GIRLS' POWER INITIATIVE (GPI)

GIRLS' POWER INITIATIVE (GPI) NIGERIA

"towards an empowered womanhood"

STRATEGIC PLAN 20

2015 - 2019

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LIST OF ABBREVIATIONS

ASRH	–	Adolescent Sexual and Reproductive Health
BOT	–	Board of Trustees
BTAN	–	Budgeting, Transparency and Accountability Network
CEO	–	Chief Executive Officer
CRS	–	Catholic Relief Services
CSOs	–	Civil Society Organisations
FIDA	–	Federation of International Women Lawyers
GDI	–	Gender Development Institute
GLWHIV	–	Girls Living With HIV
GPI	–	Girls Power Initiative
HCT	–	HIV Counseling and Testing
HRM	–	Human Resource Management
LACA	–	Local Action Committee on AIDS
M&E	–	Monitoring and Evaluation
NAPTIP	–	National Agency for the Prevention of Trafficking in Persons
NBA	–	Nigerian Bar Association
NDHS	–	Nigerian Demographic and Health Survey
PTA	–	Parents' Teachers Association
RM	–	Resource Mobilisation
SACA	–	State Action Committee on AIDS/State Agency for the Control of AIDS
SFLHE	–	Sexuality Family Life HIV&AIDS Education
STIs	–	Sexually Transmitted Infections
SWOT	–	Strengths, Weaknesses, Opportunities and Threats
UNDP	–	United Nations Development Programme
UNFPA	–	United Nations Population Fund
UNICEF	–	United Nations Children's Fund
UN Women	–	United National Entity for Women
WAS	–	World Association for Sexual Health
YFHS	–	Youth Friendly Health Services

FOREWORD

Girls Power Initiative strategic planning process was designed and implemented using a systematic approach in determining and concretising the issues and needs for attention and action, and establishing the requirements that will enable GPI implement the agreed priority actions with active participation of the Board, the staff and partners. The process included stock taking of the situation it internal and external environments of GPI, drawing from collective wisdom of the leadership, staff and critical stakeholders to establish basis for action and defining the future more concretely and meaningfully. In addition, the process enabled GPI re-established its identity, reviewed performance, considered the several options in in defining its future priorities and desired outcomes/results, deciding on the best means fined the means and approaches for actualising anticipated outcomes, defined the resources (human, financial, materials and technological) and actions required to transform GPI to a sustainable organisation and approaches to the mobilisation of needed resources.

This plan is an outcome of a rigorous and painstaking but systematic process of consultations, brainstorming, examining and weighing different options for growth and development and building consensus on operationalising a common agreed agenda for the future. GPI desires to make and record huge difference in its immediate environment (South-South geo-political zone) in particular and Nigeria in general by contributing to the achievement of National and International Development Goals by initiating, designing and managing programs that respond to health and socio-economic development of girls and young females.

There is no doubt that 20 years down the line, GPI has been most remarkable especially in making the difference at both macro and micro levels, demonstrating strength and tenacity in breaking through barriers to address issues considered most sensitive in most communities and Nigeria as a whole. The most remarkable achievement of GPI is breaking the silence around gender discrimination, sexuality, sexual and reproductive health and human rights of girls and young females. The situation that led to the establishment of GPI still subsists in South-South geo-political zone and in Nigeria. Though data on health and other socio-economic indices of girls and young females in Niger Delta are not easily available, however, the few data on hand establish high sexual and reproductive health problems, poverty and trafficking, domestic violence and human rights abuses. The family and community environments in many instances are still un-enabling for girls and young females to demonstrate their capacity and talents and also achieve their potentials. There is therefore the need for GPI to build on the lessons of the past to re-launch, consolidate on the gains of the past, expand operations and coverage, sustain donor interest, break new grounds (new donors), manage for results and impact and build a strong and sustainable organisation.

It is therefore imperative for GPI to restructure, strengthen its governance body and leadership, human resources and reposition itself to respond to health, social and economic challenges of girls and young females. The need for a more enabling environment (policy, legislation and community) through strategic engagement, capacity building and communication that influence attitude and behavior more desirably is most critical in the next 5 years if the tempo is to be sustained, gains consolidated and expansion achieved. GPI is poised to maximize all opportunities available including building strategic alliances and partnership and increasing resource base by attracting additional resources to support the dream of improved living standard and quality of life of girls and young females. It is in realisation of this that GPI initiated the process that produced this plan and we are grateful to IWHC for the support provided to facilitate the process that produced the plan that truly reflects our individual and collective aspirations in the next 5 years. We commend management and staff, members of Board of Trustees and partners for demonstrating commitment to the process and outcome of this effort. I call on our donors, government at all and our partners to continue to support GPI in the achievement of its vision and mission.

Chair (BOT)   **Chair, Management Board**
Girls Power Initiative)   **Girls Power Initiative**

SECTION ONE: ANALYSIS OF NATIONAL OPERATING ENVIRONMENT AND CONTEXT OF GPI STRATEGIC PLAN

1.1. Adolescent Sexuality and Youth Sexual and Reproductive Health

Nearly one third of Nigeria's total population is between the ages of 10 and 24. Nigerian adolescents' sizeable share of the population makes them integral to the country's social, political and economic development. Nigeria's development is compromised by the sexual and reproductive health issues afflicting its adolescents and young people. Lack of sexual health information and services make young people vulnerable to sexually transmitted infections (STIs) and unintended pregnancy.

Adolescence is a critical period of human development often characterized by confusion, mixed messages from the adult population, exuberance and a penchant for experimentation, especially with drugs, alcohol and sex. For most people, "adolescence is a critical period in the upsurge of sex drives, the development of sexual values, and the initiation of sexual behavior". There is also the consensus that adolescents engage in high risk sexual behaviors which predispose them to reproductive health problems. Indeed, adolescents, and young people, are more likely to experiment sexually, often with multiple partners without using condoms on a regular basis. Oftentimes, however, adolescents engage in sexual activities with little information and this exposes them to a lot of risks which increases their vulnerability.

Because sexuality education in schools in Nigeria is at its rudimentary stage, the source of information to adolescents remains colleagues, internet, entertainment and literature and sometimes these sources are inadequate, inaccurate and misleading and do not provide the needed basis for informed decision making. There is therefore enormous evidence that unintended pregnancy, STIs, HIV, abortion and other social problems are much higher among this segment especially girls and young females than others. This is because they face more repercussions such as becoming pregnant, rejection by family, denial by the boy friend and fear that abortion may lead to other problems, including death. Health information is obtained from the following sources: friends/peers, mass media: TV, books and magazines, lectures, health personnel. The same sources are used to solve sexually related health problems.

To avoid STIs, young females and girls engage in a variety of practices: taking antibiotics after sex, taking salt and/or potash, while others simply try to urinate immediately after in the hope that any infection will be passed out before it has time to travel far. They also visit health personnel, go to chemist shops and use condoms. Contraceptive use is low and youth underestimate risks of unprotected sex and are at risk of unintended pregnancy, often resulting in unsafe abortion. As such they resort to taking spirits such as gin or whisky immediately after sexual contact in the belief that the hot drink will burn off the sperm. Many more practice abstinence as well as do-it-yourself procedures through which a variety of everyday items such as *krest drink* (a popular brand) bitter lemon, blue, *Andrew's lever salt* [a brand of antacid] are used to avoid becoming pregnant. Furthermore, herbs, roots of papaya, guinea corn, gin and other spirits and ink are used for abortions. There is therefore a need to reach the youths with sexuality and reproductive health information as part of efforts for their development and to resolve these reproductive health problems. Over the years, many organizations including GPI have been working to improve adolescent sexual and reproductive health through advocacy and prevention programming. This needs be deepened and intensified for a sustainable impact

1.2. Abortion

Induced abortion is increasing and is considered to be a major cause of maternal mortality, which is quite high in Nigeria. Reports from several surveys, principally from university teaching hospitals, indicate that the highest risk group is young girls between 15 and 19 years old. The fear of interruptions in education, the risk of unemployment and the social stigma of raising a child born out of wedlock are the principal reasons for seeking an abortion. A significant number of incomplete abortions are regularly treated in hospitals in Nigeria, indicating a high incidence of illegal and poorly performed abortions. Moreover, abortion is reported to be widely available in the private sector.

National data on the incidence of abortion are not readily available, mainly because of the social stigma attached to having an abortion and the potentially severe consequences for the patient, as well as for the physician performing an abortion. Although abortion is generally illegal, there appears to be a large discrepancy between the law and the practice of abortion in Nigeria. A survey of hospitals in Nigeria conducted indicates that a majority (55 per cent) of abortion cases involved young girls under age 20, for whom illegal abortion is currently the leading cause of death; some 85 per cent of those having an abortion were unmarried and 60 per cent of the women had at least a secondary-school education.

1.3.   Human Rights and Gender Discrimination

In traditional African societies like Nigeria, culture has a pervasive influence on how women are treated and it represents the totality of the way of life of a given society. It is therefore no surprise that all discriminations against girls and women tend to seek justification in cultural moves, beliefs and practices. It hurts to observe that most Nigerian women are held down from realizing their full potentials, all in the name and game of culture. For any society to develop and progress it must embrace change and objectivity.

It is observed that the girl-child is the most affected in human rights violation. Most often even some parents go out of their way to grossly abuse their children in various forms, believing that they have authority and the right to do so even at the detriment of the child's development. For instance the education of the girl-child in some cultures, suffer great neglect and abuse. This is because education of the girl-child is neglected based on sex and gender ideologies informed by culture and tradition. Culturally, it is more acceptable to train a boy than a girl. Some illiterate parents believe that sending the girl-child to school means training her for another family because she will get married and the money used in training her would be a waste. Thus girl-children are sent to hawk or engage in other forms of child labour to support the male children. This harmful social practice has cost many Nigerian children their lives or robbed them of their human dignity.

The practice is also responsible for many unwanted pregnancies rape, resulting to child dumping/killing. It can be said that poverty and ignorance are major causes of the girl child's educational neglect, and the government, the society and the family are collective abusers of the rights of the girl-child to education. In Nigeria, there has been high incidence of child marriage with all its attendant negative consequences, namely, denial of education to the girl-child, which affects her social, and economic status in the society, high incidence of maternal and infant morbidity and mortality. Another serious violation of the girl-child's rights is Female Genital Mutilation (FGM). This involves a number of traditional operations that involve the cutting of parts of the female genitalia or other injury to the female genitals, whether for cultural or other non-therapeutic (curative) purpose. This is usually performed during infancy, childhood or adolescence. FGM is female circumcision and it is a total violation of women's dignity and right to bodily integrity. The forceful nature of the act is akin to sexual violence. Thus, there is need for legislative change and advocacy to prevent FGM, and its adverse effects on the girl-child and young females.

1.4.   Violence Against Girls and women

The experience of sexual violence ranges from 6 percent among women age 15-19 to 9 percent among women age 20-24 (NDHS 2013). Gender-based violence against women has been acknowledged

worldwide as a violation of basic human rights. An increasing amount of research highlights the health burdens, intergenerational effects, and demographic consequences of such violence. The World Health Organization defines such violence as "the intentional use of physical force or power, threatened or actual, against oneself, another person, or against a group or community that either results in or has a high likelihood of resulting in injury, death, psychological harm, or deprivation". And domestic violence, a form of gender-based violence, is defined as "any act of violence resulting in physical, sexual, or psychological harm or suffering to women, girls, or men, including threats of such acts, coercion, or arbitrary deprivation of liberty"

Gender -based violence is a rampant phenomenon in Nigeria, and it cuts across every class, ethnic, religion, language and community. Gender-based violence is violence inflicted on women because of inequalities between the male and female genders. Such violence includes female genital mutilation, domestic violence verbal and psychological abuse of women or girls; violence against non-combatant women, and women in conflict situation, rape and sexual abuse, and social and legal discrimination against women and girls. The problem, as the Nigerian experience has shown, is an extremely serious one, to the extent of its persistence, despite its ban by Section 34 (1) of the 1999 Constitution, which guarantees the rights of all against torture and other in human or degrading treatment.

