

GLOBAL PEACE DEVELOPMENT

(A NON-GOVERNMENTAL ORGANISATION)



Strategic Plan 2020-2023

Promoting Peace for Development

Introduction

Global Peace Development started as a Non-Governmental Organization that promotes human and capital development through peace building initiatives. Global Peace Development (GPD) was founded in April 2002 formerly as Global Peace International with the mandate to promote peace for development in Nigeria.

GPD maintains 7 strategic offices across Nigeria; Delta, Cross River, Rivers, Edo, Kaduna, Nasarawa and Adamawa States with a staff strength of 35. Through several human and capital development projects implemented, GPD has improved the living condition of vulnerable and marginalized populations comprising women, men, youths (boys and girls). Other beneficiaries of our intervention are Community Based Organizations (CBOs), Faith Based Organizations (FBOs), Non-Governmental Organizations (NGOs) and a variety of other conventional and non-conventional civil society groups. This was achieved through GPD's programmatic areas: **Gender and Peacebuilding**, **Democracy and Governance**, **Sustainable Development**, and **Environment & Community Health**.

Importantly, GPD since its founding has utilized participatory approaches in the design and implementation of interventions around capacity building, voice and visibility enhancement for women and girls, and empowerment of community groups to reduce poverty, promote conflict prevention, resolution and sustenance of peace, as well as facilitate programs to improve, protect and safeguard children from abuse and violation. Other interventions include engagement to improve water hygiene and sanitation in urban and rural communities, budget tracking and accountability in governance, environmental protection, and public health outreach.

Executive Summary & Purpose of Strategic Plan

The organization relying on funding opportunities from national and international donors, and Board of Trustees support has developed and adopted this comprehensive plan for the next four years, to accomplish organizational targets cum SDGs in its focal states and by this attain sustainable peace for development. The planning process was conducted in consultation with target Beneficiaries, Board of Trustees, and Management and Staff of Global Peace Development to identify internal and external factors that can impact the performance of GPD within the next four years. Notwithstanding this plan, the Board of Trustees, Management and Staff of Global Peace Development will review progress of this strategic plan periodically and update plan as needed in with realities and our programme directions.

Essentially, GPD program areas has been expanded to;

- Gender Equality
- Conflict prevention and Peace Building
- Democracy and Governance
- Environment and Community Health
- Sustainable Development

Vision

A country where peace and development is enjoyed by all

Mission Statement

Global Peace Development (GPD) seeks to build peace and foster democracy and good governance at the community, local, state and national levels to catalyze sustainable development. GPD identifies the causes, nature and extent of conflicts and restiveness, analyzes and disseminates information to design and deliver intervention and advocacy services to promote understanding and facilitate behavior, perception and policy changes to enhance sustainable management of development.

Core values

The under listed core values influences workforce and Management on the ethical practice in the organization in other to promote the desired image Global Peace Development is envisioned to be and to better serve the interest of all stakeholders ranging from community inhabitants, Ministries, Departments, Agencies, Donors, CSOs, and professional bodies. GPD is committed to the following 4 key values in its work and organizational life. These values serve as our working norms and behavioral guidelines for Trustees, Management, and Staff.

- ✚ **Transparency:** we operate with openness in such a way that it is easy for employees and clients to appreciate GPD decisions and governance policies.
- ✚ **Integrity:** GPD consistently work in a spirit of mutual trust, honesty, sincerity and honor in decision making at different levels. GPD would uphold her integrity and independence when engaging with stakeholders.
- ✚ **Fairness**– we endeavor to treat all race, tribe and religion equally with respect
- ✚ **Accountability**– we maintain a high level of responsibility and stewardship in course of delivery of our organization and partners intervention.

CONTEXT ASSESSMENT – SWOT ANALYSIS

ORGANIZATION INTERNAL ANALYSIS

Strengths

- **Consistent Funding:**
The large number of projects and activities carried out and their continuity over 18 years since its founding, is testament to GPD’s proficiency in securing funds for the upscale of existing projects or for entirely new ones.
- **Community-Led Interventions:** Global Peace Development understands the key role that communities can play in delivering the goals and specific objectives of development projects. Hence we make real effort to involve pro-poor communities and marginalized people in the design and implementation of all our projects. In so doing, our projects have more lasting impact because it is interactive, participatory, and constructive.
- **Project Sustainability:**
Global Peace Development is prepared to leave from the first day after project implementation with absolute trust in the structures set-up during all our projects’ funding cycle to keep churning out deliverables. To do this, we ensure to build in key sustainability components into all our projects.
- **Women & Youths (boys and girls) Mainstreaming:**
More than 50% of the projects implemented by Global Peace Development are focused on empowering women, boys and girls. We understand that no society that cuts off women and youths from spheres of leadership and opportunities can ever achieve sustainable development. Hence GPD can in this regards, be considered a **Women’s Champion Organization**
- **Human Resources / Staffing:**
GPD takes active measures to recruit experienced and competent staff, without any criminal records to support our 4 programmatic areas. GPD requests the following before employment is confirmed: National Youth Service Certification, Statement of Results and other relevant academic certificates, Background Check report from their respective State CID, Doctor’s reports, and professional references.
- **Procurement and Value for Money:**
GPD offers the best rates for project implementation costs when compared to our contemporaries operating in the same region where we operate. However, this does not translate into under-compensating staff and partners we collaborate with to implement projects.

