



**CENTRE FOR POPULATION & ENVIRONMENTAL DEVELOPMENT
(CPED), BENIN CITY**

CPED'S RESOURCE MOBILISATION PLAN, 2012-2016



The production and publication of this Resource Mobilisation Plan is supported by the Think Tank Initiative Programme initiated and managed by the International Research Development Centre (IDRC)



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Preface

CPED has been playing a significant role in policy-oriented research in Nigeria during the last ten years. CPED has been providing technical policy advice, contributing to sustainable capacity building, strengthening stakeholder and partner capacity, and providing leadership in action research at local and national levels. The changing patterns of the socio-economic challenges facing Nigeria during in the last three decades have generated an increased level of demand for policy and action research. In order for CPED to continue to play its expected role during the next decade there is urgent need to focus on resource mobilization. CPED's planned activities are of crucial importance to effectively respond to the socio-economic challenges confronting Nigeria. However, a significant funding shortfall in all the areas of CPED's work threatens to reverse the modest gains already achieved.

It is against this background that the Board of Trustees of CPED decided to set up a Technical Committee to prepare a Resource Mobilisation Plan. The encouragement for the preparation of the plan emanated from the advice and observations of the *Think Tank Initiative's* Programme Officer, Dr. Diakalia Sanogo, who continuously encouraged us during his visits to prepare our resource mobilisation plan. The preparation of the plan was further enriched by the participation of the Executive Director, Prof. Andrew G. Onokerhoraye and the Head, Finance and Administration Division, Mr. Emmanuel Ideh in the *Think Tank Initiative (TTI) Mobilisation Strategy Development Workshop* held in Accra, Ghana from October 5th to 7th, 2011 for all TTI grantees in West Africa. The training received in the workshop enhanced the preparation of the present Resource Mobilisation Plan of CPED which was at that time in the draft stage. This plan provides the framework for seeking improved financial and human resources for the activities of CPED during the period, 2012-2016. CPED is aware that the success of its resource mobilization strategy is closely linked to the communication and dissemination of its research and intervention outputs. It is in this context that a separate Communication and Dissemination Plan is prepared as a companion to this Resource Mobilisation Plan.

We are particularly grateful to the *Think Tank Initiative*, particularly Dr. Diakalia Sanogo, for the support to CPED which has enabled the Centre to prepare this Resource Mobilisation Plan.

Professor Andrew G. Onokerhoraye
Executive Director

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BACKGROUND

Introduction

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.

CPED's Long Range Strategic Plan

CPED, right from its inception, was committed to organisational improvement and growth. This commitment influenced, within one year of its establishment, the preparation of its long range fifteen-year strategic plan, 2001-2015. The Board of Trustees of CPED specifically directed in 2001 that the *Centre's Strategic Plan* should be conceived within the framework of the then newly proclaimed *Millennium Development Goals (MDG)* of the United Nations of which Nigeria is a signatory. It was argued that considering the broad aim of the establishment of CPED which is to carry out policy-oriented research, communication and intervention activities in Nigeria, the MDG should provide the broad framework for the articulation of the key components of CPED's strategic plan. Recognising that the magnitude and quality of socio- economic growth and overall development will have an important

bearing on achieving the *Millennium Development Goals*, CPED's research agenda is focusing on selected topical and methodological policy-oriented research areas. These are expected to have a strong leverage as regards sustainable development and poverty reduction and/or to provide a significant contribution towards evaluating and monitoring progress in poverty reduction, with the overriding objective of identifying pathways out of slow socio-economic development and the prevalence of extreme poverty in Nigeria.

CPED's Five Year Strategic Plan, 2010-2014

Following the observations of the assessment team from the *Think Tank Initiative* under the leadership of the *International Development Research Centre (IDRC)* with respect to the need for a shorter and more concise strategic plan, the Board of Trustees of CPED decided to revise the original strategic plan so as to reflect the realities of policy research and communication in the next five years (2010-2014). The Board noted that the revised five-year strategic plan will almost coincide with the end of the *Millennium Development Goals* (MDG). The Board of Trustees appointed a Consultant to pilot the preparation of the new five-year strategic plan in September 2009. The Board also directed that the preparation must adopt a participatory process so that all the key stakeholders in CPED, its local partners and policy makers, especially at the grassroots level which are the major target of CPED policy research activities take part in the preparation of the new five-year strategic plan. 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.

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

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

CPED's Core Programme Areas

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

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

Research

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

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

Communications and Outreach

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

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

Intervention Programmes on Socio-economic Development

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

- Intervention projects on local participation in development planning;
- Intervention projects on poverty reduction at the local level particularly in rural communities;
- Intervention projects on promoting good governance at the grassroots level to hold elected representatives accountable to the people that elect them;

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

Capacity Building of CPED

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

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

Capacity Building of Partners

The capacity building of partners will entail the following:

- Identify and build the capacity of local partners in intervention project areas in different parts of the country;

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

Projected Resources Required for the Implementation of CPED's Strategic Plan

During the five year strategic plan period a total of ₦2,983,000,000 which is distributed annually as follows:

2010: ₦263,500,000

2011: ₦412,000,000

2012: ₦593,500,000

2013: ₦764,000,000

2014: ₦950,000,000

CPED'S PAST EXPERIENCE AND PERFORMANCE IN RESOURCE MOBILISATION

During the first ten years of its existence (2001-2009), CPED carried out one major organizational assessment and evaluation. The conclusions of the evaluation with respect to the financial sustainability and resource mobilization are as follows:

