year Strategic Plan* to redefine its mission and vision for the next five years. The strategic plan is designed to refocus CPED on promoting independent policy research to shape public policy in Nigeria in particular and African in general. The strategic plan therefore sets out the core programme areas of CPED's work, the key strength, challenges and opportunities, a programme implementation strategy, the funding strategy as well as a programmatic and institutional monitoring framework.

The value of strategic planning lies as much in the process of planning as in the plan itself. CPED is of the view that the new five-year strategic plan requires serious, in-depth analytical work, such as careful analysis of the challenges of socio-economic development in Nigeria and the funding environment for non-state actors. It also needs to be to be driven and shaped by the leaders of and staff of CPED who will actually be charged with implementing it as well as other key stakeholders who will in one way or the other be affected by the activities of CPED. This five-year strategic plan is a product of concerted efforts by the Board, management, staff and our major partners in the public and private sector who participated actively in the formulation of the plan.

The strategic actions set out in the Programme of Work for the next five years have been defined by CPED's desire to (i) develop a robust policy-relevant and action research agenda; (ii) increase the usability and influence of CPED' policy research at all levels of policy making ; (iii) carry out intervention and outreach programmes in partnership with key stakeholders at the national and local levels; and strengthen institutional capability of CPED and its active partners to achieve efficiency and competence in the delivery of services.

The preparation of this Five-year strategic plan emanated from the advice and observations of the assessment team from the *Think Tank Initiative* under the leadership of the *International Development Research Centre (IDRC)* with respect to the need for a shorter and more concise strategic plan. The preparation of the plan was further enriched by the participation of the Executive Director, Prof. Andrew G. Onokerhoraye and the Head, Monitoring and Evaluation Division, Ms. Ese Akpede in the First *Think Tank Initiative (TTI)* Learning Event in Nairobi, Kenya from March, 8-10, 2010 for all TTI Partners with the intent of developing an evaluation culture in their respective research institutions. The training received in the workshop enhanced the preparation of the strategic plan particularly the monitoring and evaluation components.

We are particularly grateful to the *Think Tank Initiative* for the support to CPED which has enabled the Centre to prepare this five-year strategic plan.

Andrew G. Onokerhoraye  
Executive Director

**PART A**

**PERSPECTIVES ON THE FIFTEEN YEAR LONG RANGE  
STRATEGIC PLAN OF CPED**

## 1. INTRODUCTION

In Nigeria, as in other African countries, universities are the main institutions with the structures and capacity to carry out research and promote discourse on national development issues. Since most universities in Nigeria are dependent upon government support, they also become immediate casualties of national economic crises. In the last two decades this has compelled well-trained faculty members to seek opportunities in the private sector or migrate to universities in foreign countries. The implication is that the quality of research on national development issues emanating from the universities has been declining. Closely related to the declining research output on national development issues from the universities, is wide gap between research results and their use by policy makers. Research results have not been translated into policy action because communication between researchers and the governments, which are expected to implement these research outputs, is poor. At the same time the relationship between researchers in the universities and the myriad of mostly single purpose non-governmental organizations that have emerged in Nigeria in recent years have been quite limited.

These patterns can be explained by the fact that most research on development issues carried out in the universities has been at best terminated at the policy recommendation phase. There have been limited attempts to communicate the recommendations to policy makers at the national and sub-national levels. There has been little attempt to carry out intervention programs that can provide a basis for replication by government agencies and civil society organizations. This has led to the lack of a holistic approach to finding solutions to the multivariate problems of development at the grassroots level in Nigeria. If poverty reduction at the grassroots level is to succeed, all the key component factors which impinge on the poverty of the people such as health, education, gender equality, income and employment, environment and good governance must be pursued simultaneously.

The specific objectives of the *Centre for Population and Environmental Development* (CPED) which provided the framework for the fifteen year long range strategic plan are as follows:

- To promote action-oriented and participatory research on various aspects of the population structure and dynamics in the Niger Delta region in particular and other parts of Nigeria in general.
- To promote action-based and participatory research on various aspects of the physical resources and patterns of environmental decay at the community level in the Niger Delta region and other parts of Nigeria.
- To promote action-based research into every aspect of human right abuse in Nigeria with particular reference to aspects of economic, social and environmental deprivation. CPED is concerned with gender equity, economic equity and social equity, by promoting equal accessibility of all the people in the Niger Delta and other parts of Nigeria to socio-economic activities and welfare services.
- To promote and advocate the reform of inappropriate policies and practices which encourage social dislocation and environmental degradation.

- To provide a think tank and data bank on the development issues of the Nigeria with particular reference to Nigeria.
- To sensitize, educate and raise the awareness of members of the public particularly communities and stake holders of the Niger delta region on the understanding of the human and environmental problems of the area and the application of this understanding to the improvement of the socio-economic and environmental conditions of the area.
- To provide technical service, including mediation in conflicts, on grassroots development to various communities and other stakeholder in the Niger Delta region as well as other parts of Nigeria.
- To undertake information and enlightenment campaigns and to provide training programs based on research findings.
- To provide non-partisan link between various communities in Nigeria and other local, national and international agencies as well as researchers interested in the problems of human and environmental development in the country.

Building on the experience of the last ten years in implementing its long range fifteen year strategic plan, the *Centre for Population and Environmental Development (CPED)* has developed this *Five-Year Strategic Plan* to redefine its mission and vision for the next five years. The strategic plan is designed to refocus CPED on promoting independent policy research to shape public policy in Nigeria. The strategic plan therefore sets out the core programme areas of CPED's work, the key strength, challenges and opportunities, a programme implementation strategy, the funding strategy as well as a programmatic and institutional monitoring framework.

## **2. ORGANISATIONAL STRUCTURE OF CPED**

### **2.1 The location of CPED**

The headquarters of CPED located in Benin City. However in order for its activities to be reflected in different parts of Nigeria, field offices are to be developed in other states in the country.

### **2.2 Legal status of CPED**

The *Corporate Affairs Commission* officially registered CPED in 1999 as a non-profit and non-governmental organization with Registration No 12,428

### **2.3 Constitution of CPED**

CPED has a constitution that has been approved both by its Board of Trustees and the Corporate Affairs commission.

### **2.4 Governance Structure**

CPED has four major organs designed to achieve its mission as follows.

- Patrons.
- Board of Trustees.
- Committee of fellows.
- Management.

## **Patrons**

There is provision in the constitution of CPED to appoint distinguished Nigerians and international figures to serve as members of an advisory committee known as Patrons. The committee of Patrons has the role of rendering advice and offering both moral and material support to CPED.

## **2.5 Board of Trustees**

CPED has a Board of Trustees that comprise of people who have distinguished themselves in public and private service and are mainly interested in contributing to development in Nigeria through policy research and intervention activities.

The Board of Trustees has the responsibility of assisting the organization in raising funds for its activities and in monitoring all its programs and expenditure. The Board meets every quarter to review the activities of the Center.

## **2.6 Committee of Fellows**

CPED has a committee of full time, associate fellows, and honorary fellows, visiting fellows that are appointed for various specialized research and intervention programs of CPED. They comprise Nigerian-based researchers and those based abroad. The fellows are involved in the various research, advocacy and intervention projects of CPED both at the proposal development stage and during execution. Most members of the Board of Trustees are also fellows of the Centre since they are involved in some of the action research and intervention project activities that are in their area of specialization. The Centre at present has 35 fellows with considerable experience in environmental and human aspects of development.

## **2.7 Management of CPED**

Until 2009, the routine management of CPED was carried out in five Divisions as follows.

- *Research Division*
- *Training Division*
- *Intervention Project Implementation Division*
- *Advocacy Division*
- *Administrative and Financial Division*

The executive Director of the Centre is the head of the management of the CPED and he supervises the overall activities in each of the Divisions. A review and reorganization of

management structure of CPED in 2008 led to the emergence of a new organogram which came into effect in 2009.

### **3. BACKGROUND TO THE PRESENT FIVE YEAR STRATEGIC PLAN**

#### **3.1 Brief History of CPED**

The *Centre for Population and Environmental Development (CPED)* is an independent, non-partisan, non-profit and non-governmental organization dedicated to promoting sustainable development and reducing poverty and inequality through policy oriented research and active engagement on development issues. CPED started as an action research group based in the University of Benin, Benin City, Nigeria in 1985. The action research group was concerned with applied research on sustainable development and poverty reduction challenges facing Nigeria. The research group also believed that communication, outreach and intervention programs, which can demonstrate the relevance and effectiveness of research findings and recommendations for policy and poverty reduction, especially at the grassroots level, must be key components of its action research. The emphasis was also on the participation of key stakeholders in the research and sustainable development programs in their locality. In order to translate its activities more widely, the Benin Social Science Research Group was transformed into an independent research and action Centre in 1998. It was formally registered in Nigeria as such by the National Corporate Affairs Commission in 1999. The establishment of CPED is influenced by three major developments. In the first place, the economic crisis of the 1980s that affected African countries including Nigeria led to poor funding of higher education, the emigration of academics to advanced countries which affected, negatively, the quality of research on national development issues emanating from the universities which are the main institutions with the structures and capacity to carry out research and promote discourse on socio-economic development. Secondly, the critical linkage between an independent research or think tank organisation and an outreach program that translates the findings into policy and at the same time test the applicability and effectiveness of the recommendations emanating from research findings has been lacking. Finally, an independent institution that is focusing on a holistic approach to sustainable development and poverty reduction in terms of research, communications and outreach activities is needed in Nigeria. CPED recognises that the core functions of new knowledge creation (research) and the application of knowledge for development (communication and outreach) are key challenges facing sustainable development and poverty reduction in Nigeria where little attention has been paid to the use of knowledge generated in academic institutions. Thus, CPED was created as a way of widening national and regional policy and development debate, provide learning and research opportunities and give visibility to action programs relating to sustainable development and poverty reduction in different parts of Nigeria and beyond.

#### **3.2 The History of the Long Range, 2001-2015 Strategic Plan**

CPED, right from its inception, was committed to organisational improvement and growth. This commitment influenced, within one year of its establishment, the preparation of its long range fifteen-year strategic plan, 2001-2015. The Board of



Trustees of CPED specifically directed in 2001 that the *Centre's Strategic Plan* should be conceived within the framework of the then newly proclaimed *Millennium Development Goals (MDG)* of the United Nations of which Nigeria is a signatory. It was argued that considering the broad aim of the establishment of CPED which is to carry out policy-oriented research, communication and intervention activities in Nigeria, the MDG should provide the broad framework for the articulation of the key components of CPED's strategic plan. Recognising that the magnitude and quality of socio-economic growth and overall development will have an important bearing on achieving the *Millennium Development Goals*, CPED's research agenda is focusing on selected topical and methodological policy-oriented research areas. These are expected to have a strong leverage as regards sustainable development and poverty reduction and/or to provide a significant contribution towards evaluating and monitoring progress in poverty reduction, with the overriding objective of identifying pathways out of slow socio-economic development and the prevalence of extreme poverty in Nigeria.