Although its gravity has been hidden for too long, for lack of proper monitoring system, the understandable reluctance of victims of gender-based violence to report their experiences and the failure of human rights organisations in the past to speak out and organise against it, still remain a task for everyone. Hundreds of thousands of women are brutalised in their homes and on the streets each year. A similar number of girl children forcefully undergo female genital mutilation. A countless lot of women and girl children suffer verbal and psychological abuse and it has been observed that in the past few years, women had been victims of violence in communal and ethno-religious conflicts such as those in Warri, in Delta State, Kaduna, Plateau, Yobe, Borno and Adamawa States.

Matters have not been helped by a regime of laws, and socio-cultural practices that discriminate against women and the girl child and deny them equal access to education, credit, property and wealth. Besides, numerous girl children are coerced into marriage, often with men the age of their fathers.

Violence against women and girls has subjected millions of Nigerian women to a life of oppression, exploitation and abuse – reducing them to second-class citizens in many respects. A lot of them merely live from day to day, and neither have control over their destiny, nor are able to explore and develop their personal and social potentials. This tragedy has been the result of violence against women not only in Nigeria, but in most African countries.

1.5.   Children on the move and Child Trafficking

The exploitation of one human being by another is the basest crime and yet trafficking in persons remains all too common, with all too few consequences for the perpetrators. Since 2010, when the General Assembly mandated UNODC to produce this report under the UN Global Plan of Action to Combat Trafficking in Persons, we have seen too little improvement in the overall criminal justice response. More than 90% of countries have legislation criminalizing human trafficking since the Protocol to Prevent, Suppress and Punish Trafficking in Persons, Especially Women and Children, under the United Nations

Figure 1: No. detected victims of Trafficking in Nigeria

Girls
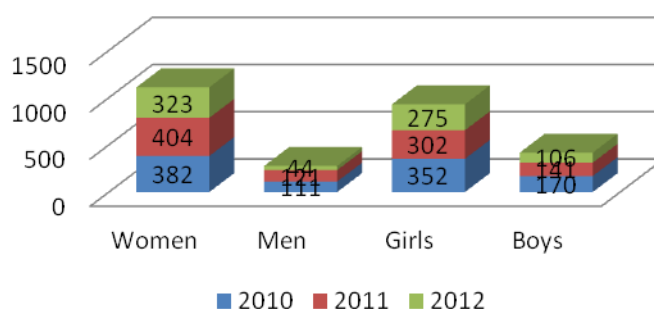
Convention against Transnational Organized Crime, came into force more than a decade ago. Nevertheless, this legislation does not always comply with the Protocol, or does not cover all forms of trafficking and their victims, leaving far too many children, women and men vulnerable. Even where legislation is enacted, implementation often falls short. As a result, the number of convictions globally has remained extremely low. Between 2010 and 2012, some 40 per cent of countries reported less than 10 convictions per year.In recent years there has been growing concern about the trafficking of children from a number of West African countries including Nigeria.

For nearly all crimes, male offenders vastly outnumber females. On average, some 10-15 per cent of convicted offenders are women. For trafficking in persons, however, even though males still comprise the vast majority, the share of women offenders is nearly 30 per cent. Available information show that children now comprise nearly one third of all detected trafficking victims. Out of every three child victims, two are girls and one is a boy. In Africa for example, children comprise a majority of the detected victims. Although exact figures may be unknown, however, what is available suggests that the problem of both internal and external trafficking in Nigeria is significant. NAPTIP acknowledges that available figures may not be fully reliable and as such the incidence is likely to be higher. International trafficking in Nigeria receives the bulk of media attention, with high profile reports of children being trafficked to Europe to work in the sex industry. However, evidence suggests that such forms of exploitation actually represent only a minority of cases. The majority of child trafficking is internal, and most Nigerian children appear to be trafficked for the purposes of labour rather than sexual exploitation and many children, especially girls, are trafficked to work as domestic servants. In general, the problem of trafficking affects more women and girls than men and boys. For instance, figure 1 above from the TIP Global report (2014) indicates that a total of a total of 1109 women and 929 girls were trafficked between 2010 and 2012 compared with 276 men and 417 boys respectively.

A number of different trafficking routes have been reported. Internally, Akwa-Ibom, Cross-River and Imo states are all reported to be major 'suppliers' of trafficked children to towns and cities as domestic workers. For instance, the Global Report on Trafficking in Persons by UNODC (2014) put the number of detected victims of domestic trafficking at 2,350. Whilst international trafficking usually involves sophisticated networks, internal trafficking is much less organised, with transactions often conducted by individuals known to the children, their parents or family members. Whether children have been trafficked or have migrated, these children (especially girls) who live away from their families are extremely vulnerable to abuse and exploitation, as trafficking by its very definition leading to greater harm for children than migration. They suffer the mental trauma of being separated from their families and are frequently exposed to physical and sexual abuse. For instance, the 2014 Global TIP report indicated that in Nigeria, 635 persons and 905 persons were for the purpose of forced labour and sexual exploitation respectively.

Children who have been trafficked or migrated for work often miss out on schooling as a result. Losing out on education and the trauma experienced by trafficked girls (and boys) means that the negative effects are long-lasting. Children, especially those who have been exposed to sexual exploitation, may also suffer from stigma and rejection by their communities when they return home. Poverty clearly has a role to play in decisions regarding trafficking and migration. Despite its vast oil resources, Nigeria remains one of the poorest countries in the world. In such contexts, trafficking or migration in search of work may be used as a survival strategy. Many NGOs and parents cite poverty as a key cause of trafficking and note that trafficking cannot be effectively addressed without strategies to increase household incomes. It is claimed that the migration of children to look for work is supported in many communities, with little acknowledgement of the risks. Evidence suggests that gender and age norms play a crucial role in children's trafficking. As noted above, trafficking is reportedly more common amongst women and girls in Nigeria than men and boys. The government of Nigeria has responded in many ways to issues of trafficking in persons including the promulgation of Trafficking in Persons (Prohibition) Law Enforcement and Administration Act of 2003 which provides a legal framework for investigating and prosecuting traffickers, and for rescuing victims.

NAPTIP was thus established in 2003 as the focal point for all trafficking interventions in Nigeria and it has worked to raise awareness and create better collaboration with European and neighbouring countries on trafficking issues, and has established a 120 bed shelter for victims of trafficking in Lagos. They are currently exploring links between HIV/AIDS and trafficking and hope to develop more interventions in this area in the future. One major challenge of NAPTIP is insufficient resources for their needs which explains the reasons for its work concentrating on on investigation and prosecution. Aside from awareness raising, little action is being taken on prevention, and work to rehabilitate victims is minimal. In addition to NAPTIP, various other government departments and agencies have a role to play in addressing trafficking issues. Nigeria has signed regional and international policies and conventions on trafficking which provide a comprehensive framework for response. There are several NGOs working on child trafficking issues in Nigeria, however, there is the need for more efforts at all levels and by all stakeholders for greater impact.

SECTION TWO: REVIEW OF GPI PERFORMANCE AND MAJOR ISSUES ARISING

2.1. GPI accomplishments and challenges

Girls' Power Initiative (GPI) Nigeria is an independent, not-for-profit, non-governmental youth development organization founded in 1993 but effectively started the execution of regular Comprehensive Sexuality Education programmes and other related and relevant activities in 1994. GPI is a registered organization with the Corporate Affairs Commission (CAC No. 10290, 1997). At the core of GPI programme is regular educational sessions on adolescent sexuality, sexual and reproductive health and rights, leadership and other Gender Sensitive life management skills from a gender and human rights perspective particularly with in and out of school adolescent girls aged 10 – 18 years in 4 (four) states (Cross River, Akwa Ibom, Edo and Delta states).

GPI's focus is to assist young girls live healthy lives and achieve their full potentials, towards an empowered womanhood. It also includes assisting young girls to overcome the risk of early sexual activities, gender discrimination, Human Rights and contemporary social practices, adolescent/unintended pregnancies, sexually transmissible infections (STIs) including HIV/AIDS, unsafe abortion, all forms of sexual abuse and harassment as well as other forms of violence against girls and women and exploitation. The VISION is to be a leading sustainable feminist institution with critical consciousness and capacity for analyses on social and gender prejudices, committed to empowering girls into healthy, self reliant and productive women for the achievement of positive changes and transformation of patriarchal values in Nigeria. The MISSION is to empower adolescent girls with accurate information on their Sexuality, Human Rights, Life Management and Leadership Skills from a gender perspective for social action while its VALUE is a team working with passion and commitment, upholding feminist ideology with integrity and responsiveness while promoting equal opportunities for all.

The GPI programme strategies and activities are directed at the 4 spheres of stages of influence on girls namely; INDIVIDUAL LEVEL (empowering the girls as social change agents through increasing their self-esteem, knowledge, skills and self efficiency), SOCIAL NETWORK LEVEL (at the level of their parents, other family members and peers to strengthen positive relationships among girls and immediate social relations to provide the necessary support for their actions), COMMUNITY LEVEL (aimed at creating new and broader enabling environment and opportunities for girls' action in challenging patriarchal values and discriminatory practices and beliefs that put girls at risk and to create awareness about the dynamism of culture to facilitate positive social changes towards gender justice) and INSTITUTIONAL LEVEL (focusing on social changes through activities and advocacy for policy changes that impact systematic practices and norms that affect girls and their communities). GPI has been in the vanguard of improved status and living standard and quality of life of young females and women generally and through its efforts had drawn and changed attitude towards the plight of women and girls generally.

Over a 20 year period, GPI has recorded a number of landmark achievements including but not limited to the following

- Diversification of program beneficiaries to include religious institutions
- Contributed to the development and implementation of major national policies on adolescents and women
- Gained increased visibility as a result of unique area of focus, the volume of work done over the years and the achievements recorded in its operating environment
- Expanded from initial two centers bringing the number of centres to four; namely; Edo, Cross River, Delta and Akwa Ibom
- Successfully graduated hundreds of adolescent female beneficiaries in Cross River, Edo, Akwa Ibom and Delta States centers respectively, having grown from the initial group of 15 girls in July 1994 to an organization that today reaches out to approximately 50,000 adolescent girls directly and indirectly every year, particularly in the Niger-Delta geo-political zone of Nigeria
- Established a fully funtional Gender Development Institute in 2000 for the training of young females in leadership and life management techniques
- Collaborated with other organisations to advocate and facilitate the integration of FLHE into school curriculum nationally
- Collaborated with the Cross River and Edo States Ministries of Education to train school teachers for the implementation of the SFLHE in Cross River, Delta and Edo states.
- Developed 8 volumes of Reproductive health education series for young people in addition to the 3 volumes of revised edition of GPI training manual to meet the age-specific needs and experiences of adolescents aged between 10 and 18 years.
- Developed 3 volumes of training manuals for the CRS Ministry of education for the implementation of the FLHE curriculum in CRS as well as a manual for pre-school training for Colleges of Education in Nigeria. GPI collaborated with MOE in Cross River, Edo and Delta States to integrate FLHE into the curriculum in Basic Science and Social Studies subjects and produced and distributed schemes of work to all schools
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GPI has won several awards based on its outstanding work in Nigeria such as the International award won for excellence and innovation in Sexuality Education (2007) by The World Association for Sexual Health (WAS) and award by the MacArthur Foundation as the Most Creative and Innovative Institution on Sexuality Education for adolescent girls in Nigeria – 2012. In addition, GPI has contributed technical inputs at state and national levels through its membership of different committees including Cross State Gender Technical Working Group on HIV/AIDS since 2006 by Cross River State Action Committee on HIV/AIDS (SACA), Edo State Action Committee on HIV and AIDS in 2007, Edo State High level Technical Group on Vulnerable Children and coordinated a national coalition on increased access to women's health from 2010-2012. In its 20 years of operations, the work of GPI has been challenged by a number of factors including misconception about activities of GPI, inadequate facilities to accommodate increased demand for its services by the primary target group, attrition of girls (programme beneficiaries) in some Centres and limited funding which limits programme expansion to more rural communities to meet the needs of many out of school adolescents. In addition were staff turnover due to lack of funds to offer competitive remuneration, prejudiced societal, cultural and religious beliefs/interpretations that continue to reinforce sexist values, inability to provide start up grant for girls trained on entrepreneurial skills and loss of vital information due to inadequate documentation of GPI past accomplishments.