Financial Viability

On the financial viability of CPED, the Evaluator noted that "CPED has depended mainly on external funding since its creation. CPED has been able to increase its income over the years largely through donor funding. However, it has basically depended on project funding. CPED is financially viable and has been able to attain that viability over the years but it needs core contributions from other donors and agencies for action research". The Evaluator further stated that during the period under review, CPED has succeeded in generating funding from a growing number of sources largely to support specific projects. Internally generated funding is quite limited and this has affected the nature of programmes carried out since the donors determine the activities they are interested in funding. Consequently, CPED is to some extent vulnerable due to its dependence on project funding and lack of core funding. This has negatively affected CPED's ability to employ more core staff, especially for action research activities. The project funding source of funding for CPED has been useful in allowing CPED to work with more partners and to expand the range of its activities but project funding cannot be a complete substitute for core funding. A Centre such as CPED needs to have a secure funding base to allow it to cover general running costs and to respond to new research opportunities. Too heavy a reliance on project funding forces an organization to become

dependent on the research interests of donors who may not have a comprehensive approach to sustainable development and poverty reduction in the Nigerian context. Carrying project funding to an extreme would reduce CPED to becoming a consulting firm. This would subvert the vision and objectives defined for CPED.

Resource Mobilization

With respect to resource mobilization, the Evaluator noted that “CPED has diversified its donor base over the last ten years. However, the Centre does not have a resource generation strategy to secure funding on a medium to long-term perspective. Programme activities have not been described in the most appropriate format for marketing to donors”. Although CPED management has had considerable success in attracting various funding sources for some of its programmes, the Board of Trustees and other stakeholders have expressed concern about the level of funding. Interview with staff and various stakeholders indicate that many of them believe the level of funding is below what CPED needs and can effectively use. It is operating below optimum levels for an organization with so large a mandate. As part of developing a medium term fund raising strategy, the Centre could strengthen its marketing and look at more user-friendly programme and project descriptions. In particular, it should assess the potential to define broader projects that could attract multi-donor thematic support. This kind of broad support could provide CPED with almost as much flexibility as unrestricted funding. CPED should also undertake to identify possible funding sources and their interests. The Centre can turn to assistance from several sources for advice and support.

In effect CPED must make adequate preparations for resource mobilisation to be effective and to ensure the maximization of all opportunities. CPED’s resource mobilisation plan should be tightly integrated with their organisational strategic and communication plan. If CPED is well-managed and conveys its key messages effectively to its target audiences, it will be more successful in raising resources, and this, in turn, will contribute to the organisation’s continued growth. A resource mobilisation plan must follow closely the vision, mission, and goals of CPED or be aligned with specific objectives for raising those resources.

It is against the background of the almost lack of a resource mobilisation strategy, as noted by the Evaluator of CPED, over its first ten years and within the framework of the current five year strategic plan that the present *Resource Mobilisation Plan* is approved by CPED’s Board of Trustees.

CHALLENGES FACING RESOURCE MOBILIZATION BY CPED

CPED faces a number of internal organizational challenges that need to be handled if the organization is to achieve any success in its resource mobilization efforts. Some of the key challenges are outlined below.

Lack of information: There are not enough strategic and relevant information relating to resource mobilization flows among staff within CPED. Information relating to definitions, donor profiles, processes, funding opportunities, predictability of funding etc. needs to be readily available or easy to access to all CPED staff and associates. Participation of all staff in all discussions of resource mobilization is essential and this depends on the flow of information among staff.

Lack of processes and standard operating procedures: It is imperative that CPED standardizes processes and operation procedures with respect to the mobilization of

resources. CPED requires a solid complement of basic processes that will facilitate rather than hamper initiative and enhance efforts.

Lack of incentives and empowerment: CPED staff members and associates require incentives to identify opportunities, design projects and articulate activities to donor audiences. They need to do so in a working environment that encourages both individual and team efforts.

Insufficient skills or capacity: CPED staff of all categories need relevant skills and capacity to capture and optimize resource mobilization opportunities as they are presented to them. This requires regular training accompanied by support for applying newly acquired skills and capacity.

Lack of donor and partner interaction opportunities: Mobilizing resources is intimately linked with two factors: (1) knowing about an opportunity that exists, and (2) getting the donor's attention. The latter requires in most cases getting in front of the donor. These are lacking in CPED.

Little emphasis on existing and interpersonal relations: The value of existing relations and networks cannot be overemphasized. Studies have shown that a major motivation in the decision to commit funding is the relationship between the donor and the recipient. Efforts should be undertaken not only to build new relationships, but to nurture existing ones.

Emphasis on producing results and monitoring impact: Donors are placing increasing importance on implementation, delivery, monitoring and evaluation of programmes as well as documentation of impact. CPED should in its proposals, reports and inter-personal communications highlight the mechanisms and systems it has in place to ensure accountability, transparency and cost-effectiveness.

RESOURCE DEFINITION IN THIS PLAN

Often there is a tendency to equate the term "resource mobilisation" with fund raising. Raising funds or money is only a part of resource mobilisation; in fact, it can be a target or an outcome of resource mobilisation efforts. Resource mobilization goes beyond just Naira and kobo. It includes building valuable contacts and networks, and garnering the interest, support, and in-kind contributions of people important to an organization such as CPED. Just as important as raising funds is the effort to building relationships. People don't give money to courses they give to people with courses. So resource mobilisation goes beyond fund raising; it is friend raising as well. In CPED's resource mobilization plan, resource is defined as comprising the following components:

- A "Resource" is a tangible/intangible item of value that can be utilised as an input for production of desirable results (i.e. assets, property, funds, capital, and/or investment possessions)

Resources identified in the context of CPED's strategic plan include:

- Money for research, grant giving, project implementation and core funds;
- Technical assistance such as training, programmatic technical input, study visits, publications;
- Human resources such as regular volunteers, free consultancy;
- Material goods including office or service equipment, training materials and vehicles;
- Free services and facilities such as office space, equipment, training facilities, transportation, publishing and printing.

The various types of resources listed above have been classified in the context of this resource mobilization plan as follows.

