



CPED-Research For Development News

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Five Years of Think Tank Initiative Support to CPED: An Assessment Report on Outcomes and Outputs

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This Publication is supported by the *Think Tank Initiative*
Programme initiated and managed by the *International*
Development Research Centre (IDRC)



About 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. 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 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 programmes relating to sustainable development and poverty reduction in different parts of Nigeria and beyond.

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. 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.

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● Professor Andrew G. Onokerhoraye	Editor
● Mr. Johnson Dudu	Member
● Mr. Job Eronmhonsele	Member
● Ms. Eloho Tobrise	Member
● Professor Peter Odjugo	Member
● Ms. Otto Iroroturi	Member

Editorial Policy of CPED's Research for Development News (CRDN)

CPED's Research for Development News (CRDN) is the official publication of the Centre for Population and Environmental Development (CPED). Through this medium, CPED seeks to reach out to relevant policy makers and other stakeholders on key issues concerning development in Nigeria in particular and other parts of Africa in general.

Vision: CRDN seeks to inform, educate and report development issues and challenges as well as the progress in the research and outreach activities of the Centre for the consumption of policy makers, other stakeholders and the reading public in its quest to promote sustainable, holistic and grassroots development.

Mission Statement: To provide a medium for drawing the attention of policy makers, other key stakeholders and the general public to the issues and challenges of development and the policy response needed to promote equitable development.

Core Values: The two core values of CRDN are derived from those of CPED. The first relates to the fact that the universal ideals of intellectual and academic freedom is promoted and respected by CRDN. In this respect CRDN will remain an independent, professional and development news letter. Secondly, CRDN is a non-partisan newsletter which is not associated with any political party or organization. However, when the need arises, CRDN in its publication of CPED's research, advocacy and outreach activities will address key political issues that have considerable impact on development, especially at the local level.

Editorial Board: The Editorial Board of CRDN shall be made up of CPED's Executive Director, two professional staff of CPED and two other members from outside CPED comprising mainly of CPED Fellows.

Editorial Policy: While CRDN will report on any development issue and the various activities of CPED, CRDN will, as much as possible, focus on a particular development theme in one edition. The theme to be addressed in a subsequent edition shall be announced for the benefit of contributors in advance.

Adverts: There shall be created in every issue, a space for advertisement. The cost of the advert placements shall be determined by the Editorial Board.

Manuscript submission: Persons interested in contributing to any edition of CRDN are welcomed to do so. Manuscripts should be original with a maximum length of five pages typewritten with double-line spacing and accompanied with biographical sketch of the author which must not be more than fifty words. Each article should be typed on A 4 paper with a margin of one inch round. Manuscripts already published elsewhere shall not be accepted.

Direct all correspondence and enquiries to:

The Editor,
CPED's Research for Development News;
BS-1 and SM-2, Ugbowo Shopping Centre,
P.O. Box 10085, Ugbowo Post Office
Benin City, Nigeria
Email address: Enquiries@cpedng.org

Editor's Note



Professor Emeritus Andrew G. Onokerhoraye, Ph.D., OON, JP
Editor

This December 2013 edition of CRDN is presenting some outcomes and outputs emanating from five years of Think Tank Initiative (TTI) support to CPED. The TTI is managed by The *International Development and Research Centre (IDRC)*. The outcomes and outputs of the five years of support to CPED show that TTI has brought considerable transformation to CPED as a key policy and action research centre in Nigeria and indeed Africa.

Professor Emeritus Andrew G. Onokerhoraye
Editor,
December, 2013

The Centre for Population and Environmental Development (CPED) is pleased to launch its *Research for Development News*, with support from the *Think Tank Initiative* initiated and managed by the *International Research and Development Centre (IDRC)*. CPED's *Research for Development News (CRDN)* series is published twice a year in June and December. The Series will report on the research, communication and intervention activities of CPED with the major aim of informing policy makers and other key stakeholders on development issues as well as informing key stakeholders on CPED's activities on research and intervention. In this respect the editorial policy of CPED's *Research for Development News* is to focus on one major development issue in each number of CRDN.

FIVE YEARS OF THINK TANK INITIATIVE SUPPORT TO CPED: SOME OUTCOMES AND OUTPUTS

CPED Before TTI programme

CPED started as an action research group based in the University of Benin, Benin City, Nigeria in 1985. 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. 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. After about ten years of CPED's existence, its Board of Trustees carried out an assessment and evaluation of its activities. Of major relevance are the findings relating to financial viability and resource mobilization of CPED. On financial viability the report stated that:

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.

On resource mobilisation the report stated that:

Although CPED management has had considerable success in attracting various funding sources for some of its programmes, the Board of Trustees and other stakeholders expressed concerns 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.

These observations and many others in the CPED's organisational evaluation provided the motivation for the improvement of CPED and indeed the application for support from the Think Tank Initiative. CPED pointed out in the application that the support from the Initiative will be used to mainly improve the research component of

the programme of CPED, communication of research findings to key stakeholders and the enhancement of its organisational capacity which is fundamental in its programmes.

CPED's Selection as a TTI Grantee

CPED was selected in March, 2009 as one of the African Think Tanks under the TTI. The institutional grant facility to CPED is a major breakthrough in that it provided core funding for the research, communications, and organisational capacity building of CPED and its partners. The 24 selected *Think Tanks* were from 11 East and West African countries including Benin, Burkina Faso, Ethiopia, Ghana, Kenya, Mali, Nigeria, Rwanda, Senegal, Tanzania, and Uganda. CPED was one of the four grantees from Nigeria. According to IDRC, the *Think Tank Initiative* is envisioned as a long-term investment over at least 10 years. The vision for this Initiative is that policymakers in participating countries consistently use objective, high quality research as part of developing and implementing policies that lead to more equitable and prosperous societies. Thus the initiative was designed to strengthen a select group of independent policy research organisations based in developing countries, so as to enable them to provide objective, high-quality research that both inform and influences policy.

