

FIVE YEAR STRATEGIC PLAN

2015 – 2019



**CENTRE FOR POPULATION AND
ENVIRONMENTAL DEVELOPMENT (CPED),
BENIN CITY, NIGERIA.**

RESEARCH FOR DEVELOPMENT



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

**FIVE YEAR STRATEGIC PLAN
2015-2019**

Research for Development

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Preface

Building on the experience of the last five year strategic plan, 2010-2014, the Centre for Population and Environmental Development (CPED) has developed this new Five-Year Strategic Plan, 2015-2019, to guide its activities 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.

As stated in the 2010-2014 plan, 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 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 new five-year strategic plan is a product of concerted efforts by the Board, management, staff and our major partners and stakeholders in the public and private sectors 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) To carry out high quality policy and action-oriented research on socio-economic development in Nigeria in particular and other parts of sub-Saharan Africa in general; (ii) To increase the size and improve the quality of research personnel and subsequently enhance and sustain the quality of CPED's action research activities; (iii) To promote the utilization of independent policy research findings by various levels of government through effective engagement with policy and decision makers and communications of research results; (iv) To carry out outreach/intervention programmes on socio-economic development and poverty reduction activities arising from the findings of the research conducted by CPED; (v) To improve the organisational management system of CPED so as to be able to pursue the various objectives outlined above; (vi) To empower CPED's partners and stakeholders, especially at the grassroots level, to participate in the promotion of good governance and socio-economic development; and (vii) To promote CPED's long-term sustainability strategy through leveraging of TTI phase 2 support.

We thank our consultants, members of the Board of Trustees, staff, policy makers and other stakeholders across Nigeria for their input into the preparation of this plan. We are particularly grateful to the *Think Tank Initiative* for the support to CPED which has enabled the Centre to prepare this new five-year strategic plan that is designed to promote the sustainability of CPED.

Andrew G. Onokerhoraye
Executive Director

1. INTRODUCTION

1.1 Background

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.

1.2 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.

1.3 CPED and Research to Influence Policy

Interest in evidence-based policy and practice has grown in development circles during the last three decades. The growing trend towards evidence-based policy formation has increased the demand for research outputs that can provide clear, concise policy-relevant findings. The growth of large donor-funded research programmes in developing countries has increased the need to provide evidence of policy impact, which in turn has placed greater importance on ensuring that research outputs are communicated effectively to policymakers. Effective communication between researchers and policymakers, however, provides a continual challenge in Nigeria. Governments in Nigeria do not have a cohesive research policy and rarely acknowledge the potential of academicians to provide research results that could be used in policy development. This is particularly the case with respect to the socio-economic research as governments tend to see more immediate value in the technical solutions emerging from research in the sciences and engineering, but less in the outcomes of socio-economic research. Rather than using local researchers, policy makers often depend on short term consultancy services provided largely by foreign technical experts. Local universities and research institutes may have the capacity, but are often not provided the opportunity to engage in collaborations with policy makers. In order to guarantee adequate future funding for research, and ensure that national and institutional research cultures were developed, governments at the federal and state levels in Nigeria need to appreciate the value of research.

It was against this background that CPED became a grantee of the Think Tank Initiative (TTI) in 2009. CPED carried out its research programmes in the context of the need to the consciousness of the Nigerian policy makers, both with respect to the value that the disciplines of social sciences bring to the Nigerian society and the resources they require to undertake socio-economic research. CPED was involved in promoting participatory and multidisciplinary approaches to inform research design, conduct social and economic research and disseminate results to policy-makers and communities benefiting from research. CPED also recognised the fact that the wider public also needs to be informed about the outcomes of socio-economic research in order to understand the benefits accruing to Nigeria through policy research. Appreciating the importance of social science research by policy makers suggests the need for researchers to disseminate research findings and promote knowledge transfer. During the TTI Phase 1 CPED was able to influence some changes in the attitude of policy and decision makers towards the use of research results by promoting their participation in CPED TTI supported projects and also empowering other institutions and organisations in Nigeria to partner and collaborate with CPED in working with policy and decision makers in Nigeria. CPED through its research projects funded through TTI was able to work with and influence their approach to peace building in the volatile Niger Delta region, promoting increased participation of secondary school-age children in secondary schools and improving strategies for the delivery of reproductive health services.

1.4 Organisational Structure of CPED

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.

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

Constitution of CPED

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

Governance Structure

CPED has three major organs designed to achieve its mission as follows:

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

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 Centre.

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.

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
- Communications 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.

2. Review of CPED's 2010-2014 Plan

2.1 Introduction

Building on the experience of implementing its long range fifteen year strategic plan CPED developed a *Five-Year Strategic Plan* for the period 2010 to 2014 which focused on defining its vision mission and activities for the five-year period. The strategic plan was designed to refocus CPED on promoting independent policy research to shape public policy in Nigeria. The strategic plan therefore set 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. 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 is to brief review the components of the strategic plan and the achievements made in its implementation. The review of the achievements made in the implementation of CPED's 2010-2014 strategic plan reflects largely the impact of the TTI core funding to CPED which has enable CPED to implement key components of the strategic plan successfully as presented in the various sections below.

2.2 Enhancement in CPED's research quality

During the implementation of the 2010-2014 strategic plan, remarkable changes quality indicators took place in CPED as indicated by the following:

- i. Appointment of a full time Research Director
- ii. Appointment of senior academics as full time research staff i.e. adjunct research staff
- iii. Effective participation of senior research associates in CPED in-house research
- iv. Enhanced mentoring of junior researchers in CPED research activities
- v. CPED Collaboration with senior researchers in Universities in the advanced countries
- vi. Collaboration with other Nigerian research institutions to implement research projects
- vii. Support for Training of young academics for higher degrees
- viii. Increased number of major donor funded action research projects
- ix. Increased CPED in-house research activities
- x. Increased CPED Research output
- xi. Improved Research Quality
- xii. Increased invitation of CPED core research staff to International academic meetings, workshops and conferences
- xiii. Increased invitation of CPED core research staff to national academic meetings, workshops and conferences
- xiv. Some Indicators of changes in research quality in CPED between 2010 and 2014

2.3 Some Indicators of changes in research quality in CPED between 2010 and 2014

Some indicators of the impact of TTI support to CPED on research facilities and quality between 2009 and 2014 are presented in Table 2.1.

Table 2.1 CPED Research Quality Indicators before and during the 2010-2014 strategic plan

No	Indicator	2000– 2009 Before TTI	2010 – 2014 During TTI
1	Appointment of Full Time Director of Research	-	1
2	Number of Senior Staff on full time research activities as adjunct staff	-	6
3	Number of senior research associates as part time research staff	15	39
4	Number of junior researchers and Research Assistants mentored	18	68
5	No of Collaboration with senior researchers in Universities in the advanced countries	-	2
6	Support for Training of Masters degrees	4	9
7	Support for Training of Doctorate degrees	-	5
8	No of major externally donor funded action research projects	2	6
9	No of in-house research projects completed or on-going	11	30
10	Invitation of CPED core research staff to International academic meetings, workshops and conferences	10	45
11	Invitation of CPED research staff to national academic meetings, workshops and conferences	25	68

2.4. Improvements in CPED’s Organisational Development and Performance

The period of the implementation of the 2010 – 2014 strategic plan brought some remarkable changes in the organisational development and performance of CPED as indicated by the following:

- i. Appointment of a full time Executive Director
- ii. Preparation of the five-year strategic plan, 2010-2014
- iii. Separation of the functions of the Chairman of the Board of Trustees and those of the Executive Director
- iv. Reconstitution and Training of Members of the Board of Trustees
- v. Regular Full and Committee Meetings of the Board of Trustees
- vi. CPED Management Staff Training on Organisational Governance and Management
- vii. Restructuring and Strengthening the Financial Management System
- viii. Improved budgetting and financial reporting
- ix. Improved power supply to CPED
- x. Improved infrastructure facilities
- xi. Establishment of CPED's outreach offices
- xii. Strengthen capacity of CPED's outreach partners
- xiii. Preparation of Resource Mobilisation Plan
- xiv. Success in the Mobilisation of Resources/funds by CPED following its capacity strengthening in resource mobilisation strategies

- xv. Increase in CPED's Revenue and Expenditure
- xvi. Some Indicators of changes in CPED Organisational Development and Performance between 2009 and 2014

2.5 Some Indicators of changes in CPED Organisational Development and Performance between 2010 and 2014

Some indicators of the impact of TTI support to CPED on CPED's Organisational Development and Performance between 2009 and 2014 are presented in Table 1.2. It shows the positive changes in CPED's organisational development and performance since TTI support came into effect.

Table 2.2: CPED Organisational Development and Performance Indicators before and during the 2010-2014 strategic plan

	Indicator	2000 – 2009 Before TTI	2010 – 2014 During TTI
1	Appointment of Full Time Executive Director	-	1
2	Preparation of action based strategic plan	-	1
3	Gender balanced Membership of the Board of Trustees	3 women to 12 males	4 women to 5 males
4	No of full and Committee Meetings of the Board of Trustees	21	35
5	No of CPED Management Staff Training on Organisational Governance and Management	5	12
6	No of Financial and management staff trained on financial management	-	9
7	No of CPED offices benefiting from uninterrupted power supply	1	12
8	No of Desk top Computers in CPED offices including outreach offices	7	27
9	No of Colour printers	1	5
10	No of Black and white printers	5	12
11	No of Scanner	-	1
12	No of laptop	3	15
13	No of projectors and projector screen	1	7
14	No of photo cameras	2	6
15	No of digital recorders	1	10
16	No of loudspeakers,	-	2
17	No of CPED's outreach offices	2	12
18	No of offices fully furnished	8	22
19	No of CPED's outreach partners strengthened	25	250
20	Preparation of Resource Mobilisation Plan	-	1
21	Annual income of CPED in 2008 and 2013	₦ 219,190,125	₦ 395,511,469
22	Annual expenditure of CPED in 2008 and 2013	₦ 181,264,185	₦ 368,154,664
23	Percentage annual increase in internally generated funding to CPED	5	15
24	Percentage annual increase in externally generated funding to CPED	10	29

2.6. Improvements in Communications, Policy engagement and interventions

The period of the 2010-2014 strategic plan has brought some remarkable changes in the communications and policy engagement activities of CPED as indicated by the following:

- i. Strengthening CPED's Communications Unit
- ii. Preparation of a CPED Communication and Dissemination Plan, 2012-2016
- iii. Improved access to Internet services
- iv. CPED web site has been redesigned
- v. Participation of key stakeholders in CPED Research Projects
- vi. CPED's and Specific Project Newsletters
- vii. CPED Monograph Series
- viii. CPED Policy Papers
- ix. CPED Policy Brief Series
- x. Publication in peer reviewed journals
- xi. Publication of books and Chapters in Books
- xii. Organisation of workshops/conferences
- xiii. Publication of workshop/conference communiqués
- xiv. Participation in externally organised workshops
- xv. Presentations of research findings to relevant stakeholders and Communities
- xvi. Presentation of research findings to local researchers and NGOs
- xvii. Presentations of research findings to Policy and decision makers
- xviii. Identification and Empowerment of civil society organizations and media personnel as partners in advocacy on key policy issues:
- xix. Building relationships with public sector agencies in Nigeria for the purpose of Collaboration so as to influence policy
- xx. Establishment of Research Steering Committees for CPED Research Projects in relevant government ministries and Departments
- xxi. Policy Briefing Meetings/Roundtables
- xxii. Public enlightenment Programmes
- xxiii. Radio and Television Appearances
- xxiv. Special memos and position paper to policymakers
- xxv. Translation and Mobilization of Knowledge through Community-Based Programming
- xxvi. Increased CPED interaction with International Research Community

2.6 Some Indicators of changes in CPED's Communications and Policy Engagement between 2010 and 2014

Some indicators of the changes in CPED's Communications and Policy Engagement activities between 2010 and 2014 are presented in Table 2.3.