Money/Cash: Wealth/Cash is essential in order to run CPED's existing programmes, pay cost of goods and salary and to carry out new works. Wealth/Cash can be increased through various means like membership fees, grant received as per or without request, local fund, donations and various other sources such as NGO or external funding.

Technical Assistance/Cooperation: CPED like most other organisations may not have people essential for carrying out various types of activities, project and programmes. Apart from that, CPED may not have the necessary fund to appoint essential efficient employees. Technical cooperation can be made by CPED by providing the amount essential for appointing such efficient employees for a special project or the efficient employee helping for a fixed timeframe. Some organizations provide technical cooperation through trainings.

Human Resources: CPED will always require people/personnel to ensure that its role and works are fulfilled. For essential human resources, CPED will make different provisions. CPED can appoint some permanent employees while the remaining appointments are made as per requirement. The permanent employees are taken as internal resources of CPED while employees appointed for a specific time period are regarded as external resources. CPED utilizes dedicated and regular volunteer groups in order to fulfil the need of human resources.

Physical Goods: They are physical goods resources. It is essential for CPED to spend on such goods in order to train on main activities of the project/organization. Examples of resources like office tools, furniture, training tools and raw goods, vehicles and other machines have been classified under the Physical Goods.

Free Service and Facilities: CPED gives many physical goods, service and facilities at minimum cost. As a result, provisions for free services in the Project/Organization should be made through community support. Apart from this, other organizations provide the non-profit-making organizations to use these services, which is a form of free facility.

RESOURCE MOBILIZATION AS CONCEIVED IN THIS PLAN

Resource Mobilization in the context of this plan is a process in which the resources essential for the development, implementation and continuation of works for achieving CPED's mission is sourced. This implies the expansion of relations with the resource providers, the skills, knowledge and capacity for proper use of resources. Resource mobilization does not only mean use of money but it denotes the process that achieves the mission of CPED through the mobilization of knowledge in human, use of skills, equipment, services etc. It also means seeking new sources of resource mobilization and the right and maximum use of the available resources.

But the definition of resource mobilization will become meaningful only when the leadership of CPED rises above the role of running only the donor's programme under CPED's organization and envisages sustainability of the Centre. Thus resource mobilization will be meaningless for CPED leadership that has not thought of making the organization sustainable. Because, resource mobilization does not only mean to receive resources for running the donor's programme, it is a self respectful step to develop the Centre, to provide continuous service to the community and become self-reliant. Resource mobilization collects resources from the various resource providers by expanding the relation of CPED, which in

turn brings down the financial risk, gives diversity to programmes and enhances the managerial capacity of the organisation.

ELEMENTS OF CPED'S RESOURCE MOBILISATION PLAN

CPED's Resource Mobilization Plan is based on its mission and current strategic plan. Without reflecting the strategic plan, resource mobilization is just imaginary. CPED's Resource Mobilisation Plan is guided by greater long-term thinking. So, the Resource Mobilization Plan entails collecting resources from more and more resource providers, which will in turn bring down the financial risks and give sustainability of CPED.

Objectives of CPED's Resource Mobilization Plan

Competition for donor funding for socio-economic development has increased significantly. Consequently, CPED has to be prepared to position itself effectively, not only in comparison to its peer Think Tanks, but also increasingly, to highlight its comparative advantages and complementary offerings vis-à-vis academia, research oriented private institutions, fund management institutions and the civil society, all important partner organizations.

The **overall objective** with this strategy document is two-fold, namely: To mobilize adequate resources for CPED to carry out all the activities planned as reflected in its strategic plan, and to put in place an enabling environment for resource mobilization efforts during the plan period.

The **specific objectives** include the following:

- To diversify and expand resources.
- To explore and initiate resource mobilization activities at local and global-level for long-term CPED's organizational sustainability
- To reduce CPED's dependency on foreign donor support and increase local opportunities for generating funds.
- To understand, develop and implement community-based marketing and entrepreneurship development approaches.
- To increase the sustainability of CPED and programmes.
- To enhance the image of CPED and expand relations.
- To enhance the dignity of CPED as a Think Tank in Africa.

Guiding Principles

CPED's Resource Mobilisation Plan is predicated and has been developed on the following set of guiding principles:

Resource gaps and needs: CPED requires an additional 25 per cent increase annually in resources of the type identified over the 2010 resource situation to achieve the objectives of the strategic plan in the next five years. The resource gaps identified include: increased in-house research funds, increased staff salary, increased communications and outreach activities, increased capacity building and increased administrative overheads. The resource gaps identified will form the basis of the resource mobilization action plan of CPED. The

Plan recognizes the fact that having a diversified resource base for CPED can help prevent problems by the loss of any single source.

Building the capacity of internal human resources: Any sustainable increase in the current levels of funding in CPED can only be achieved by building capacity within the organization. This entails strengthening the skills needed to generate additional funding.

Creating an enabling environment for fundraising: An enabling environment includes adequate support and other factors that directly or indirectly influence an individual's or the organization's ability to identify, mobilize, track, spend, monitor and report back on funding received. All these activities are to be undertaken within the parameters provided by CPED's organizational structure.

Time and Timing: With all good intentions, we may assign a particular time or duration to devote to resource mobilisation efforts. However, it is not always easy to keep to such scheduling plans since CPED is also struggling with many other priorities. Unexpected circumstances, such as changes in CPED, or other more external pressing matters, could mean delays. An adequate buffer needs to be built early into resource mobilisation plan to allow for re-scheduling if and when that is required.

Commitment and integration: Enthusiasm at the start of the resource mobilisation plan may quickly fade with time, especially if other matters keep cropping up as noted above and there is insufficient commitment from CPED. Besides time management, CPED's leaders must also ensure that the commitment level and motivation to carry on is sustained. One way to do this might be to integrate the resource mobilisation process within the other strategic functions and not to do it in isolation.