### **3.3 The Goal and Objectives of the Long Range Strategic Plan, 2001-2015**

The long range strategic plan was designed to guide the activities of CPED as well as provide the basis of its organisational development and improvement. Infact one of the three cardinal programmes of CPED during the strategic plan period is capacity building of key partners and stakeholders in the promotion of action research, communication and outreach in Nigeria including that of CPED. Consequently, the capacity building of different units of CPED has been going on since 2001 till date. The main goals and objectives of the strategic plan include the following:

- (i) Position CPED as an independent, responsive and accountable institution in the forefront of the challenge of mobilizing the social science community in Nigeria to face the task of understanding, assessing, and redressing the problems of socio-economic development in Nigeria at a time when inherited concepts that inform analyses are increasingly inadequate for capturing the multi-dimensional nature of the dynamics of economy, politics, culture and society in contemporary Africa;
- (ii) Offer the opportunity and autonomous space for a critical mass of Nigerian scholars to continue freely to undertake action research, training and publishing;
- (iii) To benchmark itself regularly against the characteristics of world class independent research and action centres and to develop CPED in accordance with its national and international ambitions;
- (iv) To pursue policy-oriented research of the highest quality in accordance with its national and international ambitions;
- (v) To promote a clear identity for CPED as a recognisable action research centre on development and poverty reduction in Nigeria;
- (vi) To ensure that the benefits of a knowledge-based development Centre in Nigeria contribute to the achievement of the MDG in Nigeria by 2015;
- (vii) To ensure that the action research of CPED contribute to improved knowledge of the economy, health, education and culture of Nigeria in partnership with key stakeholders and other agencies;
- (viii) To promote gender mainstreaming, that is, the consistent use of a gender perspective at all stages of development and implementation of policies, plans and

- programmes;
- (ix) Promote outreach, intervention and communication programmes designed to test and communicate the application of the action research findings to the solution of sustainable development and poverty reduction challenges at the local level in Nigeria
  - (x) To play a pivotal role in the promotion of the participation of key stakeholders in action research and outreach activities on sustainable development and poverty reduction issues in Nigeria
  - (xi) To develop CPED's physical infrastructure and resource-base to a level that enables the centre to achieve its national and international ambitions;
  - (xii) In pursuit of the goals and objectives enunciated above, strive to raise the level of core and project funding accruing to CPED from various agencies and organisations that offer it grant to implement its mandate;
  - (xiii) To ensure efficient and effective human resource and financial management;
  - (xiv) To ensure regular internal and external monitoring and evaluation of its activities and programmes.

### **3.4 Component of the Programmes of CPED during the period 2001-2015**

CPED's programmes can be broadly categorized into three broad components:

- Action research;
- Communication, outreach and intervention; and
- Capacity building

#### **3.4.1 Action Research**

Recognising that the magnitude and quality of economic growth will have an important bearing on achieving the *Millennium Development Goals*, CPED's research agenda is focusing on selected topical and methodological research areas. These action research themes are listed in the strategic plan as follows:

- Challenges of African Economic Growth: opportunities, constraints and strategic directions
- Challenges of sharing growth, wealth creation, equity and development in Africa with special reference to Nigeria
- The Rural sector: key to poverty reduction
- Resource-based development and poverty reduction
- Feasible options for redistribution
- Globalisation and the challenges of development in Nigeria
- Democracy and governance in Nigeria
- Civil society and governance in Nigeria
- Development of the Niger Delta region
- Conflict and violence in the Niger Delta region of Nigeria
- Education and development in Nigeria: crisis and reform
- Health in Nigeria: crisis and reform
- Population and development

- Gender and development
- Environment and development

### **3.4.2 Communication**

CPED's research communication strategy is based on a number of factors including the following:

- Communications strategy is built in at the start of the research process, not tacked on at the end.
- Key stakeholders are involved in the research process, preferably at the stage of formulating research questions, and maintaining these links throughout the life cycle of the project. This helps to ensure the relevance of the research, builds trust, and draws in potential allies who may be able to assist in communicating and applying the results.
- A stakeholder mapping exercise needs is carried out to identify key players, and to prompt thinking on how best they can be engaged or reached. The more specific this is, the more targeted the communication strategy can be. This might include well-placed journalists or commentators, as well as policymakers and other more directly involved stakeholders.
- CPED maps out key policy processes and decision points happening within the environment that it is trying to influence to identify possible points of intervention, and construct a calendar of events so as to know the best time to make that input.
- CPED promotes the involvement of research partners in developing the strategy because it makes sense to draw on the ideas, networks and skills of all the partners in coming up with an integrated communication strategy.
- A mix of communication approaches are always used by CPED to maximise impact, since no one approach will reach all the audiences. Research messages will also come across more strongly if reinforced by being heard through different channels.
- Time and resources are set aside by CPED to carry out effective communications. Budgets for outputs and events are ring-fenced, but probably more importantly the time required to follow through on communications work is recognised and set aside.
- Specialist skills are needed for some communications tasks, and especially in drawing up a communication strategy. Depending on the situation, a combination of in-house staff, freelance consultants and specialist communication partners are used to do the job well.
- CPED is conscious of the fact that in developing a communication strategy is important to appreciate the fact that what is appropriate and feasible depends very

much on the prevailing circumstances. It is obvious that not all research that is carried out by CPED have direct practical and policy implications.

### **3.4.3 Outreach and Intervention**

The outreach/intervention activities are designed to focus on the different action research teams identified in the strategic plan. Some priority areas include the following:

- Promotion of health care with special attention to HIV/AIDS
- Promotion of income generation
- Promotion of sustainable environment and appropriate response to climatic change
- Prevention of violence with special reference to the Niger Delta region
- Supporting communities to prepare community development plans

### **3.4.5 Capacity building**

CPED is committed to the capacity building of the Centre and its associated development and poverty reduction partners. It is against this background that CPED believes that the process of strengthening the Centre as a Think Tank institution and its partner organisations must be a key component of its strategic plan during the fifteen-year period. Three main components of the action plan for capacity building are identified in the strategic plan as follows.

- Capacity building of CPED
- Capacity building of partner organisations
- Partnership development with public and private sector/civil society organisations

## **4. BUILDING ON A RECORD OF MODEST ACHIEVEMENT**

Over the past ten years (2001-2009), CPED has carried out one major organizational assessment and evaluation and a number of internal evaluations of the different components of the organization. Furthermore, there has been a series of individual programme evaluations. The section summaries briefly the key achievements and weaknesses identified during the evaluations.

### **4.1 Action research**

Over the past ten years of the fifteen-year strategic plan of CPED, the Centre has carried out a number of action research projects that have focused on some of the research themes identified in the strategic plan including the following:

- Analysis of the settlement pattern and infrastructure in the Niger Delta region which was funded by *Niger Delta Environmental Survey and financed by oil prospecting companies in Nigeria*;
- Political economy of the Niger Delta region which was funded by the *Delta State*

*Government of Nigeria;*

- Survey of threatened species in Ethiope River, Delta state Nigeria funded by *Niger Delta Environmental Survey and financed by oil prospecting companies in Nigeria;*
- Globalisation and malaria-related primary health care delivery and access in Nigeria financed by *The World Health Organisation(WHO);*
- Non-formal education systems and their impact on youth employment in Niger Delta Nigeria financed by *Shell Petroleum Development Company (SPDC);*
- Demographic and baseline infrastructural survey and analysis of nine Niger Delta states: Abia, Akwa Ibom, Bayelsa, Cross River, Delta, Edo, Imo, Ondo and Rivers financed by the *Niger Delta Development Commission;*
- Housing and Development in Nigeria financed by the *Centre for Population and Environmental Development (CPED);*
- Identifying natural resource-based opportunities for investment and development in Nigeria financed by the *Delta State Government, Nigeria;*
- Public Policy, Oil and Environmental Conflicts in Niger Delta, Nigeria: Ramifications for regional Security financed by *United States Institute of Peace (USIP)*
- Evaluation of seventy-eight Shell Petroleum Development Company (SPDC) programmes financed by *Shell Petroleum Development Company (SPDC);*
- Rural migration and development in Nigeria financed by *MacArthur Foundation;*
- Higher Education Crisis and the Management of Higher Education in Nigeria financed by the *Centre for Population and Environmental Development (CPED);*
- Performance Determinants of Public and Private Sector Enterprises in Nigeria partly financed by the University of Benin and *Centre for Population and Environmental Development (CPED);*
- Perspectives on development challenges and poverty reduction in Nigeria funded by *Centre for Population and Environmental Development (CPED);*
- Local Communities and Forest management in Nigeria funded by the *Food and Agricultural Organisation (FAO) Rome;*
- Mid-term progress analysis of sixteen Nigerian States on the attainment of the Millennium Development Goals funded by *United Nations Development Programme (UNDP);*
- HIV Prevention For Rural Youth (Hp4ry): Mobilizing Nigerian Schools And Communities funded by *International Development Research Centre (IDRC), Ottawa, Canada;*
- Enhancing the Capacity of Local Civil Society Groups to Claim Civil and Political Rights in Nigeria's Niger Delta Region funded by the *European Commission, Brussels;*

Arising from the various research activities of CPED, the Centre and its staff have produced over 50 publications, including books, chapters in books and journals, workshop reports, and technical reports. Many of CPED's outputs appear to have contributed to the achievement of higher-level results, at the outcome level. CPED has had a demonstrable effect in changing policies and practices at the local, state and national levels in Nigeria.

## 4.2 Communication, Outreach and Intervention

During the last ten years, CPED has been involved in different communication, outreach and intervention activities that have contributed to policy development in various aspects of sustainable development and poverty reduction at the local, state and national levels including the following:

- In collaboration with the *Shell Petroleum Development Company (SPDC)*, CPED has organised over ten policy development workshops relating to sustainable development and poverty reduction in Nigeria, especially at the grassroots level in the oil producing communities of the Niger Delta region.
- In collaboration with local and community-based civil society organizations, CPED has organised over 200 local and community based workshops designed to promote sustainable development and poverty reduction awareness, strategies and policies.
- In collaboration with the Niger Delta Development Commission, CPED has organized five workshops on sustainable development planning strategies in the Niger Delta region.
- In collaboration with about twenty state governments out of the thirty six in the country, CPED has organized over 50 workshops on policy development with respect to sustainable development, poverty reduction and strategies to attain the *Millennium Development Goals (MDG)*
- In collaboration with International Agencies such as the *World Health Organisation (WHO)*, *MacArthur Foundation*, *Food and Agricultural Organisation (FAO)*, the *Niger Delta Development Commission (NDDC)*, *European Commission*, and *United Nations Development Programme (UNDP)*, CPED has organized over fifteen policy workshops on policy development and associated strategies on different aspects of sustainable development and poverty reduction in Nigeria.
- CPED has implemented over 35 outreach and intervention projects some of which arose from the action research activities. These outreach and intervention projects focused on different aspects of sustainable development and poverty reduction such as primary health care, reproductive health, HIV/AIDS, forest management, local and community development plan preparation, peace building, agricultural production, education, human rights, empowerment of women, etc.

The different communication and intervention activities of CPED have resulted in the communication of action research results to policy makers while some of the communication activities have led to the development of specific policies being implemented at the state and local government levels in Nigeria. The intervention programmes have brought considerable benefits to the target population, groups and beneficiaries in terms of poverty reduction. An estimated 35 million people comprising government officials, leaders of public and civil society organizations, leaders of communities, women, youths, and children have benefited directly and indirectly from the outreach and intervention activities of CPED across Nigeria. Thus many of CPED's outputs appear to have contributed to the achievement of considerable results, at the

outcome level. CPED has had a demonstrable effect in improving the lives of the poor in different parts of Nigeria.

### **4.3 Capacity building**

Over the past ten years, the Centre has carried out a number of capacity building activities focusing on CPED itself, public policy makers, the youth, elders, community elders, women, NGOs, and CBOs including the following:

- CPED has been able to build some aspects of its capacity such the training of Programme Officers, the development of infrastructure facilities including offices spaces, library facilities, provision of transport facilities and communications facilities.
- Building the capacity of over 500 public officials and some private sector leaders in about twenty states in different parts of Nigeria on policy development and programme implementation and monitoring.
- Building the capacity of over 5 million leaders of communities and civil society groups at the local level on participation in action research, planning and project implementation.
- Facilitated partnership between over 1,500 civil society organizations and public sector agencies as well as some international organisations in the implementation of sustainable development and poverty reduction programmes.