- Strong Community Presence and Cordial Stakeholder Relationship:**
 GPD is a household name in the Niger-Delta region of Nigeria, and similarly is becoming same in the Northern parts of Nigeria. Importantly, we have a vast network of stakeholders (including women, men, youth boys and girls from community, MDAs, private enterprises, CBOs, and FBOs) who have bought into our vision and are willing to support us to implement development projects within and outside their localities. Additionally, GPD has a very high social standing in Nigeria compared to other Non-profits in our areas of operation, as well as strong community confidence in our commitment to deliver on our stated mandate.
- Monitoring, Evaluation and Learning (MEAL) System:**
 Project Monitoring and Evaluation activities are done by competent MEAL staff of GPD and data collected during MEAL activities are analyzed and stored in GPD's organizational database for futures reference. GPD relies heavily on MEAL reports and recommendations to inform project implementation plans, re-design where necessary, and to mitigate unforeseen risks during project implementation. Our MEAL tools regardless of the project are always designed to show sex and age disaggregated data, to enable project team effectively track how many women and girls benefit from interventions. As well as identify and remove blocks that prevent women and girls from benefiting from our projects, in the case where we record low participation of women and girls.
- Staff Welfare and Appraisal:**
 GPD conducts quarterly internal assessment and appraisal of staff as a way of monitoring staff performances and completion of stated annual objectives in line with the project(s) they are tied to and their primary organizational job description. High performing staff are rewarded in the form of salary/allowance increment and promotion through organization ranks to trigger more commitment to Organizational mission and vision.
- Decision making Mechanism:**
 GPD has different hierarchies of decision making which allow for timely response to organizational issues. The highest level of decision making is the Board of Trustees (BoT) comprised of academia, entrepreneurs, multi-sector professionals and other individuals with valuable experiences and qualifications in Public Administration, as well as in the field of development. Whereas the second level of decision making rests with the Management Staff (headed by the Executive Director appointed by the BoT), and is supported by Programmes and Department Heads for timely and quality decision-making.

Weaknesses

- Although GPD have been able to get many international and local donors to shortlist the organization for new and upscale of existing projects, only a very few of these have actually ended up with the organization being funded due to poor documentation and staff strength which the organization have made huge strides in addressing

- Lack of alternate source of income to support resource mobilization to cover operational costs, expansion of areas of operation to cover the 6 Geo-political zones of Nigeria, medical and training costs for staff, and purchase of project vehicles to facilitate the movement of persons and materials
- Due to a lack of physical presence (offices) in some states in Nigeria, GPD is ineligible to make applications and receive funds to implement project in some areas where we have interest and the ready networks and relationships to support successful project implementation
- Report and outcome of different activities are not published on our website promptly. This in turn has silenced some of the credible and laudable projects and achievements we have made over the years.
- Limited internal training and development programs for existing and new employees
- Gaps in finding more funded training opportunities to build staff capacity
- Inadequate resources to support fringe benefits of employee (bonuses and leave allowances)

EXTERNAL ENVIRONMENTAL ANALYSIS (OPPORTUNITIES AND THREATS)

Following a deep assessment which was internally conducted, with the support of external professional, the following opportunities and threats were detailed

OPPORTUNITIES	THREATS
Demographic Changes	
<ul style="list-style-type: none"> • Needs of target beneficiaries provides an opportunity to create other branches/offices for the organization • Global momentum on the United Nations Security Council Resolution 1325 to support and push for inclusive participation of women and girls in governance and peace building • Global focus on more collaboration and partnerships for development • National and State Governments commitment to collaborate with local NGOs and other CSOs to expel corruption and non-inclusivity from Nigerian government spaces and ensure that the dividends of democracy gets to all irrespective of social status, sex, age, tribe, or religion. 	<ul style="list-style-type: none"> • The issue of insecurity in the North East endangers the life of employees, volunteers as well as consultants • The constant attacks of communities by terrorist threatens human security
Social and Cultural trends	
<ul style="list-style-type: none"> • Coordinating and Supporting societal changes through programs will contribute to strategic partnership and engagement backed-up with evidence of cultural & social trends 	<ul style="list-style-type: none"> • Gaps in publicizing activity and interventions implemented
Economic conditions	
<ul style="list-style-type: none"> • The fact that Nigeria is the World Capital for Poverty as reported by the WHO, presents GPD with increased opportunities to focus on projects that support positive changes in the economic status of our target beneficiaries. • Addressing funders in order to obtain funds to advocate for issues like; conflict prevention, gender based violence, poverty, marginalization, and environmental protection 	<ul style="list-style-type: none"> • Corruption in Nigeria MDAs, and refusal of stakeholders to buy into projects that will expose their corrupt deeds. • Increasing unemployment rate • Increase in poverty rate as a result of continued economic deterioration