Need and relevance: At certain times, resource mobilisation may be less urgent, especially when CPED feels it has sufficient resources to carry on doing what it has been doing and thinks resource mobilisation is not a relevant topic during such periods. However, at some stage, the funds will be depleted and if CPED starts acting only then, it may be too late. Advance planning and prospecting for new funding opportunities will place CPED one step ahead of others in the game. Having new targets would also keep key resource mobilisation staff on their toes and prevent them from being lulled into complacency.

SWOT ANALYSIS OF CPED WITH RESPECT TO RESOURCE MOBILISATION

Although CPED has carried out a SWOT analysis during the preparation of its current five year strategic plan, the purpose of this SWOT analysis is not to duplicate what CPED has done in the strategic plan, but to think of CPED's strengths, weaknesses, opportunities, and threats *from the specific angle of resource mobilisation*. While strengths and weaknesses are internal to CPED as an organisation and can be managed and controlled by CPED, threats and opportunities are external factors. The results of a SWOT analysis conducted on the ability of CPED to mobilize resources are as follows:

Strengths

- Effective Board of Trustees;
- Effective Management;
- Existence of a five year Strategic plan;

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- Commitment of Management and Board of Trustees to Resource Mobilisation Plan;
 - Existence of strong partnership with public and private organizations;
 - Strong policy research and outreach capability;
 - Commitment to promoting transparency;
 - Local and national credibility;
 - Ability to track funding opportunities;
 - A good organizational strategy;
 - Skills in proposal writing;
 - A pool of qualified full time and adjunct staff;
 - Sound financial accounting; and
 - Solid reputation.

Weaknesses

- Absence of a resource mobilization strategy and an *ad hoc* approach to resource mobilization;
- Lack of funds and trained staff to undertake resource mobilization;
- Unstable income flows, having a narrow resource base (e.g. dependence on international donors);
- Poor communication capacity;
- Lack of reliable infrastructure (e.g. electricity supply);and
- Lack of staff in key management positions with time to take on RM related tasks.

Opportunities

- Recognition of CPED by Donors and policy makers as a key research and outreach centre;
- CPED's ability to tap into external demands and expectations by being perceived as a national think tank;
- A good track record and reputation for delivering research outputs;
- Involvement in regular in policy dialogues;
- CPED capability in networking with key partners;
- Increased number of local and international resource providers accessible to CPED;
- Increased demand for the services provided by CPED, especially outreach programmes;
- Increasing demand for evidence based knowledge by government and international actors;
- New emerging local donors and wealthy foundations in Nigeria.

Threats

- Government attitudes in Nigeria (Governments view NGOs as a threat/competitors);
- Increasing competition among NGOs (Versus few and decreasing sources);
- Various stringent demands of resource providers (donors' varied requirements);

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- Poor strategies and methods of asking for resources;
 - Too much dependence on foreign donors in times of global financial challenges;
 - Apathy amongst staff on writing proposals;
 - Poor (or no) feedback from funding agencies after receipt of proposals;
 - Erratic donor behaviour regarding funding priorities and procedures;
 - The current global economic downturn may also be having a negative effect on available resources for socio-economic research.

REVIEW OF CPED'S EXISTING RESOURCE MOBILISATION STRUCTURE

Although there has not been any formal resource mobilisation plan, CPED has been mobilising resources for its activities. Some elements of these resource mobilisation activities which should be built upon in the new resource mobilisation plan are as follows:

Strengthened conditions for local resource mobilisation such as

- (i) Strong governance system
- (ii) Accountability mechanisms
- (iii) Clear programmes and strategies and their relevance to the needs of the country
- (iv) Local and national credibility

Some on-going activities on resource mobilisation

(a) Writing grant proposals

- (i) Capacity building of key CPED staff and associates on proposal writing;
- (ii) CPED responded to five requests for concept notes and three were successful;
- (iii) Three full proposals were written during the second half of 2011, one was successful and the third is still under review;
- (iv) Five unsolicited proposals were written during the second half of 2011 none has been successful;
- (v) North-South partnership between CPED and the University of Windsor Canada in implementing action research project;

(b) Consultancy services

- (i) CPED as an organization has been asked to carry out baseline surveys, including social and environmental impact assessments of project localities;
- (ii) CPED individual staff have been appointed as consultants in development projects implemented in different parts of Nigeria;
- (iii) Providing training for personnel of state and non-state organizations.

(c) Charges for CPED facilities, equipment and publications

- (i) Renting of CPED conference facilities;
- (ii) Renting of CPED equipment such as loud speakers;
- (iii) Usage of CPED high speed scanners for data capturing and analysis;
- (iv) Sale of CPED publications.

(d) Cost saving on personnel and services

- (i) Use of volunteers in community programmes;
- (ii) Use of youth corps members in community programmes;
- (iii) Networking with other organisations to complement CPED in the delivery of services;
- (iv) Appointment of adjunct research staff.

(e) Collaborating with private sector in the promotion of corporate Responsibility

- (i) Providing support to oil companies
- (ii) Carrying out advocacy and communications activities

(f) Strengthening the communications programme

- (i) Establishment of a communications unit;
- (ii) Capacity building of the staff in the unit;

IDENTIFICATION AND MAPPING OF STAKEHOLDERS

CPED's Resource Mobilisation Plan has spent some time to first scan the funding environment for two key purposes: (1) to understand the current trends for supporting CPED's cause, and (2) to construct a *donor's map* so that CPED can see where its current donors are concentrated and where it should continue its existing and future efforts. As a first step in trying to mobilise resources for CPED an attempt was made to identify and list the key stakeholders through web search and the following categories of stakeholders were identified: International Donors, National/Local Government, Private Foundations/Philanthropic Organisations, Business Community, Individuals and CPED as an organisation. CPED recognizes the need to convince and attract different donors/resources providers to support its activities.