2.2. Summary of finding of rapid organisational assessment

The strategic planning process commenced with a rapid organisational assessment to gather relevant and reliable information upon which conclusions could be drawn and issues for the future established.

2.2.1. Objectives of the assessment

a) To determine strengths and weaknesses of GPI in relation to programmes, services and organisational operations
b) To assess how and to what extent the structures and organization of GPI facilitate or hinder the development and implementation of its activities, good governance and effective service delivery
c) To assess progress and results achieved by the Organisation to date compared to planned objectives, including lessons and best practices.
d) To identify and analyze the management development needs of GPI, including those related to effective and transparent leadership, human resources, management systems, and financial management, resource requirements, program expansion, generating and increasing demand for services and resource mobilisation.
e) To identity what needs to change in GPI for increased effectiveness and sustainable impact of programmes and services.

2.2.2. Methodology and limitations

The main methodology of the assessment was review of major GPI documents reviewed. The decision to adopt this methodology was purely financial. The documents reviewed included the following

a. Report of OD Assessment conducted in May 2013 by Sarah Corley, a VSO Volunteer with GPI. The findings are still considered valid considering that it was undertaken less than 18 months before the process of developing a new strategic plan commenced. Though the level of implementation of the recommendations was unknown, it was clear that progress has been slow. In view of these most of the issues raised in the report were still considered valid to a very large extent.
b. Current GPI organogram
c. Highlight of duties and responsibilities of 9 staff duties
d. GPI draft constitution (still being reviewed)
e. Staff profile and list of Board members
f. GPI profile and update (from GPI web site)
g. GPI update (since inception)
h. Report of strategic planning (2010)

2.2.3. Limitations

▸ The report does not contain all of the answers of what GPI needs to do especially where it currently is and the challenges it faces..
▸ The report focuses on GPI Calabar Centre, although there is acknowledgement that some of the recommendations in the paper will potentially impact on other GPI centres of what will require their involvement and that of the Board to implement.

- Though he vision and mission of GPI had been reviewed and a value statement agreed on, however, there was no comprehensive information on actions taken to address issues raised in the OD report.
- The assessment did not cover some important areas such as funding, financial management, programme outcomes/impact etc
- Inability to validate or invalidate available information through other means e.g. interviews
- Though a few people in the external environment were interviewed and their views, opinions and suggestions reflected in the findings, however, the assessment did not look at the external environment of GPI including such issues as policies, legislations, collaboration and partnership, community involvement, programme impact in the external environment etc

2.2.4. Synopsis of findings/results

2.2.4.1. Teamwork

- This was a well rated area, with scores of between two and four, giving an average of three. Staff expressed their pleasure in working as a team, feeling there is support, help with tasks and a visible team spirit.
- Staff assist each other with activity implementation and support one another. Several staff members commended the Coordinator for creating a great team spirit and the environment where staff support each other to achieve.
- When the topic of motivation was raised, staff felt that the full zeal and enthusiasm from staff had declined over the last year or two, and it can be seen by staff coming in late, reports late, have to cajole for work to be done and reluctance to take on new roles.

2.2.4.2. Funding and income

- Staff rated this indicator between one and three, giving an average score of two. GPI has received large amounts of funding and support from some of the largest and most respected donors. The success of GPI's approach to funding is to be credited to the Co-ordinator and the network or support and relationships she built; her dedication to the values of GPI and ensuring that funding was obtained from reputable sources. These funders continued to support GPI for many years and this is due to the quality of the work, trust and transparency of GPI.
- However, staff expressed serious concern about the current level of funding GPI is receiving and mentioned 'funders fatigue and the potential loss of its main funders due to shift in focus of funding. Staff rated this between one and three with an average score of two at interview but felt it was a priority issue to be dealt with to ensure the future of GPI.
- Closure was raised by some staff and failure from donors to fund, in particular sexual and reproductive health initiatives, was seen as a cause. Many staff mentioned reliance on a few donors and reluctance to engage with new donors. Staff felt as though GPI's vision and mission was partly the reason for the lack of funding, and felt that expansion of the vision and diversifying was needed to attract new funders.
- Staff also discussed relationships with donors, and raised concerns about the reliance on the Coordinator as being the main contact and whether the donors could assist GPI with reviewing the vision/mission and finding other sources of funding.
- In terms of income generation staff acknowledge that GPI has not made much progress in this area. Staff acknowledge they are not often thinking about income generation or are skilled in this area.

2.2.4.3. Advocacy

- This area was scored by staff as two or three with an average score of two. Staff stated that GPI has been involved in much advocacy work and has produced reports and influenced work on FGM, trafficking, domestic violence and child abuse. Staff and GPI girls also used the social work activity that graduating girls do in a local community as a form of advocacy.
- There was acknowledgement that there has been a decline in the amount of advocacy work being done at the moment, which was linked to funding restrictions by some staff. There was consensus that more research on beneficiary needs and the challenges young women are facing was needed in order to strengthen its advocacy work.
- It was also noted that GPI should network more with other NGOs to learn about what their research and work is, and support them or use the information to shape GPI's activities and not just stay in the office.
- There was recognition that much advocacy and policy work is currently led and conducted by the Head of Knowledge Management, and that should she leave the organisation it would leave a gap and possible loss of connections and contacts.

2.2.4.4. Information Technology

- The availability of the internet was praised by staff and helps them research issues and give girls accurate and up-to-date information.
- The IT skills audit assessment identified that on average GPI staff have fair skills in the areas of: basic skills, word processing, presentations and internet and email. Skills are poor in the use of spreadsheets and databases.
- The lack of working computer systems and printers was raised strongly by staff at the staff retreat and interviews. Staff feel that they are not being provided the resources they need and as such they are criticised for reports/documents being late when accessing a computer or printing was the challenge that leads to the delay.
- Staff also feel resentful that they have to use their own personal computers to complete their work and no financial support to maintain these systems. There were also questions raised about why some GPI staff have GPI systems bought by GPI and others do not.

2.2.4.5. Office facilities and Administration

- Generally feedback from staff from this area is good. At the staff retreat there were commendations for the building, power supply and internet. NGOs, ministry and GPI girls all praised the management of the building, facilities and environment.
- A challenge raised by both staff and GPI girls was that some classrooms not being big enough to hold the number of girls attending or when classes are merged, however, there was acknowledgement that not much could be done except reduction in the number of occasions classes are merged.

2.2.4.6. Information Management
- There was complete consensus that GPI needs to improve on how it manages information. This was consistently rated low with staff only scoring one or two, giving an overall average of two, making this the joint third lowest scored indicator overall scoring only 45%.
- There is no one central store for both paper and electronic files and as a result files and information have been lost. Computer files are stored on individual systems and are lost when staff leave or when systems break down as there is no routine back up of data.
- Some data is backed up on the office hard drive by the Office Manager but this is not done in a consistent manner and also has the potential for failure and loss of data. Some staff felt that as documents were produced on their system the documents belong to them and not GPI and they had a right to take them when they leave or refuse to share with other staff members.
- Documents such as reports have gone missing in the process.

▸ There is also no central database of beneficiaries reached, such as girls attending Sunday lessons or holiday programme, number of library users, number of people counselled or teachers trained.

2.2.4.7. Procurement
▸ An asset register is maintained of GPI, listing all assets and is updated and sent to the external auditor yearly
▸ There are policies to avoid misappropriation of funds and to ensure that items brought represent value, however, these procedures are not always correctly followed or applied consistently.

2.2.4.8. Organisation structure and roles
▸ Staff rated this dimension between one and three with an average score of two.
▸ GPI has an organogram which outlines the structure of the organisation in terms of Board through to the four departments, although this is now slightly out of date. The workload of each department is outlined yearly by the Co-ordinator via the list of activities that department is responsible for, although the list has not been produced in timely manner in the last two years.
▸ Concerns about the structure are whether four departments are needed and the overlap between Outreach Department and Youth Development, and that work is sometimes allocated by the Coordinator in a manner that is not consistent with the structure.
▸ Many referred to the conflicting roles which lead to conflict between the staff members and staff not knowing how to approach and being caught between the conflict.
▸ All staff felt that clarity in roles is needed so that they were aware of their own responsibility and accountability, and that all new staff should be introduced and their roles defined for clarity.

2.2.4.9. Human Resource Management
▸ Overall GPI is doing well in this indicator, for a small organisation it has a number of examples of good human resource management, which include:
  ▸ Having an organogram, structure and roles allocated to staff
  ▸ Autonomy is given to departments to organise the activities they have been delegated
  ▸ Human resources policies exist within a personnel manual
  ▸ There is great team spirit, collaboration and support amongst staff, which is recognised internally by all staff and externally by GPI girls and the organisations GPI works with
  ▸ Opportunities for staff development have been provided through in-house training, library, and role rotation; and external and international training and workshops are also attended by staff
  ▸ There is a culture of "growth from within" by employing and developing GPI graduates into paid and experienced staff members
▸ However, HRM is much more than the issue highlighted above

2.2.4.10. Staff and skills
▸ Staff rated this dimension with scores between 1and 3, giving an average of two. One of the concerns raised was the decline in the number of programme staff and facilitators at GPI. Staff that leave are currently not being replaced and there is no funding available for interns.
▸ This approach means staff are recruited with generic skills but with the desired values rather than recruiting staff that are specialists and with skills that GPI will need, and also with limited or no experience of working in other organisations other than GPI.
▸ Some concerns were raised about staff having no specialist training in the areas they are working in, and therefore do not have all the skills they need to perform their jobs to the required standard.
▸ In terms of recruitment there are no protocols in how recruitment is conducted. Lack of clarity around roles also means that when interviewing it is hard to understand what skills the person needs for the role, so the focus will be on values and attributes needed for Sunday facilitation and GPI values rather than skills for all aspects of the role.

2.2.4.11. Staff Development
▸ Staff scored this dimension between one and four with an average score of two.
▸ The culture of learning at GPI is to learn on the job, and staff should be commended on how they develop others and themselves, through methods such as rotating roles, shadowing others, delegating tasks and at meetings.
▸ Staff felt that there has been a recent decline in the amount of training staff are receiving: there is less opportunity for external training, step-down training is no longer delivered thoroughly, there is less internal training, and the seminar programme no longer runs. There was recognition that not all staff can be developed all of the time, but that some can be developed each year on a rotational basis.
▸ There is no policy/protocol on staff development and no budget allocated for staff development. Staff skills are not assessed against what is required in their role and are not developed in activities they are assigned to lead.