The objectives of the Initiative include: selection of a group of promising independent policy research organisations and assist them to assess critical areas of strength and weakness, and identify opportunities for improved organisational performance, provision of a combination of general support funding and access to training and technical support to permit these organisations to achieve improvements in research quality, policy linkages, and other aspects of organisational performance; and capturing and share learning about strategies for supporting and managing policy research organisations, in order to influence the future activities of the funding partners, think tanks and other development actors. The African side of the TTI was launched in May 2009 alongside the annual general meetings of the African Development Bank in Dakar, Senegal. The Executive Director, Prof. Andrew G. Onokerhoraye was present at the launching.

The Objectives and Components of the TTI Support to CPED

The goal and objectives of the Institutional Support by TTI to CPED are derived from the vision and the different objectives of CPED as stated in the five-year strategic plan as summarised in the next section. The overall objective of the support is to strengthen CPED's role as a credible development partner in Nigeria in particular and Africa in general by strengthening its ability to provide high-quality and policy-relevant research, and to develop specific organisational development goals and a rigorous and useful monitoring system to assess progress made towards those goals.

The TTI support for CPED in the first five years has the following objectives:

- To improve governance structures and organisational management systems of CPED;
- To increase the size and improve the quality of research personnel and subsequently enhance the quality of CPED's action research activities;
- To improve CPED's capacity to recruit and retain senior research staff;
- To improve and expand CPED research output dissemination and advocacy activities; and
- To contribute to CPED' long-term sustainability strategy.

The first and fifth objectives of the institutional support focus on *organisational performance*, the second and third objectives address *research quality*, while the fourth objective address *policy linkages, communications and outreach*. Thus the Institutional capacity building challenges facing CPED which were addressed by the TTI support are broadly categorised into three components as follows: (i) Improving human resources and facilities for quality research; (ii) Improving communications and dissemination of research outputs and outreach programme results and lessons; and (iii) Improving the organisational management of CPED. Their first tranche of funds was released in mid-2009.

The Impact of TTI on CPED Research Activities

The period of the TTI support to CPED has brought some remarkable changes in the research capability and activities of CPED as outlined below.

Appointment of a full time Research Director: TTI provided the opportunity for CPED to appoint a full time research staff at the professorial level to head the Research Division. This has brought considerable benefit to CPED as the Research Director is able to coordinate evidence base in-house research programmes of CPED. The remarkable progress in the research quality of CPED in the last five years is due to the leadership of the Research Director.

Appointment of senior academics as full time research staff i.e. adjunct research staff: During the period 2001 to 2008 CPED has not been able to appoint senior academics as full time researchers due to two major reasons. The first is the shortage of manpower at this level across Nigeria and with so many universities established in the last decade coupled with the migration of academics to the advanced countries, it has been difficult to recruit such staff to work in CPED. The second is that there has been major reviews of the salaries of academic staff in Nigerian universities following a protracted negotiations and strikes by academic staff which have resulted in improved conditions. The new salary structure is characterised by an increase of over 80 per cent which CPED cannot pay with the level of support from TTI. It is against this background that CPED adopted what many universities in Nigeria do in terms of recruiting senior and experienced academic staff, which is the appointment of *adjunct research/academic staff*. As used in Nigeria and approved by the *National Universities Commission*, an adjunct staff has a dual appointment in two institutions. In the case of CPED, the adjunct Associate Professors will participate full time in CPED research programmes while teaching his/her assigned courses in their respective Universities to which they are engaged as teaching personnel. This system is quite helpful to the staff appointed and to CPED because research funds are rarely available in Nigerian universities for academic staff to carry out their research activities. This arrangement has served CPED's purpose during the period of TTI support. CPED is happy that the arrangement has worked very well.

Effective participation of senior research associates in CPED in-house research: During the period 2001 to

2008, CPED depended largely on the senior research associates of CPED otherwise known as Fellows of CPED for the execution of research projects. However, the involvement of the research associates is conditioned on the availability of research grants which CPED is able to attract from donor agencies. Consequently the number of senior research associates working on CPED research projects was quite limited. Generally there were about five of these research associates that were active in CPED research activities during the period of one year. With TTI support, there was a dramatic increase in the number of active senior research associates who are active in either externally funded research activities or in-house research activities. During the period of the TTI support the number has risen to 30.

Enhanced mentoring of junior researchers in CPED research activities: Due to the limited research activities in CPED during the period 2001 to 2008, mentoring of young researchers was also quite limited. Many graduate students and junior academics in Nigeria lack the opportunity for further studies, sustained mentoring and collaborative research. With the support of TTI, CPED has been able to increase the number of young academics mentored on research activities within the in-house research projects and the increased externally funded projects. The number of junior researchers mentored by CPED during the period of TTI support is 35. In one of CPED's collaborative research project on HIV and youths in rural communities in Nigeria, the opportunity was provided for those participating as programme staff for mentoring in the field of sexuality and sexual health, research methodology, field data collection, data processing and analysis, research report writing and project management.

CPED Collaboration with senior researchers in Universities in the advanced countries: Arising from the enhanced research capacity of CPED during the TTI support period, especially the appointment of full time and associate/part time senior research staff, CPED was able to collaborate with institutions in the advanced countries mainly those in Canada to implement research projects. These institutions include the University of Windsor, York University and the Western Ontario.

Collaboration with other Nigerian research institutions to implement research projects: CPED was able to partner with a number of development researchers in other institutions, mainly universities in the execution of research projects under the various research themes in the current strategic plan. Some of these partners who are associate research fellows of CPED have enriched the in-house research capability of CPED.