Arising from the various capacity building activities of CPED, the Centre has been able to empower policy makers, public officials, local and community leaders, men, women, youths and other non-state actors to play active roles in the implementation of programmes designed to promote sustainable development and poverty reduction in different parts of Nigeria.

## **5 SUMARRY of KEY FINDINGS OF THE EVALUATION ON CPED's PROGRAMME PERFORMANCE IN THE FIRST TEN YEARS**

### **5.1 Mission and Role**

*Finding 1: By its mission, CPED is an autonomous centre having its independence to undertake action research and tackle sustainable development and poverty reduction issues*

The mission of CPED as defined in its constitution approved by law through the Corporate Affairs Commission of Nigeria states that the centre is to provide an independent framework for the promotion of action-based research programmes and undertake communication, knowledge transfer and intervention programmes on sustainable development and poverty reduction issues in Nigeria.

A key objective of the programme of activities of the fifteen year strategic plan, 2001-2015, is to “position CPED as an independent, responsive and accountable institution in the forefront of the challenge of mobilizing the social science community in Nigeria to

face the task of understanding, assessing, and redressing the problems of socio-economic development in Nigeria at a time when inherited concepts that inform analyses are increasingly inadequate for capturing the multi-dimensional nature of the dynamics of economy, politics, culture and society in contemporary Africa”.

CPED has functioned with a considerable degree of autonomy. CPED retains its value of having the independence to choose research and carry it out in an atmosphere of academic freedom. But there is a consensus among all the key stakeholders of CPED that the Centre’s independence is constrained by its lack of core funding for its activities. Some CPED staff have expressed the view that the Centre has focused more in recent years on its outreach and intervention objectives due largely to the lack of core funding for action research. Thus the research component of its activities has become more peripheral to the central concerns of CPED. There is need to intensify the search for additional funding which will promote increased action research on sustainable development by staff and associates of the Centre.

## **5.2 Effectiveness**

### **5.2.1 Action Research and advocacy**

*Finding 2: CPED research and communication has been effective in contributing to the knowledge and influence of the Centre with quality research work on many relatively new topics in the Nigerian context*

A number of the research products of CPED were judged to be of high quality in the opinion of independent academic experts and various users of CPED products. The review of programme achievements earlier in this report is selective but the evidence is sufficient to allow for a judgment that the Centre has been very effective in achieving positive outcomes in specific areas of action research.

The Centre has selected research topics that are relevant to the challenges of sustainable development and poverty reduction. The research on education, health, components of development and the analysis of the progress made by different states on the attainment of the Millennium Development Goals have been valuable for policy development and implementation in Nigeria.

CPED's mandate states that it should support and promote communication and advocacy and it has been an active advocate for its various research findings. The Centre has taken part in public presentations on issues of sustainable development and poverty reduction in different states in Nigeria and actively participated in advocating for changes in policy that is responsive to the needs of the poor. Thus CPED has been able to push the results of its action research and intervention programmes to influence policy changes.

### **5.2.2 Communications and Capacity Development**

*Finding 3: CPED is developing a more sophisticated communication approach to address some weaknesses in the distribution of its outputs and the dissemination of its*



### *research findings*

CPED identifies a wide set of constituencies that it targets for communication and dissemination of its work. This includes federal, state and local governments and their agencies, national and local NGOs, international agencies, private sector organizations, the academic community, the media and the general public.

CPED has made efforts to upgrade its communication strategy since 2001. It aims to become more strategic in its dissemination, reducing the number of hard-copy publications and promoting more downloading of publications from its web site. It has pruned its distribution lists and the number of printed copies it is producing of anyone publication. It is giving more emphasis to generating visibility through more public launches of its publications and identifying strategic events for the launch occasions. It has been successful in recent years with this approach.

#### **5.2.3 CPED as a knowledge generator and broker in the Nigerian context**

*Finding 4: CPED has been largely effective in generating new knowledge through its own research and tapping external knowledge and expertise in preparing its publications and has a comparative advantage in being at the interface between academia and field experience*

A major evolution in the last decade among applied research and policy institutes has been a dramatic increase in developing knowledge and research networks. Advocacy networks have also grown rapidly and some involve thousands of organizations and individuals. The internet and electronic communication has made it easy to create linkages among institutions and individuals on a global basis. These networks are perceived as bringing benefits in sharing experience, expertise, resources and credibility. Applied research institutes have been active in participating in such networks. Some organizations have taken on a role as a knowledge broker for these networks.

CPED is striving to be both a knowledge generator in that it conducts its own research, collecting and analyzing data as well as having a limited type of knowledge brokering where it collects and summarizes existing knowledge from a variety of sources. CPED management estimated that more than half of its action research work has been devoted to generating new knowledge although it is shifting and it intends to keep shifting more attention to brokering knowledge. CPED will have to continue to maintain its own research in some cases where, there are no other institutions that can do this research or do it as effectively as CPED. It also needs to maintain this in house research analysis to maintain its own *staff* expertise, knowledge and credibility in interactions with other partners. These are complementary functions and the issue for CPED is the balance it should maintain between these two functions.

#### **5.2.4 Networking and Partnering**

*Finding 5: CPED has established effective networking relationships with policy and advocacy groups. CPED networks tend to be based on personal contacts although this is*

*improving*

One of CPED's objectives stated for the present strategic planning period is to enhance its partnerships with research and policy institutions, and development agencies. CPED has played a role in helping create networks, particularly at the grassroots level in the last six years. CPED was involved in working with over 500 organisations in different parts of Nigeria and preparing a shared database. Thus CPED has made progress in helping create or to link to more policy or advocacy networks in the last few years although most of these can be classified at the lower level of ensure systematic consultation and collaboration

### **5.3 Efficiency**

#### **5.3.1 Governance**

*Finding 6: The CPED Management Committee reports to its Board of Trustees that oversees the various action programmes of CPED and its finances. The oversight mechanisms are effective.*

The Board of Trustees of CPED has major control and scrutiny of the activities and the budget of the Centre. Its budgets and work plans are scrutinized through the different sub-committees of the Board of Trustees. The Finances of the CPED are audited by an external auditor appointed by the Board of Trustees. The finances of CPED has been regularly audited by an external auditor during the last ten years. By and large, oversight mechanisms are effective.

#### **5.3.2 Research Priorities in CPED**

*Finding 7: While the criteria for selection of research priorities are relevant and appreciate, the process by which research priorities are selected is not well documented and external consultation for identifying priorities is limited.*

There are no clear guidelines for selecting the research priorities of CPED. This has been explained by the lack of core funding for its major activities which implies that research topics selected during the last six years were largely determined by the availability of funds as determined by donors. It should be noted that the outcomes of a number of research topics show that some of the choices made have been relevant and astutely chosen.

#### **5.3.3 Performance Monitoring**

*Finding 8: CPED activities are monitored and outputs are measured mainly at the level of individual projects.*

An office-wide review is held at the end of each year, which forms the basis for preparation of CPED Annual Reports and the development of the following year's work plan. There is no documented tracking of activities across the Centre. Monitoring has generally been done at the activity and output level and not in terms of identifying results. CPED is oriented towards product production whether through publications, workshops

or intervention activities. Performance measurement is made more difficult by the lack of well documented plans showing planned outputs and expected outcomes. Some of the staff are familiar with the logical framework approach but this is utilized only at the individual project level. It should be noted that many independent research organizations do not use a logical framework approach in developing their work programmes so CPED is not unique in this respect. This in part reflects some difficulty in establishing indicators and benchmarks for measuring research performance.

One area that is more amenable to creating and measuring indicators is in CPED's outreach and interventions through its publications and other forms of communication. Publication sales and use, media coverage and user surveys offer opportunities to track the use and value of different kinds of CPED outputs. This is partly done through user surveys. CPED's self assessment indicated that staff reflection was not sufficient in the Centre and staff indicated in interviews that while they feel performance indicators would be difficult to develop in some of the activities of CPED, they could be useful in helping staff reflect on areas where they need to improve planning and performance.

#### **5.3.4 Human Resources and Management: Staff composition**

*Finding 9: CPED has some full time research staff but still depends considerably on part-time research staff*

The full time core research staff members of CPED are largely drawn from academia. Similarly the part time and associate staff are also largely drawn from academia. However, the strength of full time staff is low largely because of the limited core funding available. Since the Centre cannot maintain in-house expertise on all the issues that it has to address, it supplements its own expertise by drawing in experts from other organizations for specific studies. The Centre would have to set some conditions for visiting scholars to make sure that they contribute to the work of the Centre. But this depends on the Centre's ability to attract core funding. The need for core funding must be pursued vigorously during the remaining part of the current strategic plan.

#### **5.3.5 Management Team and administrative support**

*Finding 10: The number of staff in the management team is in line with those of other in independent research or policy analysis institutes of this size. CPED is optimally staffed to perform its financial and administrative functions.*

The management team consisting of seven people is adequate and optimal for the size of CPED.

#### **5.3.6 Infrastructure**

*Finding 11: CPED's facilities are fairly adequate for the present staff but additional Staff would have to be located in another building.*

CPED offices are adequate for the staff although not ideal for staff interaction. A review by the office indicates that individual offices are adequate but limited space is available for expansion. The information technology facilities are adequate but could be expanded with technical software appropriate for researchers.

### **5.3.7 Resource Mobilization and financial Viability**

#### **5.3.7.1 Financial Viability**

*Finding 12: CPED has depended mainly on external funding since its creation. CPED has been able to increase its income over the years. However, it has basically depended on project funding. CPED is financial viable and has been able to attain that viability over the years but it need core contributions from other donors and agencies for action research.*

During the period under review, CPED has succeeded in generating funding from a growing number of sources largely to support specific projects. Internally generated funding is quite limited and this has affected the nature of programmes carried out since the donors determine the activities they are interested in funding. Consequently, the Centre is to some extent vulnerable due to its dependence on project funding and lack of core funding. This has negatively affected CPED's ability to employ more core staff, especially for action research activities. The project funding source of funding for CPED has been useful in allowing CPED to work with more partners and to expand the range of its activities but project funding cannot be a complete substitute for core funding. A Centre such as CPED needs to have a secure funding base to allow it to cover general running costs and to respond to new research opportunities. Too heavy a reliance on project funding forces an organization to become dependent on the research interests of donors who may not have a comprehensive approach to sustainable development and poverty reduction in the Nigerian context. Carrying project funding to an extreme would reduce CPED to becoming a consulting firm. This would subvert the vision and objectives defined for CPED.

#### **5.3.7.2 Resource Mobilization**

*Finding 13: CPED has diversified its donor base over the last six years. However, the Centre does not have a resource generation strategy to secure funding on a medium to long-term perspective. Programme activities have not been described in the most appropriate format for marketing to donors.*

Although CPED management has had considerable success in attracting various funding sources for some of its programmes, the Board of trustees and other stakeholders have expressed concern about the level of funding. Interview with staff and various stakeholders indicate that many of them believe the level of funding is below what CPED needs and can effectively use. It is operating below optimum levels for an organization with so large a mandate. As part of developing a medium term fund raising strategy, the Centre could strengthen its marketing and look at more user-friendly programme and project descriptions. In particular, it should assess the potential to define broader projects that could attract multi-donor thematic support. This kind of broad support could provide CPED with almost as much flexibility as unrestricted funding. CPED should also undertake to identify possible funding sources and their interests. The Centre can turn to assistance from several sources for advice and support.