STRATEGIC ISSUES, GOALS AND STRATEGIES- WHERE WE WANT TO GO

STRATEGIC ISSUE 1: Human Resources Development and Support

Goal: Improve staff capacity for better results in project implementation and management through effective HR support

ACTION PLAN

- **Staff Training:**

GPD will continuously procure the services of external trainers to organize in-house training for staff, and in cases where possible, fund external training for core staff to close capacity gaps for effective project management and implementation. Our minimum annual target is 1 training/capacity building programme per staff – fully funded for core staff annually. This will enable us to meet the needs of our stakeholders and demands of the organization as well drive organizational targets for the period of 2020-2023

- **Improved Staff Appraisal:**

In order to promote staff commitment to the visions and missions, as well as short & long term targets of the organization, GPD has effectively from 2020 modified “Staff Appraisal Frequency” from once at the end of each year to **Once-Every-3-Months**. This however, is a minimum, as staff salaries will be reviewed regularly in exceptional cases as Management sees fit.

- **Rewards and Incentive:**

- Establish effective health insurance benefits for staff
- Increase travelling allowance for staff on field trips

STRATEGIC ISSUE 2: Internal and External Communication

Goal: To improve GPD’s Internal and External Communications system

ACTION PLAN

- **Line of Reporting:**

- Clearly articulate/define reporting lines to decentralize workload on Management and ensure improved staff coordination

- **Improved Grants Management and Relationships with donors and potential Partners:**

- Continuously track funding opportunities for which GPD is eligible
- Divide proposal writing responsibilities to relevant programme staff
- Actively seek partners to support GPD’s venture into areas (both geographic and thematic) where GPD has little track record

- **Internal Communication Improvement:**

- Technical and General Meetings
- Quarterly reviews and updating of projects activities

- **Modification/Updating of Staff Job Descriptions:**

Depending on our active projects, GPD will continuously update and modify the responsibilities of staff on a bi-annual basis to support successful project implementation

- **Consolidate media and high-quality online presence:**

- Update our website on a rolling basis as project activities are completed
- Keep our social media handles active (at least 1 post per week), and in cases where GPD lacks account with any popular/trending platform, create one.

- **Database and data management:**

- Timely translation of hard copies of data collection tools into software copies for future reference
- Establish effective and participatory feedback mechanism with stakeholders
- Develop and continuously update database of GPD staff, donors and beneficiaries
- Improve on Design, Monitoring, Evaluation, and Learning processes for effective scale up of GPD's past and current projects

STRATEGIC ISSUE 3: Guideline for Needs Identification, Project Design, and Project Preparation

Goal: Improve on Results-Based Approach to Attain Desired Project Implementation and Management.

Targets

1. Needs Identification/Problem Analysis

- Understand and map behaviors/trends among target beneficiaries and stakeholders
- Develop problem and objective tree through a participatory workshops of team members and consultative discussions with respective beneficiaries and relevant stakeholders
- Utilize Participatory Rural Appraisal and Participatory Vulnerability Analysis during needs identification.
- Utilize a comprehensive framework for studying different tools and effect linkages of the core problems i.e personal interview, meetings and discussions, questionnaires

2. Project Design

- Based on the outcome of needs identification, use logical framework Analysis approach for concept note development

STRATEGIC ISSUE 4: Modification of GPD’s Programmatic Areas and target groups

Goal: Contribute to Continuous Development and Innovation in GPD’s Programmatic Area

GPD has decided to devote one of its four programmatic areas to respond to gender issues which we have discovered from our previous and current interventions to be on the alarming increase. This is so that GPD can contribute its quota in securing an economic, social, and politically conducive environment for the progress and well-being of women and girls in Nigeria. As a result the following changes have been made to our programmatic areas in line with the Sustainable Development Goals (SDGs 2015-2030) and United Nation Security Council Resolution 1325.