Support for Training of young academics for higher degrees: Although CPED has a subsisting policy and programme of supporting the training of young researchers over the years, the number of those who benefitted from such support was limited. The period of TTI support to CPED which also manifested in the increased research funding and activities contributed to a remarkable increase in the number of young researcher that have been supported financially or are still being supported in their post graduate programmes at the Masters and doctoral levels within and outside Nigeria. During the TTI support period, a total of 15 young researchers are beneficiaries of such financial support from CPED. The research interests of these young scholars being supported have been stimulated by their participation in the implementation of CPED research projects. They are focusing on different aspects of socio-economic development and poverty reduction in Nigeria.

Increased CPED Research output: Before the TTI support programme to CPED in 2009, CPED research output and the variety of outlets were limited. The TTI support period marked increases in volume of research output as well as the variety of outlets for the research output of CPED including books, journals, monographs, Occasional Research papers, Policy briefs, CPED newsletters and improved CPED website.

Improved Research Quality: The quality of CPED research output has considerably improved since TTI support. This is as a result of the enhanced quality of research staff and the increased funding for research from donors. The demand for CPED publications and the citing of some of these publications are reflections of the improved research quality of CPED during the TTI period.

Increased invitation of CPED core research staff to International academic meetings, workshops and conferences: During the TTI support period an increasing number of CPED full time research staff were invited to participate and make presentations at international workshops and conferences which is an indication of the recognition of the work CPED has been doing. In these workshops and conferences CPED staff made presentations of research results emanating from CPED research activities.

Increased invitation of CPED core research staff to national academic meetings, workshops and conferences: Similarly an increasing number of invitations to workshops, meetings and conferences have been extended to CPED research staff during the TTI period which also reflects the appreciation of the work CPED is doing. In these workshops and conferences CPED staff made presentations of research results emanating from CPED research activities.

The Impact of TTI on CPED Organisational Development

The period of the TTI support to CPED has also brought remarkable changes in the organisational development as outlined below.

Appointment of a full time Executive Director: TTI provided the opportunity for CPED to appoint a full time Executive Director to head the management of the organisation. This has brought considerable benefit to CPED as the Executive Director is able to provide the required leadership on a daily basis to the management of the Centre. The remarkable progress in the management of CPED in the last four years is due to the leadership of the Executive Director who also carries on the responsibility of Research Director.

Preparation of the five-year strategic plan, 2010-2014: Before TTI support CPED has a broad based long range strategic plan which rather inadequate to monitor progress in the activities of CPED. The five year strategic plan which TTI facilitated provided the framework for the implementation of CPED programmes during the TTI period. It also provides the background for the

measurement of achievements of CPED during the TTI period.

Reconstitution and Training of Members of the Board of Trustees:

The Board of Trustees of CPED was reconstituted after the expiration of the ten year tenure of the former Board. The reconstitution took into consideration the weaknesses identified during the TTI assessment visit in terms of gender balance and size. The new Board has nine members comprising four women and five men. Two workshops were held for members of the Board of Trustees on the restructuring of the governance structure of CPED including developing a Board of Trustees Manual, resource mobilisation strategies for the achievements of the objectives of CPED as stipulated in the strategic plan. One of the workshops was jointly financed by USAID and the *Think Tank Initiative*. One of the outcomes of the workshop is the setting up of sub-committees to review different components of the Board's responsibilities and make recommendations which will be discussed and financed by the Board. The exposure of the Board members to the training enhanced their subsequent performance in the governance of CPED through the effective role played by them during the last four years.

Full and Committee Meetings of the Board of Trustees:

The Board of Trustees became more active during the period of the TTI support. This is characterised by regular meetings of the Board as well as the meetings of the various committees of the Board, especially those on Finance and General Purposes, Personnel, and Research and Programme Committees. The regularity of the meetings can be explained by the increase in the tempo of activities in CPED due to the TTI support programme and the increased funding for project activities by donors during the period.

CPED Management Staff Training on Organisational Governance and Management:

Three sets of workshops were organised by experts for the members of the management of CPED under the leadership of the Executive Director during the TTI period. One of the workshops focused on the revision of CPED's organisational manual focusing on issues such as (i) Financial Procedure; (ii) Internal control and internal

control systems; (iii) Audit Arrangements; (iv) Job description of key project officers; (v) Procurement Policy; (vi) Asset/Inventory Management Policy; (vii) Personnel Policy Manual; and (viii) Travel Policy. The revised manual has been approved by the Board of Trustees and now in use.

Restructuring and Strengthening the Financial Management System:

Following the observations of the assessment team that visited CPED during the assessment period, it was recommended that the Centre's financial system needs strengthening. Consequently, a consultant was appointed to work with CPED's Finance and Administration Department to review the system. At the same time two training programmes were provided for the finance staff. The staff of the Financial Division have benefitted from several training programmes on the financial management of NGOs. During the TTI period CPED prepares annually and makes available to key stakeholders its financial and Audit reports.

Improved budgeting and financial reporting:

With TTI funding and the resulting restructuring and training CPED has at present an improved financial system characterised by regular annual organisational budgeting, specific project budgeting, organisational financial reporting, project financial reporting and regular financial auditing by an external auditor. CPED underwent two European Commission's external auditors' visits for the projects they funded during the TTI period. CPED also had three other external project grant auditor's visits and five CPED organisational external auditor's reports during the TTI period. The reports show an improved CPED financial system.

Improved power supply to CPED:

Power supply to CPED was a major problem before TTI support to CPED because of the poor national power supply which affected the activities of CPED over the years. CPED had to depend on a small 12 KVA generator which was only able to supply power to a few facilities in the Centre. Following the funds released by TTI, a 60 KVA power generator was purchased and installed resulting in improved power supply to the Centre. The procurement and installation of the *Internet Server* and the

accessories followed CPED normal procurement procedures as follows: Local advertisements were made and the attention of key suppliers was drawn to it. On the basis of the preliminary assessment of the various quotations, three organisations were selected for interview and discussion with the procurement sub-committee of CPED during which further clarifications were made and there were negotiations on the costs. The report and recommendations of the procurement sub-committee was presented to the Management of CPED which took the final decision the organisation to be awarded the contract.