The following resource providers were identified in the resource plan:

Centre for Population and Environmental Development (CPED)

CPED as an organization is the first target audience in communication and dissemination of research outputs because CPED stakeholders must believe and be empowered to play important roles in communication and dissemination of research outputs to other identified audiences in Nigeria and beyond. In this context, the following stakeholders within CPED must be committed to communications and dissemination of research outputs during the plan period and possibly beyond.

- Board of Trustee (BOT)
- Management and all other decision making Staff
- Fellows and Part-Time Staff

Universities

CPED has a record of collaboration with Universities within and outside Nigeria. In the process opportunities for resource mobilization arises when some researchers from the universities work with CPED on specific projects without insisting on the payment of full

salaries or honorarium. Educating such researchers on need for them to contribute to research focusing on major socio-economic development challenges facing Nigeria without normal payment of salaries since they are already full time staff of the universities will contribute to human resources available to CPED on the execution of some research projects. Some of the universities within and outside Nigeria that can provide human resources in support of CPED research projects include the following:

- University of Benin
- Delta State University
- University of Port Harcourt
- University of Calabar
- University of Ibadan
- University of Nigeria, Nsukka
- Niger Delta University
- Almadu Bello University, Zaria
- University of Windsor, Canada
- York University, Canada

International (Bilateral & Multilaterals)/National NGOs

International organizations have contributed remarkably to the funding of policy –oriented research in Nigeria during the last fifty years. In fact CPED has benefitted considerably from the research funding provided by International donors since its inception. Generally about 40 per cent of the budget of CPED has come from the funding provided by International donors. This indicates that CPED must during the period of the implementation of the present resource mobilisation plan continue to interact with international organizations in terms of collaboration and sourcing for financial support for CPED’s research programmes. CPED must therefore strive to work with a large range of international organizations including the following.

- UNDP
- WHO
- FAO
- UNEP
- CORAID
- European Commission (EC)
- USAID
- United State Institute For Peace (USIP)
- DFID
- CIDA
- IDRC
- MacArthur Foundation
- Shell Foundation UK
- Ford Foundation

Federal Government Ministries and Agencies

The Federal Government of Nigeria plays a major role in the articulation and implementation of various socio-economic development policies and programmes in Nigeria. In fact the Federal Government of Nigeria utilizes over 55 per cent of the public sector revenue

generated in Nigeria for various socio-economic and political programmes of the government. The programmes and activities of the Federal Government of Nigeria are carried out through various government ministries, departments and agencies. However, the Federal Government of Nigeria generally make little provision for civil society organizations in terms of financial support to them for the implementation of socio-economic development programmes particularly research activities. This is a reflection of the fact that policy makers are yet to appreciate the importance of research in national development. The situation is changing gradually with the return of democracy to Nigeria and the Government is appreciating the role of civil society as partners in development programmes. CPED must seize the opportunity of the changing attitude to seek for financial support from the Federal Government of Nigeria including the following Federal Government Ministries, Departments and Agencies:

- National Planning Commission
- Federal Ministry of Education
- Federal Ministry of Health
- National Youth Service Corp (NYSC)
- Niger Delta Development Commission
- Federal Ministry of Niger Delta
- Federal Ministry of Internal Affairs

State Government Agencies and Ministries

As in the case with the Federal Government noted above, the 36 State Governments in Nigeria also play major roles in the articulation and implementation of various socio-economic development policies and programmes within the different states in the country. The 36 State Governments in Nigeria utilizes about 35 per cent of the public sector revenue generated in Nigeria for various socio-economic and political programmes of the state governments. The programmes and activities of the State Governments in Nigeria are also carried out through various government ministries, departments and agencies. Again the State Governments in Nigeria generally make little provision for civil society organizations in terms of financial support to them for the implementation of socio-economic development programmes including research activities. With changing attitude following the return of democracy, CPED must intensify its activities entailing collaboration with a wide range of State Government Ministries, Departments and Agencies so that resources can be tapped from the governments. Some of the states and their various ministries and department which CPED should work with in attracting resources are the following:

- Niger Delta State (Abia, Akwa Ibom, Bayelsa, Cross River, Delta, Edo, Imo, Ondo and Rivers States,)
- Other State Governments (Adamawa, Bauchi Gombe, Kogi, Ogun and Sokoto)
- Specifically Ministries of Education, Health, Planning , Social Welfare Justice Environment and Local Government Affairs
- Edo State Oil Producing Areas Development Commission
- Delta State Oil Producing Areas Development Commission
- Ondo State Oil Producing Areas Development Commission

Local Government Authorities LGA

There are 774 Local Governments in Nigeria which also play significant roles in the articulation and implementation of local development programmes. The Local Governments in Nigeria utilizes about 20 per cent of the public sector revenue generated in Nigeria for various local development programmes. The programmes and activities of Local Governments in Nigeria are also carried out through various local government departments. In order to collaborate and attract resources from the Local Governments CPED should set up the machinery for effective interaction and collaboration, in terms of resource mobilization, with various Local Government Departments in the following States where CPED is at present very active in research and intervention activities:

- Niger Delta State LGAs (Abia, Akwa Ibom, Bayelsa, Cross River, Delta, Edo, Imo, Ondo and Rivers States LGAs)
- Other State LGAs (Adamawa, Bauchi Gombe Kogi Ogun Sokoto State LGAs)
- Specifically Departments of; Community Mobilisation, Primary Health Care (PHC), Primary Education Board and Environment.

Communities

Community stakeholders in different parts of Nigeria have historically played important roles in the development of their localities by engaging in various self help programmes. In recent years community stakeholders have become conscious of their rights and do put pressure on the various levels of government to meet their needs. It is this context that CPED has to collaborate and partner with community stakeholders to implement in the development of their communities. In this context CPED should be sharing resources with Stakeholders in the communities in the following States where CPED is at present very active in terms of research and intervention activities.