**PART B**

**THE FIVE YEAR MEDIUM TERM STRATEGIC PLAN OF CPED**

## **6. THE NEW FIVE YEAR PROGRAMME OF WORK**

### **6.1 Introduction**

Following the observations of the assessment team from the *Think Tank Initiative* under the leadership of the *International Development Research Centre (IDRC)* with respect to the need for a shorter and more concise strategic plan, the Board of Trustees of CPED decided to revise the original strategic plan so as to reflect the realities of policy research and communication in the next five years (210-214). The Board noted that the revised five-year strategic plan will almost coincide with the end of the *Millennium Development Goals* (MDG). The Board of Trustees appointed a Consultant to pilot the preparation of the new five-year strategic plan in September 2009. The Board also directed that the preparation must adopt a participatory process so that all the key stakeholders in CPED, its local partners and policy makers, especially at the grassroots level which are the major target of CPED policy research activities take part in the preparation of the new five-year strategic plan.

### **6.2 The Strategic Planning Process**

The value of strategic planning lies as much in the process of planning as in the plan itself. CPED is of the view that the new five-year strategic plan requires serious, in-depth analytical work, such as careful analysis of the challenges of socio-economic development in Nigeria and the funding environment for non-state actors. It also needs to be to be driven and shaped by the leaders of and staff of CPED who will actually be charged with implementing it as well as other key stakeholders who will in one way or the other be affected by the activities of CPED. It was against this background that the main elements of the revised five year-strategic planning process entailed the following process:

- Appointment of an external Consultant to midwife the planning process;
- Setting up subcommittees representing key stakeholders such as the
  - (i) Board of Trustees;
  - (ii) Members of the Committee of CPED Fellows;
  - (iii) Members of CPED regular and adjunct staff;
  - (iv) Policy makers, especially at the state and Local Government Levels;
  - (v) CPED target groups and beneficiaries of its research and outreach activities.
- The different subcommittees focused on the following issues:
  - (i) Research Programme;
  - (ii) Outreach and communications;
  - (iii) Financing and Resource Mobilisation;
  - (iv) Institutional Capacity building; and
  - (v) Monitoring and Evaluation

A template was developed by the Consultant to be used by the subcommittees which focused on following issues;

- (i) Review of CPED's achievements;
- (ii) Experiences and lessons since its establishment;
- (iii) The analysis of key challenges and opportunities, strengths and weaknesses;
- (iv) Analysis of the future to 2014 of the strategic priorities, programmes and actions.

The various subcommittees embarked on a series of group discussions, peer reviews and documentation of conclusions. Each subcommittee produced a draft report on its thematic focus. These were collated by the drafting team headed by the Consultant. The final draft of the strategic plan was presented to a general meeting of the representatives of the key stakeholders which made further inputs before it was forwarded to the Board of Trustees that gave the final approval.

CPED's Five Year Strategic Plan seeks to consolidate and build on its modest achievements of the past ten years to make the organisation one of the most unique independent policy research institutions in Nigeria which combines policy research with communication, outreach and intervention programmes. The focus of this section of the strategic plan is to set out CPED's new Mission, Vision, and Core Programmes of work. It also outlines the strategy for implementation, the human and financial requirements as well as monitoring framework for assessing productivity, outcomes and impacts.

## **6.3 Philosophy, Vision, Mission Objectives and Core Values of CPED**

### **6.3.1 Philosophy**

The guiding philosophy of the *Centre for Population and Environmental Development (CPED)* is the propagation of research and knowledge for development which is based on hard work, industry, diligence, innovativeness, honesty, equity and participation of all stakeholders and beneficiaries of development programmes.

### **6.3.2 Vision**

The vision is to be a key non-state actor in the promotion of grassroots development in the areas of population and environment in Africa.

### **6.3.3 Mission**

The overall mission is to promote action-based research programs, carry out communication to policy makers and undertake outreach/intervention programmes on population and environmental development in Africa.

### **6.3.4 Objectives**

Building on the experience and achievements of the last ten years, CPED will pursue, in the next five years, a programme of work driven by five inter-related objectives as follows:

- To carry out high quality of policy and action-oriented research on socio-economic development in Nigeria in particular and other parts of West Africa in general;
- To promote the utilization of independent policy research findings by various levels of government through effective communications of research results;
- To carry out some intervention programmes on socio-economic development and poverty reduction arising from the findings of the research conducted by CPED;
- To strengthen the institutional capacity of CPED as a key public policy research and advocacy think tank in Nigeria in particular and Africa in general so as to be able to pursue the various objectives outlined above; and
- To empower CPED's partners and stakeholders, especially at the grassroots level, to participate in the promotion of good governance and socio-economic development.

### **6.3.5 Core Values of CPED**

In order to achieve the vision and mission articulated in this five-year strategic plan, CPED staff will be guided by a set of core values designed to motivate staff towards professional excellence, intellectual competitiveness, innovation and productivity. The core values include the following:

- *Intellectual Freedom:* The universal ideals of intellectual and academic freedom is promoted and respected by CPED. In this respect CPED will remain an independent, professional and non-membership organization.
- *Non-partisanship:* CPED is a non-partisan organization which is not associated with any political party or organization. However, when the need arises, CPED in its research, advocacy and outreach activities will address key political issues that have considerable impact on development, especially at the local level.
- *Quality of service delivery:* CPED is committed to excellence in research, advocacy and outreach programmes. This is essential to put CPED on the highest pedestal of policy research think tank in Nigeria. Consequently, quality service delivery is a non-negotiable feature of all the key organs and units of CPED.
- *Integrity:* CPED staff are committed to the highest ethical standards in all official obligations and personal responsibilities to society and the organization. Integrity shall be manifested through honesty, trustworthiness, honoring commitments and taking full responsibility for our actions, both success and failures.



- *Teamwork*: CPED emphasizes teamwork, networking and partnership without frontiers. It defeats any tendency towards hero-worshiping, pigeon-holing and stonewalling which make development a mirage.
- *Participatory decision-making*: This bottom-up and horizontal approach to development planning makes feasible the collective ownership of programmes and all the processes of governance. It makes CPED, policy makers and beneficiaries of development to share a common vision of the public good work mutually for its realization.
- *Non-discrimination*: CPED is committed to a policy of non-discrimination and equal opportunity for all persons regardless of race, colour, religion, creed, gender identity or disability. CPED respects all applicable laws regarding nondiscrimination.

## 6.4 Overview of the Capacity of CPED

Based on the assessment of the internal conditions and external research and institutional environment of the Centre, its *Strengths, Weaknesses, Opportunities and Threats (SWOT)* are outlined below.

### 6.4.1 Strengths

CPED has to its credit a number of advantages that make it a distinctive policy and action research centre in Nigeria. These include:

- (i) Good leadership with considerable experience in the management of research institutions;
- (ii) Financial security as reflected in expanding sources of funding;
- (iii) Independence as reflected in the fact that being an autonomous institution it is free from external influence or bias;
- (iv) Existence of a highly dynamic, intellectually diverse and gender balanced Board of Trustees;
- (v) Cross cutting research that focus on multi-disciplinary research areas in response to market demands;
- (vi) The strategic location in a nodal city, Benin which is easily accessible and serves as a link between the different parts of the country;
- (vii) Location within the strategic Niger Delta region of Nigeria where the challenge of policy research is enormous;
- (viii) Physical proximity to various sources of skills and expertise;
- (ix) Good corporate image;
- (x) Presence it's in employment of young, committed and experienced research and advocacy staff with interdisciplinary talents and who understands the environment in which we operate;
- (xi) Track record of policy-influencing knowledge products; and
- (xii) Experience in attracting funds from local and international donors.

### **6.4.2 Weaknesses**

There are, of course, formidable challenges facing CPED as a research organization which put the identified strengths to test and which must be confronted. These weaknesses include the following:

- (i) Insufficient infrastructures for research and analytical resources such as library, office accommodation and internal and external communication facilities;
- (ii) Inadequate core institutional grant and funding which negatively affects institutional-based and independent policy research;
- (iii) Limited experience in policy research and communication by most of the staff;
- (iv) Communication capacity is still quite limited;
- (v) Inadequate organizational monitoring and evaluation system;
- (vi) Limited Africa-wide research programmes;
- (vii) Lack of awareness of the activities of CPED by key stakeholders in different parts of Nigeria and West Africa; and
- (viii) Poor governance at the federal, state and local governments in Nigeria which affects to use of policy research results.

### **6.4.3 Opportunities**

Despite the prevailing weaknesses of CPED, there are opportunities for improved performance of the organization. These opportunities include:

- (i) Increased attention by policy makers to finding solution to the problems of the Niger Delta region where CPED is focusing some of its policy research and Outreach activities;
- (ii) Increased support from stakeholders, especially at the grassroots level;
- (iii) Growing concern by international donors for the problems of the Niger Delta region which CPED can benefit from due to its location and focus of its activities on the Niger Delta region;
- (iv) Increasing attention by policy makers in Nigeria and international donors on promoting grassroots participation in development in which CPED is a key player in Nigeria;
- (v) Capacity building trust of global knowledge networks and foundations which CPED can benefit from;
- (vi) Growing supply of young budding intellectuals in proximate universities;
- (vii) High expectations on the part of CPED to fulfill our mandate; and
- (viii) Established relationships with other knowledge and research support bodies.

### **6.4.4 Threats**

Some of the threats that CPED has to contend with include the following:

- (i) Unstable democracy in Nigeria which can result in military dictatorships that often do not believe in the use of policy research results;
- (ii) Changing funding and programming policies of partners and donors
- (iii) Low stakeholder funding of policy research in Nigeria in particular and other parts of Africa in general;

- (iv) Unpredictable access to qualified staff due to the generally poor pay in Nigeria;
- (v) Increasing completion for qualified skilled staff by public and private universities that have grown in number over the last decade; and
- (vi) General insecurity in the Niger Delta where CPED is located and carries out a significant of its research and outreach activities.

## **6.5 Core Programme Areas**

Under the five-year programme of work, CPED activities will focus on four broad areas reflecting the objectives set for the five-year period as follows:

- (i) Research;
- (ii) Communications and outreach;
- (iii) Intervention programmes; and
- (iv) Capacity Building of CPED and partners.

### **6.5.1 Research**

CPED recognises that the core functions of new knowledge creation (research) and the application of knowledge for development is a key challenge facing development planning in Nigeria where little attention has been paid to the use of knowledge generated in academic institutions over the years. The key challenge of CPED during the five year strategic plan period is the generation of knowledge. As a knowledge-based development institution, CPED has a unique and prominent role in serving both the current needs and future aspirations of society in Nigeria. Four research thematic areas will be targeted by CPED during the five year period as follows:

1. Growth with equity in Nigeria;
2. Conflict and Development in Nigeria's Niger Delta region;
3. Education and Development in Nigeria; and
4. Health including HIV/AIDS and development in Nigeria.

#### ***6.5.1.1 Growth with Equity in Nigeria***

Growth with equity aims for a society which is fairer in the distribution of opportunities and rewards. This approach contrasts sharply with the orthodox growth strategies which are focused principally on increasing the quantum of wealth in a country and the average level of income of the population. They are less concerned with whether or not the poor gain relatively more (or less) from this increased wealth and whether the gap between the rich and the poor either widens or narrows as a result of the orthodox growth path. Growth with equity, therefore, holds out the promise of a faster reduction in poverty and inequality, enabling more of the poor to gain access to productive and stable jobs, improved health and literacy, higher incomes and increased opportunities to engage actively in the life of their communities. As a result growth with equity helps a society and country to progress from merely raising incomes to achieving a higher level of human development.