Improved infrastructure facilities: The current lack of resources in universities and research centres in Nigeria severely impedes all aspects of research. Projects can stall or even collapse when basic resources are not available, results cannot be properly disseminated, and it is generally difficult in such circumstances to carry any work forward into new funding phases. Lack of adequate institutional resources in CPED before TTI was a major challenge which had to be tackled at the beginning of the TTI support. This entailed providing improved research facilities such as computers, colour and black-and-white printers, scanner, laptop computers, projector and project screen, photo cameras, loudspeakers, digital recorders, furnishing of offices and support for the running of a power generator. TTI support to CPED has greatly improved the infrastructural capacity of the Centre which has enabled the centre to carry out other research projects.

Establishment of CPED's outreach offices: Before TTI CPED was not able to establish outreach offices that can facilitate increased engagement with policy makers and other stakeholders, particularly civil society organisations at the grassroots level. During the TTI period ten outreach offices were established. These offices have provided the base for the training of key stakeholders and partners as well as policy engagement with decision makers.

Strengthen capacity of CPED's outreach partners: 100 civil society organizations benefitted from CPED capacity building activities for participation in outreach activities. 50 community-based organizations

strengthened and registered for participation. CPED made considerable progress in identifying partners and building their capacity for participation in intervention and outreach programs including policy communication. A total of 400 civil society and media partners were identified and empowered for participation with CPED in the implementation of intervention/outreach programs.

Preparation of Resource Mobilisation Plan: TTI support to CPED emphasised right from the beginning the need for a plan on resource mobilisation because TTI core funding would terminate one day and CPED has to prepare to be sustainable. The changing patterns of the socio-economic challenges facing Nigeria during the last three decades have generated an increased level of demand for policy and action research. In order for CPED to continue to play its expected role during and after TTI there is urgent need to focus on resource mobilization. It is against this background that CPED prepared a Resource Mobilisation Plan. The encouragement for the preparation of the plan emanated from the advice and observations of the *Think Tank Initiative's* Programme Officer, Dr. Diakalia Sanogo, who continuously encouraged us during his visits to prepare our resource mobilisation plan. The preparation of the plan was further enriched by the participation of the Executive Director, Prof. Andrew G. Onokerhoraye and the Head, Finance and Administration Division, Mr. Emmanuel Ideh in the *Think Tank Initiative (TTI) Mobilisation Strategy Development Workshop* held in Accra, Ghana from October 5th to 7th, 2011 for all TTI grantees in West Africa. The plan provides the framework for seeking improved financial and human resources for the activities of CPED during the period, 2012-2016.

Success in the Mobilisation of Resources/funds by CPED following its capacity strengthening in resource mobilisation strategies: The Resource Mobilisation Plan has been useful as a guide in mobilising resources. CPED experienced some changes during the years following the preparation of the Mobilisation Plan in terms of diversification and levels of funding including increased revenue from the sales of its publication, donations during the public presentation of CPED publications; increased donations from public and private sector organisations towards CPED's activities particularly

workshops and meetings; and increased grants from international donor agencies. The funding is providing increased budget resources for CPED activities in the area of baseline research, outreach activities and policy linkage. Finally the funding is enhancing CPED capacity building of local partners for participation in influencing socio-economic policy in Nigeria.

The Impact of TTI on CPED Communications and Policy Engagement

The period of the TTI support to CPED brought some remarkable changes in the communications and policy engagement of CPED as outlined below:

Strengthening CPED's Communications Unit: A Communications' Division has been established. CPED's Communications' Officer benefitted from a mentoring and training programme on communications during the TTI years and the Unit is at present under mentoring by TTI. This has enhanced the performance of the Unit.

Preparation of a CPED Communication and Dissemination Plan, 2012-2016: A Communication and Dissemination Plan has been prepared. The plan is to ensure that information is shared with appropriate audiences on a timely basis and by the most effective means.

Improved access to Internet services: CPED during the first year of the TTI support CPED was able to install an internet server in the office complex. Reliable and efficient Internet services is now functioning in CPED and being used by research and other staff. All CPED staff and associates were able to have steady access to Internet for their research activities since 2009.

CPED web site has been redesigned: The redesigning of CPED website has provided the opportunity to upload CPED publications and other informative materials. The website now includes brief summaries of the different project activities that CPED is involved in. There has been a steady increase in the number of people visiting CPED website. In fact CPED has been invited to many international and local workshops and conferences based on their assessment of the work CPED is doing.

Participation of key stakeholders in CPED Research Projects: The emphasis of TTI on influencing policy stimulated CPED to adopt strategies that can enhance

the adoption of its research findings by decision makers. This entails the involvement of diverse stakeholders at salient phases of a project. Such participation may include formal partnership with researchers as project team members, performance as advisors on key issues, participation in knowledge translation and exchange, action as conduits of information from the project to broader audiences, and implementation of practical recommendations and outputs of a project. The overall effect of the participation of the different stakeholders is that they became key players in establishing the project outputs and in the dissemination and use of the research results, both by their organizations and by a wider array of knowledge users in Nigeria and beyond.

CPED's and Specific Project Newsletters: The policy of CPED's newsletter is to address one major development theme in the four research areas and capacity building challenges as articulated in the five-year strategic plan. The purpose of this approach is to communicate to policy makers and other stakeholders on specific development issues and challenges facing a country such as Nigeria. The Newsletter otherwise known as *CPED's Research for Development News* is published twice a year in June and December.