2.2.4.12. Performance Management
▸ Staff rated this dimension between one and three with an average score of two. Currently there are no policies or protocols in place where staff performance is actively monitored. There is no appraisal policy being implemented and no individual work plans.
▸ GPI does have a personnel manual with clear guidance for staff on term and policies. However, this was reviewed by the Board but a revised copy has not been circulated. Some staff are unaware of the existence of a manual or are unaware of its contents.
▸ The following aspects of terms and conditions were also raised by staff:
▸ Staff feel pay is low in comparison with other NGOs; however, there was appreciation that salaries are always paid on time.
▸ There is no clear, defined pay structure which relates to experience or level or linkage of pay to performance.
▸ Staff turnover is perceived to be mainly due to issues relating to pay.
▸ Staff expressed a desire to have more leave and greater clarity about what leave they are entitled to. There was concern that 10 days leave is not enough and this is made more challenging by not observing all public holidays.
▸ There is no health package or welfare funds that enable staff to seek the medical treatment they sometimes need.

2.2.4.13. Leadership and Management

▸ Generally there were comments about the fact that the Senior managers are not perceived to be a team and working together, there seems to be lack of understanding about what each other's roles and responsibilities are and a lack of communication. For instance the Grants Administrator was seen to be disconnected from the Heads of Department and the programme team and therefore the activities of GPI.
▸ Staff felt that improved communication was needed and more transparent sharing of information between the senior management team themselves, to their deputies and then to the wider GPI staff.
▸ There was emphasis also on the need for management to allow change, flexibility and to respond to the external environment and not to be too internally focused or rigid.

2.2.4.14. Senior Management
▸ Many good management practices are in place at GPI and senior management should be commended on their achievements and role in shaping GPI to be a respected and achieving NGO.
  ▸ Passion and dedication
  ▸ Personal motivation fits with the vision of the organisation

- ▸ Approachable, kind and friendly to staff
- ▸ Staff are involved and engaged in activities
- ▸ delegate responsibilities to develop staff
- ▸ Willingness to share their knowledge and experience with staff
- ▸ This was the third highest scored indicator, with all staff rating between a three and four, giving an average of three, and it having an overall percentage score of 80%.
- ▸ Evidence is beginning to suggest that a more participatory style of management is needed to meet the needs of staff and the responsibilities of the organisation.

2.2.4.15. Passion and Vision (Senior Management)
- ▸ Staff reported that the senior management team held passion for the work they do and for GPI and this passion for empowering the girl child is what keeps them at GPI. This was the third highest scored indicator, with all staff rating between a three and four, giving an average of three, and it having an overall percentage score of 80%.
- ▸ There was acknowledgement from some that commitment has declined recently, which shows through tardiness, more self-interest and less effort at times. Pay, lack of resources to do the job, and threat of closure was indicated as potential sources of challenge which are affecting their motivation, morale and commitment.
- ▸ Several comments were made about utterances and attitude of the senior management team which affects commitment and morale, both in a positive and negative way.

2.2.4.16. Succession Planning
- ▸ This was the lowest scored indicator scoring 35% from the potential points and the only one with an average score of one. The majority of staff chose a score of one.
- ▸ There was consensus amongst staff regarding the concern about what would happen to GPI once the Coordinator decided to be less actively involved in GPI, and many felt without the Coordinator GPI would cease to exist.
- ▸ Staff are unaware about whether the Coordinator or Board are making plans to ensure GPI will continue into the future and how or if a successor to lead GPI is being developed or considered.
- ▸ Similar concern was shown by donors and the Ministries. The donor reported that the lack of succession plan is disconcerting for donors. The ministry felt that GPI as it is could not exist without the Coordinator and a plan needs to be developed to move away from sole proprietorship so it can continue to function in the future.
- ▸ Succession plans need to be developed to ensure that their deputies are able to act as their successors. It was felt that deputies have good skills but need more assistance with management skills in particular to be able to move into a Head role.

2.2.4.17. Staff involvement and engagement

- ▸ This dimension scored between two and four and gave an average score of three.
- ▸ All Staff reported being involved in GPI activities, with Heads of Departments feeling as though they were free to plan the activities they were given and staff feeling Heads involved them in the planning and implementation of activities.
- ▸ Staff are all engaged in the running of activities but are less engaged in decisions or the running of the organisation. The Coordinator makes many of the decisions about GPI and informs staff. It was felt that staff used to be able to contribute their ideas and thoughts and the Coordinator used to actively seek staff opinion, but that these opportunities had declined.

2.2.4.18. Programme Development and Management
- ▸ Staff rated this indicator highly with many giving scores of 3 or 4, leading to an average score of 3.
- ▸ Some staff commented that the activity work plans have begun to be practically the same each year with activities being repeated each year.

- ▶ A donor commented that "GPI's programme has not really changed over time, expansion and innovation are desired but there is a lack of funding, organisational capacity and operational leadership to change and expand."
- ▶ Some staff expressed the desire to have the variety of activities that GPI previously used to be involved in and also expanding the work to include different activities including reaching out to communities rather than just those who are able to attend at the GPI Calabar centre.

2.2.4.19. Review of overall programme
- ▶ Staff expressed scores of two and three, believing that individual activities are reviewed well and reports with recommendations produced, and these reports are reviewed and suggestions implemented next time that same activity occurs.
- ▶ However, the learning from individual activities is not shared across the entire programme of activities, the programme as a whole is only reviewed when there are meetings such as staff retreat or strategic planning, and overall impact on the entire programme on beneficiaries is not assessed regularly or holistically.
- ▶ Staff expressed that more research into long-term impact of the activities on beneficiaries is needed and research on beneficiaries need be conducted more regularly rather than relying on feedback and issues girls involved in GPI activities raise, to keep GPI relevant and aware of new trends.
- ▶ Some staff felt that GPI needs to listen to ideas and recommendations from programme staff more – they are closer to beneficiaries and understand their current needs more.

2.2.4.20. Monitoring and Evaluation Strategy

- ▶ GPI has embraced the need for monitoring and evaluation and staff are well informed on what it is. Each activity now has a report completed which contains information from the evaluation forms and initial impact of the activity.
- ▶ Staff reported that impact on beneficiaries is now more regularly considered and there are M&E plans and templates produced
- ▶ The evaluation was activity based and more consideration is needed to think more about long-term monitoring of girls and the overall impact of GPI's programmes.
- ▶ Concerns were raised about how it will continue to move forward – how templates be reviewed and updated without volunteer support, concern that staff do not have enough training on M&E and use of software to analyse data, and that there is no designated M&E officer for GPI to act as expert and trainer.

2.2.4.21. Governance and Board
- ▶ Staff are unable to describe how the Board are recruited, how long they are able to be members for and the skill set of the current Board. Funders are also unaware of this.
- ▶ Generally staff felt as though they were unable to see Board members being actively involved in GPI for the last 1-2 years.
- ▶ Staff recalled the Board used to meet on an annual basis but do not remember a meeting since 2009/10, and therefore find it difficult to see their commitment and contribution. Staff have not received any feedback or reports from meetings or had any communication from the Board for a few years.
- ▶ Staff have suggested that the disperse location of Board members, their own personal commitments and lack of funding for travel expenses contribute to the Board not meeting.
- ▶ In the real sense of it, there is no GPI Board but a group of Advisers

2.2.4.22. Board: Roles and Direction
- ▶ Board commitment and role of the board were the second and third lowest scores of all the indicators, achieving scores of 45% and 43% respectively from the potential 100%.

- Staff were able to express what they believed the role of the Board should be, which included being advisors, helping GPI achieve its vision, looking at strategy and policy information, governance, funding, and staff welfare. Current roles in the Constitution are far from the standard roles of a Board.
- However, all of the staff felt that they were unable to express whether the Board was actually meeting their responsibilities.
- There were comments that the Board members are no longer in touch with staff or beneficiaries and therefore have no connection with them or their needs.
- Many staff cited the staff manual as an example of the perceived disengagement of the board; staff contributed their thoughts to update the manual but no updated copy has been seen in the last 2-3 years.

2.2.4.23. Strategy Development
- All staff are aware that a strategic planning meeting is held every 4-5 years which involves the Board and all four GPI centres to review the last plan and set a new strategy - meeting activities were reviewed, budgets discussed, challenges shared and objectives set.
- Many staff recalled that it has been 2/3 years since the last strategy meeting but no report or strategic plan from that meeting was circulated. This has resulted in staff continuing to work from previous strategic plan, and several staff commented about the difficulty of knowing whether GPI is currently focusing on the right activities and areas. Several staff felt slightly disillusioned by the lack of documentation and felt that there was "a lot of talk and no action."
- Strategies and work plans at GPI tend to be activity focused and does not reflect the issues in the wider running of an organisation, including HRM, Organisational Development and maintenance of facilities.
- Plans for the year are drawn up based on what funding has been received rather than what GPI wants to achieve.

2.2.4.24. Vision and mission
- All staff felt that both the mission and vision were well developed, with staff rating a 3 or 4, with an average score of 3. Vision and mission were the highest scoring indicators from staff interviews and were scored 86% and 82% respectively.
- No staff member accurately stated the vision and mission listed on the GPI website and it did not seem to be documented anywhere for staff to see on a regular basis.
- There were some comments that the younger and security staff may be able to state what GPI stands for in terms of values but do not have the information around the conception of the vision and therefore may lack passion or dedication to it.
- Some staff and other respondents suggested that a review of the vision and mission is required given the issues GPI is experiencing with funding from donors and the potential need to widen the vision to attract new funding sources.

2.2.4.25. Accountability
- Accountability is defined in terms of reports to the funders/donors.
- GPI will need to ensure that all four levels of accountability (donors/other sources of financial support, beneficiaries, staff and to its peers, e.g. other NGOs) are considered when planning and delivering its work, and that the needs of all four are actively managed and balanced to ensure not one dominates or over-influences
- Find ways to involve beneficiaries, peers and continue to involve staff in activity planning, implementation and evaluation – and to communicate widely about this
- Consider producing an annual report which can be circulated to all four levels to inform and aid transparency.

2.2.4.26. Sustainability
- Sustainability in GPI is defined narrowly – financial sustainability.

- GPI needs to consider the wider definition of sustainability in its mission and strategic planning, to ensure that its work is having a sustainable impact on its beneficiaries, mainly the girl child. Continued questioning regarding whether the activities that GPI does are building the capacity of the girl child and evaluating the impact of the work in relation to the vision of the organisation will be important.
- No plan in place to practically and strategically address the sustainability of GPI

2.2.4.27. Resource Mobilisation

- The main source of GPI finances is through grants which account for between 94% and 99.3% of its total revenue in the past four years. The highest in the last 5 years was in 2010 (N132m) while the lowest was in 2011 (N92m)
- Income from other sources only account for between 0.7% (2011) and 5.3% (2010) generated through rentals and consultancies. In 2011, only N692,196 was generated from other sources
- This picture and trend attests to the high vulnerability of GPI in the event of a major shock from donor constituency
- GPI has a unit for grants management and resource mobilisation, however, a review of performance showed that the unit may have performed above average in grants management, but little achievement has been recorded in the area of resource mobilisation
- GPI has not in the last 5 years explored local sources to generate resources to complement international funding.
- GPI has an enviable record of consistently receiving funding from some donors for a long period of 10 tens stipulated by such donor. This is a confirmation of the degree of confidence and trust the donors have in GPI

The rapid assessment through documents that produced the above findings helped to determine the strengths and weaknesses of GPI and to chart a way forward and agree on the agenda for positioning or re-positioning for better performance, good governance and effective service delivery. The findings and conclusions provided sound basis for discussing and deciding the strategic options and needed changes for the development, growth, effectiveness and sustainable impact of GPI in short, medium and long term basis.