Since independence in 1960, the overarching goal of Nigeria's development has been to achieve stability, material prosperity, peace and social progress. But a variety of internal problems have persisted in slowing down the country's attainment of these growth and development objectives. Between 1985 and 2004, inequality in Nigeria worsened from 0.43 to 0.49, placing the country among those with the highest inequality levels in the world. Thus despite its vast resources, Nigeria ranks among the most unequal countries in the world. The poverty problem in Nigeria is partly a feature of high inequality which manifest in highly unequal income distribution and differential access to basic infrastructure, education, training and job opportunities. Sustained high overall inequality reflects widening income gap and access to economic and social opportunities between genders; growing inequality between and within rural and urban populations, and widening gaps between the federating economies. Inequality between genders stands out as a key policy challenge. The female gender is generally disadvantaged in access to education and employment, agricultural wage and access to land, among other things. Gender inequality is fuelled by many factors, including socio-cultural practices, low economic status, patriarchy and low education. Conditions that prevent the girl-child from receiving early education or that totally undermine her right to education are still prevalent in Nigeria. These conditions include early marriage, and the vulnerability of the girl-child to menial jobs as a coping mechanism among poor households. Evidence abounds that gender inequality affects growth and perpetuates poverty among the disadvantaged groups. Clearly inequality hurts the economy and women and girls in particular. High inequality points to corruption, the absence or failure of redistribution policies, significant institutional short-comings in the provision of social services as well as many years of mismanagement of public resources, among other causes.

The focus of policy research under this theme is how growth and development could be achieved with equity in Nigeria. Research is on issues such as:

- Analysis of absolute poverty, trends and spatial patterns (within urban and within rural and between urban and rural);
- Analysis of income inequality, trends and spatial patterns (within urban and within rural and between urban and rural);
- Relationships between growth and absolute poverty;
- Relationships between growth and inequality (gender, within urban and within rural and between urban and rural);
- Analysis of policy options for promoting inclusive growth i.e. growth that is capable of lifting people out of poverty and promoting a better distribution of wealth, ensuring that the poorest quintiles of the population capture a proportionately larger share of incremental benefits of growth;
- Analysis of the central challenge facing sustainable development policy in Nigeria, i.e. how to translate faster economic growth, macro-economic stability and a historic windfall from rising oil and gas prices into sustainable improvements in the quality of life of the population, especially the poor in remote and disadvantaged communities, etc.

### ***6.5.1.2 Conflict and Development in Nigeria's Niger Delta region***

There is growing international concern for increasing age-old and newly emergent political, ethnic, religious, economic and communal conflicts in African countries, which have diverted a considerable proportion of resources that could have been used to alleviate poverty to the provision of relief to communities affected by such violent conflicts. In most cases the violent conflicts have led to the destruction of the properties of the poor and the elimination of their means of livelihood. The root causes of these ethnic, religious and communal violent disturbances, which sometimes entail the use of sophisticated weapons, lie within the various communities in the countries of the region. Some of the conflicts that originate in the communities could become national or regional conflicts if no efforts are made to contain them at the local level before they get out of control. While conflicts, violence and wars continue to devastate the continent, the need for more effective means of complex social problem-solving and relationship management at the grassroots level has become increasingly urgent.

One region in Africa where such approach is critical is the Niger Delta Region of Nigeria. The Niger Delta, third of the world's largest delta, is a vast coastal plain covering an area of 70,000 square kilometres and consists of a number of characteristic ecological zones: sandy coastal ridge barriers, brackish or saline mangroves, freshwater permanent and seasonal swamp forests, and lowland rain forests. The land area available for human use is only about 30 per cent of the entire region, and so the inhabitants are confined to heavily densely populated but scattered settlements. The issue of the interaction between population growth, resources consumption and environment are therefore of major interest in this region. During the last ten years, the Niger Delta Region has been enmeshed in an insurgency and conflict of unprecedented proportions. Being the major source of oil revenues that account for about 96 per cent of foreign earnings and about 85 per cent of state revenues, the region is by far the most central to Nigeria's economic and political survival. But, paradoxically, the Niger Delta Region is one of the poorest, least developed and least reciprocated for its contributions to national wealth. The contradiction of wealth generation amidst poverty has generated anger, frustration and hostility to neighbouring communities, ethnic groups, state and multinational oil corporations. The result has been the construction of a terrain of violent protests, inter community and inter ethnic conflicts and wars, disruptions of oil production, and confrontations with state security forces. These conflicts in a strategic part of Nigeria have emerged as the most serious threat to Nigeria and its new democracy.

Yet no serious and sustainable efforts have been made by state and non-state actors to institute non-violent conflict management strategies in the region. Often reliance has been placed on the use of military force to control conflicts and violence and these have not succeeded to date. It is obvious that cooperative relations and peace in the Niger Delta cannot be imposed from "outside" the region by authorities, which the people view as having contributed to their deplorable condition over the years. It is well known that conflict management training based on Western models without taking time to make local adaptations have not been effective in African countries. The communities themselves must take an active part in re-establishing peace and reflecting on their future

relationships. While outside involvement may and could be motivating, it should not be constraining or imposing. In other words, outside involvement should serve as an impetus to mobilize and stimulate the local capacity for peace in the Niger Delta region. They must therefore reinforce and strengthen local non-governmental structures, some of which have been involved in traditional conflict management in grassroots communities over the years. Conflict management at the grassroots level is therefore essential to regaining and maintaining peace in the Niger Delta Region. At the same time peace in the Niger Delta region cannot be achieved if prevailing socio-economic challenges facing the region due to its neglect over the past fifty years are not addressed.

The focus of CPED's policy research on this theme is on issues such as:

- Analysis of the types and causes of conflict in different parts of the Niger Delta region including intra-community, inter-community, inter-ethnic, communities and oil prospecting companies; communities and public sector agencies;
- Analysis of governance and conflict patterns;
- Analysis of the economic and social costs of conflict, on women, youths and beneficiaries of conflicts;
- Analysis of livelihood opportunities and activities;
- Analysis of the challenges of development in the Niger Delta region i.e. human development at the local level, poverty patterns, gender disparities in human development, environmental problems, climate change, HIV/AIDS, etc.
- Analysis of the policy options for promoting peace and development in the Niger Delta which would focus on issues such as:
  - (i) Strategies for achieving peace;
  - (ii) Promotion of greater democratic participation including enhanced electoral integrity;
  - (iii) Improve service delivery;
  - (iv) Ensure responsive and responsible government through institutionalised accountability
  - (v) Promoting social inclusion through the empowerment of marginalised groups;
  - (vi) Institutional strengthening;
  - (vii) Promotion of partnerships;
  - (viii) Targeting special groups and localities;
  - (ix) Achieving environmental sustainability by addressing issues relating to physical, socio-cultural, economic and institutional challenges, etc.

### ***6.5.1.3 Education and Development in Nigeria***

Although Nigeria has made considerable progress in education during the last fifty years, there is still considerable challenge facing human capital development which must be tackled in the context of the prevailing knowledge-based economy. Economists and educationists had found during the 1970s and 1980s a significant change in the labour market, which entailed a growth in the relative rates of employment and remuneration to employees with higher levels of education. It was established that education is a key

determinant of the level of remuneration and type of employment, which an individual could have access to, in his working career. It has been found that the advent of the new economy had led to the dramatic increase in university graduates in the labour force over the last four decades and this increase had not led to any decline in their relative income. It had, therefore, been argued that if the 19th century was marked by a strong demand for physical capital in the form of buildings and machines, the 20th century saw a growing demand for the intangible capital represented by education and research.

On the other hand, researchers and students of business management, while acknowledging the economic evidence as articulated by economists, approach the knowledge economy by analysing the strategic changes in the management of actual firms. Since the late 1970s, there had been a growing literature on how organisations acquire new knowledge with respect to the important role of knowledge to business success. In this context knowledge economy could be defined as that which began evolving in advanced economies during the latter decades of the 20th century, and in which the ability to discover and manage knowledge was becoming the key determinant of the competitive position of individuals and organisations.

The global trend of the knowledge economy has been greatly strengthened by advances in information technology, which have made communication and thus global learning much less costly. Knowledge requires people, and people, not things, are at the heart of the knowledge economy. The importance of this fact is impossible to exaggerate. In the knowledge economy of today, productivity is based on innovation, requiring a wide range of people with specialised knowledge and experience, who must be able to experiment, respond to change, and work creatively in teams. Education and research are thus at the heart of the new economy, and investment in people should be the central policy of any country's long-term economic strategy.

The key issue therefore is that Nigeria must be positioned to develop and progress through the advancement and application of relevant knowledge. To do this considerable attention must be given to human capital development. In this context certain features of contemporary educational development in Nigeria must be addressed. It appears Nigeria is not keeping pace with dramatic changes in the education sector.

The focus of CPED's policy research on this theme is on issues such as:

- Analysis of primary school enrolment levels, trends and disparities (within urban and within rural and between urban and rural, gender and among income groups);
- Analysis of secondary school enrolment levels, trends and spatial patterns (within urban and within rural and between urban and rural, gender and among income groups);
- Analysis of tertiary education enrolment levels, trends and spatial patterns (within urban and within rural and between urban and rural, gender and among income groups);
- Analysis of technical education levels, trends and spatial patterns (within urban and within rural and between urban and rural, gender and among income groups);
- Challenges facing tertiary education;

- The place of private higher institutions in higher education;
- Analysis of the policy options for promoting increased participation in basic education by Nigerians, especially disadvantaged groups such as the poor households, rural households, women and the physically challenged members of society;
- Analysis of policy option for promoting increased participation in secondary education by Nigerians, especially disadvantaged groups such as the poor households, rural households, women and the physically challenged members of society;
- Analysis of policy options for promoting increased participation in tertiary and technological education with special attention to the role of private institutions that have begun to play increasing role in tertiary education in Nigeria.

#### ***6.5.1.4 Health including HIV/AIDS and development in Nigeria***

For nearly half a century rapid population growth has underlain and undermined development in Nigeria, the most populous country in Africa. Nigeria's population of 38 million people in 1960 tripled before the end of the century to reach its present level of about 150 million. Although remarkable efforts have been made since 1988 to improve the reproductive health services accessible to Nigerians, the effects have largely been felt in the urban centres. Communicable diseases (particularly malaria and diarrhoea) are the main causes of mortality, which can be easily prevented or treated at relatively low cost in primary health centres. Achieving MDGs with respect to health care in Nigeria will require dramatic expansion in budget financing and implementation. The major improvements in health care service delivery in the short to medium term should come as much from further expenditure growth as from much better utilisation of allocations. In the vast proportion of the country, especially in the remote rural communities, modern reproductive health services are rarely available and whenever they are provided, the rate of utilisation is low among the illiterate and poor population who live in such areas. The greatest victims of the lack of reproductive health services in most parts of Nigeria are the illiterate rural women and the youths. Although the youths of between 15 and 29 years of age constitute over 39 per cent of Nigeria's population, yet information and knowledge about adolescent issues is lacking in the country. A significant component of the poor reproductive health status of most Nigerians is the spread of HIV/AIDS infections in the country. HIV/AIDS is reaching epidemic proportions in NDDC states, particularly among the poor. AIDS thrives in an environment of poverty, stigma and gender inequality. Poverty pushes people to engage in commercial sex and leave home to find work. Stigma prohibits talking about sex and how AIDS is spread. Women's status often prevents them from asking partners to use condoms. A large number of girls are trafficked each year and forced into prostitution in Western European countries. Many are infected with HIV.