- Communities in the Niger Delta States (Abia, Akwa Ibom, Bayelsa, Cross River, Delta, Edo, Imo, Ondo and Rivers States,)
- Other State Communities (Abia, Akwa Ibom, Bayelsa, Cross River, Delta, Edo, Imo, Ondo and Rivers States,)
- Local Non Governmental Organisation (NGOs)
- Traditional Institutions and Community Leaders
- Specifically, Community Based Organisations (CBOs)

Corporate organizations, particularly oil producing companies

Corporate responsibility is now regarded as an essential component of the development programme at the local level in Nigeria. Following the protests and conflict between corporate organizations and communities where such organizations operate, it has become mandatory for them to play significant roles in the promotion of development in the localities where they operate. This is particularly important in the Niger Delta region where conflict between oil prospecting companies and the local inhabitants have become endemic. It is in this context that CPED must work with oil companies to articulate community development policies. Some of these companies with which CPED should collaborate through the sharing of resources include:

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- SPDC
 - Ex-Mobil
 - Other Indigenous Oil Companies

Local Foundations

In recent years wealthy Nigerians and successful corporate organizations have established Foundations through which they contribute to the promotion of socio-economic development across the country. CPED has a role to play by seeking financial support from these foundations so as to execute programmes in which they are particularly interested.

- Dangote Foundation
- Danjuma Foundation
- Elumelu Foundation
- Other Nigerian Foundation

Individuals in Nigeria

Many other Nigerians including politicians have considerable financial resources which they are ready to give to the less privileged in the country through civil society groups. These individuals need to be identified and compiled for this purpose.

- Identification and compilation of at least 200 wealthy philanthropic Nigerians

The priorities of the identified stakeholders should be examined and analysed periodically by the Resource mobilization staff/Team with respect to the motivational factors affecting their willingness to donate including achieving programme goals, influencing market, making contribution to social and economic development, tax exception, influence policy process, influence opinion of beneficiaries, impact on policy decisions, religious reasons, etc.

DETERMINING RESOURCE MOBILISATION TARGET FOR THE YEARS 2012 – 2016

Based on the review of CPED's current resource situation against the background of the resource needs as articulated in CPED's Strategic Plan, it has been established that CPED requires an additional 25 per cent increase annually in resources of the type identified over the 2010 resource situation to achieve the objectives of the strategic plan in the period 2012-2016. The resource gaps identified include: increased in-house research funds, increased staff salary, increased communications and outreach activities, increased capacity building and increased administrative overheads. The resource gaps identified formed the basis of the resource mobilization action plan of CPED. It is on this basis that the resource mobilisation target for the period 2012 - 2016 is as follows:

- 2012 N100 Million
- 2013 N150 Million
- 2014 N350 Million
- 2015 N400 Million
- 2016 N450 Million

STRATEGIC APPROACHES TO RESOURCE MOBILISATION

The methodology proposed in CPED's Resource Plan involves working simultaneously at various levels for raising funds, including seeking foreign donor support, tapping local fundraising avenues and integrating community-based marketing approaches. The tasks have been outlined, as follows:

Constitution of Resource Mobilisation Committee

Constitution of CPED's Resource Mobilisation Committee is an essential mechanism of the implementation of the resource mobilization plan. The committee will report through CPED's Management Committee to the Board of Trustees. The committee will carry out periodic action plan relating to resource mobilization activities of CPED while also collecting resources and distributing the success stories in collaboration with the communication and dissemination unit internally and externally.

Enhancement of internal capacity of CPED

Internal capacity building is one important mechanism of resource mobilization. As resource mobilization is a continuous process, it would not be appropriate for any organization to always depend on others for resource mobilization. For resource mobilization, CPED should enhance the capacity of its office-bearers. For appropriate use of available resources, it should also develop internal policy and regulations, committee, sub-committee and all equipments of management. In this context, essential capacity like skills of writing a proposal, expanding relations, auditing and formulating policy and regulations should be developed internally.

Donor Tracking Team

An essential task of CPED resource mobilization strategy should be to build a team or a staff member to proactively monitor donor funding, regularly refer the donor database, develop proposals and concept notes, suggest ideas and respond to donor communications.

Donor Database

A donor database is a compilation of comprehensive information about donor agencies, locally as well as globally, which have a policy of providing regular funds through tenders and other means. The database should be developed with full listing of potential donor agencies, their country policies and priorities, contact addresses, fund guidelines, submission criteria, proposal formats and proposal deadlines. The database can act as a reference for CPED's tracking team in submitting proposals and concept papers. Some of the main strategies in this context are as follows: Preparing grant proposals such as responding to requests for proposals as an individual organization; as an NGO consortium, and as a multi-sectoral consortium, and unsolicited proposals including full proposals, concept notes and consortium proposals.

Encourage interpersonal relationships

The need for strong interpersonal relationships should not be underestimated. It is critical that opportunities for interacting with and ideally meeting with donor audiences throughout the

year are tracked and seized. Senior management and technical staff of CPED attend meetings throughout the year in Nigeria, in the continent and abroad. Consideration should be given to tracking fund solicitation meetings or courtesy visits to potential or new donors. A system should be put in place to track these interactions and follow up on any leads they generate.

Identify opportunities

It is important to proactively identify funding opportunities, as soon as or ideally before they become public knowledge. There are many sources and resources available summarizing tender opportunities or cataloguing donors with a particular interest or focus. Constantly scanning the horizon, networking and soliciting intelligence is the responsibility not only of the Resource Mobilisation staff/Team but also of every staff member of CPED, regardless of position. It is important to take note of individual donor countries' financial year; often there are opportunities for accessing unspent year-end funds a couple of months before they expire.