CPED Monograph Series: The peer review process of CPED Monograph Series and Policy Paper Series is essentially similar to that in any academic publication. The Editor, who is the Executive Director of CPED, carries out the peer review of every monograph and paper submitted for publication by ensuring it is peer-reviewed by at least two favourable external assessors/reviewers before it is accepted for publication. Peer reviewers are based in universities in Nigeria and where necessary in other parts of the world. The policy of CPED's *Research Monograph Series* and *Policy Paper Series* is to publish relevant policy-oriented papers and monographs in any of the four research areas articulated in the five-year strategic plan which can be easily accessible to policy makers by CPED distributing them widely to appropriate organisations in the public, private and civil society sectors. The support of the *Think Tank Initiative* has enabled CPED to distribute the papers free to key stakeholders and policy makers in Nigeria.

CPED Policy Brief Series: Publication of Policy Brief Series was one of the means of communicating with



policy makers during the period TTI period. CPED has produced during the period under review 25 policy briefs. The main audiences for CPED's policy brief are not interested in the research/analysis procedures conducted to produce the evidence, but are interested in potential solutions based on the new evidence. The policy briefs outline the rationale for choosing a particular policy alternative or course of action in a current policy debate.

Publication in peer reviewed journals: With the remarkable increase in CPED full time research staff during TTI support, the number of CPED staff publications in peer reviewed journals increased dramatically. For example, some of the main findings, conclusions and policy recommendations of HIV prevention for rural youth in Edo State were published in a special issue of the *African Journal of Reproductive Health* which has been posted electronically both on the CPED and University of Windsor websites where they are be freely accessible to researchers, policy-makers and implementers, development agencies, civil society and citizens around the world.

Publication of books and Chapters in Books: There has also been a noticeable increase in CPED staff and associates publications of books and chapters in books. These books and chapters in books are peer reviewed

and published by reputable publishing houses within Nigeria and outside Nigeria.

Organisation of workshops/conferences: The number of workshops organised by CPED as a result of funding increase since TTI support began has increased and these workshops have taken place in different parts of the country so as to reach policy makers and other stakeholders in those areas.

Participation in externally organised workshops: The participation of CPED staff in conferences and workshops has increased since TTI support and this participation has provided opportunity for CPED to contribute to discussions on key national development issues facing Nigeria as well as participation in the articulation of policies.

Presentations of research findings to relevant stakeholders and Communities: Following the results of research carried out in certain communities on specific development challenges, feedback meetings are often held with stakeholders and community representatives to present and discuss research findings and their policy implications. The results, lessons learned, and the way forward as reflected in the findings of the research are presented at these meetings using power point slides with the opportunity for feedback from those in attendance. Participants in these meetings have the



CPED Programme Officers with community leaders during community feedback meeting in Delta State

opportunity of making input into the findings of the research as well as suggestions on policies that need to be put in place. Feedback from the audience are often documented and incorporated into final reports and recommendations. The feedback meetings often stimulate the stakeholders to be aware of the policy issues which government should adopt and they become part of the advocacy team on policy change.

Identification and Empowerment of civil society organizations and media personnel as partners in advocacy on key policy issues: CPED made considerable progress in identifying partners and building their capacity for participation in intervention and outreach programs including policy communication. A total of 400 civil society and media partners were identified and empowered for participation with CPED in the implementation of intervention/outreach programs. 50 new local partners have been identified and trained in twelve states of Nigeria i.e. Abia, Adamawa, Akwa Ibom, Bauchi, Bayelsa, Cross River, Delta, Edo, Kogi, Ogun, Ondo, and Rivers. The training focused on organisational management, sustainability strategies and advocacy strategies with policy makers on key policy issues. CPED has increased its policy network links with new policy makers at the state and local government levels in twelve states across the country through the activities of CPED staff.

Establishment of Research Steering Committees for CPED Research Projects in relevant government ministries and Departments: A recent strategy adopted

to influence policy in CPED action research projects is the setting up of steering committees comprising senior policy and decision makers to be regularly informed about the progress in the implementation of a research project. In this way senior policy makers are briefed at every three to four months on the results emanating from the implementation of the research. This approach has worked quite satisfactorily so far in a project on primary health care in Delta State, Nigeria being funded by IDRC. The strategy of stimulating the interest of senior policy makers in the project has increased the chances of adopting the policy recommendations of the project.

Public enlightenment Programmes: CPED has been involved in public enlightenment campaigns to promote the acceptance of some public policies and programmes for the benefit of the ordinary people, especially the poor. The strategy of CPED is for policy makers to recognise its role as partner in the implementation of programmes that benefit the poor and vulnerable.

Increased CPED interaction with International Research Community: CPED increased interactions with the international research community are made through presentations at conferences and publication in peer reviewed journals. These have afforded CPED research team members and junior academics the opportunity not only for critical discussion and exchange but also for networking with researchers from diverse countries.



CPED Executive Director Prof. A. G. Onokerhoraye and CPED BOT Chairman Prof. Gideon E. D. Oruta in a Policy Engagement Meeting with Directors of the Ministry of Health, Asaba, Niger Delta Region

Brief Reports on CPED Activities

CPED commences its project titled “Strengthening the health system in Nigeria through improved equitable access to Primary Health Care (PHC): The Case of Delta State, Niger Delta region”

Nigeria is committed to primary health care (PHC) as the foundation for its health care system, the approach for ensuring equitable access to health care and the key to achieving the health-related Millennium Development Goals. Although, policies have been developed and substantial resources invested to strengthen primary health care, the utilization of the PHC system remains relatively low contributing to unsatisfactory health outcome indicators. If the health care system in Nigeria is to improve for the benefit of the vast majority of the people at the grassroots level, considerable attention must be focused on promoting and improving the access of the population to primary health care. The success in this effort depends on a thorough understanding, through robust research, of the factors influencing the provision and use of PHC services. Yet very limited research has been carried out in Nigeria on PHC in recent years, especially in Delta State. Even then the available research results are poorly disseminated to policy makers. There has always been a wide gap between policymaking and implementation in Nigeria due mainly to the fact that there is often no coordination between research and programme implementation.