Clearly, there is urgent need for innovative approach to the control of the spread of HIV/AIDS in Nigeria. Primary prevention of sexual transmission of HIV is important in Nigeria, characterized by incipient epidemics. Changes in sexual behaviour of the people particularly the youths, improvements in sexual health facilities and services, more power



for communities to play active roles in the control their lives, are all required. The large majority of HIV infected women and men in Nigeria are not aware of their infection. Offering them good counselling and the possibility to know their HIV status gives them the chance to act and to make informed decisions about safe sex behaviour, having children and a healthy life style. It can help young women to understand the risks of HIV transmission to their baby if they are or become pregnant and provide information to pregnant women with HIV about anti-retroviral treatment where available and options for infant feeding.

The focus of CPED's policy research on this theme is on issues such as:

- Analysis of the health care patterns, distribution and utilisation in Nigeria with specific reference to disparities in the accessibility of people to the available health care services (within urban and within rural and between urban and rural, gender and among income groups);
- Analysis of the reproductive health challenges and patterns in Nigeria with specific reference to disparities in the accessibility of people to the available health care services (within urban and within rural and between urban and rural, gender and among income groups);
- Analysis of the prevalence and patterns of HIV/AIDS in Nigeria with special focus on the factors behind the epidemic including behavioural, factors, economic factors, socio-cultural factors, biological factors gender relationships and HIV/AIDS including disparities in the effects of these factors (within urban and within rural and between urban and rural, gender and among income groups);
- Analysis of challenges and options to address the problem of HIV/AIDS in Nigeria including:
  - (i) Strong policy advocacy;
  - (ii) Reducing the vulnerability related to economic factors;
  - (iii) Discouraging gender discrimination by enacting relevant laws;
  - (iv) Strong and proactive educational campaigns;
  - (v) Motivating faith-based institutions to play key roles;
  - (vi) Workplace policies on HIV should be enacted and encouraged;
  - (vii) Sustained response by all levels of government;
  - (viii) Special programmes to assist orphans and vulnerable children must be promoted;
  - (ix) Improved health facilities for the care of HIV/AIDS victims.

## **6.6 Communications and Outreach**

Partnership development with public and private sector/civil society organisations:

- CPED identifies all key local government, state government, and federal government agencies involved in poverty alleviation or grassroots development in Nigeria.
- CPED identifies private sector organisations particularly oil companies that have programmes or interested in poverty alleviation in the communities in Nigeria.

- CPED identifies local, national and international governmental and civil society organisations interested in poverty alleviation activities in Nigeria.
- Partnership network is facilitated by CPED to link empowered local stakeholders with the identified public, private and civil society organisations.
- Disseminate our research and analysis through multiple channels and formats including reports, policy briefs for policy makers, a revamped website, an improved biannually newsletter largely for policy makers.
- Getting our research published in respected sources and used in policy which will also reveal the quality of our research based on it's acceptance for publication in reviewed and respected sources.
- Convene and host workshops and dialogues on socio-economic development issues, especially in the context of grassroots development and Niger Delta development challenges.

## **6.7 Intervention Programmes on Socio-economic Development**

Beyond action and policy oriented research and its communication/outreach activities, our mandate entails implementing intervention activities in our identified areas of policy research during the five-year strategic plan period. In this context intervention programmes that benefit largely deprived rural communities and other disadvantaged people will be carried out including:

- Intervention projects on local participation in development planning;
- Intervention projects on poverty reduction at the local level particularly in rural communities;
- Intervention projects on promoting good governance at the grassroots level to hold elected representatives accountable to the people that elect them;
- Intervention projects on promoting poverty reduction in the Niger Delta region with specific reference to environment, services delivery and good governance;
- Intervention projects on conflict resolution and peace building in the Niger Delta region;
- Intervention projects on promoting participation in education at the primary, secondary and tertiary levels by grassroots population, especially on women enrolment;
- Intervention projects on promoting improved health care delivery to disadvantaged groups, especially in the rural communities across Nigeria; and
- Intervention projects on control of the spread of HIV/AIDS as well as the care and support of those affected.

## **6.8 Capacity Building of CPED and partners**

### ***6.8.1 Capacity building of CPED***

One common factor, which is essential for the success of CPED, is the importance of capacity building and sustainability of key institutions involved in program

implementation. Experiences over the years in Africa and in Nigeria in particular have shown that one of the major problems that have militated against the successful implementation of development programs has been poor institutional and capacity base of implementing agencies. This problem which has hitherto been characteristic of the public sector and which has led to the reliance of many international aid agencies to channel their assistance through non-governmental organisations, is also becoming a problem in civil society sector. This is due to the fact that capacity building in most African countries has focused largely on the public sector. Little or no attention has been given to strengthening and empowering non-state actors, especially at the local level. Moreover, most donor assistance tends to focus on physical results, such as health improvement; credit availability etc. while less attention is paid to capacity building of key civil society organisations. In some cases the NGOs have disappeared with the founding leadership of the organisations. It is against this background that CPED believes that the process of strengthening partner organisations including community based organisations must be a key mechanism for the achievement of its mandate during the next five years. This includes the strengthening of CPED to be able to fulfill its mandate during the strategic plan period. The capacity building of CPED and its partners will entail the following:

- Improve the equipment and facilities in CPED offices;
- Improve the governance and management structure of CPED;
- Put in place clear systems for managing and appointing staff performance and dealing with promotion, progression and remuneration;
- Revamp CPED's website with the aim of making it a key instrument in communications and outreach activities;
- Recruit Senior research staff to enhance the research capacity of CPED;
- Recruit senior programme staff for intervention and communications activities;
- Continue to implement the training plan for CPED staff so as to enhance their effectiveness;
- Establish CPED branch offices in specific parts of the country;

### **6.8.2 Capacity Building of Partners**

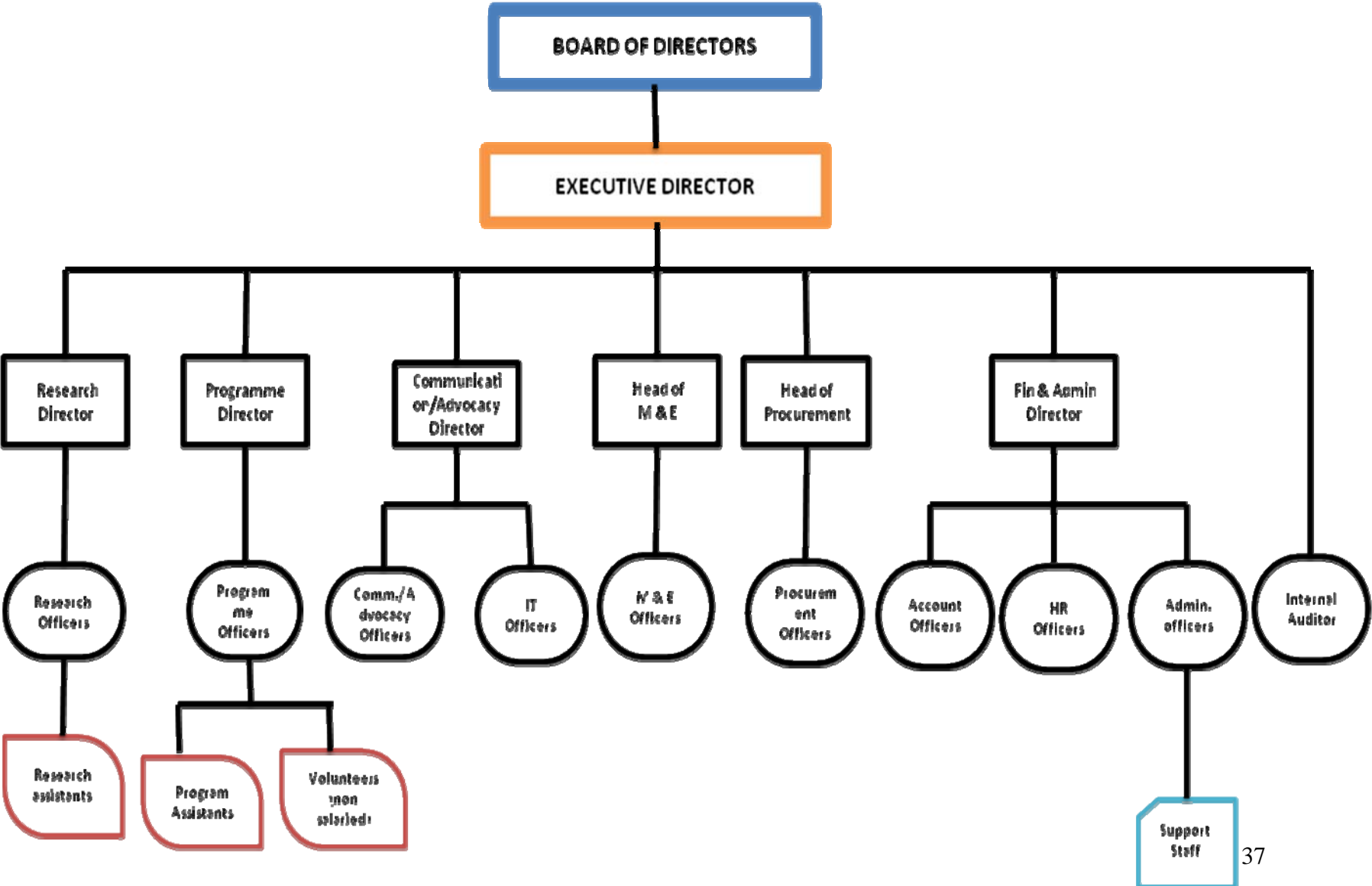
- Identify and build the capacity of local partners in intervention project areas in different parts of the country;
- Support for the founding/establishment of new community-based groups where the existing ones are not effective;
- Continue to build network links with the empowered local partners and other stakeholders;
- Build a contact base that allows CPED to manage its relationships with local partners efficiently and effectively;
- Source for funds from key donors for the core activities of CPED;
- Deliver on our existing commitments and take steps to persuade our existing funders to continue their support;
- Continue to seek and take on commissioned work where it fits with our broader research, communications and intervention agenda; and

- Work with a consultant to create a strategy for delivering additional external capacity-building support.

## **6.9 Revised Organisational Structure**

In order to implement effectively the mandate of CPED, the previous organizational structure has been revised as indicated in Fig.1. The revised structure enables CPED to carry out its research, communications-outreach and intervention, and capacity building mandate over the five-year period.