GPI STRATEGIC PLAN
(2015 – 2019)

SECTION THREE: GPI FIRST STRATEGIC PLAN

Several attempts have been made by GPI in the past through strategic planning workshops to review performance, build consensus around future direction and major activities to accomplish defined goals and objectives. However, these attempts have been fraught with some limitations as the products did not always come out in the form of a strategic plan but narrative reports. While these efforts are commended, it was yet to be seen how the decisions at these workshops have been applied in charting a new direction for the organisation in a more structured and organized manner. The last attempt was in November 2010, however, the product of the exercise was not produced until 2014 and as such, it was unclear how the outcome of the workshop informed actions and operational decisions in the past four (4) years. One major feedback from the staff in the process of preparing for the current exercise was the inability to follow through when decisions were/are reached in a collective manner at staff meetings or retreats. The exercise in 2010 validated this submission. However, the workshop was a major step by GPI at redefining its strategy and repositioning for the future. Integrated into the exercise was training for staff with sessions on report writing and documentation, budget and fundraising and Information Communication Technology covered.

The exercise facilitated by GPI Coordinators undertook a comprehensive review of GPI operations with a view to fashioning out a broad plan that sharpened the focus of GPI and increase its effectiveness for sustainable impact between 2010 and 2014. The objectives of the exercise were defined as follow:

a. To review, adjust, validate the mission and vision statements, and focus of GPI to make them consistent with the changing environment.
b. To review, validate and prioritize the critical issues to be addressed by GPI in the next 5 years.
c. To clearly define and prioritize the actions to address the issues identified.
d. To review and consider the implications and demands of the data and knowledge gathered including the external environmental analysis in formulating the strategy.

Emphasis was placed on broad, strategic "big picture" issues/considerations for GPI over the next 5 years. The focus was on GPI's vision, mission, strategic objectives and programme thrusts as well as institutional development goals. The strategy review and development component reviewed key developments/events and achievements of GPI since inception, major achievements recorded and facilitating factors, vision mission and values, activities of the various centres (focusing on activities to be retained, discontinued and introduced), SWOT analysis of GPI and major challenges. In addition was the development of logical framework for each centre indicating objectives, activities, verifiable indicators, means of verification (of results) and assumptions for activities generated.

Having existed and contributed to issues relating to sexual and reproductive health and rights and empowerment of young females over a period of 20 years and especially in the last 4 years, GPI is stepping back to take account of its efforts and achievements and reposition itself strategically for a more effective and sustainable response in the next 5 years. Strategies are broad approaches that when implemented facilitate the accomplishment of the goal and objectives of an organisation and or a project. The strategic planning process as implemented for GPI enabled it provide answers and clarified its

identify and priorities, what capacity it has and what it can do, what problems GPI is addressing and solving, what needs to change to enhance efficiency, effectiveness and sustainable impact, the difference it seeks to make in the society, the critical issues it must respond to and approaches to mobilizing and optimizing her resources.

The new strategic plan of GPI is not necessarily as a result of the implementation and expiration of an old one, but a strategic response to changes in the internal and external (including international) environments of GPI. These developments, trends and changes relate with new expectations posed by requirements for setting and implementing new agenda for competitiveness, growth and sustainability as well as repositioning for relevance in contributing to the achievement of national and international goals. The issues GPI is committed to continue to be valid, relevant and challenging and anticipated results have been slow in coming due to the fact that human beings are involved and perceptions and behaviours are difficult to change so quickly. The issues of the vulnerability of the girl child, trafficking, female genital mutilation, lack of access to education, low status and sexual and other violence against the girl child and sexual exploitation, child/forced marriage and teenage pregnancy are still common occurrences daily in the Nigerian society. In addition were non/poor implementation of relevant national policies and legislation, non prioritization of issues of the girl child by the political leadership, non domestication and implementation of international conventions and resolutions on the girl child, lack of required facilities and infrastructures to promote the social and overall well-being of young females and general non-enabling environment for girls and young females.

GPI desires to remain relevant and competitive in contributing to national response to the issues of the girl child in a comprehensive and holistic manner and as such continues to review its operations, build capacity and reposition itself for a more sustainable impact of its programs and services. It is therefore imperative for GPI to review its strategies, operations and approaches in its area of focus and build consensus on a new approach to doing business. In the strategic plan period, GPI will retain those strategies working and continue to pursue them while adopting new strategies where necessary. GPI will in the next 5 years deepen and consolidate its work in its areas of focus while exploring opportunities for expansion in programming, service delivery and geographical coverage. In defining its target and beneficiary groups, GPI reviewed and analysed its past, current and future activities and defined these groups to include children, girls and young females (primary), mothers, boys and men, guardians, care givers, teachers, health providers, GPI girls and relevant Ministries (Secondary) and policy and law makers, law enforcement agencies, partners, the media, religious and community leaders (key stakeholders/tertiary). While the Niger Delta (South-South geo-political zone) comprising 6 states, namely; Akwa Ibom, Bayelsa, Cross River, Delta, Edo and Rivers will be the primary geographical coverage of GPI, GPI will equally be a key player on its areas of focus at the national level, contributing to shaping discourse, policies, legislations, strategies and implementation issues.

The new plan gives considerations to the current situation and its implications on the health and overall well-being and development of girls and young females. GPI desires a society where young females are able to live fulfilled lives and achieve their full potentials. The strategies and activities in the plan are considered relevant, adequate, realistic and aggressive to achieve set goals and objectives while considerable attention will be given to partnership and collaboration to leverage technical, financial,

economic and technological resources for an effective and accelerated response to the priorities set in the plan.

SECTION FOUR: GPI VISION, MISSION AND CORE VALUES

Vision

- A sustainable feminist institution leading transformation of patriarchal values in Nigeria

Mission

- To empower children and young females with accurate information and skills from a gender perspective for social action

Core Values

1. **Team work** - We are committed to harnessing internal and external human resources and expertise and capacity for better outcomes of our interventions in achieving our mission

2. **Passion –** We bring and channel our feelings, emotion and zeal to the work that we do knowing that we are dealing with issues and expecting changes on issues that affect the psyche of our target audience

3. **Upholding Feminist Ideology**- We being to our work knowledge, attitude, behavior and practices that reflect and promote equality and social justice

4. **Equal opportunities for all** – We are committed to practices and interventions that are non discriminatory and promote the social development of girls and young females regardless of residence, social and economic background.

5. **Integrity –** We are committed to demonstrating high level of honesty, accountability, truthfulness, honour, reliability, uprightness through consistency of actions and operations. We will let our words be our bound under any circumstance

SECTION FIVE: GPI KEY OPERATIONAL RESULT AREAS IN THE PLAN PERIOD

The sustainability of GPI is a key issue in the next five years having successfully operated for a period of 20 years largely with donor assistance. When thinking of sustainability it is financial sustainability that is first thought of and is often used as the only aspect and measure of sustainability. Though this is important to NGOs such as GPI; however, sustainability is much wider than availability of fund in the required amount to the extent that the organisation is financially solvent. Sustainability in this context is the ability of an organisation to lead and provide most of what is required to respond to a situation or development and also the capacity, ability and capability of an Organisation to continually implement programs and provide services regardless of changes in the external environment.

It also refers to the capacity of an organization to effectively mobilize its assets towards generating the ongoing resources necessary to maintain the mission and carry out high-quality work in an environment that reinforces the well-being and creativity of the individuals involved. In this sense, sustainability of GPI will be viewed from different dimensions including technical, operational, human, programme and services and financial. At the centre of GPI sustainability is innovative and strong leadership, technical capacity of human resources to manage effectively and availability of the required financial resources. GPI built consensus on options for the growth, development, effectiveness and sustainability of GPI and it is presented as appendix 1, however, the major ones are highlighted below. In the next 5 years, the following will emerge as strong areas of concentration and results. They will be the pillars upon which all efforts will be anchored and achievements measured.

5.1. Programme and service expansion

GPI will in the next 5 years consolidate and expand its programme and service coverage in the existing 4 states (Asaba, Benin, Calabar and Uyo) in South-South geo-political zone and other states in Nigeria through partnership. GPI will increase volume of activities in the states in the areas of leadership development of young females, entrepreneurial skills development, sexuality education, delivery of reproductive health services, protection of vulnerable girls and young females, prevention of spread of infections (STIs, HIV etc), increased enrolment, retention and completion of education by girls and young females, more girls provided scholarship and increase in the number establishing and managing their businesses.

In addition, more parents will be reached as part of strategy for reducing parental involvement in the trafficking of their girls and young females, reduced sexual and all forms of violence against female young persons and girls, increase in the number of girls obtaining justice when violated, diligent prosecution of cases of physical and sexual violence against girls and young females by Police, increase in the number of violators of girls and young females being punished, reduced incidence of trafficking and increase in the number of girls rehabilitated and re-integrated. Though GPI does not have accurate baseline data to determine coverage and performance, however, GPI will work towards an increase of between 30% and 50% (over whatever is considered as baseline) coverage across programmes and services on annual basis. As part of programme and service expansion, GPI will decentralize its operations especially the weekly lessons by creating community centres in consultation and collaboration with Local Government Councils and communities. The LGAs or communities will provide the required support such as space within the community for the weekly lessons. In addition, facilitators will be trained to facilitate the lessons at designated places. GPI will follow up, monitor and provide the required technical assistance to improve the content and quality of delivery.

5.2. Governance

GPI will in the strategic plan period reposition its Board of Trustees for greater and efficient performance of its strategic oversight functions. The BOT will move from playing fringe roles to the mainstream of
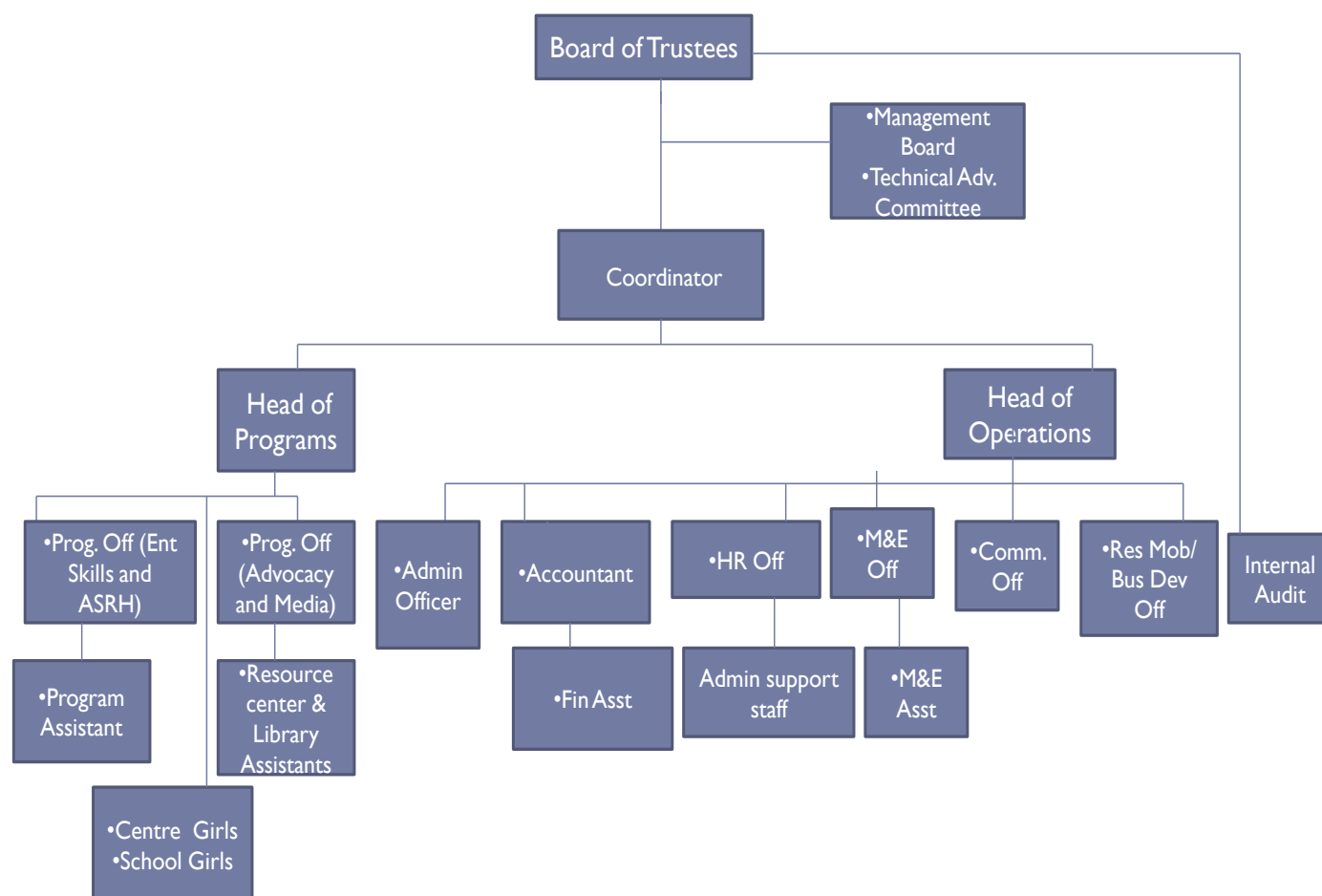
exercise more and greater control to give GPI a new life and direction. The roles and responsibilities of the BOT will be redefined and more powers given to enable it play more active and meaningful governance and oversight functions. The necessary provision in the Constitution will be amended for consistency and legal backing for redefined operations. The members that have fulfilled the mandatory two terms as defined in the Constitution will be replaced and in reconstituting the Board, considerations will be given to appointing at least one member from each GPI Centre and if need be, membership of the Board will be expanded to accommodate the state and professional diversity. The Board will take the lead in appointing the Chief Executive of GPI as well as a plan for leadership transition and succession. In addition, the performance of the CEO will be appraised by the Board while it will also play significant roles in the appointment of Centre Coordinators. The Board will formulate and approve policies for GPI as well as play more active role in high level strategic advocacy, strengthening partnership with government, link GPI to funding and other opportunities, play more active role in organisational growth and development and resource mobilization.