The proposed research project intends to contribute to health care systems strengthening in Nigeria by examining the PHC situation in one of the states in the country, namely, Delta State. The three year project is funded by the Canada's *International Development Research Centre (IDRC)*, Ottawa and the *West African Health Organization (WAHO)*.

The general objective of the research programme is to contribute to a body of evidence on the

strengthening of the health system in Nigeria that can influence the development and modification and implementation of policies on equitable access to health care. The specific objectives address *knowledge development* (research), *knowledge translation* (influencing policy) and *capacity building* (training of junior researchers and empowerment of key stakeholders) components as follows: (i) To generate robust policy-relevant evidence about access to primary health care in Delta State and the determinants of this access; (ii) To establish a sustainable platform of interaction between researchers, practitioners and policy makers in Delta State that facilitates the systematic use of research evidence to inform policy formulation and programme implementation; and (iii) To strengthen capacity in health systems research and knowledge translation in Delta State. The study intends to provide a better understanding of the pattern of access to primary health care and the reasons behind the use of the PHC system. The findings of the study are expected to help improve the design and implementation of policies that would lead to effective, equitable and efficient PHC delivery systems in Delta State. This explains the commitment of the project to knowledge transfer and knowledge brokerage.

The specific research questions being addressed in the project are as follows:

1. To what extent do people in Delta State utilize the primary health care system for their primary health care needs?
 - a. To what extent have standards set for the delivery of PHC services been adhered to in Delta State?
 - b. To what extent do users' perceptions of the quality of services influence

their choice of primary health care service provider in Delta State?

2. Have free health care programmes in the public sector and private sector initiatives to reduce out-of-pocket expenses enhanced access to primary health care particularly amongst rural dwellers and the poor in Delta State?
 - a. What factors limit or facilitate the uptake of free and fee-paying primary health care services in Delta State?
3. What is the nature of the participation of key stakeholders, particularly decision makers, practitioners and users/clients in PHC delivery In Delta State?
 - a. Is there planned and systematic involvement of health service providers and communities in the

design, delivery and monitoring of programmes to enhance access to primary health care in Delta State?

4. What strategies and key interventions should be put in place to improve the accessibility of PHC in Delta State?
 - a. Which observed determinants of access can be acted on in the short to medium term to significantly improve equitable access to primary health care in Delta State?

An innovative approach to the implementation of this project is the participation of policy and decision makers which is expected to facilitate the adoption of the findings and recommendations emanating from the project. This innovative approach is discussed in another report in this newsletter.



CPED BOT Chairman Prof. G. E. D. Omuta and other adjunct research Professors having a meeting with project mentee to review research instruments

CPED commences its project titled “Amnesties for Peace in the Niger Delta: A Critical Assessment”

The idea of a *political settlement* in the strategic Niger Delta region or what is locally called the *amnesty programme* can be traced to the efforts of the administration of late President Umaru Musa Yar'Adua to chart pathways of peace in the region, the series of consultations beginning in 2007

between government officials and militia leaders, the regions' political, ethnic and community leaders and oil prospecting company officials and the series of memoranda to the President and interactions with some militant leaders by the then Inspector General of Police Mike Okiro



between August 2008 and February 2009. An amnesty programme was also recommended by the Ledun Mittee Technical Committee whose report was submitted in 2008. To test the waters, the amnesty idea was broached to some militant leaders like Mr Tom Ateke of the Niger Delta Vigilante. Initially, some militants were reluctant and did not trust that the federal government was sincere. The example of Asari Dokubo who was arrested, detained and was tried for various crimes, after he had embraced government reconciliatory efforts was a clear evidence of how government sincerity could be. The Amnesty was declared or proclaimed on June 25th 2009 by late President Yar'Adua. It was presented as a major effort to resolve the Niger Delta crisis and end the militancy in the region. Militants were expected to embrace the amnesty within the 60 day moratorium from August 6th to October 4th. The amnesty was largely an executive declaration. The militants by the terms of the amnesty were pardoned for all offences committed in the course of their militant agitation.

The Amnesty was based on some trust in the political will, sincerity and commitment of the late President Umaru Yar'Adua, the Vice President and Presidential Adviser on the Amnesty Programme. Although the content of the private discussions between militant leaders who embraced amnesty and the presidency were not made known, the discussions and the promises and clarifications made therein, clearly provided some basis of trust and hopes about the resolution of militancy and the region's problems. This was besides the honesty of the late president in acknowledging the grievances of the region, the mistakes of earlier administrations and the anger that transformed into armed militancy. What was officially acknowledged was that militancy and insurgency were somewhat created by the neglect of previous governments and that the present administration was bent on addressing the

wrongs against the region. The amnesty programme was well received outside the Niger Delta region and by the international community. Different sections and segments of political society and civil society perceived the programme as a bold and statesmanly effort at addressing the problems of the region. When President Yar'Adua died, the amnesty programme and the peace it has seemingly brought to the region were touted as the main achievement of his administration. The international community has also supported the programme. The European Union pledged 190million towards efforts at sustainable rehabilitation and reintegration of former militants while the United States of America has also pledged support.