Table 2.3: CPED's Communications and Policy Engagement Indicators before and during TTI support

No	Indicator	2000 – 2009 Before TTI	2010 – 2014 During TTI
1	Existence and strengthening CPED's Communications Unit	-	Yes
2	Existence of CPED Communication and Dissemination Plan	-	Yes
3	Existence of Improved access to Internet services	-	Yes
4	CPED web site has been redesigned for effectiveness	-	Yes
5	No of CPED projects in which key stakeholders participated	2	12
6	No of CPED's and Specific Project Newsletters published and distributed	-	32
7	No of CPED Monograph Series published and distributed	-	10
8	No of CPED Policy Papers published and distributed	-	19
9	No of CPED Policy Briefs published and distributed	-	32
10	No of peer reviewed articles published	5	21
11	No of peer reviewed books published	2	5
12	No of peer reviewed chapters of books published	12	85
13	No of workshops/conferences	9	78
14	No of workshop/conference communiqués published	2	21
15	No of CPED staff participation in externally organised workshops	12	45
16	No of presentations of research findings to relevant stakeholders and Communities	7	19
17	No of Presentation of research findings to local researchers and NGOs	5	12
18	No of Presentations of research findings to Policy and decision makers	3	15
19	No of civil society partnerships established	5	550
20	No of public agencies partnerships established	11	29
21	No of steering committees established	-	2
22	No of Policy Briefing Meetings held	2	17
23	No of Public enlightenment Programmes participated in	18	39
24	No of community-based programming carried out	25	115
25	No of international workshops, conferences and meetings in which CPED participated	15	35

2.8 Overview of the implementation of the 2010-2014 strategic plan with specific reference to the plan's indicators

Table 2.4 presents the achievements of the strategic plan with specific reference to the 2010-2014 strategic plan key indicators specified in the plan.

Table 2.4: An overview of TTI Support to CPED and Progress on the Implementation of the Five Year Strategic Plan

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		
Core Activities and Tasks	Expected Outcomes 2010 to 2013	Achievements so far 2010-2013
1) Undertake research on growth with equity in Nigeria	At least 12 high quality research and policy papers to be produced in the first four years	20 produced
2) Undertake research on conflict and development in the Niger Delta region of Nigeria	At least 12 high quality research and policy papers to be produced in the first four years	25 produced
3) Undertake research on education and development in Nigeria	At least 12 high quality research and policy papers to be produced in the first four years	15 produced
4) Under research on health including HIV/AIDS and development in Nigeria	At least 12 high quality research and policy papers to be produced in the first four years	15 produced
Objective 2: To promote the utilisation of independent policy research findings by various levels of government through effective communications of research results		
1) Identification of key local, state and federal government agencies in the focus policy research areas	At least 30 key government agencies identified to partner	25 identified and collaborating with CPED as partners
2) Identification of key private sector organisations in the focus policy research areas	At least 15 key private sector organisations identified annually	21 identified and collaborating with CPED as partners
3) Identification of key civil society organisations in the focus policy research areas	At least 150 key civil society organisations identified annually	300 identified and collaborating with CPED as partners
4) Partnership network between state and non-state actors in the focus policy research areas facilitated	At least 15 different partnership networks established	12 identified and collaborating with CPED as partners
5) Disseminate policy research results to key stakeholders	At least 6 policy outreach events carried out	12 carried out

6) Publish research results in respected sources	At least 30 research results published in respected sources	35 published
7) Convene and host workshops and dialogues the focus policy research areas	At least 6 policy dialogues, workshops and policy advocacy platforms carried out	10 carried out
8) Publication of CPED newsletter	At least 6 volumes of the CPED newsletter published	6 published
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		
1) Intervention programmes on local participation in local planning	At least 25 communities/LGAs assisted in preparing their community or local development plans	30 assisted
2) Intervention programmes on poverty reduction at local level	At least 20 communities or LGAs benefit from poverty reduction programmes annually	45 benefitted
3) Intervention programmes on the promotion of good governance	At least 20 communities or LGAs benefit from the promotion of good governance programmes	25 benefitted
4) Intervention programmes on reduction of poverty in the Niger Delta region	At least 20 communities or LGAs benefit from intervention programmes on poverty reduction in Niger Delta region	45 benefitted
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	75 benefitted
6) Intervention programmes on participation in education	At least 8 communities or LGAs benefit from intervention programmes on participation in education	10 benefitted
7) Intervention programmes on improving health care delivery to disadvantaged groups	At least 20 communities or LGAs benefit from the promotion of reproductive health programmes annually	50 benefitted
8) Intervention programmes on the control of the spread of HIV/AIDS care and support for those affected	At least 20 communities or LGAs benefit from intervention programmes on the control of HIV/AIDS and the care and support of those affected	70 benefitted

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		
1) Improve the facilities and equipment in CPED office	(i) CPED power supply improved by the purchase of a generating plant (ii) Computer facilities improved	(i) Yes (ii) Yes
2) Improve the governance and management structure of CPED	<ul style="list-style-type: none"> • Restructuring of CPED Board of Trustees • At least one training of members of the Board of Trustees carried out annually • At least one training of members of management carried out annually • At least one training of members of the Finance Department carried out annually • Review of CPED's operational manual 	i. Yes ii. Two carried out iii. Three carried out iv. Three carried out v. Yes. Review carried out
3) Put in place clear systems for managing and appointing staff, performance and dealing with promotion, progression and remuneration	Review of CPED's operational manual	Yes. Review carried out
4) Revamp CPED's website with the aim of making it a key instrument in communications	Redesign of CPED website	Yes website revamped
5) Recruit Senior research staff to enhance the research capacity of CPED	Recruitment of at least two core research staff annually	6 recruited during the period
6) Recruit senior programme staff for intervention activities	Recruitment of at least two core programme staff annually	4 recruited
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	Most staff took part in at least 6 training programme during the period
8) Establish CPED branch offices in some parts of the country	At least one CPED office established in different parts of the country annually	10 established
9) Source for funds from key donors for the core activities of CPED	At least one donor funding for core CPED activities annually	8 donor funding obtained
10) 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	2 continued
11) 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	5 obtained

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

1) Build the capacity of local partners in intervention project areas in Nigeria	At least 200 key civil society organisations benefit from CPED capacity building activities	300 benefited
2) Support the founding or establishment of new local/community-based organisations in intervention project areas in Nigeria	At least 100 community-based civil society organisations established	200 established
3) Build network links with the empowered local partners	At least 20 links are established	50 links established
4) Build a contact base that allows CPED to manage its relationships with local partners	A contact base established in CPED and reviewed annually	Contact base established in CPED and in outreach offices
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	Yes capacity building plan

3. The Framework for 2015-2019 Strategic Plan

3.1 Introduction

The value of strategic planning lies as much in the process of planning as in the plan itself. As was done during the preparation of the 2010-2014 strategic plan, CPED believes 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 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 2015-2019 five year-strategic plan preparation process entailed the following:

- 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 as well as civil society organizations;
 - (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 during the implementation of the 2010-2014 strategic plan;
- (ii) The analysis of current key challenges and opportunities, strengths and weaknesses;
- (iii) Analysis of the future to 2019 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.

3.2 Philosophy, Vision, Mission Objectives and Core Values of CPED

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.

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.

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.

Objectives

The overall objective of the 2015-2019 plan is to consolidate, improve and sustain CPED's role as a major Think Tank on development issues in Nigeria by improving and sustaining its ability to provide high-quality and policy relevant research; to carry out engagement with and communication of research findings to policy makers and other stakeholders in Nigeria; and to promote the use of the outputs of the research carried out by CPED and its partners by state and non-state actors.

The specific objectives of the plan are as follows:

1. To carry out high quality policy and action-oriented research on socio-economic development in Nigeria in particular and other parts of sub-Saharan Africa in general;
2. To increase the size and improve the quality of research personnel and subsequently enhance and sustain the quality of CPED's action research activities;
3. To promote the utilization of independent policy research findings by various levels of government through effective engagement with policy and decision makers and communications of research results;
4. To carry out outreach/intervention programmes on socio-economic development and poverty reduction activities arising from the findings of the research conducted by CPED;
5. To improve the organisational management system of CPED so as to be able to pursue the various objectives outlined above;
6. To empower CPED's partners and stakeholders, especially at the grassroots level, to participate in the promotion of good governance and socio-economic development; and
7. To promote CPED's long-term sustainability strategy through leveraging of TTI phase 2 support.

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, honouring 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-worshipping, 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 non-discrimination.

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.

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.

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.

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 fulfil our mandate; and
- (viii) Established relationships with other knowledge and research support bodies.

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 competition 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.

4. Core Programme Areas

Under the 2015-2019 strategic plan's the programme of work, CPED activities will focus on four broad areas reflecting the objectives set for the five-year period as follows:

- (i) Research Plan;
- (ii) CPED organizational development Plan;
- (iii) Policy Engagement, outreach and Communications Plan;
- (iv) Capacity Building of CPED and partners' Plan.

4.1 Research Plan Objectives

- Strengthen research capacity by ensuring a critical mass of in-house senior researchers is retained to lead key research priority areas
- Increase the annual success rate of research proposal submissions to national and international funding agencies.
- Carry out at least five high quality in-house policy and action-oriented research projects of CPED's research agenda for 2014 – 2019
- Implement and institutionalize quality assurance processes for research ethics and scientific quality of CPED's action research outputs.
- Improve overall scores received from external peer reviews, year on year.

4.2 Basis of the selection of research agenda

CPED' research agenda during the 2015-2019 was arrived at on the basis of a number of considerations examined by CPED and its stakeholders including the following:

- (i) **Demand-driven approach to development research:** The proposed research agenda reflects the need to give priority to research relevant to the socio-economic problems of the poor at the grassroots level in Nigeria as well as the policy and institutional constraints related to these problems. Thus the setting of the research agenda was driven primarily by Nigeria's societal needs. Steering research using demand-driven approach implies that research needs and priorities identified by the relevant stakeholders in the research community, government and society. Although this is not a one-time consultation, but a continuing process, it was given priority during CPED's formulation of the agenda for TTI phase 2. Using the existing network of relationships and partnerships the articulation of the agenda reflected the position of policy makers and other key stakeholders.
- (ii) **Poor performance of Nigeria in the implementation of the MDGs:** Overall, Nigeria performed very poorly in the implementation of virtually all the MDGs in which CPED in collaboration with the UNDP carried out the monitoring of the implementation in various states in Nigeria. Today Nigeria is still one of the least developed countries in the world despite the available human and natural resources. This suggests that the key challenges which the MDGs are supposed to address are still prevalent in Nigeria and these needs to be addressed in post-MDG era. There is need for evidence based policy

framework for addressing the issues relating to the MDGs in Nigeria in the next five or more years.