Donor intelligence gathering

It is recommended that donor intelligence be collected and made widely available to facilitate and encourage interaction. Intelligence should include donor profiles (policies, preferences, geographical focus), but also include a mapping of donor hubs on the African continent and in deed the developing world pooling of like-minded donors around thematic areas of attention. The Diaspora represents a growing and increasing donor potential and such information should be included in the donor intelligence gathering process of CPED.

Capitalize on international meetings and events

It is recommended that a calendar be developed to map all major donor and/or partner meetings and events on the continent and beyond. The maintenance and distribution of the calendar could be the responsibility of CPED's resource mobilizing team. With proper mapping and preparation, it is possible to turn a variety of events into communication, advocacy and/or resource mobilization platforms.

Fundraising Material

Organizational material is often considered to be the tools for raising funds. In the context of CPED's resource mobilization plan, this has to be planned professionally, designed effectively and has to remain visually attractive. Brochures, calendars, greeting cards, posters, websites, etc can be developed with appropriate messages. It is important that the fundraising material focuses on sensitive case studies, success stories and organizational achievements. CPED may decide upon the kind of material they need to bring out and can be designed effectively. However, the cost recovery factor needs to be kept in mind.

Communications and Appeal Letters

This task involves contacting and corresponding with both donor agencies as well as individual donors. Small donations can be received from individual donors inside as well as outside the country. A list of such individuals, especially from the Diaspora can be drawn up and contacted with appeal letters.

Events, Workshops and Exhibitions

These have been identified as potential sources of income generation either through donor agencies or through the collection of individual registration fees. CPED can jointly plan out events and request donor support and/or collect registration fees.

Collection Boxes

Collection Boxes can be used at various points to receive small donations, giving clear and positive messages on welfare and development. The boxes need to be designed well and must be placed at potential spots.

Consultancy Services

CPED should intensify offering expert services in social development such as conducting research surveys, studies, assessments and evaluations to donor organizations, government and academic institutions. For this, a list of experienced staff members and their available expertise can be developed and presented to potential clients.

Private Sector Collaboration

Working for a social cause is becoming increasingly popular in the private sector, especially among the private companies, banks and schools. CPED can start tapping collaborations where in private agencies especially oil prospecting companies are ready to share their resources for community development activities. Private agencies can be listed out and corresponded/contacted and meetings can be organized to initiate collaborations.

Voluntary Support

Volunteers, especially in target rural communities, where CPED carries out intervention programmes can be a good resource to raise funds and provide other forms of support.

Partnership

CPED has a good record of partnership in the implementation of its programmes. This should be exploited in resource mobilization activities. Partnership will help exchange and share resources between CPED and other partner organizations that could enhance the performance of CPED.

Developing Key Messages

Publishing good practices and achievements of CPED that will have an impact on the resource provider is essential. Resource Mobilization is a courageous work. Anyone will not provide resources easily. Rather than thinking of getting resources by begging for it, resources can be received by selling CPED's good practices, work, history, etc. If the achievements of the programmes carried out by CPED are distributed to the possible resource providers, stakeholders and communities, then the trust towards CPED will increase and also help publicize its activities. The more publicity and expansion of relations, the possibility of resource mobilization will also increase. Resource providers will provide resources after being inspired by such case studies and success stories. Case study and success stories can be

published and distributed on a yearly basis as a different document or can be published in the progress report, in the web page of CPED or by organizing any special function. Along with the case studies and success stories, distributing the results and reports of the monitoring and evaluation carried out by the organization to the resource providers, stakeholders and to the community would also be helpful for resource mobilization. CPED has its communication and dissemination plan which should be put into use.

Use of Media

The world today is a network of information and communications. To achieve success in its resource mobilization plan CPED should seek the support of the media for all its work including for its achievement, future plans and expansion of relations. In this connection, CPED should work together with the media in reaching its issues, achievements and plans to the resource providers. There are many examples in the programme of CPED in recent years where the media has not only publicized but also advocated for various programmes. Such advocacy from the media will increase the possibility of resource mobilization. Thus CPED should publicize its issues and achievements at the local, regional and national media and as far as possible use media as a friendly power to collect resources. Though the media may not provide cash resource, they can publish for free the case study, success stories, future plan, issues and reports. Apart from this, the media can help collecting resources from the Government, stakeholders and donor agencies by repeatedly carrying out publicity on the various issues addressed by CPED in its programmes. Again CPED has its communication and dissemination plan which should be put into use.

Soliciting donations including

- Direct mail including for sponsorship programmes, pledged giving;
- Corporate organisations
- Major gifts, legacies and endowments
- Planned giving
- Internet

Generating revenue such as

- Renting assets
- Selling services such as publications and consultancy
- Unsolicited contributions
- Networking with other organisations and institutions to implement outreach programmes

Addressing the issue of transparency

Resource mobilization is not limited only to seeking for resources and the use of received resources but also is directly related to CPED's image. CPED must ensure a transparent, participatory and accountable resource mobilization and use. Thus promoting and maintaining transparency in the issues relating to CPED is an important mechanism of resource mobilization. For transparency, CPED should run social, economic activities by staying within the parameters of the policy, regulations fixed by the government and its own policy and regulations. Transparency does not denote financial transaction, it also symbolizes

CPED's culture, programme, policy and regulations, inclusiveness of relations, conduct towards equity and accountability towards the target groups etc. To be effective in mobilizing resources CPED should keep every activity it is carrying out transparent.