The proposed research focuses on the assessment of the impacts, challenges and sustainability of the *amnesty programme* as a form of political settlement in the Nigerian context and the lessons that can be learnt from its implementation by other parts of Nigeria in particular and other sub-Saharan African countries in general. The purpose of the research is to critically interrogate the Amnesty and the political settlement leading to it, in terms of perceptions, discourses and conversations that undergird it; the nature of bargains, understanding and consensus constructed around it; the content and methods of the Amnesty; the nature of inclusiveness, equity, justness and gender sensitivity; the levels of legitimacy and sustainability of the settlement; the challenges of compliance, implementation and accountability, and the impacts on violence mitigation, conflict resolution, peace building and state building.

By promoting the participation of key stakeholders at various stages in the execution of the project, the programme will facilitate the adoption of its policy recommendations and ensure the sustainability of the *amnesty*

programme so as to promote peace in the Niger Delta region of Nigeria as well as enhance the achievement of the MDGs in the country.

The two year project is funded by the Canada's *International Development Research Centre (IDRC)*, Ottawa.



The "Amnesty Project" Research Team Member and Mentees reviewing research instruments.



A group photograph of Amnesty Research Project Team Members and Mentees



The Chairman Board of Trustees of CPED, Professor Gideon Omuta, participates in the African Forum on Post-2015 Data Revolution.

The Chairman Board of Trustees of CPED, Professor Gideon Omuta participates in the African Forum on Post-2015 Data Revolution. The Forum was sponsored by the Partnership for African Social & Governance Research (PASGR), in collaboration with the UN Foundation, Overseas Development Institute (ODI) with support from William and Flora Hewlett Foundation. The Forum took place in Nairobi, Kenya, on Tuesday December 3 and Wednesday December 4, 2013.

The Forum was called to explore the call for a data revolution and its specific implications for post-2015 Africa. Four specific dimensions of data were identified and robustly interrogated at the Forum, namely: the core data machinery of the state typically associated with the

function of national statistics offices; international and regional tools and instruments that form the backbone of comparative data; regional and national activities of Africa and Non-African research organizations, used by researchers as key sources of secondary data; and civil society and private sector generated commercial and non-commercial data, connected either with business activities or efforts by various non-state actors. In addition, the Forum considered two cross-cutting issues, namely: the role of technology and innovation in Africa; and the link between the various dimensions of the data revolution and the mechanisms associated with monitoring and reporting on national development plans and implications for post-2015 monitoring.

CPED Executive Director and Head of Communications Division, participate TTI's Policy Engagement and Communications Inception Workshop in Ghana

The Think Tank Initiative (TTI) is a multi-donor program dedicated to strengthening institutions in developing countries by improving their ability to develop research that both informs and influences policy. Centre for Population and Environmental Development (CPED) was selected in March, 2009 as one of the African Think Tanks under the TTI.

TTI's Policy Engagement and Communications (PEC) program was launched to assist TTI-funded institutions in cultivating, synthesizing and disseminating research in ways that will heighten their voice and impact. The program objective can be summarized as follows:

- Develop a better understanding of policy processes in specific contexts
- Engage in knowledge brokering to ensure evidence is credible and practically useful

and key networkers are identified and leveraged

- Contribute to the public debate by involving and reaching out to different policy actors
- Synthesize and package knowledge and evidence by translating research results to different audiences in accessible and intelligible terms among others.

In an attempt to meet the above stated objectives and to kick-off the 12-month PEC program for non-Francophone Africa Think Tanks, an inception workshop was held in Alisa Hotel, Accra Ghana 17-18 July 2013. The inception workshop was attended by over 13 think tanks and facilitated by Results for Development, CommsConsult and staff of IDRC. Professor Emeritus Andrew G.



Onokerhoraye, Executive Director, CPED and Job Eronmhonsele, Head of Communications Division, represented CPED at the workshop. The program started with a broad introduction of the think tank program lead by Julie La Franca of TTI and Courtney Tolmie of Results for Development. This was followed by introduction of the individual think tanks present at the meeting. For a good

understanding of the activities of the think tanks present, each think tank was asked to prepare a short presentation of its organizational goals, broad communication strategy, and communication target using the world Café style. Job Eronmhonsele, Head of communications Division, presented on behalf of CPED.



CPED staff, Job Eronmhonsele, Head of Communications Division making a presentation during TTI Policy Engagement Communication Meeting in Accra, Ghana

CPED adopts an innovative approach to policy engagement in its primary health systems research project

In Nigeria, there is little interest in transfer and uptake of research into policy and practice. Policy-makers in Nigeria rarely convey clear messages about the policy challenges they face in their specific context to allow for timely and appropriate research agendas. Researchers in the country, on the other hand, often produce scientific evidence which is not always tailor-

made for application in different contexts and is usually characterized by complexity and grades of uncertainty. Thus, initiatives are needed to facilitate interaction between researchers and policy-makers to foster greater use of research findings and evidence in policy-making and to narrow the gap between research outputs and utilization. It is in this context that CPED



adopted an innovative approach entailing promoting partnership in the ownership of its on-going primary health research project in Delta State.

CPED's role as the coordinator of knowledge transfer and knowledge brokerage in the primary health care study in Delta State can be outlined as follows:

- (i) Constitution of a health systems research team that will carry out CPED's coordinating role during the period of the implementation of the study;
- (ii) Knowledge generation and critical appraisal of the primary health situation in Delta State which is being carried out through the research team using the agenda approved by IDRC and WAHO;
- (iii) In Nigeria, healthcare is embedded in many social and political contexts; therefore, in addition to the knowledge of primary health care operations in Delta State that the research will produce, CPED is familiar with the broader health care pattern in Nigeria, in particular and other developing world, in general, its players, and controversies, as well as the political issues and public attitudes toward it. All of these factors influence decisions and CPED must be able to articulate them to policy makers;
- (iv) **Packaging of research syntheses.** CPED will develop a range of materials designed to provide user-friendly access to complex research information on primary health care in Delta State. These materials will include executive summaries, cost/benefit

breakdowns, press releases, posters, and so forth;