- (iii) **The need to continue with CPED's on-going research on some of the research themes addressed during the phase 1 period:** The focus on research activities during the TTI phase 2 is based on the fact that socio-economic research in Nigeria has received limited attention by other institutions and organisations in Nigeria in the last three decades due to poor funding of research and inadequate manpower. A recent analysis of research in sub-Saharan Africa indicated that over 50 per cent of the research is carried out in South Africa and Nigeria accounts for only about 10 percent of the research carried out in the region. The situation is not likely to improve in the coming years because most of the well trained researchers are retiring from the system while few are available to take their place. At the same time universities are increasingly putting considerable strain on the available staff in terms of teaching and other administrative activities. More importantly funding for research is limited as most the funds allocated to universities are for payment of salaries with limited funds allocated to infrastructure. There are generally no allocations for research even in institutions devoted solely to research. CPED in the next decade has a major role to play in promoting quality research on social and economic issues that are relevant and capable of influencing policy. Some of the research themes which attracted the attention of CPED's research during the 2010-2014 strategic plan period are still in progress and require continuing research to make the required impact in research output and outcomes for policy making. It is in this context that some of these research themes will be refocused upon during the 2015-2019 strategic plan period.
- (iv) **The need to take into consideration CPED expertise that has been built up during phase 1:** CPED's research agenda during phase 2 would reflect the capability and research interest of the core research staff of CPED including those at present on training so that they can be more effective in contributing to CPED research activities during the plan period.
- (v) **The need to devote increased human and material resources to quality research during the plan period.** During the 2010-2014 plan period CPED devoted considerable attention to building research capacity, infrastructure and organisational development. With the present enhanced capacity of CPED, the 2015-2019 will commit a greater proportion of resources to promoting quality research and this has influenced the research agenda proposed for implementation during the plan period.

The six research themes will be the main focus of attention in CPED's 2015-2019 strategic plan. The six themes are as follows:

- (i) Climate change with particular reference to the wetland and coastal regions;
- (ii) Gender and development;
- (iii) Health Systems and health care delivery;

- (iv) Action Research on Education and Development;
- (v) Growth, development and equity; and
- (vi) Niger Delta region, peace building and development.

4.3 Research on climate change in the wetland and coastal regions

Despite the challenge posed by climate change to development in Nigeria, there is as yet no national policy on climate change, especially with respect to vulnerability and adaptation which are the key challenges that must be tackled. In order for policies and action programmes to be put in place research need to be carried out. CPED under this theme will focus its action research primarily on vulnerability and adaptation in the wetland and coastal region of Nigeria. The vision of CPED with respect to research on climate change is create an environment for *demand driven, evidence – based research* to increase the resilience of the poorest and most vulnerable people in the wetland and coastal regions of Nigeria to climate change impacts. The overall *objective* is to *serve* policy makers and other stakeholders with robust evidence and help design and implement appropriate adaptation strategies. CPED will develop a generic research framework, which can address the adaptive issues in wetland and coastal regions of Nigeria. The components of the activities to be carried out are outlined in the next few sub-sections below.

4.3.1 Research gaps on vulnerability and adaptation in wetland and coastal regions

There are several research gaps in the understanding of vulnerability and adaptation of the poor primary producers at the local level to the impact of climate change in the wetland and coastal regions of Nigeria. These include:

Information on climate change

- Lack of sufficient historical data to conclusively establish the impact of climate change on parameters such as rainfall, storms, and salinity;
- Lack of infrastructure facilities to establish and maintain observation facilities to collect and compile climatic and biophysical data on climate change;
- Presence of significant uncertainties in the observed data to make meaningful conclusions.

Knowledge about Impact of Climate Change

- Lack of sufficient knowledge on the interaction between warming and various sectors such as: irrigation, agriculture, natural ecosystem, livestock farming, and aquaculture.
- An accurate assessment of vulnerability to climate change requires inter – disciplinary research in science and social sciences. The science-based studies include models for climate change and its consequences for rainfall, cyclones, agriculture and other outcomes. It also requires social science investigation to understand how demographics, economics, and sociology influence the effects of climate change. While there are models available for several of the above, there is a lack of integrated assessment of vulnerability combining all the inter-related factors.

4.3.2 Components of the action research to be carried out

CPED's research on this theme during the TTI phase 2 period will entail the following:

Development of inter disciplinary research framework

A holistic assessment of climate change vulnerability and adaptation requires understanding of science and social science systems. CPED's inter – disciplinary approach will combine knowledge and models and tools available in these disciplines.

Development of the framework for robust adaptation strategies

The climate impact models are associated with large and irreducible uncertainties. CPED will develop a robust decision-making framework, which involves powerful analytical tools for economic and policy analyses. It will also have a visualization platform for presenting the analyses and engaging stakeholders.

4.3.3 Research Uptake by Stakeholders

- The limited research on vulnerability assessment and adaptation issues is done mainly in the academic domain without strategies designed to engage policy and decision makers. Thus most of the existing studies have not bridged the gap between research and policy. The use of research in framing effective policy strategies requires close involvement of the key stakeholders and decision makers and also vulnerable population at every stage of the process and not as an afterthought.
- There is a lack of critical mass of adaptation professionals in wetland and coastal regions of Nigeria that can undertake robust inter-disciplinary research and inform the policy makers of objective options.
- CPED's research will be "demand driven". Implementation of adaptation strategies requires a close involvement between the research and the stakeholder community in vulnerability assessment and adaptation strategies. CPED will closely engage with these stakeholders from the very beginning and at every stage of the project and not as an afterthought.
- A series of training and policy development workshops for policy and decision makers as well as relevant professionals will be organized. The utility and impact of knowledge generated will be maximized if a large number of decision makers and adaptation professionals use it not only in the wetland and coastal areas but also in other parts of Nigeria. This can only be achieved through effective engagement and communications.

4.3.4 Outreach/intervention programmes and activities on adaptation

In the context of CPED's action research approach over the years, a number of pilot adaptation programmes will be carried out in the communities of the wetland and coastal regions of Nigeria. These intervention programmes will be carried out with service providers in public and private sectors and civil society organizations. The specific problems to be addressed by the pilot activities will depend partly on the findings of the vulnerability assessment. These may include: Devastation of farmlands and settlements as a result of erosion and floods; harvest failures due to late arrival of rains; disappearing forest cover; reduced soil fertility; reduction in the availability of non-timber forest products; increase in the

incidence of pests and diseases; many species of plants and animals are becoming extinct; reduced water volume in streams and rivers; reduced fish production; and pollution of waterways. The target groups and beneficiaries will include farmers, fishermen/women in the pilot communities; and the inhabitants of the pilot communities. The lessons from the implementation of the pilot programmes will be widely dispersed to decision makers and other stakeholders in different parts of Nigeria and beyond.

Adaptation strategies to be promoted: The adaptation strategies to be promoted amongst the target groups and beneficiaries will also depend on the peculiar problems of each pilot community as revealed by the vulnerability assessment. These may include: (i) Adopting physical adaptive measures such as excavation, re-excavation, of canals, miniponds, irrigation, storage facilities for retaining rain or potable water; (ii) Protecting forest and re-forestation such as planting mangroves along coastlines; (iii) Adjusting agricultural practices such as cropping patterns, fishing patterns, adopting alternative cash crops, etc.; (iv) Settlement and housing design and appropriate location; (v) Adjusting socio-economic activities such as livelihood diversification, market facilitation, non-farm income generating activities, integration of traditional knowledge and practices with improved technologies on adaptation; promotion of the use of renewable energy sources.

4.4 Research on gender and development

It is well established that the social and economic empowerment of women is a prerequisite for sustainable development, pro-poor growth and the achievement of all the Millennium Development Goals (MDGs). Gender equality and empowered women in particular are catalysts for multiplying development efforts. While gender inequality is a universal phenomenon, and aspects of gender inequality exist in all countries, it manifests itself differently in each context, and is caused by a multiplicity of factors. Gender inequalities arise from deep-rooted and durable social norms. Barriers range from social norms that constrain women's choices and actions, to discriminatory legal and regulatory frameworks that restrict women's opportunities to engage fully in markets and economic institutions. Women face particular challenges stemming from their dual role as caregivers and breadwinners, and the lack of recognition given to their care responsibilities. Policies and programs are essential to help address these barriers, enable more equal access to and reward from productive opportunities, while simultaneously promoting economic growth, particularly in low-income contexts. Although, some policies have been developed and substantial resources invested to strengthen women contribution to the Nigerian economy, a holistic approach to the social and economic empowerment of women is yet to be articulated by both the Federal and State Governments in Nigeria. A national gender policy was articulated in Nigeria in 2006 but the policy was not based on findings emanating from research on the challenges facing women in development. Consequently, the policy on gender has not addressed key issues affecting women in development in the country. CPED's research programme will focus on women's social and economic empowerment – at home, in labour markets, entrepreneurship, and the care economy – and the patterns of economic growth that benefit women's economic empowerment in different low-income contexts.

4.4.1 Research gaps and challenges on gender and development

In Nigeria lack of solid evidence on gender and development with respect to what works and what does not work to remove barriers in different socio-economic contexts hampers efforts to enhance women's social and economic lives and to improve their social and economic potentials. Evidence gaps also exist in understanding the pathways through which women's social and economic empowerment advances, how gender equality and economic growth are connected, and whether rapid economic change may create the possibility of social change as economic roles change for women and men. In the context of Nigeria we need to know more about what is different about fast-growing economies that make gender inequalities better or worse, in terms of the pattern of growth and employment. We need to also understand better how growth might be harnessed to close persistent gender gaps in opportunities, earnings, assets, and productivity. Furthermore, we need to examine these issues in different cultural and geo-political zones in Nigeria.

4.4.2 Components of the action research to be carried out

CPED's research programme on gender and development in Nigeria aims to address key evidence and knowledge gaps through the generation of rigorous empirical evidence and new and cutting edge knowledge that can better inform policies and practices. It also aims to stimulate innovative partnerships and ways of working to ensure that robust evidence leads to better policies and outcomes for women and for communities as a whole. Some of the research questions to be addressed include:

1. What are the nature and magnitude of barriers to women's social and economic empowerment and to closing gender gaps in earnings and productivity in different parts of Nigeria? How can these barriers be overcome?
2. How do specific patterns of economic growth and types of structural change in Nigeria affect women's economic empowerment and gender equality?
3. How do women's social and economic empowerment and gender equality affect economic growth in Nigeria?

CPED's research findings will provide insight into the institutions, policies, and practices that can promote positive change, and allow policy makers to formulate more effective ways of addressing these barriers.

4.3.3 Research Uptake by Stakeholders

The research programme aims to increase Nigerian policy makers and other stakeholders' knowledge of evidence-based policies and programs that improve economic opportunities and outcomes for poor women especially in remote communities, which in turn can facilitate the enhanced uptake of such policies and programmes. As characteristic of CPED action research programmes, the programme will engage with key policy makers and agencies working on related themes, identify areas of mutual learning, and inform debates and programming priorities to help shape public policies in ways that produce better development outcomes for women, and economies, societies and poor communities more broadly.

- Implementation of gender social and economic empowerment strategies requires a close involvement between the research and the stakeholder community comprising policy and decision makers, professionals, civil society organizations and community stakeholders. CPED will closely engage with these stakeholders from the very beginning and at every stage of the implementation of the research programme.
- A series of training and policy development workshops for policy and decision makers as well as relevant professionals will be organized. The utility and impact of knowledge generated will be maximized if a large number of decision makers and adaptation professionals use it not only in the localities where the empirical research are undertaken but also in different parts of Nigeria.