5.3.   Organisational structure

The structure of GPI will be reviewed and made functional. The five levels of operations namely; Governance (BOT), Executive, Management Board, Senior level management and operations will be clearly defined and re-organised. The office of an Executive Director/CEO for GPI will be created and filled by the Board while a Director of Programmes will also be appointed who will also deputise for the ED/CEO. Three sections namely; programmes and services, administration and finance and operations research and monitoring and evaluation will be created and staff assigned accordingly. As part of its restructuring and to strengthen its financial sustainability, GPI will establish a functional unit for Resource Mobilisation/ Business Development. The roles and responsibilities of these departments and other units will be established. The Heads of these sections will be designated as Managers. As such existing positions will be streamlined and where appropriate redundancies will be declared and the affected staff re-assigned based on outcome of job matching. GPI will establish requirements for appointing staff into established positions.

The Management Board will continue to exist with members made up of the Coordinators for all the Centres. The Centres will transform to Field Offices with full complement of staff and with clearly defined responsibilities. To the extent possible, the Centres will maintain some measure of autonomy such that they will have the power to raise and apply resources within a framework to be set by the Board. As such, operational guidelines will be established to regulate operations on the field as well as define the operational relationship between the Centre and the Field Offices. GPI will maintain a flexible structure to accommodate demands of new projects which may result in the creation of positions that may be required by such projects. However, all projects will be managed and coordinated under the central leadership of GPI. The Expert Committee will also be reconstituted and its roles and operational details streamlined.

GPI ORGANISATIONAL STRUCTURE

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                                   │         │ •Management      │       │
                                   │         │   Board          │       │
                                   │         │ •Technical Adv.  │       │
                                   │         │   Committee      │       │
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                          │   Coordinator    │                          │
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- Board of Trustees
  - Management Board
  - Technical Adv. Committee
- Coordinator
  - Head of Programs
    - Prog. Off (Ent Skills and ASRH)
      - Program Assistant
    - Prog. Off (Advocacy and Media)
      - Resource center & Library Assistants
      - Centre Girls
      - School Girls
  - Head of Operations
    - Admin Officer
    - Accountant
      - Fin Asst
    - HR Off
      - Admin support staff
    - M&E Off
      - M&E Asst
    - Comm. Off
    - Res Mob/Bus Dev Off
  - Internal Audit

5.4.   Operational coverage

Hitherto, GPI operations cover 4 centres located in Benin City (Edo), Calabar (Cross River), Asaba (Delta) and Uyo (Akwa Ibom) in the geo-political zone) where the problems being addressed by GPI is more acute with attendant consequences on the general well being and status of girls and young females. GPI will deepen its work in the existing four centres and expand as much as possible to new locations where GPI programmes and services are required. GPI will strengthen partnerships with government and other partners for the purpose of leveraging on available opportunities for expansion and increased coverage.

5.5.   Legal and other documents

The Constitution of GPI is currently undergoing review and will be finalized and approved in the next 6 months. The review will reflect the changes agreed on during the strategic planning process and it is expected that the amendment will be thorough and comprehensive to make it enduring for the next 10 years. The amendment will redefine the objectives of GPI, vision and mission statements, composition of

the BOT and revised roles and responsibilities of the BOT. The amendment will also define the retirement age for the leaders as well as other staff. Similarly, all policy documents and operational guidelines will be reviewed and revised based on current realities and consensus reached during the strategic planning process. More importantly, the leadership will put measures in place for full implementation and compliance with the provisions of the management systems documents.

5.6. Human Resources

GPI will in the plan period evolve a sustainable mechanism for attracting and retaining staff with the required technical capacity to deliver on defined results. A major consideration for staff engagement will include capacity to write winning proposals and mobilise resources through other sources. Emphasis will also be placed on writing skills and creativity, a shift from the current practice of recruiting based on ability to facilitate the weekly lessons for girls. With the approval of the new structure, the current staff will be appropriately deployed based on their skills and technical competence through job matching. Redundancies will be declared in situations of the scrapping of some positions and the affected staff deployed accordingly to positions he/she has the capacity to hold. This will enable GPI utilize the talents and skills that are currently available and where deficiencies are observed, appropriate training, technical assistance and supportive supervision will be used to build and or strengthen capacity of such staff.

GPI will ensure that technical skills in proposal development are developed in every technical staff to take the pressure off the few that are currently overburdened with such responsibility. Approved proposals will be disseminated among staff for review and learning as part of the strategy for capacity development in proposal writing. GPI will ensure that each centre maintains a complement of staff required for organisational functioning while allowance will be made to appoint project staff when such situations arise. The operations research and monitoring and evaluation and Business Development/Resource Mobilisation units will be adequately staffed and trained to be able to perform defined roles. In addition, the staff involved in accounting and financial management will also have their capacity developed in investment and investment management.

5.7. Resource Mobilisation and Organisational sustainability

GPI will in the plan period establish and implement measures to strengthen its sustainability. The components will include financial, technical (human resources), continuity of operations, community participation and innovation, creativity and competitiveness and building and maintaining an environment that is enabling and supportive of staff ability to give their best at all times. The Executive/Management Board will in consultation with the Board review its performance from time to time to ensure that the organisation is stable, healthy and balanced. The restructuring of the Board will be a part of the efforts at strengthening the sustainability of GPI considering that the Board will be at the forefront of such efforts.

Financial sustainability of GPI is critical to the leadership in the next 5 years and as such it will be accorded top priority. Financial sustainability of GPI will be achieved when GPI is able to deliver its programmes and services to its target and beneficiary groups at a cost that covers its expenses and generate profit. To achieve this GPI will need to develop long term goals that outline where it intends to stand in the future. Included in this is the adoption of cost effectiveness approach such that GPI will achieve much with little without compromising quality. GPI will also curb wastages and ensure financial planning by using the instrument of annual budget in its operations. GPI will also establish structures to coordinate resource mobilization and business development efforts. Consequently, GPI will create a resource mobilization/business development unit. GPI will in the next 5 years make efforts to retain current funders while also exploring new funding opportunities. GPI will also intensify efforts at generating income from other sources. The level of efforts will be measured in terms of 30% annual increase on grants and income from other sources to increase by 100% on annual basis using 2014 as baseline.

5.8.   Partnership and collaboration

GPI will widen its network of partners to enable it tap into virgin opportunities that are available at national, state, LGA and community levels. GPI will particularly partner with LGAs and communities in its efforts at reaching more girls through its community based lesson centres. GPI will consult widely with communities and LGAs to provide space and other needed equipment and materials for the weekly lessons. Community members such as Teachers, Health providers and social workers will be trained as facilitators and the necessary support (material and technical) provided to enhance their operations. GPI will advocate to community members and LGAs to support GPI financially to enable it pay transport and meal allowance to the instructors/facilitators. Using this approach, more girls and young females will have access to the weekly lessons, thereby removing those barriers associated with bad terrain and cost of transportation to GPI Centres. In addition, GPI will strengthen partnership with law enforcement agencies as part of protection and rescue efforts for the girls while also partnering with the judicial system to increase access of victims to justice.

GPI will equally partner with NBA and FIDA and law chambers willing to provide pro-bono services to take up cases and defend victims of all forms of abuse and violence. In addition community leaders will be engaged for the purpose of mobilizing them to use their influence to create enabling environment for girls rehabilitated and reintegrated into their families. GPI will also collaborate with technicians, artisans and other small business owners for an apprenticeship scheme (programme) that enables out-of-school young girls be provided with entrepreneurial skills for self employment. GPI will also partner with financial institutions to enable trained girls have access to low interest loans while exploring opportunities for access to interest free loan facilities being managed by the government. LGAs will equally be engaged to provide take-off grants to trained girls from their LGAs of origin. GPI will also build partnerships with private primary and secondary schools to provide tuition free admission to rehabilitated girls and young females. In addition, GPI will collaborate with providers of other services (health, legal, rehabilitative etc) to increase access of those in need to such services.

5.9.   Gender Development Institute (GDI)

GPI will in the strategic plan period upgrade the GDI from a tool to a full-fledged programme to build and or strengthen the capacity of individuals, groups and organisations involved in Gender issues within and outside Nigeria. GPI will develop the Institute to run training programmes that improve the understanding of gender issues among practitioners and others whose work and operations relate to Gender. The Institute will develop and deliver courses for individual Gender practitioners, Networks, staff of relevant Ministries and Agencies including

GPI will solicit the financial and technical support from relevant bodiesto fully establish and equip the Institute. This will also involve constituting the Faculty for various training and other programmes. The GDI will also introduce interactive forum of stakeholders to review, discuss and advance issues of Gender in relation to national development. Sponsorship will be solicited from international organisations while participants will also be made to cover their costs of participation. The Institute will also overtime conduct research on gender issues, publish and disseminate appropriately. To increase the understanding of gender issues among girls and young females and to promote learning and self discovery, an annual national essay competition will be organized involving schools across the 6 geo-political zones. GPI will throw the competition open by advertising it for interested schools to apply and participate.

5.10.   Branding

GPI will rebrand in the strategic plan period and this will include a review and adoption of possibly a New Logo which will be developed with active participation of young people. The web site will also be redefined to project the image of GPI and use it to publicise and market its capability and activities. It will also be used to demonstrate coverage, outcomes, results and impacts of its interventions including success stories.

SECTION SIX: GPI SWOT PROFILE

SWOT analysis is a valuable step/tool in assessing the internal environment (strengths and weaknesses) and the external environment (opportunities and threats), it offers a powerful insight into the potential and critical issues affecting an organisation. This analysis is necessary to enable GPI proactively determine, discuss and build consensus around specific actions to reinforce the strengths and achieve further improvement while also strategizing to convert the opportunities to advantages. On the other hand, information on weaknesses and threats will inform measures that are necessary to strengthen the weak areas and also overcome the threats, either individually or collectively with other partners. Presented below is the SWOT Profile of GPI

Strengths

These strengths are the positive attributes of GPI including what it does well, the resources it has and the advantages it has over its competitor. These strengths capture the positive aspects internal to GPI that add value or offer GPI a competitive advantage. The analysis show that the major strengths of GPI are but not limited to technical competence in its areas of focus, commitment and passion of staff, strong and respected leadership, capacity to attract donors fund, its unique area of focus (being a foremost feminist organisation in Nigeria), team work, policies and adequate facilities to enhance operations. These strengths have been built up over the years and they have conferred comparative advantage on GPI and it is incumbent on GPI to preserve these strengths and further improve on them to enable GPI continually draw support from its funders.