# CENTRE FOR POPULATION AND ENVIRONMENTAL DEVELOPMENT (CPED) ORGANISATION STRUCTURE



## Annex 1: Monitoring and Evaluation Plan

Core Activities and Tasks	Expected Outcomes	Indicators	Time frame					Means of verification	Frequency of data collection/ Methodology/ Responsibility
			2010	2011	2012	2013	2014		
<b>Objective 1: To carry out high quality of policy and action-oriented research on socio-economic development in Nigeria in particular and other parts of West Africa in general</b>									
1) Undertake research on growth with equity in Nigeria	At least 3 high quality policy papers produced by CPED core research team annually	<ul style="list-style-type: none"> <li>• No of research paper published</li> <li>• No of people receiving CPED research papers</li> <li>• No of organisations receiving CPED research papers</li> <li>• No of papers by CPED core research team published in peer reviewed publications</li> </ul>	X	X	X	X	X	<ul style="list-style-type: none"> <li>• CPED Policy Paper series</li> <li>• Journals, books and other publications</li> <li>• Print and online media</li> <li>• CPED Policy briefing papers</li> </ul>	Quarterly  Questionnaires, Records and Interviews  Research Director, Research Fellows and M.E. Officer
2) Undertake research on conflict and development in the Niger Delta region of Nigeria	At least 3 high quality policy papers produced by CPED core research team annually	<ul style="list-style-type: none"> <li>• No of research paper published</li> <li>• No of people receiving CPED research papers</li> <li>• No of organisations receiving CPED research papers</li> <li>• No of papers by CPED core research team</li> </ul>	X	X	X	X	X	<ul style="list-style-type: none"> <li>• CPED Policy Paper series</li> <li>• Journals, books and other publications</li> <li>• Print and online media</li> <li>• CPED Policy briefing papers</li> </ul>	Quarterly  Questionnaires, Records and Interviews  Research Director, Research Fellows and M.E. Officer

		published in peer reviewed publications							
3) Undertake research on education and development in Nigeria	At least 3 high quality policy papers produced by CPED core research team annually	<ul style="list-style-type: none"> <li>No of research paper published</li> <li>No of people receiving CPED research papers</li> <li>No of organisations receiving CPED research papers</li> <li>No of papers by CPED core research team published in peer reviewed publications</li> </ul>	X	X	X	X	X	<ul style="list-style-type: none"> <li>CPED Policy Paper series</li> <li>Journals, books and other publications</li> <li>Print and online media</li> <li>CPED Policy briefing papers</li> </ul>	Quarterly Questionnaires, Records and Interviews Research Director, Research Fellows and M.E. Officer
4) Under research on health including HIV/AIDS and development in Nigeria	At least 3 high quality policy papers produced by CPED core research team annually	<ul style="list-style-type: none"> <li>No of research paper published</li> <li>No of people receiving CPED research papers</li> <li>No of organisations receiving CPED research paper</li> <li>No of papers by CPED core research team published in peer reviewed publications</li> </ul>	X	X	X	X	X	<ul style="list-style-type: none"> <li>CPED Policy Paper series</li> <li>Journals, books and other publications</li> <li>Print and online media</li> <li>CPED Policy briefing papers</li> </ul>	Quarterly Questionnaires and Interviews Research Director, Research Fellows and M.E. Officer
<p><b>Objective 2: To promote the utilisation of independent policy research findings by various levels of government through effective communications of research results</b></p>									
1) Identification of key local, state and federal government agencies in the focus policy research areas	At least 10 key government agencies identified annually	No of key government agencies identified	X	X	X	X	X	CPED and other stakeholders' reports	Quarterly Questionnaires, Records and Interviews Communications and

									Advocacy Officer, M.E. Officer
<b>2) Identification of key private sector organisations in the focus policy research areas</b>	At least 5 key private sector organisations identified annually	No of private sector organisations identified	X	X	X	X	X	CPED and other stakeholders' reports	Quarterly  Questionnaires, Records and Interviews  Communications and Advocacy Officer, M.E. Officer
<b>3) Identification of key civil society organisations in the focus policy research areas</b>	At least 50 key civil society organisations identified annually	No of civil society organisations identified	X	X	X	X	X	CPED and other stakeholders' reports	Quarterly  Questionnaires, Records and Interviews  Communications and Advocacy Officer, M.E. Officer
<b>4) Partnership network between state and non-state actors in the focus policy research areas facilitated</b>	At least 5 different partnership networks established annually	No of partnership networks between state and non-state actors facilitated and functioning	X	X	X	X	X	CPED and other stakeholders' reports and Invitation to CPED staff to participate in policy committees of government	Quarterly  Questionnaires, Records and Interviews  Communications and Advocacy Officer, M.E. Officer
<b>5) Disseminate policy research results to key stakeholders</b>	At least 2 policy outreach events carried out annually	No of policy outreach events carried	X	X	X	X	X	CPED and other stakeholders' reports	Quarterly  Questionnaires, Records and



										Interviews Communications and Advocacy Officer, M.E. Officer
6) Publish research results in respected sources	At least 10 research results published in respected sources annually	No of research results published in respected sources	X	X	X	X	X	<ul style="list-style-type: none"> <li>• CPED Policy Paper series</li> <li>• Journals, books and other publications</li> <li>• Print and online media</li> </ul>	Every Quarter Questionnaires and Interviews Research Director, Research Fellows and M.E. Officer	
7) Convene and host workshops and dialogues the focus policy research areas	At least 2 policy dialogues, workshops and policy advocacy platforms carried out annually	No of policy dialogues, workshops and advocacy platforms carried out	X	X	X	X	X	CPED and other stakeholders' workshop reports	Quarterly Questionnaires, Records and Interviews Communications and Advocacy Officer, M.E. Officer	
8) Publication of CPED newsletter	At least two volumes of the CPED newsletter published annually	<ul style="list-style-type: none"> <li>• No of CPED Newsletter published per annum</li> <li>• No of policy makers reached by the CPED Newsletter</li> </ul>	X	X	X	X	X	CPED Newspaper Series	Six monthly Records and Interviews Communications and Advocacy Officer, M.E. Officer	
<p><b>Objective 3: To carry out some intervention programmes on socio-economic development and poverty reduction arising from the findings of the research conducted by CPED</b></p>										
1) Intervention programmes on local participation in local	At least 5 communities/LGAs assisted in preparing their community	<ul style="list-style-type: none"> <li>• No of community/LGA plans prepared through</li> </ul>	X	X	X	X	X	CPED and other stakeholders'/partners' Activity reports	Every Quarter Questionnaires,	

planning	or local development plans	<p>CPED facilitation</p> <ul style="list-style-type: none"> <li>No of people benefiting from the implementation of the community/LGA plans</li> </ul>	X	X	X	X	X	CPED M & E Reports	Records and Interviews Programme Director, Programme Officers, and M.E. Officer
2) Intervention programmes on poverty reduction at local level	At least 5 communities or LGAs benefit from poverty reduction programmes annually	<ul style="list-style-type: none"> <li>No of community/LGAs benefitting from poverty reduction programmes</li> <li>No of people benefiting from the poverty reduction programmes</li> </ul>	X	X	X	X	X	CPED and other stakeholders'/partners' Activity reports  CPED M & E Reports	Every Quarter  Questionnaires, Records and Interviews  Programme Director, Programme Officers, and M.E. Officer
3) Intervention programmes on the promotion of good governance	At least 5 communities or LGAs benefit from the promotion of good governance programmes annually	<ul style="list-style-type: none"> <li>No of community/LGAs benefitting from the promotion of good governance programmes</li> <li>No of people benefiting from the promotion of good governance programmes</li> </ul>	X	X	X	X	X	CPED and other stakeholders'/partners' Activity reports  CPED M & E Reports	Every Quarter  Questionnaires, Records and Interviews  Programme Director, Programme Officers, and M.E. Officer
4) Intervention programmes on reduction of poverty in the Niger Delta region	At least 5 communities or LGAs benefit from intervention programmes on poverty reduction in Niger Delta region	<ul style="list-style-type: none"> <li>No of community/LGAs benefitting from poverty reduction programmes in the Niger Delta region</li> <li>No of people benefiting from the poverty reduction programmes in the Niger Delta region</li> </ul>	X	X	X	X	X	CPED and other stakeholders'/partners' Activity reports  CPED M & E Reports	Every Quarter  Questionnaires, Records and Interviews  Programme Director, Programme Officers, and M.E. Officer

5) Intervention programmes on conflict resolution and peace building in Niger Delta region	At least 5 communities or LGAs benefit from intervention programmes peace building and conflict resolution in Niger Delta region	<ul style="list-style-type: none"> <li>No of community/LGAs benefitting from peace building and conflict resolution programmes in the Niger Delta region</li> <li>No of people benefitting from peace building and conflict resolution programmes in the Niger Delta region</li> </ul>	X	X	X	X	X	CPED and other stakeholders'/partners' Activity reports	Every Quarter
			X	X	X	X	X	CPED M & E Reports	Questionnaires, Records and Interviews Programme Director, Programme Officers, and M.E. Officer
6) Intervention programmes on participation in education	At least two communities or LGAs benefit from intervention programmes on participation in education annually	No of people benefitting from intervention programmes on participation in education						CPED and other stakeholders'/partners' Activity reports CPED M & E Reports	Every Quarter Questionnaires, Records and Interviews Programme Director, Programme Officers, and M.E. Officer
7) Intervention programmes on improving health care delivery to disadvantaged groups	At least 5 communities or LGAs benefit from the promotion of reproductive health programmes annually	<ul style="list-style-type: none"> <li>No of community/LGAs benefitting from intervention programmes on improved health care</li> <li>No of people benefitting from intervention programmes on improved health care</li> </ul>	X	X	X	X	X	CPED and other stakeholders'/partners' Activity reports CPED M & E Reports	Every Quarter Questionnaires, Records and Interviews Programme Director, Programme Officers, and M.E. Officer
8) Intervention programmes on the control of the spread of HIV/AIDS care and support for those affected	At least 5 communities or LGAs benefit from intervention programmes on the control of HIV/AIDS and the care and support of those affected	<ul style="list-style-type: none"> <li>No of community/LGAs benefitting from intervention programmes on the prevention of the spread programmes</li> <li>No of people reached by intervention programmes</li> </ul>	X	X	X	X	X	CPED and other stakeholders'/partners' Activity reports CPED M & E Reports	Every Quarter Questionnaires, Records and Interviews Programme
			X	X	X	X	X		

		<ul style="list-style-type: none"> <li>on HIV/AIDS prevention programmes</li> <li>No of people benefiting from HIV/AIDS programmes on care and support</li> </ul>	X	X	X	X	X		Director, Programme Officers, and M.E. Officer
<b>Objective 4: To strengthen the institutional capacity of CPED as a key public policy research and advocacy think tank in Nigeria in particular and Africa in general so as to be able to pursue the mandate of the strategic plan</b>									
1) Improve the facilities and equipment in CPED office	<ul style="list-style-type: none"> <li>CPED power supply improved by the purchase of a generating plant</li> <li>Computer facilities improved</li> </ul>	<ul style="list-style-type: none"> <li>Availability of a functioning generator</li> <li>No of computers and accessories available</li> </ul>	X					CPED Activity Reports CPED M & E Reports	Quarterly, Records, Procurement Officer
2) Improve the governance and management structure of CPED	<ul style="list-style-type: none"> <li>Restructuring of CPED Board of Trustees</li> <li>At least one training of members of the Board of Trustees carried out annually</li> <li>At least one training of members of management carried out annually</li> <li>At least one training of members of the Finance Department carried out annually</li> <li>Review of CPED's operational manual</li> </ul>	<ul style="list-style-type: none"> <li>Board of Trustees reconstituted</li> <li>No of members of the Board of Trustees that benefitted from training programmes</li> <li>No of members of the members of management that benefitted from training programmes</li> <li>No of members of the Finance Department that benefitted from the training programmes</li> <li>Availability of the reviewed CPED's operational manual</li> </ul>	X					CPED Activity Reports CPED M & E Reports	Quarterly  Questionnaires, Records and Interviews  Executive Director, Head of Finance and Administration;
3) Put in place clear systems for managing and appointing staff,	Review of CPED's operational manual	Availability of the reviewed CPED's operational manual	X					CPED Activity Reports	Quarterly  Questionnaires,

performance and dealing with promotion, progression and remuneration									CPED M & E Reports	Records and Interviews  Executive Director, Head of Finance and Administration
4) Revamp CPED's website with the aim of making it a key instrument in communications	Redesign of CPED website	Reconstructed CPED website in place	X						CPED Activity Reports  CPED M & E Reports	Quarterly  Records  Communications and Advocacy Officer, M.E. Officer
5) Recruit Senior research staff to enhance the research capacity of CPED	Recruitment of at least two core research staff annually	No of core research staff recruited	X	X	X	X	X		CPED Activity Reports  CPED M & E Reports	Quarterly  Records and Interviews  Executive Director, Head of Finance and Administration
6) Recruit senior programme staff for intervention activities	Recruitment of at least two core programme staff annually	No of core programme staff recruited	X	X	X	X	X		CPED Activity Reports and minutes  CPED M & E Reports	Quarterly  Records and Interviews  Executive Director, Head of Finance and Administration
7) Continuation of the implementation of training plan for CPED staff	Participation of CPED research and programme staff in at least 2 training programmes annually	No of CPED staff benefiting from training programmes	X	X	X	X	X		CPED Activity Reports and minutes  CPED M & E Reports	Quarterly  Records and Interviews  Executive Director, Head of Finance and Administration