4.4.4 Outreach programmes and activities on gender and development

In the usual CPED's action research approach, a number of pilot/intervention activities will be carried out in collaboration with partners in localities where research is carried out. The specific problems to be addressed by the pilot activities will depend partly on the findings of the research in those localities. Thus intervention programmes may address gender issues and challenges in specific localities such as women's economic empowerment; persistent and increasing burden of poverty on women; inequalities and inadequacies in, and unequal access to, education and training; inequalities and inadequacies in, and unequal access to, health care and related services; violence against women; effects of armed or other kinds of conflict on women; inequality in economic structures and policies, in all forms of productive activities and in access to resources; inequality between men and women in the sharing of power and decision-making, at all levels; insufficient mechanisms, at all levels, to promote the advancement of women; lack of respect for, and inadequate promotion and protection of, the human rights of women; and persistent discrimination against, and violation of the rights of, the girl-child.

4.5 Research on health systems and health care delivery

Despite Nigeria's recent interest in the improvement of the country's health care situation, the health care system is characterised by a myriad of problems. Health services throughout Nigeria are delivered through a weak health care system which is characterized by inequitable distribution of resources, decaying infrastructure, poor management of human resources for health, negative attitude of health care providers, weak referral systems; poor coverage with high impact cost-effective interventions, poor utilisation of the capacity of the private sector including NGOs, inadequate community involvement and empowerment, gaps in governance and effective leadership of the health sector, lack of integration and poor supportive supervision. In effect the health care system is unable to provide basic, cost-effective services for the prevention and management of common health problems especially at the community level. There is evidence of the deterioration of the pivotal, primary health care-based health care system, which also integrates management of common ailments such as malaria and other communicable diseases. These inadequacies have translated to shortcomings in health care delivery in the country, and hampered access to health care to

many Nigerians. Problems with communicable disease-related primary health care delivery and access to health services are exacerbated in the geographically disadvantaged localities of the country. Most of the expenditure on health is consumed by the tertiary and secondary health sectors at the expense of the primary health sector which provide basic services for over 75 per cent of the population particularly women and children. CPED's research programme will focus on an examination of Nigeria's health system with special attention on primary health care which are expected to provide health care for the vast majority of Nigerians.

4.5.1 Research gaps and challenges

A health research system can be defined as the people, institutions, and activities whose primary purpose is to generate and apply high quality knowledge that can be used to promote, restore and/or maintain the health status of populations. It also includes mechanisms to encourage the utilization of research. Defined as such Nigeria's health system is confronted with lack of knowledge on many issues that should guide policy making on health care delivery. Some of these gaps include: lack of information on the cultural, gender, social, economic and educational factors that obscure the recognition of illness and the potential benefits from health care services in different parts of Nigeria particularly in the remote and underserved communities. Data on the economic, geographic and cultural constraints that hinder the effective utilization of health care services. Data on the key features of the health care delivery in different states and geographical regions in Nigeria. Data on the nature of the participation of key stakeholders, particularly decision makers, practitioners and users/clients in health care delivery and lack of documented strategies and key interventions to improve the accessibility of health care.

4.5.2 Components of the action research to be carried out

CPED's research on Nigeria's health system structure and performance with special focus on primary health care (PHC) is designed to contribute to a body of evidence on the strengthening of health system in Nigeria that can influence developing and implementing policies on equitable access to health care. The specific objectives of the research programme address *knowledge development* (research), *knowledge translation* (influencing policy) and *capacity building* (Training and mentoring of junior researchers) components. Some of the research questions to be addressed include the following:

- (i) What cultural, gender, social, economic and educational factors obscure the recognition of illness and the potential benefits from PHC services in different parts of Nigeria? How can they be addressed?
- (ii) What economic, geographic and other constraints suppress utilization of PHC services, even if benefits are recognized? How can they be addressed to improve equity in access to health care?
- (iii) What are the key features of the PHCs with respect to the pattern of service delivery? How can they be improved to promote equity in access in the health care system?

- (iv) What is the nature of the participation of key stakeholders, particularly decision makers, practitioners and users/clients in PHC delivery? How can they be motivated to be involved?
- (v) What strategies and key interventions should be put in place to improve the accessibility of PHC in Nigeria?

4.5.3 Research Uptake by Stakeholders

The research programme aims to increase Nigerian policy makers and other stakeholders' knowledge of evidence-based policies and programs that improve primary health care delivery, which in turn can facilitate the enhanced uptake of such policies and programmes. As characteristic of CPED research programmes, CPED's research programme on primary health care system will engage with key policy makers and agencies working on related themes, identify areas of mutual learning, and inform debates and programming priorities to help shape public policies in ways that produce better development outcomes for rural communities and other deprived groups in different parts of Nigeria. Knowledge gains from health research should be relevant, accessible and can be used to promote, restore and maintain health status of the Nigerian population at large. Investment in health research is an investment for socio-economic and cultural development toward the rich society. Health research should be driven by population's health need and their expectations in particular in terms of mother and child health benefits, because mothers are to produce human life, and children are the future of the nation.

4.5.4 Outreach programmes and activities on health systems research and policy

In the tradition of CPED's action research approach, a number of intervention/pilot programmes will be carried out in collaboration with policy makers and other partners in localities where research is carried out. The specific problems to be addressed by the pilot activities will depend partly on the findings of the research in those localities. For example, intervention programmes may address challenges such as mobilisation of key stakeholders for participation in primary health delivery intervention programmes; capacity building of (a) state and LGA officials, (b) Youths, (c) local NGOs/CBOs (d) community and (e) other stakeholders on primary health care; working with State and LGA authorities to deliver comprehensive PHC care services; working with CBOs, NGOs, journalists and community leaders to raise awareness on reproductive health challenges such as harmful practices; and working with adolescent/youth organisations and PHCs to design and implement reproductive health peer education and youth friendly centres.

4.6 Research on Education and Development

Universities and research institutions sub-Saharan Africa but especially in Nigeria, have, over the last 30 years, suffered from severe de-capitalisation. The tertiary education sector has been under-funded, partly because of budget constraints under structural adjustment and the emphasis given to primary and secondary education. Internationally mobile academics have

used their mobility to obtain posts in the North and those that remain have seen recruitment into their professions decline. Years of under-investment, migration, and the impacts of HIV/AIDS means there is an insufficient number of mid-career professionals to replace them. The current capacity crisis will get worse in the next few years as senior academics retire. The problem of cadre renewal in academic institutions is particularly difficult in those subject areas where international funding is based on the occasional scholarship or consultancy work rather than systematic investment in intellectual capital. In Nigeria, the point has been made that research has been crowded out by teaching and administrative in both public and even private universities.

At the secondary education level, secondary school education is measurably associated with positive effects on health, well-being, and productivity. Nigeria recognises the need to provide secondary education on a larger scale and build on the primary education gains connected to the Millennium Development Goals and Education for All initiatives. However, while primary schools are widespread, with near equal numbers of boys and girls enrolled, secondary schools remain scarce, are mostly in large rural settlements and urban areas, and enrol fewer girls than boys and too few poor and disadvantaged children. In Nigeria many children are leaving primary school without basic literacy and numeracy, and those who make it to secondary school are often unprepared for the higher levels of learning required. Importantly, the world of work in Nigeria as in other developing countries is also changing from a focus on subsistence agriculture and small-scale industry to a more complex mix of formal and informal economic activities in local and globally-connected economies. Although secondary education is the level from which most youth will enter the labour force, it is still largely conceptualized as a route to tertiary education and has relatively high per student costs compared to primary education. While recognising the challenges facing tertiary education in Nigeria, CPED's research programme during the phase 2 of TTI support will be predominantly on secondary education which is obviously the bedrock of the education system in the next decades. As Nigeria sees a boom in secondary education enrolment, effective, evidence-based policies on post-primary education are of vital importance. This is the concern of CPED during the phase 2 period.

4.6.1 Research gaps on secondary education in Nigeria

Action research gaps on secondary education in Nigeria that need answers include: how to increase demand, improve teacher skills, promote employment-relevant skills, and support alternative models of learning for learners in low-income settings. There is therefore an urgent need to support and build the evidence base for new models that deliver quality, relevant, and accessible secondary learning to often-neglected populations, including the poor, girls, those living with disabilities, those in areas affected by conflict, and other disadvantaged groups. This includes scaling-up approaches that have proven successful, testing innovative pilots, and increasing our knowledge of how to close the gaps that continue to constrain marginalized populations from accessing secondary education in different parts of the country.

4.6.2 Components of the action research to be carried out

CPED's research programme on secondary education aims to address key evidence and knowledge gaps including research on *increasing demand for learning at the secondary level* by maximizing community, parent, and/or youth awareness of the benefits to different educational options and associated career pathways, thereby leading to greater participation in education; Non-cash based approaches to increase demand for learning at the secondary level, inside or outside the formal education system; Innovative ways to address the opportunity costs of enrolling in and completing secondary school. *Improving teacher effectiveness* by increasing and improving the quality and effectiveness of secondary school leaders, as well as promoting best practices in school leadership and management; Exploring innovative training programs specifically geared to teachers working with marginalized communities (see 'Target Populations' section) or in remediation programs, keeping in mind that many teachers often do not themselves have adequate education; and Facilitating usage of low-cost technologies that bridge teacher skill gaps and improve student learning outcomes. *Promoting employment-relevant skills* by Understanding how a set of relevant, core entrepreneurial skills can be identified and incorporated into secondary education curriculum. Additionally, CPED is interested in the role of technology to support the acquisition of these skills; Understanding the life skills that are necessary to prepare youth for life and for labour markets, and exploring how these skills can be effectively incorporated into schooling; and facilitating the school-to-work transition through mentorship, career guidance and counselling, apprenticeships, or internships.

4.6.3 Research Uptake by Stakeholders

The research programme aims to increase Nigerian policy makers and other stakeholders' knowledge of evidence-based policies and programmes that improve secondary education which in turn can facilitate the enhanced uptake of such policies and programmes. As characteristic of CPED research programmes, CPED's research programme on secondary education will engage with key policy makers and agencies working on related themes, identify areas of mutual learning, and inform debates and programming priorities to help shape public policies in ways that produce better secondary education outcomes in different parts of the country. CPED's research on gender and development will as usual be "demand driven". Implementation of action research on secondary education strategies requires a close involvement between the research and the stakeholder community comprising policy and decision makers, professional, civil society organizations and community stakeholders. CPED will closely engage with the various stakeholders from the very beginning and at every stage of the implementation of the research programme. Furthermore, a series of training and policy development workshops for policy and decision makers as well as relevant professionals will be organized.

4.6.4 Outreach programmes and activities on education

A number of intervention programmes will be carried out in collaboration with partners in localities where research is carried out. The specific problems to be addressed by the pilot

activities will depend partly on the findings of the research in those localities. Thus intervention programmes may address challenges such as empowering community-based stakeholders including parents, local civil society groups and the youth themselves to play dominant roles in increasing the demand for learning at the secondary level; Promoting increased knowledge and awareness of the challenges facing secondary school enrolment in rural communities; Promoting the capacity of local groups and stakeholders to integrate the promotion of increased demand for secondary education as part of their agenda; Supporting the empowered community-based stakeholders to interact with state and non-state actors in education to increase the demand for secondary education; Pilot projects that offer innovative solutions to girls' learning and access to education and engage stakeholders in the scaling up of successful models; and Advance evidenced-based advocacy to strengthen national and sub-national secondary education policy development and implementation.