GUIDELINES ON INTERACTING WITH DONORS

Before the meeting:

- Carry out prior research on the name, position, and area of responsibility of the person/team CPED representatives are going to meet;
- Assemble supporting materials that are directly relevant to your meeting, especially CPED's brochure, annual report and individual business or organization card;
- Have an extra copy of latest correspondence between CPED, including the proposal document that you may have already sent (do not assume the prospective donor will have everything in front of him/her or at his/her fingertips);
- If CPED representatives are going to the meeting as a team, first determine who will be the spokesperson, and the rest of the team should ensure he/she is allowed to lead the conversation without being interrupted or contradicted by other team members;
- CPED representatives should practice their pitch (case statement) beforehand so that they are all on the same page.

During the meeting:

- Present the business card (s) immediately after the introduction, to help the prospective donor remember your affiliation (as they usually see too many people in a given day);
- State the purpose of the visit clearly at the outset;
- Introduce the team members with a very brief mention of the role each member plays in CPED;
- Build rapport early on by mentioning any previous meetings or links to the prospective donor's organisation;
- Propose how the team thinks the prospective donor's organisation can contribute to CPED cause;
- Listen actively to the donor even though he/she may not share the same passion or interest in the subject and may talk about something else; in the course of his/her meanderings the prospective donor may be offering useful referrals to colleagues/people who do share your interest;
- If the prospective donor asks if you can do something he/she is interested in but it is not within your area of interest, do not say no immediately, but ask for time to consider it (this would give you opportunity to stay in touch);
- When the meeting is about to close, walk to the prospective donor quickly through the material you have brought, pointing out any highlights, so that he/she would at least have some familiarity with it and be more inclined to look through it afterwards;
- At the close of the meeting, if the prospective donor does not mention next steps, please summarise what has been discussed and the follow-up action required;
- Lastly, if the prospective donor offers some form of refreshments, do not refuse it, thinking that one should be economical with time and get down to business quickly. By offering refreshments, the prospective donor is indicating he/she has a bit of time to carry on a social conversation with you. Remember, fund-raising is friend-raising.

After the meeting:

- State the purpose of the visit clearly at the outset;
- Send an email the next day, thanking the donor and mentioning any follow up action;
- Follow up after a week or at an appropriate time based on the follow up action agreed upon;
- Do not immediately put the donor on your mailing list to bombard him/her with e-newsletters; send a personal note first with your e-newsletter, linking any information in it to your area of discussions or proposal if applicable. Do not assume that everyone will have the same level of interest in CPED's work. If there is no link or area of interest for him/her, he/she will just treat the e-newsletter as spam and discard all future mailings. Worse still, it may cause the prospective donor to form a poor impression of CPED.

Monitoring and Evaluation

Monitoring and evaluation of the impact of CPED's resource mobilization plan is of paramount importance. The single most important measure of success will be CPED's ability to mobilize adequate resources to carry out all its planned activities in 2012-2016 and beyond. CPED's Monitoring and Evaluation Unit already monitors and evaluates and reports regularly on the implementation of various programmes executed by CPED and its partners. The Monitoring and Evaluation Unit (M&E Unit) will refine its evaluation tool to include monitoring of progress in the implementation of this resource mobilization plan. Additional milestone and indicators will be introduced. Basically at some point in CPED's resource mobilisation efforts, the M&E Unit will ask questions such as: How is CPED doing? Has CPED reached our targets? What can CPED do better to reach its targets? It is important to note that evaluation is not focusing only on the monetary results. There are other aspects to consider – such as your efficiency (return on investment) and also effectiveness in raising awareness and building and maintaining relationships. The latter is less tangible and harder to measure in the short-term.

The monitoring and evaluation framework of CPED's Resource Mobilisation Plan will alert the organization of early signs of any problems such as overspending or under-budgeting for resource mobilisation efforts, or pursuing an activity that is not giving CPED any returns. The key elements of the CPED's Resource Monitoring and Evaluation Framework are as follows:

Determine what is to be monitored: Link performance indicators to the resource mobilization goals, so that it can be measured if progress is being made towards reaching the stated resource mobilisation goals. For example, if the goal is to raise a certain amount of Naira for a specific programme or activity in a year the performance indicator would simply be an assessment of whether CPED achieved the financial target which was set.

Determine when monitoring will be carried out: This will depend on the timing set for the indicator and the duration set to achieve the goal or complete the process.

Determine how monitoring will be carried out and who will do it: Make sure CPED M&E Unit is assigned the responsibility early in the process to carry out the monitoring and evaluation reporting so that they can start their observation and monitoring from the beginning of the process, not at the end of it. Also consider the sources of information and how to get them (for example through surveys, interviews, financial reports).

Make sure monitoring is carried out and the results communicated: Although it is challenging to carry out both implementation and monitoring at the same time, being able to

use the results of the monitoring to improve future operations will make it worthwhile. It is also important to share the monitoring results with all CPED staff and stakeholders so they will understand and participate in the process.

Performance Indicators: In view of the fact that resource mobilisation is not only about fund-raising but also friend-raising, there is need to measure performance in both financial and non-financial factors. Some of these indicators that CPED can use include:

- (i) *Return on Investment:* How much money was actually raised as income for any given activity in proportion to your expenses (see sample monitoring tool below);
- (ii) *Acquisition Cost:* How much money was spent on acquiring a new donor or the cost per Naira raised from the donor;
- (iii) *Response Rate:* What percentage of CPED mailout or outreach responded? This would provide feedback on the quality of your database;
- (iv) *Average Donation:* This may provide a guide as to how much CPED donors are generally willing to give to support its work and whether CPED's current level of donors will be able to sustain its needs;
- (v) *Attrition Rate:* This assessment applies to both volunteers (CPED's valuable in-kind resources) as well as donors (CPED's valuable cash resources). There should be regular assessment of the joining and attrition rate of CPED volunteers so that if the rate becomes too high, CPED may wish to look at its overall performance, and not just the resource mobilisation part. Similarly, in the case of donors, CPED should monitor their response rate and turnaround response time, their conversion rate (as a renewed or repeat donor) and attrition rate.