Sn.	Formerly	Present
1	A part of Gender and Peacebuilding	Gender Equality
2	A part of Gender and Peacebuilding	Conflict Prevention Peace building
3	Democracy and Governance	Same
4	Sustainable Development	Same
5	Environment and Community Health	Same

1. Gender Equality

Goals: To promote equality of women and men in a facet of our programming and intervention with emphasis to empower women and girls for sustainable peace

Strategic Targets

- End all forms of discrimination against women and girls to influence policies, procedures, and best practices for the promotion and achievement of gender equality, gender justice, and fundamental human rights across GPD focal states
- Ensure that the role of women and girls are recognized as peace builders and agent of change in the society
- Work with male champions to foster equality between men and women through systems and structure engagement and strengthening.
- Ensure women full and effective participation and equal opportunities for leadership at all levels of decision making in political, economic, and public life

Adopt and strengthen sound policies and enforceable legislation to facilitate the implementation of i.e State Action Plan (SAP), Local Action Plan (LAP) at the local and state level respectively

- Enhance the use of information and communication to promote the empowerment of women in civil society participation
- Support women’s participation in peace negotiations and in post-conflict reconstruction towards ameliorating security situation and sustaining peace within communities
- Organize institutions to support women, peace and security agenda, which focus on advancing the components of United Nations Security Council Resolution 1325.

2. Conflict Management and Peace building

Goals: Promote peaceful and inclusive societies to provide access to justice for all and build effective, accountable and inclusive institution to promote peace for sustainable development at all levels.

Strategic Targets

- Significantly reduce all forms of violence and related death rates in Nigeria.
- End abuse, exploitation, trafficking and all forms of violence against and torture of children.
- Promote the rule of law and ensure equal access to justice for all.
- Support efforts to prevent conflict from escalating to violence.
- Strengthen relevant institutions for building capacity at all levels to prevent violence and combat terrorism and crime.
- Promote and enforce non-discriminatory laws and policies for sustainable peace and development.
- Significantly reduce triggers of violence through constructive dialogue.

3. Democracy and Governance

Goals: To support development of democratic mechanism and processes that enhances people's participation in decision-making and monitoring processes at all levels.

Strategic Targets

- Supporting advocacy works/campaigns to protect and promote people's rights and interests.
- Develop effective, accountable and transparent institutions at the community and state level
- Ensure responsive, inclusive, participatory and representative decision making at the community, local and state level
- Support advocacy campaign/activities in promoting people-centered legislations and policies.
- Providing necessary assistance and support for marginalized and disadvantaged groups and for community development
- To develop coalitions/platforms for promoting good governance objectives that will support good practices, especially in terms of accountability within GPD focal states
- Promote the realization of rights through the monitoring of governance
- Ensure public access to information and protect fundamental freedoms, in accordance with national legislation.
- Ensure Budget Tracking, Transparency, and Accountability at the state and national level
- Ensure responsive, inclusive, participatory and representative decision-making at all levels.
- Safeguard against human rights violation and promotion of Social justice

4. Sustainable Development

Goals: Improve on national, state, local government, and community blueprints and structures set up to solve today's problems of human and capital development whilst securing a better and more sustainable future for our target beneficiaries at all levels

Strategic Targets

- The Economic Priority Areas:
 - i. Poverty alleviation and zero hunger
 - ii. Build resilient infrastructure, promote sustainable industrialization and foster innovation
 - iii. Ensure sustainable consumption and production patterns in all levels
- The Social Priority Areas:
 - i. Improve the quality of life; fostering a good quality of life for all members at individual, group and community level (e.g. housing, health, employment, safety and other basic needs)
 - ii. Generate and sustain community voice and influence on democracy and governance to ensure that governance structures are accountable and democratic processes are open and transparent
 - iii. Provide equitable opportunities and outcomes for all members of society, particularly the poorest and most vulnerable members

5. Environment and Community Health

Goals: Ensure implementation of projects that cut across environmental protection, Water, Hygiene and Sanitation (WASH), and health programs to improve livelihood and environmental best practices.

Strategic Targets

- Promote integration of WASH into other health/development programs
- Support and strengthen the participation of local communities in improving water, sanitation, and hygiene management
- Achieve equitable access to safe drinking water, sanitation and hygiene facilities
- Develop and disseminate health-based newsletters, best practices guides, norms and standards
- Support efforts to improve health status for children, girls, boys, and women.
- Promote collaboration and capacity of community stakeholders on environmental best practices that ensures access to income generating options and sustainable livelihood development for women, men, youths (boys and girls), and persons with disability

STRATEGIC ISSUE 5: Geographical Coverage of GPD

Goal: To establish new offices and increase GPD’s national presence

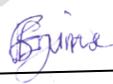
Strategic Targets
<ul style="list-style-type: none">• Establishment of a presence at the Federal Capital Territory, Abuja to ensure better engagement with stakeholders and advocacy at the National Level.• Setup offices across different geopolitical zones to engage relevant stakeholders (women and men) in providing collaborative peace building responses to violent conflict.

This Strategic Plan has been reviewed and is recommended for approval by:

Ebruke Esike Onajite (signed):  _____

Executive Director

This Policy has been reviewed and is approved by:

Engr. Ejiro Solomon Oghenebrume (Signed):  _____

Board Chairman