4.7 Research on growth, development and equity

In the evolution of development thought and practice, two key questions have remained prominent: what is the most appropriate objective of economic development, and how can this objective be best achieved? Viewing per capita income growth as the key objective served as the starting point, but it has been under sustained questioning almost from the very beginning. Consequently, in the early development planning efforts of many of today's emerging economies, especially in the 1950s and 1960s, additional objectives, including poverty eradication and employment generation, featured prominently. In the 1970s, a new wave of development thinking generated the "basic needs" approach which focused on the direct provision of "essential" commodities and services, thus providing a counterweight to per capita income growth as a primary objective of development. The idea that a narrow focus on income was not justified received a significant boost from World Bank research in the 1970s which examined such concepts as "redistribution with growth" and "growth with equity". The process of re-thinking the key objective(s) of economic development gathered momentum over the next two decades such that a series of UNDP Human Development Reports were built around the concept of human development. By the mid-1990s, improvements in the various dimensions of human development, especially infant mortality, life expectancy, literacy and gender empowerment, have emerged as key elements of the appropriate fundamental objectives of development. The process has culminated in the widely accepted emphasis on human development whose main components are today encapsulated in the Millennium Development Goals (MDGs).

In the context of Nigeria recent statistics tend to indicate that the country seems to have a systemic structure of inequity; only such a system would permit just 20 per cent of the population to own 65 per cent of national assets while as much as 70 per cent of the same population are peasant rural workers and artisans. Inequality in Nigeria means that opportunities for upward mobility are very limited; it means few decent jobs, poor income and low purchasing power for the employed; it also means poor infrastructure and institutional failure in key sectors, including education, health and transportation. The poverty problem in Nigeria is partly a feature of high inequality which manifests in highly unequal income

distribution, differing access to basic infrastructure, education, training and job opportunities. The growth experience of Nigeria shows that relative to past decades, the 2000s have so far witnessed impressive growth performance averaging about 6 per cent in the last seven years. The absence of commensurate improvement in the poverty situation expected to accompany such growth raises concerns about the nature of growth and, more crucially, equity.' As Nigeria continues to face the challenge of inequality in development, effective and evidence-based policies on promoting equity in development are of vital importance.

4.7.1 Research needs on equity and development in Nigeria

The issue of poverty and its solution is complex and varies in different settings. Thus research on poverty reduction which is country-specific is essential. Equity and pro-poor policies require strong political will and aspiration, while much needed changes in all aspects of society in general must be based on knowledge and wisdom. These can only result from proper research. Although there are numerous research programmes aiming at poverty reduction in developing countries, which are undertaken with the assistance of international agencies, the size and population of Nigeria suggest the need for national and local studies to unravel the challenges of reducing inequality in development in the country.

4.7.2 Components of the action research to be carried out

CPED's research programme on secondary education aims to address key evidence and knowledge gaps including research on regional patterns of development across the various geo-political zones in the country as manifested 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 units' economies.

4.7.3 Research Uptake by Stakeholders

CPED's research programme development and equity is designed to aims to increase Nigerian policy makers and other stakeholders' knowledge of evidence-based policies and programmes that improve equity in development across the country which in turn can facilitate the enhanced uptake of such policies and programmes. As characteristic of CPED research programmes, CPED's research programme on development with equity will engage with key policy makers and agencies working on related themes, identify areas of mutual learning, and inform debates and programming priorities to help shape public policies in ways that produce better patterns of spatial development in different parts of the country. The research will also be "demand driven". Implementation of action research requires a close involvement between the research and the stakeholder community comprising policy and decision makers, professional, civil society organizations and community stakeholders. CPED will closely engage with these stakeholders from the very beginning and at every stage of the implementation of the research programme. Furthermore, a series of training

and policy development workshops for policy and decision makers as well as relevant professionals will be organized.

4.7.4 Outreach programmes and activities equity and development

In the usual CPED's action research approach, a number of intervention programmes will be carried out in collaboration with partners in localities where research is carried out. The specific problems to be addressed by the pilot activities will depend partly on the findings of the research in those localities.

4.8 Action research on Niger Delta region, peace building and development

The Niger River Delta lies in the Atlantic Coast of southern Nigeria. It is between latitude 3°N and 6°N, and longitude 5°E and 8°E. A watery maze of intricate marshland, creeks, tributaries and lagoons flung across approximately 70,000 square kilometres, it is Africa's largest wetland and the second largest in the world after the Mississippi. About 2,370 square kilometres of the Niger Delta area consist of rivers, creeks and estuaries while stagnant swamp covering about 8,600 square kilometres. The ecosystem of the area is highly diverse and supportive of numerous species of terrestrial and aquatic flora and fauna and human life. As a result of its delicate nature, it is susceptible to adverse environmental change. Politically, the Niger Delta comprises a geographically contiguous area currently cutting across nine states in southern Nigeria namely Abia, Akwa Ibom, Bayelsa, Cross River, Delta, Edo, Imo, Ondo and Rivers states. It has 185 Local Government Areas (LGAs) divided into more than 2,000 communities. With a population of about 40 million people, the area accounts for more than 23% of Nigeria's total population. The Niger Delta is Nigeria's richest region; this is as a result of the products from crude oil existing in the area which makes Nigeria the largest petroleum producer in Africa and the sixth in the world. Resources (oil and gas) from the region are the main sources of revenue in Nigeria.

When oil exploration began in the Niger Delta region in the late 1950s, the people expected that it would make a huge difference to their lives. The massive machines and technology that they saw indicated that their lives would change positively. However after over fifty years, they realized that oil had brought misfortune and misery. Their natural resource had become a curse. Their land was taken for exploration, exploitation, pipelines and platforms. The much that was left were polluted and degraded by numerous oil spillages. The rivers and water systems were polluted. The land was no longer arable and the rivers had been deserted by fish colonies. The air was polluted by gas flares and acid rain was tormenting their house roofs just as the people had become plagued by numerous diseases. The people had become under-employed and unemployed. Thus rather than attract development, oil and gas has actually under-developed and devastated the region. It has created land and water scarcity. A massive regime of oil spills and gas flares has caused soil fertility loss, forest loss, bio-diversity depletion, agricultural decline and decline in fishery. The negative externalities of oil and particularly the devastation of land and water upon which the livelihood sources, livelihoods and specifically primary economies of farming, fishing and hunting depend has

deepened poverty, unemployment and underemployment. These conditions of marginality, dispossession of resources, trickle benefits from resource endowments, developmental neglect in spite of resource contributions and mistreatment by the multi-national oil prospecting companies that are joint venture and therefore business partners of the federal government have combined to create multifarious crises in the region.

The *amnesty programme* as a political settlement of the Niger Delta's violent conflicts was an attempt at the resolution of conflicts and peace building in the region. It represented a frank assessment of the earlier efforts at resolving the crisis and a decision to chart a novel and broad path to resolving the crisis permanently. It frankly came to grips with the grievances, discontent and anger in the region and accepted that some militancy was driven by grievances which have been genuine because of the nature of governance and scanty benefits to the region.

4.8.1 Research gaps on peace building and development in the Niger Delta region

Despite the major innovation associated with the *amnesty programme* which has been on since 2009, less attention has been paid in the literature to the systematic analysis of the sustainability of the programme and the lessons that can be learnt in its implementation in similar sub-national and national political settlements in conflict areas in other parts of Nigeria where new forms of violence have emerged in recent years. Further, the amnesty itself and the socio-political process around it as well as studies that have been undertaken, have not mainstreamed gender in terms of their participation in the militancy, inclusiveness in the process and benefits of Amnesty, impacts of the post amnesty efforts and overall roles in sustainable peace and security of the region. The literature on Niger Delta region of Nigeria has over the years focused mainly on the characterisation of the environmental and socio-economic problems and the prevalence of violent conflict with less attention paid to the analysis of the policy challenges associated with peace building in the region. There is urgent need to build research capacity on policy issues associated with the conflict, violence and peace building as well as sustainable development in the Niger Delta region.

4.8.2 Components of the action research to be carried out

The focus of CPED 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, development of the region and state building. Some of the key research questions are as follows:

- (i) What are the essential components of the Niger Delta region's amnesty programme that have contributed to the relative peace in the region in the last five years?
- (ii) How inclusive has the amnesty programme of the Niger Delta region been, in terms of the participation of all key stakeholders and in particular the drivers of violent conflicts in the region?
- (iii) How gender-inclusive has the amnesty programme of the Niger Delta region been, particularly the involvement of women and vulnerable groups who are major victims of continuing violence in the region?
- (iv) What formal and informal governance institutions played key roles in the articulation and sustainability of the amnesty programme in the Niger Delta region?
- (v) What has been the degree and impact of the integration of non-state armed groups, particularly the militia in the amnesty programme of the Niger Delta region?
- (vi) What has been the influence and role of private sector, civil society organisations, grassroots groups and international organisations in the planning and implementation of the amnesty programme in the Niger Delta region?
- (vii) What tools have been put in place to ensure that non-state armed groups in the Niger Delta region remained committed to the amnesty programme?
- (viii) What strategies and policy instruments must be put in place to ensure the sustainability of the amnesty programme?
- (ix) What lessons can other conflict regions within Nigeria and other parts of sub-Saharan Africa learn from the articulation and implementation of the amnesty programme in Nigeria's Niger Delta region?; and can the Amnesty model in the Niger Delta region be replicated in the Boko Haram Islamist insurgency and if so what modifications need to be undertaken?
- (x) How has the amnesty programme impacted on the development of the region with respect to social and infrastructure development and the reduction of poverty across the communities?
- (xi) What lessons can other conflict regions within Nigeria and other parts of sub-Saharan Africa learn from the articulation and implementation of the amnesty programme in Nigeria's Niger Delta region?

4.8.3 Research Uptake by Stakeholders

The research programme aims to increase Nigerian policy makers and other stakeholders' knowledge of evidence-based policies and programmes that will contribute to sustainable peace and development of the Niger Delta region. CPED's research programme on the Niger Delta region will engage with key policy makers and agencies working on key challenges of peace building and development in the region, identify areas of mutual learning, and inform debates and programming priorities to help shape policies in ways that produce development and peace building in the Niger Delta region. Implementation of action research on development and peace building in the Niger Delta region requires a close involvement between the research and the stakeholder community comprising policy and decision makers, professionals, civil society organizations and community stakeholders. CPED will closely engage with these stakeholders from the very beginning and at every stage of the implementation of its research programmes. Furthermore, a series of training and policy

development workshops for policy and decision makers, civil society leadership as well as relevant professionals will be organized in different states within the Niger Delta region. The utility and impact of knowledge generated will be maximized if a large number of decision makers and development professionals use it not only in the Niger Delta region but also in different parts of Nigeria.

4.8.4 Outreach programmes and activities Niger Delta region, peace building and development

In the usual CPED's action research approach, a number of intervention programmes will be carried out in collaboration with partners in different localities of the Niger Delta region where research is carried out. The specific problems to be addressed by such intervention programmes will depend partly on the findings of the research in those localities. Thus intervention programmes may address challenges such as capacity building workshops for key stakeholders on the monitoring of the implementation of the Amnesty Program; Organisation of training workshops for journalists on advocacy on the implementation of the Amnesty Program; Support the empowered key stakeholders to carry out the monitoring and reporting on the implementation of the Amnesty Program in different parts of Niger Delta region; and Work with other civil society organizations to deliver key social services to underserved communities.