Weaknesses

GPI weaknesses are factors that detract GPI from its ability to obtain or maintain a competitive edge and help to identify areas that might require improvement to effectively accomplish the objectives of GPI. They capture the negative aspects internal to GPI that detract it from the value it offers and places GPI at a competitive disadvantage. These are areas of GPI operations that need to be enhanced in order to compete with the best competitors in the industry. Major GPI weaknesses include inability to pay competitive remuneration, operations are activity (and not result) based, high staff turnover, lack of synergy in programming among the Centres, inadequate documentation of activities, weak data base and lack of capacity in data management, weak performance management system, over-dependence on donor resource and lack of capacity in mobilizing resources locally. For GPI to emerge stronger and remain relevant and competitive, the leadership should in a more concrete manner systematically and strategically address these weaknesses including paying the associated cost. This cost could be financial, attitudinal change, attracting and retaining competitive workforce and repositioning of the Centres under a stronger central leadership with intensive oversight.

Opportunities

Opportunities are described as external attractive factors that make the organisation to exist, benefit and prosper. Some of the major opportunities identified include access to expanded social network, high need for GPI programmes and services, willingness of government to collaborate with GPI, interest and sustained support of international organisations to issues affecting the girl child and favourable national policies and programmes (FLHE, Child Rights Act, Gender Policy, National framework on Trafficking in persons etc). GPI will in the strategic plan period build the necessary relationship with government, international organisations and other partners and also implement strategic actions that facilitate access to these opportunities. GPI will pro-actively access and leverage on these opportunities.

Threats

Threats are unfavorable factors, trend and development that put the organisation and its activities at risk and may lead to deteriorating performance. The major threats identified were general insecurity (especially kidnapping and communal conflicts in South-South), poverty, poor implementation of existing policies, poor response of law enforcement agencies to gender based violence and epileptic justice system, effects of harmful religious and socio-cultural beliefs and practices and male dominance.

SECTION SEVEN: PROGRAMME AND SERVICE FOCAL AREAS AND STRATEGIES

7.1. PROGRAMME AREAS

The program focus/scope of GPI aligns with priorities in the external environment based on findings of situation analysis of issues of girls and young females as well as experience of GPI working in the areas of empowerment of girls and young persons in Nigeria in the last 20 years. These programme areas align with international, national, state and community priorities and the search for comprehensive response that holistically and strategically address the issues that have been identified. Such included inadequate access of girls and young females to quality education, physical and sexual violence against girls and young females with attendant consequences, high cases of trafficking of young females and girls, and vulnerability of girls and young females to sexual and reproductive health problems (STIs, HIV&AIDS, unwanted pregnancy).

Others are inadequate facilities and infrastructure to support the development and empowerment of girls and young females, female genital mutilation, inadequate access to ASRH services, violation of rights of girls and young females, gender discrimination, poverty due to lack of entrepreneurial skills and access to livelihood opportunities, inadequate self management skills and low status of girls and young females. This situation is traced to very limited political will at all levels of decision making to address issues affecting girls and young females, patriarchal values and gender stereotypes, harmful practices against girls and young females, community apathy and neglect of girls and young females and lack of supportive environment especially at the community level. Summarised below is the core programme and service delivery areas and their components

Programme Area 1: Gender and human rights issues

The girl child and young females suffer gender discrimination and are victims of all forms of human rights abuse at all levels – family, school, place of work, society at large, religious gathering and public places and events. This development has more or less denigrated the person and personality of the girl child and young females, has eroded their confidence and self-esteem, and has seen them exhibit victim behaviours. Their status within the society at large continues to nose dive and they have remained inferior and unable to compete with their male folk, even when they exhibit more capacity, talents and skills in similar areas.

Culture has a pervasive influence on how girls and young females are perceived and treated. Culture represents the totality of the way of life of a given society and it is therefore no surprise that all discriminations against women tend to seek justification in cultural mores, beliefs and practices. It is a common knowledge that Nigerian girls and young females are held down from realizing their full potentials, all in the name and game of culture. GPI seeks to break all barriers that impede the ability of girls and young females to be the best they can be. Such barriers include ignorance, stereotype, traditional practices, policies and legislations and myths and misconceptions. The aim is to increase consciousness among the general populace on rights and potentials of girls and young females. GPI intends to respond appropriately to this issue by building interventions around the following components
- Rights education and awareness
- Reducing Gender discrimination
- Mobilising to reduce harmful practices
- Mobilisation for the domestication of international laws, conventions and resolutions promoting rights of girls and young females
- Mobilisation for development, review and implementation of favourable national policies and legislations advancing the rights of girls and young females
- Breaking the silence on issues affecting girls and young females

–   Mainstreaming Gender into all development processes – budgeting, provision of basic facilities etc

Programme Area 2: Adolescent Sexuality, Sexual & Reproductive Health and Rights

Adolescent sexuality and reproductive health are important contemporary concerns especially for reproductive health problems such as unintended pregnancy, induced abortion and sexually transmitted infections, including AIDS. Girls and young female have a higher prevalence of most reproductive health problems because of lack of information and poor access to services. Adolescents engage in sexual activities for various reasons, the most prominent being peer pressure and economic gains. The resultant effect is unwanted pregnancy and most of the time, the only option open to the girls and female adolescents is induced abortion and in view of its legal restriction and high cost (where available), they resort to self help using common everyday items for termination of pregnancy or seek the services of quacks. Youths are willing to learn about reproductive health but are facing challenges from the family, health providers, community and the near lack of institutional support to provide relevant information and services. Those of them under intense economic pressure often succumb to peer pressure and engage in sex work locally or internationally (through trafficking) with dire consequences. GPI intends to respond to this by deepening its sexuality and sexual and reproductive health work in current locations while expanding interventions to new sites in the 4 existing states and the additional 2 states in the South-South geo-political zone to achieve the coverage of the entire Niger Delta Area.

There is the need to reach these girls and young females with sexuality and reproductive health and rights information and services, motivate them to change behavior in the light of new information and awareness, provide more institutional support, and create the social and economic climate, which will make the desired changes possible and sustainable. The aim is increased knowledge on sexuality issues and reduced vulnerability and reproductive health problems among girls and young females. GPI adolescent sexuality and sexual and reproductive health will focus on the following components
–   Providing Adolescent Sexual and Reproductive Health information and education
–   Expanding HIV/AIDS prevention education, HIV Counseling and Testing and referral for treatment and care and support and stigma reduction for young females living with HIV
–   Conducting School Based Comprehensive Sexuality and Family Life and HIV&AIDS Education
–   Provision and referral for quality Youth Friendly Health Services
–   Collaborating with the public sector for the provision of Quality YFHS to girls and young females

Programme Area 3: Protection of the girl child and young females

Evidence suggests that gender and age norms play a crucial role in children's trafficking. Trafficking is reportedly more common amongst women and girls/young females in Nigeria than men and boys. This may be attributed to the economic marginalisation of females that reduces employment opportunities and pushes them into exploitative forms of work, and general patterns of oppression which make it hard to resist abuse. The trafficking of girls and young females may also be linked to the common practice of using child domestic work as part of their 'training' to become good wives and mothers. GPI will deepen its fringe work in child protection over the years by elevating the issue to the front burner in its programming at all levels including the family, community, LGA, state and national. This component of GPI programme and services will focus on the following elements:
–   Prevention of physical and sexual violence against girls and young females
–   Prevention of all forms of Abuse of the girl child and young females
–   Campaign against trafficking of girls and young females targeting suppliers and parents and the girls and young females

– Provision of trauma counseling and rehabilitation and re-integration of trafficked girls and young females
– Campaign against harmful practices against girls and young females such as son preferences in families
– Promoting the education of girls and young females

Programme Area 4: Leadership and Entrepreneurial skills Development

There is a correlation between gender discrimination and the capacity of girls and young females to achieve intellectual and economic development. Due to limited opportunities for girls and young females, their ability to achieve and remain competitive is eroded due to lack of skills to expand their choices and options and as such are relegated and confined to the bottom rung of the ladder. They are thus made more vulnerable to diseases and social problems. Their life is thus characterized by low self-esteem, inability to define life goals and aspirations, poverty and inability to self-manage. For instance, a number of the girls drop out of school as their parents are unable to afford the cost and are thus made to settle for menial jobs including being house maids. Limitation of choices and options for girls and young females is hampering the achievement of their economic growth and development. GPI will strengthen its leadership and entrepreneurial development programme to increase opportunities for the girls and young females to intellectual and economic empowerment and growth.

Through this programme, girls and young females are given the opportunity to realize their full potentials and contribute to the development of their communities and the nation. Thus they will be able to discover themselves, find their voices, stand up and speak out on issues affecting them and reposition themselves to make positive change. The various sessions will be delivered to facilitate the process of fostering the knowledge, skills, values and attitudes and individuals empowered while enhancing learning culture. The core issues are value clarification, capacity to solve problems and manage conflicts, respecting others, building and nurturing relationships, accepting and acting on feedback, developing confidence, ability to express oneself clearly, economic empowerment and self reliance and motivation to take social action. The girls and young females will be provided skills that enable them know who they are, what they believe, and how to express it, empowering them to create change in their world and creating lasting impact. The GPI leadership and entrepreneurial development skills will focus on the following components.
– Leadership capacity development
– Life/self management skills development for girls and young females
– Entrepreneurial skills development (Vocational and economic Livelihood)
– with an agricultural component includedBussiness and financial management education and skills

7.2. PROGRAMME STRATEGIES

GPI will organize her work around four (4) strategies, namely, Strategic Communication (for Social Change), Human Capacity Development, Service Provision and Strategic Advocacy.

7.2.1. STRATEGIC COMMUNICATION (FOR SOCIAL CHANGE)

By strategic communication (for social change), GPI means an evidence based and result oriented communication undertaken with active involvement of participants using a combination of communication approaches to stimulate positive and measurable behavior and social change. It is also a process of public and private dialogue through which people define who they are, what they want and how they can get it. GPI will utilize this strategy extensively and it will involve community dialogue and consultative sessions, community education and public enlightenment, knowledge building, Media programme (print and electronic), Media Academy, commemoration of special events, drama, risk assessment exercises,

production and distribution of information and educational materials and parents/daughters/teachers forum

7.2.2. CAPACITY DEVELOPMENT (FOR SUSTAINABLE ACTION AND CHANGE)

GPI defines capacity development as an approach that focuses on understanding the obstacles that inhibit people, organisations, institutions and communities from realizing their development goals while enhancing the abilities that will allow them achieve measurable and sustainable results. It involves strengthening the skills, competencies and abilities of people, communities, groups and organisations to enable them overcome barriers for improving performance. The capacity development strategy of GPI will include the following
- Strengthening the Gender Development Institute (GDI) to provide trainings for NGOs, institutions and individuals within and outside the country and legal practitioners, law enforcement agencies and the media focusing on gender and human rights issues
- Weekly centre, school and community-based lessons with girls and young females
- Expanding package of training resource materials including acquisition, publication and distribution of Sexuality series and other training and instructional manuals/materials
- Mentoring and Internship programmes for girls and young females
- Training for teachers, media personnel, policymakers and Non-Governmental Organizations, health providers, law enforcement officers, students etc.
- Youth talent competitions
- Community intervention/social work in rural communities
- Entrepreneurial (Economic) skills development training for girls and young females through GPI centres and in collaboration with other partners involved in various vocations.