- (v) Presentation and communication of the key and policy oriented findings to policy and decision makers and other stakeholders within Delta State and beyond;
- (vi) Even when research influenced policy well, there is a need for follow-up research agenda. CPED will be involved in the post-policy period of the study to monitor its performance and sustainability;
- (vii) CPED will convene meetings of other organs of the primary health care study's knowledge translation and knowledge brokerage activities;
- (viii) **Fill research and policy gaps.** CPED will inform policy makers and other stakeholders about the neglected primary health policy issues in Delta State that ought to be addressed, and about deficiencies in available research. In general CPED will call for increased support for health systems research and policy-making on the basis of the findings of the study;
- (ix) **Train policy-makers and researchers.** CPED will strengthen the capacity for knowledge translation by providing briefings and roundtable meetings that coach policy-makers to access and use primary health care information, and will also mentor junior researchers to understand the policy context of their investigations; and



- (x) Monitor and evaluate the impact of knowledge translation and knowledge brokerage activities. CPED will monitor awareness of and attitudes toward its own activities, especially on the part of policy-makers, and other stakeholders, with particular attention to any influence on primary health policy change or practice.
- (ii) Ensuring that the perspectives of policy makers, practitioners and users of primary health care services are reflected in the study and its findings;
- (iii) Collaborating with CPED research team in the communication of the policy oriented findings to policy and decision makers and other stakeholders in Delta State; and

Project Management Committee

The Project Management Committee is constituted to promote the participation of all key stakeholders in the implementation of the primary health care study. The Committee is chaired by the Project's Principal Investigator and is composed of members of the research team that represent researchers; policy and decision makers that represent the Delta State Ministry of Health; health practitioners including medical doctors, nurses and other health professionals; representatives of the private sector involved in primary health care delivery; and representatives of users of primary health care services and community members. The main responsibility of the Committee is to collaborate with the research team to implement the research component of the project by making necessary input into its execution from the perspective of policy and decision makers, health practitioners/professionals, and the users. Thus, the role of the Management Committee includes the following:

- (i) Collaborating with CPED research team in knowledge generation and critical appraisal of the primary health situation in Delta State;
- (iv) Participating in the monitoring and evaluation of the impact of knowledge translation and knowledge brokerage activities of the study.

Project Steering Committee in the Delta State Ministry of Health

The ultimate aim of knowledge translation and knowledge brokerage in the primary health care study in Delta State is to influence policy with its findings. It was, therefore, necessary to reach key policy and decision makers in the Delta State Ministry of Health right from the commencement of its conception and implementation. This was done through the constitution of Project Steering Committee. The Committee is composed of all the policy and decision makers in the Delta State Ministry of Health including permanent secretaries and directors as well as representatives of the research team and project management committee. The chairman of the Steering Committee is the Delta State Honourable Commissioner for Health who is represented by the Permanent Secretary in charge of the administration of the Ministry. The purpose of the Steering Committee is to promote the



ownership of the project by policy makers. In this way, policy makers are part of the findings and policy recommendations and are in a position to articulate and implement such policies. The research proposal and protocol were reviewed and approved by the Steering Committee before the commencement of the study. The Steering Committee is expected to meet two or three times in a year during the period of the implementation of the project so that policy makers can be kept informed of the on-going project activities. The Steering Committee initiative is expected to be a permanent, dedicated, professional mechanism operating in the Delta State Ministry of Health and serviced by CPED. It will serve health researchers by harvesting, synthesizing, re-packaging, and communicating the policy-relevant evidence of their studies – and in user-friendly terms that lay persons will understand. It will serve policy makers by expressing their policy needs in the form of questions that can be investigated scientifically.

Reaching the Executive Governor of Delta State with the findings and policy recommendations of the Project

The likelihood for the speedy acceptance and implementation of the findings and recommendations of the project will be greatly enhanced if the Executive Governor of Delta State, who is also a medical doctor, is put in the study's picture. While the Project Steering Committee will ultimately report to the Executive Governor, CPED through the Project Research Team and the Project Management Committee is making another direct contact

with the Executive Governor so that there can be another channel of communication on the study to him. The first contact with the Executive Governor was made at the commencement of the study and more progress reports will be presented to him before the final report is made available to him at the end of the study.

National Project Steering Committee in the Federal Ministry of Health

The findings and policy recommendations of the primary health care study in Delta State are expected to influence policy at the national level. The last comprehensive study of primary health in Nigeria, which covered three states, Bauchi, Lagos and Kogi, was carried out about ten years ago. The present study in Delta State will provide contemporary information on the patterns and challenges of primary health care in the country. It is in this context that the Federal Ministry of Health is involved in the present study in terms of the utilisation of the policy recommendations for national primary health care planning and implementation strategies. The Federal Ministry of Health's involvement is promoted through the *National Project Steering Committee*, based in the National Primary Health Care Development Agency (NPHCDA) Abuja. While the National Project Steering Committee is being regularly briefed on the project activities and results, its primary role is to review the findings and recommendations of the Delta State study for their adoption at the national level.



CENTRE FOR POPULATION AND ENVIRONMENTAL DEVELOPMENT (CPED)

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

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

RESEARCH

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*
4. *Health including HIV/AIDS and Development in Nigeria.*

COMMUNICATIONS AND OUTREACH

Partnership development with public and private sector/civil society organisations

INTERVENTION PROGRAMMES ON SOCIO-ECONOMIC DEVELOPMENT

Beyond action and policy oriented research and its communications 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 grassroots communities and other disadvantaged people are being carried out.

CAPACITY BUILDING OF CPED AND PARTNERS

CPED believes that the strengthening partner organisations including community based organisations must be a key mechanism for the achievement of its mandate during the next five years. This also includes the strengthening of CPED to be able to fulfil its mandate during the strategic plan period.