5. Policy engagement and communications plan

5.1 Objectives

- Carry out outreach/intervention programmes on socio-economic development and poverty reduction activities from findings of CPED's research;
- Implement and institutionalize communications strategy to promote the utilisation of independent policy research findings by various levels of government through effective engagement with policy makers;
- Provide communications staff training to build capacity based on skills self-assessments;
- Strengthen website and social media practice and usage monitoring systems within two years;
- Improvement of publications portfolio within three years;
- Develop policy influence and/or intervention strategies for development issues in i) primary health care, ii) climate change, and iii) peace building in Niger Delta region of Nigeria.

5.2 Framework for the implementation of policy engagement and communications during the TTI phase 2 support.

The framework for the implementation of CPED's policy engagement and communications during the 2015-2019 plan will be broadly guided by CPED's subsisting Communications and dissemination plan, 2015-2016 as well as the communication plan to be prepared for the period 2017-2021.

5.3 CPED Participation in TTI training programme on policy engagement

The Think Initiative Board of Governance has started a process of mentoring grantees on policy engagement and communications. CPED is a beneficiary. CPED intends to maximise the benefit of this mentoring to improve its engagement with policy makers and other users of CPED's research output during the 2015-2019 strategic plan period.

5.4 Strengthening CPED's Communications Unit

The communications Unit of CPED will be strengthened through the employment of more staff, their training and mentoring through the TTI mentoring programme. Furthermore, improved communications facilities will be provided in the Unit to enhance its delivery of activities.

5.5 Sustain and improve CPED's access to Internet services

CPED will improve and sustain the *Internet* services now functioning and being used by research and other staff so as to improve its efficiency and use during the plan period.

5.6 Improvement in the capacity of CPED web site

With the rising volume of materials being off loaded into CPED website as a result of increase in CPED activities the website will be redeveloped and expanded during the TTI phase 2 period. This is expected to meet the needs of a growing number of people visiting the website.

5.7 Intensify the participation of key stakeholders in CPED research projects

CPED will continue its strategy of partnering with policy and decision makers as well as other stakeholders who could benefit from the knowledge generated from its research in all research plans.

5.8 Sustain the production and circulation of CPED's Newsletter and Specific Project Newsletters

CPED's Research for Development Newsletter which is published twice a year in June and December will be published during the plan period and the circulation of hard copies will be increased from the 2,500 to 5,000 by the end of the plan period. Similarly specific project newsletters will continue to be conceived and published during the plan period.

5.9 Sustain the publication and wider circulation of CPED Monograph Series

The peer review CPED Monograph Series will be regularly published and with the increase in the number and category of researchers in CPED, the number to be published a year will increase and the circulation will be wider, especially to policy and decision makers as well as to other stakeholders who benefit from CPED research output.

5.10 Sustain CPED Policy Papers

CPED's peer reviewed policy papers' series will be published and circulated widely than they have been during the 2010-2014 plan period.

5.11 Sustain CPED Policy Brief Series

Publication of CPED Policy Brief Series was one of the means of communicating with policy and decision makers during the, 2010-2014 plan. The publication of the policy briefs will increase in number and the circulation will be wider across Nigeria during the new 2015-2019 plan period.

5.12 Intensify publication in peer reviewed journals by CPED core staff

With the remarkable increase in CPED core research staff during 2010-2014 plan period, the number of CPED staff publications in peer reviewed journals increased dramatically. This will continue during the 2015-2019 period as greater encouragement and opportunities will be provided.

5.13 Sustain the publication and presentation of policy related books

The publication of peer reviewed books and chapters in books published by reputable publishing houses within Nigeria and outside Nigeria will continue during the plan.

5.14 Sustain CPED's Organisation of workshops/conferences

In view of the importance of conferences and workshops in bringing policy and decision makers and researchers together, CPED will organise at least one workshop/conference per annum during the plan.

5.15 Sustain the publication of workshop/conference communiqués

CPED will continue to publish and circulate widely outputs of conferences and workshops so as to reach policy makers and other relevant stakeholders that can play roles in influencing policy and decision makers in Nigeria.

5.16 Participation in externally organised workshops

CPED will continue to support its staff to participate and present results of CPED research at conferences and workshops organised by our partners and other stakeholders within and outside Nigeria so as to provide CPED the opportunity to contribute to discussions on key national development issues facing Nigeria as well as participating in the articulation of policies.

5.17 Sustain the presentation of research findings to relevant stakeholders and Communities

CPED, as part of its engagement with policy makers and other stakeholders, will continue to present the results of research carried out in certain communities on specific development challenges to relevant policy makers and stakeholders so that they can be kept abreast of the research findings and their policy implications.

5.18 Sustain the involvement of media personnel as partners in advocacy and communication on key policy issues

CPED will intensify the involvement of media personnel through their training on the communication of research findings to key stakeholders in Nigeria. CPED projects during the plan period will, as a matter of policy, involve media personnel in communications activities.

5.19 Intensify the strategy of establishing Research Steering Committees for CPED Research Projects in relevant government ministries and departments

The strategy of setting up *Project Steering Committees* for CPED project has considerably stimulated the interest of senior policy makers CPED projects and this has increased the chances of adopting the policy recommendations emanating from such projects. CPED will intensify this approach in all its projects during the plan period.

5.20 Intensify Policy Briefing Meetings/Roundtables

CPED will intensify policy briefing meetings and roundtable discussions with relevant policy makers in all its research projects during the plan period.

5.21 Intensify Participation in Public enlightenment Programmes

CPED will intensify and increase the participation of its staff in public enlightenment campaigns to promote the acceptance or changes in 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.

5.22 Increase Radio and Television Appearances

CPED will increase and intensify its research and programme staff's appearances on radio and television programmes to reach policy makers and other stakeholders on key policy challenges facing different parts of Nigeria.

5.23 Increase Special memos and position paper to policy makers

CPED introduced during the TTI phase 1 support period the strategy of communications to policy makers and other key stakeholders through special memos and position papers on specific development issues. These have yielded some positive results. This approach will be intensified during the phase2 period.

6. Organisational Development

6.1 Objectives

- Improve the organisational management system of CPED in order to pursue the Centre's tailored objectives;
- Through implementation of CPED's Resource Mobilisation (RM) plan 2015-2016, achieve about fifteen per cent core funding of total institutional budget;
- Promote CPED's long-term sustainability strategy by institutionalizing RM planning and effective implementation.

6.2 Continuation of CPED Management Staff Training on Organisational Governance and Management

During the 2015-2019 plan period, management staff training on organisational improvement will be provided internally through management consultants and externally through participation in management training workshops.

6.3 Continuation of the restructuring and strengthening CPED's Financial Management System

During the period of the 2010-2014 strategic plan period, there were increased activities and funding. There is therefore continuous need for restructuring and strengthening of the financial system. During the new plan period, additional staff will be employed in the Finance Division while the existing staff in the Division will be sponsored to relevant training in organisational financial management.

6.4 Sustenance and enhancement of improved power supply to CPED

Power supply is still a major challenge in Nigeria and projections indicate that the situation will not improve significantly during the 2015-2019 plan period. The purchase and installation of the 60 KVA power generator during the phase 1 has been a major asset to CPED. But the generator is getting old due to constant use as the major source of power supply to CPED. During the new plan period, a new generator will be purchased so as to ensure regular power supply without depending solely on the old one.

6.5 Replacement of some of CPED's infrastructure facilities

During the 2010-2014 plan period, CPED was able to improve key research, communications and management infrastructure 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. However, there would be need to replace some of those that are no longer functioning effectively.

6.6 Maintain the number of CPED's outreach offices and the establishment of new ones

CPED outreach offices have been key instruments for engaging policy makers, communications of research outputs, empowerment of partners and the implementation of intervention programmes in collaboration with partners during the phase1 period. CPED will during the new plan sustain the existence of these outreach offices and also establish new ones in localities where CPED is executing new projects.

6.7 Strengthening the capacity of CPED's outreach partners

During the new plan CPED will continue to partner with civil society organisations, especially at the local level to carry out research, engage policy makers, disseminate research output, and implement intervention programmes. Consequently, more civil society organisations and groups will be identified and empowered to be partners with CPED.

6.8 Identification and strengthening of major policy making organs/agencies as partners to influence policy and build network links

During the implementation of the new plan, CPED will continue to identify and empower key policy makers with which to engage, communicate and implement intervention programmes. Thus additional key policy making organs will be identified and empowered to collaborate with CPED in influencing policy.

6.9 Implementation of CPED's Resource Mobilisation Plan, 2015-2016 and the preparation of a new Resource Mobilisation Plan for 2017-2021

The implementation of the Resource Mobilisation Plan, in 2015-2016 will be intensified while a new one will be formulated for the period 2017-2021. The implementation of the plans is expected to contribute to the diversification and levels of funding of CPED including increased revenue from the sales of CPED 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. This is expected to further enhance the budget of CPED for quality research, policy engagement, communications, organisational management and the implementation of intervention activities.

7. How CPED will leverage TTI core funding over the duration of Phase 2 to establish its sustainability

7.1 Introduction

CPED is conscious of the fact that after ten years of TTI core funding it must be prepared to be sustainable based on the opportunities provided by the TTI. In TTI phase 2 CPED will consolidate the process of leveraging TTI funding against the background of the achievements of phase 1. Some of the key elements of phase 1 achievements that will be built upon in phase 2 to leverage activities for post TTI sustainability include: a strong team of full time and associate researchers; capability of CPED to fund research from its resources; improved infrastructure; enhanced organisational structure; enhanced capability for policy engagement and communications; enhanced CPED partnership and collaboration with state and non-state actors on development in Nigeria and beyond; and the Executive Director, Professor Andrew G. Onokerhoraye who has played a major leadership role in his capacity as Executive Director and Director of Research will continue to function in this capacity during phase 2 and therefore ensure continuity of CPED activities that have been enhanced by TTI. Leveraging the TTI funding by CPED in phase 2 will entail amplifying the benefit from the TTI phase 1 by using the resources provided to obtain additional resources, such that the total effect is greater than the TTI funding support and more importantly lead to CPED's sustainability. Leveraging would involve making new contacts through networking, growing an existing relationship or obtaining supplemental funding.

7.2 Leveraging infrastructure and funding

During phase 2 the *available infrastructure of CPED* which were enhanced during phase 1 will be further improved upon as provided for in this strategic plan. The tangible resources, such as physical or organizational infrastructure are some of the inputs to leverage. Examples of tangible CPED resources that would be leveraged include: Physical space including furnished offices, furnished meeting rooms, and furnished conference room, etc; Power supply generator; Office or scientific equipment including computers, colour and black-and-white printers, scanner, laptop computers, projector and project screen, photo cameras, loudspeakers, digital recorders, telephones, email address network, Internet access, teleconference or video-conference services/equipment, etc; Supplies (sticky notes, pens, paperclips, pipettes, microscope slides, etc; Existing products related to TTI supported and other donor research projects including format and content of presentations, newsletters, brochures, websites, etc. survey questions and protocols, previous grant applications, and pilot project data.

Furthermore, Organizational and administrative resources including existing administrative relationships such as those needed for payroll and accounts management; resources from the same grant or a different grant. Some large grants, such as those from European Commission, IDRC, World Bank and DFID which CPED would attract during the phase 2 have facility and service cores that can provide resources to the other CPED projects. Examples of additional funding that CPED would leveraged include: Alignment of activities

with those of similar projects to combine resources for a given program activity (for example, if a local NGO is sponsoring a health programme in a community, CPED can partner with such an NGO to co-fund printed materials for advertising the event, thereby meeting the needs of both CPED and the NGO and potentially resulting in cost efficiencies.