									Administration
<b>8)</b> Establish CPED branch offices in some parts of the country	At least one CPED office established in different parts of the country annually	No of CPED branch offices established	X	X	X	X	X	CPED Activity Reports and minutes CPED M & E Reports	Quarterly Records Executive Director, Head of Finance and Administration
<b>9)</b> Source for funds from key donors for the core activities of CPED	At least one donor funding for core CPED activities annually	No of donor funding grants obtained	X	X	X	X	X	CPED Activity Reports and minutes CPED M & E Reports	Quarterly Records Executive Director, Director of Research, Head of Programmes, Head of Finance and Administration
<b>10)</b> Deliver on our existing commitments and take steps to persuade our existing funders to continue their support	At least one of the three present funders of CPED continue with its support for CPED activities	Name of the funder of CPED in 2010 that has agreed to continue with funding activities			X			CPED Activity Reports and minutes CPED M & E Reports	Quarterly Records Executive Director, Director of Research, Head of Programmes, Head of Finance and Administration
<b>11)</b> Continue to take and on commissioned works where they fit with CPED's broader research, communications and intervention agenda	CPED gets at least one commissioned work annually in areas related to its research, communication and intervention activities	No of commissioned research or intervention grants obtained	X	X	X	X	X	CPED Activity Reports and minutes CPED M & E Reports	Quarterly Records Executive Director, Director of Research, Head of Programmes, Head of Finance and Administration

<b>Objective 5: To empower CPED's partners and stakeholders, especially at the grassroots level, to participate in the promotion of good governance and socio-economic development</b>									
1) Build the capacity of local partners in intervention project areas in Nigeria	At least 50 key civil society organisations benefit from CPED capacity building activities annually	No of key civil society organisations benefitting from CPED capacity building	X	X	X	X	X	CPED and Partners' Activity Reports and minutes  CPED M & E Reports	Quarterly Records  Executive Director, Director of Research, and Head of Programmes,
2) Support the founding or establishment of new local/community-based organisations in intervention project areas in Nigeria	At least 25 community-based civil society organisations established annually	No of community-based civil society organisations established	X	X	X	X	X	CPED and Partners' Activity Reports and minutes  CPED M & E Reports	Quarterly Records  Executive Director, Director of Research, and Head of Programmes
3) Build network links with the empowered local partners	At least 5 links are established annually	No of network links established	X	X	X	X	X	CPED and Partners' Activity Reports and minutes  CPED M & E Reports	Quarterly Records  Executive Director, Director of Research, and Head of Programmes
4) Build a contact base that allows CPED to manage its relationships with local partners	A contact base established in CPED and reviewed annually	List of members of civil society partners in CPED contact base	X	X	X	X	X	CPED and Partners' Activity Reports and minutes  CPED M & E Reports	Quarterly Records  Executive Director, Director of Research,

									and Head of Programmes and M. & E. Officer
5) Work with a consultant to create a strategy for delivering additional external capacity building support for CPED and its partners	Capacity building agenda for partners produced for use	Documentation on capacity building strategy for partners in place		X	X			CPED and Partners' Activity Reports and minutes  CPED M & E Reports	Quarterly Records  Executive Director, Director of Research, and Head of Programmes



## Annex II: BUDGET 2010-2014

<b>CPED Five Year Strategic Plan 2010-2014: BUDGET</b>						
<b>A. Projected Expenditure</b>						
<b>Programme Type/Activity/Milestone</b>	<b>Years (Amount in Nigerian Naira) (NGN)</b>					
	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>Total</b>
<b>Research</b>						
Research on growth with equity in Nigeria	15,000,000	30,000,000	35,000,000	55,000,000	105,000,000	240,000,000
Research on conflict and development in the Niger Delta region of Nigeria	15,000,000	25,000,000	55,000,000	70,000,000	95,000,000	260,000,000
Research on education and development in Nigeria	15,000,000	15,000,000	35,000,000	35,000,000	55,000,000	155,000,000
Research on health including HIV/AIDS and development in Nigeria	25,000,000	35,000,000	55,000,000	95,000,000	105,000,000	315,000,000
<b>Sub-Total Research</b>	<b>70,000,000</b>	<b>105,000,000</b>	<b>180,000,000</b>	<b>255,000,000</b>	<b>360,000,000</b>	<b>970,000,000</b>

<b>Promotion of the utilisation of independent policy research findings by various levels of government through communications</b>						
Identification of key local, state and federal government agencies in the focus policy research areas	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000
Identification of key private sector organisations in the focus policy research areas	1,000,000	2,000,000	2,000,000	2,000,000	2,000,000	9,000,000
Identification of key civil society organisations in the focus policy research areas	1,000,000	2,000,000	2,000,000	2,000,000	2,000,000	9,000,000
Partnership network between state and non-state actors in the focus policy research areas facilitated	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000
Disseminate policy research results to key stakeholders	5,000,000	10,000,000	15,000,000	20,000,000	20,000,000	70,000,000
Publish research results in respected sources	2,000,000	5,000,000	5,000,000	5,000,000	5,000,000	22,000,000

Convene and host workshops and dialogues the focus policy research areas	5,000,000	10,000,000	15,000,000	20,000,000	20,000,000	70,000,000
Publication of CPED newsletter and policy papers	3,000,000	5,000,000	5,000,000	5,000,000	5,000,000	23,000,000
<b>Sub-Total Communications</b>	<b>21,000,000</b>	<b>38,000,000</b>	<b>48,000,000</b>	<b>58,000,000</b>	<b>58,000,000</b>	<b>223,000,000</b>
<b>Execute some intervention programmes on socio-economic development and poverty reduction based on the findings of the research conducted by CPED</b>						
Intervention programmes on local participation in local planning	10,000,000	20,000,000	25,000,000	20,000,000	15,000,000	90,000,000
Intervention programmes on poverty reduction at local level	5,000,000	10,000,000	15,000,000	20,000,000	25,000,000	75,000,000
Intervention programmes on the promotion of good governance	5,000,000	10,000,000	15,000,000	20,000,000	25,000,000	75,000,000
Intervention programmes on reduction of poverty in the Niger Delta region	22,000,000	40,000,000	55,000,000	75,000,000	85,000,000	277,000,000
Intervention programmes on conflict resolution and peace building in Niger Delta region	25,000,000	30,000,000	45,000,000	50,000,000	75,000,000	225,000,000

Intervention programmes on participation in education	-	10,000,000	15,000,000	20,000,000	25,000,000	70,000,000
Intervention programmes on improving health care delivery to disadvantaged groups	-	10,000,000	15,000,000	20,000,000	25,000,000	70,000,000
Intervention programmes on the control of the spread of HIV/AIDS care and support for those affected	50,000,000	75,000,000	95,000,000	115,000,000	125,000,000	460,000,000
<b>Sub-Total Intervention</b>	<b>117,000,000</b>	<b>205,000,000</b>	<b>280,000,000</b>	<b>340,000,000</b>	<b>400,000,000</b>	<b>1,342,000,000</b>
<b>Strengthening the institutional capacity of CPED</b>						
Improve the facilities and equipment in CPED office	5,000,000	2,000,000	2,000,000	5,000,000	5,000,000	19,000,000
Improve the governance and management structure of CPED	15,000,000	5,000,000	5,000,000	5,000,000	5,000,000	35,000,000
Put in place clear systems for managing and appointing staff, performance and dealing with promotion, progression and remuneration	1,000,000	1,000,000	1,500,000	2,000,000	1,000,000	6,500,000
Revamp CPED's website with the aim of making it a key instrument in communications	7,000,000	2,000,000	2,000,000	2,000,000	2,000,000	15,000,000

Recruit Senior research staff to enhance the research capacity of CPED	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000
Recruit senior programme staff for intervention activities	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000
Continuation of the implementation of training plan for CPED staff	1,000,000	2,000,000	3,000,000	5,000,000	7,000,000	18,000,000
Establish CPED branch offices in some parts of the country	-	10,000,000	15,000,000	20,000,000	25,000,000	70,000,000
Source for funds from key donors for the core activities of CPED	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000
Deliver on our existing commitments and take steps to persuade our existing funders to continue their support	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000
Continue to take and on commissioned works where they fit with CPED's broader research, communications and intervention agenda	500,000	1,000,000	1,000,000	1,000,000	1,000,000	4,500,000
<b>Sub-Total CPED Capacity building</b>	<b>33,500,000</b>	<b>27,000,000</b>	<b>33,500,000</b>	<b>44,000,000</b>	<b>50,000,000</b>	<b>188,000,000</b>

<b>Strengthening CPED's partners and stakeholders</b>						
Build the capacity of local partners in intervention project areas in Nigeria	5,000,000	10,000,000	15,000,000	20,000,000	25,000,000	75,000,000
Support the founding or establishment of new local/community-based organisations in intervention project areas in Nigeria	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	25,000,000
Build network links with the empowered local partners	-	5,000,000	10,000,000	15,000,000	20,000,000	50,000,000
Build a contact base that allows CPED to manage its relationships with local partners	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000
<b>Sub-Total Partners' capacity building</b>	<b>12,000,000</b>	<b>22,000,000</b>	<b>32,000,000</b>	<b>42,000,000</b>	<b>52,000,000</b>	<b>160,000,000</b>
<b>General and administration</b>	10,000,000	15,000,000	20,000,000	25,000,000	30,000,000	100,000,000
<b>Sub-Total General and Administration</b>	<b>10,000,000</b>	<b>15,000,000</b>	<b>20,000,000</b>	<b>25,000,000</b>	<b>30,000,000</b>	<b>100,000,000</b>
<b>Grand Total Expenditure</b>	<b>263,500,000</b>	<b>412,000,000</b>	<b>593,500,000</b>	<b>764,000,000</b>	<b>950,000,000</b>	<b>2,983,000,000</b>

<b>B. Projected Income</b>						
<b>Expected Sources of Income</b>						
CPED Local Revenue	36,700,000	35,500,000	39,000,000	45,000,000	60,000,000	<b>216,200,000</b>
Local donations to CPED	45,800,000	50,000,000	105,000,000	125,000,000	140,000,000	<b>465,800,000</b>
Core Institutional Funding	55,000,000	55,000,000	55,000,000	55,000,000	105,000,000	<b>325,000,000</b>
Commissioned Research	35,000,000	75,000,000	50,000,000	75,000,000	150,000,000	<b>385,000,000</b>
Commissioned Intervention Projects	125,000,000	250,000,000	350,000,000	450,000,000	500,000,000	<b>1,675,000,000</b>
Miscellaneous Receipts	22,000,000	25,000,000	30,000,000	35,000,000	40,000,000	<b>152,000,000</b>
<b>Total Projected Revenue</b>	<b>319,500,000</b>	<b>490,500,000</b>	<b>629,000,000</b>	<b>785,000,000</b>	<b>995,000,000</b>	<b>3,218,000,000</b>