CPED would use the following indicators to monitor progress and achievements in leveraging infrastructure and funding during TTI phase 2: (i) Number and description of physical space obtained or used from other sources; (ii) Number and description of office equipment, supplies or existing products obtained or used from other sources; (iii) Number and description of organizational or technical resources obtained or used from other sources; (iv) Amount obtained from other funding sources; Number of applications submitted and funded (v) Number and description of contacts made that might be tapped for additional funding

7.3 Leveraging people

During TTI phase 2, CPED will enhance leveraging people by building or maintaining relationships with individuals and organizations to promote sharing of ideas and knowledge in what can be called “human capital” management or development. CPED’s leveraging of relationships will focus on amplifying productive relationships that have been formed by CPED during the implementation of action research projects as well as putting these relationships to use in other ways. One goal of CPED leveraging people would be to pool the ideas and knowledge of “friends” and partners to brainstorm, combine resources or data sets and form new ideas.

One approach to leveraging people which CPED will promote is through networking. In this context, networking is the cultivation of helpful relationships between CPED and its partners and other organisations such as universities, other think tanks, government departments and civil society organisations. By leveraging these new relationships, CPED staff can: Learn about available resources (other sources of support or existing instruments); Brainstorm ideas for new projects; Learn how others have solved similar problems or overcome obstacles; Pool resources to achieve common aims; Gather input from other disciplines; Expand their sphere of influence. CPED will develop a directory of its partnership network. Creating a database of CPED contacts and their levels of expertise in various areas can help CPED project staff share their own institutional knowledge with each other.

CPED would use the following indicators to monitor progress and achievements in leveraging people during TTI phase 2: (i) Number and description of networking activities; (ii) Number and description of listings in contacts or network databases; (iii) Number of new people contacted in leveraging efforts; (iv) Number of new people brought into the project; (v) Number and description of relationships formed or expanded; (vi) Description of ideas or knowledge resulting from these activities; Number of ad hoc meetings, seminars, poster sessions, etc. that were held.

7.4 Leveraging through raising awareness and interest

One of the main concerns of CPED programmes is to raise awareness of and interest in the action research in which it is engaged among community members, potential partners and

policy makers. When beneficiary communities are aware of the poverty reduction issues, they are more likely to invest in addressing these issues. CPED will do this by gaining support for and increasing visibility of its projects. To gain support and increase its visibility, CPED will work to expand its network of partners, as well as to expand the types of partners who are interested in working with it.

CPED would measure its success in leveraging through raising awareness and interest by documenting; its *expanded network* such as (i) Number and description of new relationships (ii) Description of expertise provided by new partners, (iii) Description of communication systems between CPED and partners when help or resources are needed, (iv) Change in the number of people who contact CPED for more information, and (v) Description of new expertise gained through new relationships; *Increased volunteers and donations* such as (i) Number of new volunteers who get involved with the project following efforts to increase awareness and interest, (ii) Number or amounts of donations following efforts to increase awareness; *Increased collaboration* such as (i) Number of individuals and organizations who collaborate for the first time to accomplish a common goal and (ii) Number of repeat collaborations between CPED and partners; *Partner sharing of resources* such as (i) Description of shared meeting space or other meeting resources, (ii) Costs or descriptions of sharing physical resources such as printing costs, and (iii) Expenses that were shared between partners; *Increased awareness* such as (i) Change in number of people who indicate that they know about the project or issue, and (ii) Change in the number of people who know what CPED does.

7.5 Leveraging through Increased project scope

CPED will also adopt leveraging through increased project scope during the strategic plan period. Leveraging can lead to an increase in the project scope. With research projects, broader goals can include the addition of new questions to be addressed. For community projects, broader goals can include reaching a broader audience or adding new strategies for reaching existing audiences. A project can expand over time by using data or other resources to address additional poverty reduction issues in a community. Increased project scope can also be a consequence of increased capacity.

Strategies for measuring increased project scope can focus on an analysis of factors that contribute to project scope. For example, partners can assess outreach that encourages more individuals to participate in studies and in other program activities. Partners can also measure whether participants become project partners and otherwise expand their involvement in the project. Analysis of new resources such as equipment or working space that allows for new research or outreach can be performed. And an assessment of productivity within the project itself can include factors such as increasing numbers of volunteers, capacity and more. For example, as a project grows, there might be more volunteers involved, a greater capacity to analyze and collect data samples or new goals added to the project plan.

7.6 Leveraging through Cost-effectiveness

Cost-effectiveness is the extent to which an undertaking maximizes the value attained from the resources used. Cost-effectiveness is a common output from leveraging activities because the objective of leveraging is often to stretch existing resources further. CPED and its partners would strive to be more cost effective by adding questions or analyses to existing studies or pool their resources for common aims. Toward this goal, CPED will use funds strategically to take full advantage of the productivity of any of its project or program during the strategic plan period. CPED and partners would also strive to get more done with fewer resources while maintaining overall project goals and objectives. Approaches and techniques which CPED will use for measuring cost-effectiveness would include comparing the expected costs of activities operating separately versus the costs of the same activities working together. Analyzing the level of duplication among projects in the same area or field would also be used.

7.7 Expected Impacts of CPED's leveraging activities on CPED sustainability

During and after TTI phase 2 leveraging activities and outputs are expected to bring sustainability impacts to CPED. These impacts are benefits or changes resulting from leveraging activities and outputs in phase 2. CPED can immediately identify three potential impacts that will come to it as a result of leveraging as follows:

- (i) Broader reach,
- (ii) Increased ability to leverage resources, and
- (iii) Sustainability.

Impacts are more difficult to measure than activities and outputs in part because it often takes several years for substantive changes to occur. It is therefore essential to think in terms of short-term and long-term impacts. In the context of TTI phase 2, it is helpful to identify intended impacts on CPED so that one can identify measures that will help document their progress in achieving impacts. What is most important is that the ultimate goal of leveraging is to produce outcomes and impacts that lead to the sustainability of CPED after the end of phase 2 of TTI support.

7.7.1 Broader reach

Broader reach can be defined as the ability of a programme to have a greater effect on the target population or any development issue than was originally planned. CPED programme may also achieve a broader reach by working to effect policy change. Policy change may take place at the organizational, local, state or national level, and therefore it guarantees a much broader reach than specific, targeted interventions. CPED will measure the broader reach impact by indicators such as: (i) Number and types of people that are affected by the results; (ii) Number and types of topics that are addressed; (iii) Change in number of target audiences; (iv) Description of target audiences added; (v) Number and description of additional or expanded research questions (vi) Number and types of policies or regulations that can be or have been influenced by the programme.

7.7.2 Increased ability to leverage resources

CPED's ability to leverage resources during TTI phase 2 also means that the Centre and its partners typically have access to more funding opportunities. In addition, stronger organizational structures which will emerge during phase 2 will result in greater organizational sustainability or longevity for CPED. Increased ability to leverage resources during and after TTI phase 2 will be measured by using indicators such as: (i) Number of project staff or volunteers who work to leverage resources; (ii) Number and description of trainings provided to teach project staff and partners about fundraising; (iii) Number of larger grants that were submitted or awarded; (iv) Number of people and partners involved over time; (v) Number and types of topics covered by project scope that increase with increasing resources; (vi) Number and description of increased connections between groups, e.g., community organizations, researchers, professionals and decision makers; and (vii) Description of larger projects that grew beyond the scope of the original projects.

7.7.3 Sustainability of CPED following leveraging activities and outputs

In the long term, specifically after phase 2 TTI, leveraging will ultimately contribute to greater CPED sustainability as a think tank in Nigeria. By leveraging current resources, CPED can be expected to have a greater and longer-lasting impact on its existence and contribution to action research in Nigeria. Some examples of the types of sustainability that can be measured within CPED during and after TTI phase 2 are as follows: (i) Sustainable funding can be achieved by finding other funding sources, coordinating services with other partners, looking for ways to reduce duplicate services and sharing resources and infrastructure with other partners. (ii) Sustainable activities and partnerships typically follow when organizations can achieve a level of sustainable funding. Sustainable activities are individual actions associated with CPED programmes that can be maintained or utilized over time, such as the creation of a community development forum where people are allowed to comment on research, and participate in dialogue. (iii) Sustainable partnerships are manifested by the continued collaboration of members of various groups that are united by CPED-related goals, such as collaboration between CPED and universities or NGO partners to carry out poverty reduction programmes. (iv) Sustainable CPED programmes would leverage existing resources by regularly applying for additional funding and expanding investigations to address concerns of key stakeholders.

CPED would measure its success in leveraging which would have effects on its sustainability by documenting (i) Number of funding streams maintained over time, (ii) Number of financial relationships that extend over the course of several projects, (iii) Survey results or other forms of feedback that shows partners' continued commitment to the project, (iv) Number and description of policies enacted that ensure sustainability of impacts, (v) Description of new or expanded research questions, (vi) Number of applications for additional funding, (vii) Relevance of information available through sustainable activities, (viii) Continued collaborations with partners over long periods of time.

Annex 1: Monitoring and Evaluation Plan

Core Activities and Tasks	Expected Outcomes	Indicators	Time frame					Means of verification	Frequency of data collection/ Methodology/ Responsibility
			2015	2016	2017	2018	2019		
<p>Objective 1: To carry out high quality policy and action-oriented research on socio-economic development in Nigeria in particular and other parts of sub-Saharan Africa in general</p> <p>Objective 2: To increase the size and improve the quality of research personnel and subsequently enhance and sustain the quality of CPED's action research activities;</p>									
<p>1) Research on climate change in the wetland and coastal regions</p>	<p>At least 4 high quality policy papers produced by CPED core research team annually</p>	<ul style="list-style-type: none"> • No of research papers published • No of people receiving CPED research papers • No of organisations receiving CPED research papers • No of papers by CPED core research team published in peer reviewed publications 	X	X	X	X	X	<ul style="list-style-type: none"> • CPED Policy Paper series • Journals, books and other publications • Print and online media CPED Policy briefing papers 	<p>Quarterly</p> <p>Questionnaires, Records and Interviews</p> <p>Research Director, Research Fellows and M.E. Officer</p>
<p>2) Research on gender and development</p>	<p>At least 2 high quality policy papers produced by CPED core research team annually</p>	<ul style="list-style-type: none"> • No of research papers published • No of people receiving CPED research papers • No of organisations receiving CPED research papers No of papers by CPED core research team published in peer reviewed publications 	X	X	X	X	X	<ul style="list-style-type: none"> • CPED Policy Paper series • Journals, books and other publications • Print and online media CPED Policy briefing papers 	<p>Quarterly</p> <p>Questionnaires, Records and Interviews</p> <p>Research Director, Research Fellows and M.E. Officer</p>

3) 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"> • No of research papers published • No of people receiving CPED research papers • No of organisations receiving CPED research papers • No of papers by CPED core research team published in peer reviewed publications 	X	X	X	X	X	X	<ul style="list-style-type: none"> • CPED Policy Paper series • Journals, books and other publications • Print and online media • CPED Policy briefing papers 	Quarterly Questionnaires, Records and Interviews Research Director, Research Fellows and M.E. Officer
4) 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"> • No of research paper published • No of people receiving CPED research papers • No of organisations receiving CPED research papers • No of papers by CPED core research team published in peer reviewed publications 	X	X	X	X	X	X	<ul style="list-style-type: none"> • CPED Policy Paper series • Journals, books and other publications • Print and online media • CPED Policy briefing papers 	Quarterly Questionnaires, Records and Interviews Research Director, Research Fellows and M.E. Officer
5) 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"> • No of research paper published • No of people receiving CPED research papers • No of organisations receiving CPED research papers • No of papers by CPED core research team published in peer reviewed publications 	X	X	X	X	X	X	<ul style="list-style-type: none"> • CPED Policy Paper series • Journals, books and other publications • Print and online media • CPED Policy briefing papers 	Quarterly Questionnaires, Records and Interviews Research Director, Research Fellows and M.E. Officer
6) Under research on health systems and development	At least 3 high quality policy papers produced by CPED core research team annually	<ul style="list-style-type: none"> • No of research paper published • No of people receiving CPED research papers • No of organisations receiving CPED research paper • No of papers by CPED core research team published in peer reviewed publications 	X	X	X	X	X	X	<ul style="list-style-type: none"> • CPED Policy Paper series • Journals, books and other publications • Print and online media • CPED Policy briefing papers 	Quarterly Questionnaires and Interviews Research Director, Research Fellows and M.E. Officer

Objective 3: To promote the utilization of independent policy research findings by various levels of government through effective engagement with policy and decision makers and communications of research results

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
2) Identification of key private sector organisations in the focus policy research areas	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
3) Identification of key civil society organisations in the focus policy research areas	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
4) Partnership network between state and non-state actors in the focus policy research areas facilitated	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
5) Disseminate policy research results to key stakeholders	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"> CPED Policy Paper series Journals, books and other publications Print and online media 	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"> No of CPED Newsletter published per annum No of policy makers reached by the CPED Newsletter 	X X	X X	X X	X X	X X	CPED Newspaper Series	Six monthly Records and Interviews Communications and Advocacy Officer, M.E. Officer

Objective 4: To carry out outreach/intervention programmes on socio-economic development and poverty reduction activities arising from the findings of the research conducted by CPED

1) Intervention programmes on local participation in local planning	At least 5 communities/LGAs assisted in preparing their community or local development plans	<ul style="list-style-type: none"> No of community/LGA plans prepared through CPED facilitation No of people benefiting from the implementation of the community/LGA plans 	X X	X X	X 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
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"> No of community/LGAs benefitting from poverty reduction programmes No of people benefiting from the poverty reduction programmes 	X X	X X	X 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"> No of community/LGAs benefitting from the promotion of good governance programmes No of people benefitting from the promotion of good governance programmes 	X X	X X	X 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"> No of community/LGAs benefitting from poverty reduction programmes in the Niger Delta region No of people benefitting from the poverty reduction programmes in the Niger Delta region 	X X	X X	X 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"> No of community/LGAs benefitting from peace building and conflict resolution programmes in the Niger Delta region No of people benefitting from peace building and conflict resolution programmes in the Niger Delta region 	X X	X X	X 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
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 benefiting 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"> No of community/LGAs benefitting from intervention programmes on improved health care No of people benefitting from intervention programmes on improved health care 	X	X	X	X	X	CPED and other stakeholders'/partners' Activity 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"> No of community/LGAs benefitting from intervention programmes on the prevention of the spread programmes No of people reached by intervention programmes on health care No of people benefitting from health care intervention programmes 	X	X	X	X	X	CPED and other stakeholders'/partners' Activity reports	Every Quarter Questionnaires, Records and Interviews Programme Director, Programme Officers, and M.E. Officer
Objective 5: To improve the organisational management system of CPED so as to be able to pursue the various objectives outlined above									
1) Improve the facilities and equipment in CPED office	<ul style="list-style-type: none"> CPED power supply improved by the purchase of a second generating plant Computer facilities improved 	<ul style="list-style-type: none"> Availability of a functioning generator No of computers and accessories available 	X	X				CPED Activity Reports	Quarterly, Records, Procurement Officer
2) Improve the governance and management structure of CPED	<ul style="list-style-type: none"> At least one training of members of the Board of Trustees carried out annually At least one training of members of management carried out annually At least one training of members of the Finance Department carried out annually Review of CPED's operational manual 	<ul style="list-style-type: none"> No of members of the Board of Trustees that benefitted from training programmes No of members of the members of management that benefitted from training programmes No of members of the Finance Department that benefitted from the training programmes Availability of the reviewed CPED's operational manual 	X	X				CPED Activity Reports	Quarterly Questionnaires, Records and Interviews Executive Director, Head of Finance and Administration;
			X	X				CPED M & E Reports	

4) Improve on 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
8) 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
9) 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

10) 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
11) 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
Objective 6: To empower CPED's partners and stakeholders, especially at the grassroots level, to participate in the promotion of good governance and socio-economic development									
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 Heads of Programmes and Finance
Objective 7: To promote CPED's long-term sustainability strategy through leveraging of TTI phase 2 support										
1) Leveraging infrastructure and funding	Leveraging of CPED tangible CPED resources	No of infrastructure resources used by other organizations Income generated from the leveraging of tangible resources	X	X	X	X	X		CPED M.& E Reports CPED Financial and Audit Reports	Quarterly Records Executive Director, Director of Research, and Heads of Programmes and Finance
2) Leveraging people	Leveraging people through networking with sister organisations	No of collaborative networks established with other organizations Income generated from the leveraging of tangible resources	X	X	X	X	X		CPED M.& E Reports CPED Financial and Audit Reports	Quarterly Records Executive Director, Director of Research, and Heads of Programmes and Finance
3) Leveraging through raising awareness and interest	Gaining support for and increasing visibility of CPED projects	No of federal, state and local governments and non-state actors reached by CPED visibility activities	X	X	X	X	X		CPED M.& E Reports	Quarterly Records Executive Director, Director of Research, and Heads of Programmes and Finance
4) Leveraging through Increased project scope	Expanding the scope and coverage of CPED projects	No of CPED projects in which the scope and coverage were expanded	X	X	X	X	X		CPED M.& E Reports CPED Financial and Audit Reports	Quarterly Records Executive Director, Director of Research, and Heads of Programmes and Finance
5) Leveraging through Cost-effectiveness	Increase the output of CPED activities with fewer resources	No of CPED projects in which the use of resources were lower than expected	X	X	X	X	X		CPED M.& E Reports CPED Financial and Audit Reports	Quarterly Records Executive Director, Director of Research, and Heads of Programmes and Finance

Annex II: BUDGET 2015-2019

CPED Five Year Strategic Plan 2015-2019: BUDGET					
A. Projected Expenditure					
Programme Type/Activity/Milestone	Years (Amount in Nigerian Naira) (NGN)				
	2015	2016	2017	2018	2019
Research					
Climate change with particular reference to the wetland and coastal regions;	50,000,000	50,000,000	50,000,000	50,000,000	50,000,000
Gender and development;	25,000,000	25,000,000	25,000,000	25,000,000	25,000,000
Research on growth with equity in Nigeria	30,000,000	30,000,000	35,000,000	55,000,000	75,000,000
Research on conflict and development in the Niger Delta region of Nigeria	25,000,000	25,000,000	40,000,000	60,000,000	95,000,000
Research on Education and Development;	15,000,000	15,000,000	35,000,000	35,000,000	55,000,000
Health Systems and health care delivery	35,000,000	35,000,000	50,000,000	75,000,000	100,000,000
Sub-Total Research	180,000,000	180,000,000	235,000,000	290,000,000	400,000,000
Promotion of the utilisation of independent policy research findings by various levels of government through communications					
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
Identification of key private sector organisations in the focus policy research areas	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
Identification of key civil society organisations in the focus policy research areas	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
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
Disseminate policy research results to key stakeholders	10,000,000	10,000,000	15,000,000	20,000,000	20,000,000
Publish research results in respected sources	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000
Convene and host workshops and dialogues the focus policy research areas	10,000,000	10,000,000	15,000,000	20,000,000	20,000,000
Publication of CPED newsletter and policy papers	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000
Sub-Total Communications	38,000,000	38,000,000	48,000,000	58,000,000	58,000,000
Execute some intervention programmes on socio-economic development and poverty reduction based on the findings of the research conducted by CPED					
Intervention programmes on local participation in local planning	20,000,000	20,000,000	25,000,000	20,000,000	15,000,000
Intervention programmes on poverty reduction at local level	10,000,000	10,000,000	15,000,000	20,000,000	25,000,000
Intervention programmes on the promotion	10,000,000	10,000,000	15,000,000	20,000,000	25,000,000

of good governance					
Intervention programmes on reduction of poverty in the Niger Delta region	40,000,000	40,000,000	50,000,000	65,000,000	85,000,000
Intervention programmes on conflict resolution and peace building in Niger Delta region	30,000,000	30,000,000	40,000,000	50,000,000	75,000,000
Intervention programmes on participation in education	10,000,000	10,000,000	15,000,000	20,000,000	25,000,000
Intervention programmes on improving health care delivery to disadvantaged groups	10,000,000	10,000,000	15,000,000	20,000,000	25,000,000
Intervention programmes on the control of the spread of HIV/AIDS care and support for those affected	75,000,000	75,000,000	85,000,000	105,000,000	125,000,000
Sub-Total Intervention	205,000,000	205,000,000	260,000,000	320,000,000	400,000,000
Strengthening the institutional capacity of CPED					
Improve the facilities and equipment in CPED office	2,000,000	2,000,000	2,000,000	5,000,000	5,000,000
Improve the governance and management structure of CPED	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000
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
Revamp CPED's website with the aim of making it a key instrument in communications	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
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
Recruit senior programme staff for intervention activities	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Continuation of the implementation of training plan for CPED staff	2,000,000	2,000,000	3,000,000	5,000,000	7,000,000
Establish CPED branch offices in some parts of the country	10,000,000	10,000,000	15,000,000	20,000,000	25,000,000
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
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
Continue to take and on commissioned works where they fit with CPED's broader research, communications and intervention agenda	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Sub-Total CPED Capacity building	27,000,000	27,000,000	33,500,000	44,000,000	50,000,000
Strengthening CPED's partners and stakeholders					
Build the capacity of local partners in intervention project areas in Nigeria	10,000,000	10,000,000	15,000,000	20,000,000	25,000,000
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
Build network links with the empowered local partners	5,000,000	5,000,000	10,000,000	15,000,000	20,000,000

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
Sub-Total Partners' capacity building	22,000,000	22,000,000	32,000,000	42,000,000	52,000,000
General and administration	15,000,000	15,000,000	20,000,000	25,000,000	30,000,000
Sub-Total General and Administration	15,000,000	15,000,000	20,000,000	25,000,000	30,000,000
Grand Total Expenditure	487,000,000	487,000,000	628,500,000	779,000,000	990,000,000
B. Projected Income					
Expected Sources of Income	2015	2016	2017	2018	2019
CPED Local Revenue	35,500,000	35,500,000	39,000,000	45,000,000	60,000,000
Local donations to CPED	50,000,000	50,000,000	105,000,000	125,000,000	140,000,000
Core Institutional Funding	55,000,000	55,000,000	55,000,000	55,000,000	105,000,000
Commissioned Research	75,000,000	75,000,000	50,000,000	75,000,000	150,000,000
Commissioned Intervention Projects	250,000,000	250,000,000	350,000,000	450,000,000	500,000,000
Miscellaneous Receipts	35,000,000	35,000,000	30,000,000	35,000,000	50,000,000
Total Projected Revenue	500,500,000	500,500,000	629,000,000	785,000,000	1,005,000,000