The capacity development (for sustainable action and change) of GPI will involve five steps namely; (a) assessing capacity of beneficiaries (b) formulating and developing capacity development response (c) implementation and delivery of capacity development interventions and (d) evaluate outcome and impact

7.2.3. SERVICE DELIVERY (HEALTH AND SOCIO-ECONOMIC)

GPI will in the strategic plan period provide health, social and economic services to its various target groups that are in need of those services. The communication strategy will be implemented to give information, create awareness on available services and generate demand for these services among the various groups in need. The services will be preventive, curative, rehabilitative and reintegrating to reduce spread and impact of diseases while also providing opportunities for a new life for the victims of all forms of violence and abuse and trafficking. The services will be provided at designated outlets established by GPI and facilities operated by other partners including Primary Health Care Centres (LGA), Ministry of Health, Ministry of Women Affairs, National Agency for the Prevention of Trafficking In Persons (NAPTIP), Ministry of Justice, Ministry of Education, Federation of International Lawyers (FIDA), Nigerian Bar Association (NBA), Nigerian Police, other NGOs and Private Nursery and Primary and Secondary Schools. GPI will engage with public and Private schools to provide support for education or or subsidized educational services to indigent girls as part of their Corporate Social Responsibility. GPI will facilitate access of the various service providers to the required training to increase their knowledge and capacity in providing the needed quality services. The components of GPI services are as follow
- General Counseling,
- Career Counseling
- Library services
- Financial and Business management technical services
- Care and Support Services including Educational, psycho-social, nutrition, health, etc (for vulnerable children)
- Trauma Counseling
- Library

- Rescue, Rehabilitation and re-integration
- Economic support services
- HIV Counseling and Testing
- Referral (Legal Aid, health etc)

7.2.4. STRATEGIC ADVOCACY

GPI defines its strategic advocacy as a continuous and adaptive process of gathering, organizing and communicating information to decision makers at policy, legislative and community levels through various channels with a view to influencing their decision towards raising resources or political and social leadership acceptance and commitment to a development programme thereby preparing a society for its acceptance. It also aims at influencing the hearts and minds of decision makers at various levels and it is used to convince opinion and religious leaders, policy and law makers about the need for action.

The strategic role of government at all levels is to make the environment enabling through formulation and implementation of appropriate policies and legislations and also provision of adequate resources through increased, timely and consistent allocation of fund to support programs and service delivery. In Nigeria, poor implementation of existing policies and laws and inadequate funding of health and socio-economic development programs often explain the lack of performance or underperformance of various programs, thereby compromising the achievement of nationally and internationally set goals and targets. Research findings have severally established low resource allocation to health and socio-economic development programs and where allocated, release of such fund is usually low while most times, application of what is appropriated is abysmally poor.

At the community level, the environment is most of the time hard and unfriendly to innovative programmes around gender, human rights, sexuality, adolescent health and development, quality education and protection of girls and young females. The various custodians of culture, religious and traditional practices constitute barriers to behaviour change and limit opportunities for girls and young females. Gender discrimination and human rights abuse, violent actions against girls and young females are often rooted in age long community beliefs and practices. It is therefore important that GPI's advocacy strategy is used to innovatively and strategically engage with these decision makers to influence thinking, decisions and actions in the most desirable manner.

SECTION EIGHT: PROGRAMME GOALS AND STRATEGIC OBJECTIVES

Programme goals are general statements of long term outcomes to be achieved by GPI at the end of the strategic plan period while strategic objectives are broad specific short and medium term outcomes for GPI to achieve intended results. The strategic objectives facilitate the achievement of the goals. The programme goals and strategic objectives defined in this plan provide basis for measuring operations and performance, quality, effectiveness, outcomes and results within the plan period. The programme goals and strategic objectives defined below will help in developing the strategic framework for the plan

8.1. Strategic Communication (for Social Change)

Goal

- ❖ Increased knowledge for behaviour change that is supportive of an environment where girls and young females are visible and valuable actors in the society

Strategic objectives

- ❖ To increase awareness of 100,000 girls and young females on issues of sexuality, sexual and reproductive health, Gender and Human Rights annually
- ❖ To increase on annual basis awareness of 1000 Gatekeepers (Parents, Guardians, community and religious leaders, teachers, law enforcement agents) on issues of Sexuality, Gender and Human Rights of girls and young females
- ❖ To increase by 500 media persons, health workers and Law Enforcement agents receiving and factual information on GPI areas of focus and using them accordingly annually.
- ❖ To increase societal awareness and knowledge of effects of harmful practices, patriarchal norms and values that violate the rights of girls and young females by 2,000,000 persons annually.
- ❖ To reduce stigmatising and discriminatory behaviours among the general populace against victims of trafficking, physical and sexual violence and young females living with HIV&AIDS
- ❖ To contribute to reduction in the incidence of STIs, HIV, sexual violence and other social problems among 5,000 girls and young females in target communities

8.2. Capacity Development (for sustainable action for change)

Goal

- ❖ Enhanced skills and attitude of girls, young females and other partners to effect social change at individual, community and societal levels

Strategic objectives
- ❖ To increase knowledge, skills and facilitate the development of supportive attitude of 2,500 FLHE teachers and 500 providers of health and social services to deliver FLHE and other quality youth friendly services to target population
- ❖ To strengthen the capacity of 2,500 practitioners drawn from the Media, relevant Government Agencies, Law enforcement agencies and CSOs in Gender and Human Rights issues through GPI Gender Development Institute
- ❖ To strengthen structures in 50 communities for accelerated response to child protection, trafficking, sexuality, gender and human rights issues
- ❖ To improve quality content of GPI technical resource package for the delivery of training and technical assistance to individuals and partner organisations in Sexuality, FLHE, Gender and Human Rights issues
- ❖ To enhance the capacity of 5,000 girls and young females through peer education approach in increasing access of their peers to information and services and also effecting social change
- ❖ To increase leadership and life management skills of 25,000 girls and young females for positive leadership roles in the society and becoming catalysts for social change

8.3. Service Delivery (Health, Social and Economic)

Goal

- ❖ Increased access of children and young females to SRH, legal, rehabilitative and other strategic support services that enable them live healthy and productive lives

Strategic objectives

- ❖ To increase access of 50,000 children and young females to quality sexual and reproductive health including HCT services in target communities using multi-dimensional approaches
- ❖ To increase access of 100 children and young females to legal aid and related services based on identified need
- ❖ To increase access of 500 children and young females to entrepreneurial skills and financial and technical support services for take-off to enhance self reliance to alleviate poverty
- ❖ To increase access of 500 trafficked children and young females to trauma, rehabilitative and re-integration services through referral and collaboration with relevant service providers including the police, legal aid service providers, NAPTIP and other organisations
- ❖ To increase access of 250 children and young females infected with HIV to treatment and other care and support services

8.4. Strategic Advocacy

Goal

- ❖ Improved enabling policy, legal, school and community environment for the protection of girls and young females, eliminating gender discrimination and actions that violate the rights of GPI target audience for self actualization.

Strategic objectives

- ❖ To increase support and commitment of decision makers at national, state and LGAs to issues affecting the health, physical and social development of girls and young females through enabling environment activities.
- ❖ To reduce harmful socio-cultural and traditional practices that violate the rights of girls and young females through constructive engagement with community, traditional and religious leaders.
- ❖ To improve policy advocacy packages for result-based advocacy interventions on health and social development on girls and young females in target communities.
- ❖ To strengthen partnerships with stakeholders for constructive engagements at all levels to advocate for supportive environment on issues affecting girls and young females including domestication and full implementation of relevant national and international laws and resolutions.

SECTION NINE: PROGRAMME SUPPORT STRATEGIES

This section highlights GPI strategic plan's support strategies for addressing core organisational issues. In this section, the overview and framework for each support/cross cutting strategy is presented. These strategies which compliment programs and service delivery are organisational management and development, resource mobilisation and management and monitoring and evaluation. Presented below is the definition and components of each strategy and the strategic framework. Each strategy has a goal, a number of strategic objectives, baseline, targets, main activities, performance indicators and means of verification.

Organizational development and management: The process of organizing, planning, leading and controlling resources within GPI with the overall aim of achieving its objectives. Organization Development (OD) is the process of improving organizations. The process will be carefully planned and implemented to benefit GPI, its employees, funders and stakeholders. The components include human resources, performance management, administration, processes and procedures, equipment, information technology, capacity development, structure, procurement and definition of departmental roles and responsibilities.

Resource mobilisation and management is the process of getting a range of resources by GPI, from a wide range of providers of resources, using different mechanisms, to implement the organisation's work while resource management is the efficient and effective deployment and utilisation of GPI resources when they are needed. The components include revenue generation including fund raising, budgeting, budget management, income generation interventions, financial accountability and transparency, financial discipline, curbing wastages and leakages and sound financial management system

Operations Research, Monitoring and Evaluation is the routine process of data collection and measurement of progress to determine the extent to which an organization (GPI) has been effectively implemented at different levels, in time and at what cost toward organisational or program objectives while **evaluation** is a systematic objective analysis of a project's/programme's or organisation's (GPI) performance, efficiency, and impact in relation to its objectives. It also involves measuring **outcomes and impact** often through appropriate methodologies which may involve comparison of data collected at baseline and other points after the baseline. The components include but are not limited to field visits, program evaluation, needs assessment, operations research/survey, reporting, dissemination, documentation, tools development and Management Information System.

9.1. ORGANISATIONAL DEVELOPMENT AND MANAGEMENT

The rapid assessment of the internal environment of GPI revealed a number of issues including achievements and gaps and these cut across all areas of operations including the Board, Executive, human resources, infrastructure development and office management. Based on identified gaps, the table below presents areas of institutional strengthening that will receive adequate attention in the plan period for GPI to transform into a strong, viable, competitive and sustainable organisation.

Leadership and management structure	Infrastructure, Equipment and Materials	Human Resources	Management and Administration
• Need to reposition the Board for increased effectiveness and efficiency • Need for total restructuring of GPI • Need for definition of roles and responsibilities of departments, units and offices. • Organisational structure needs be revised with departmental/unit roles defined. The revised structure will redefine line of communication, reporting and make clear career growth in GPI. • The Board needs to be more pro-active on issues relating to organisational growth, development and sustainability including leadership succession and transition • All organizational policies need be reviewed and standardized and fully implemented.	• A number of information leaflets/ brochures exist but will need to be standardized • There is the need for more equipment such as computers that are networked as well as provision of internet facilities. • Need for increased use of social network to reach out to more target audience • IT equipment need be upgraded • Filing system including documentation needs improvement. •	• Staffing needs shall be based on wide range of skills needed for sound technical operations. • Need for effective performance management system that rewards excellence and also sanction for poor productivity. • Need to create and maintain an enabling environment that motivates and bring out the creativity in staff • Staff technical capacity needs be enhanced especially in proposal writing, resource mobilisation, report writing and information management. • Unable to attract and retain the required human resources due to non-competitive pay. • Need to establish competitive salary structure for standardization • Staff in position for some critical functions such as M&E and documentation lack the required skills • Conflict of roles among staff due to lack of clear job descriptions	• Need to strengthen administrative functions and systems • Need to improve on maintenance of facilities and infrastructure • Operational and procedures manual need be revised and fully implemented •

Under this strategy, GPI will adopt and implement a long and wide range of efforts to improve organization's infrastructure, policies, systems and management practices. In the strategic plan period, GPI will intensify actions in a proactive manner to build, grow, nurture and develop the organisation to attain greatness, remain competitive, improve its performance, and increase its effectiveness and

sustainable impact. Such efforts will seek to change the approaches, culture, beliefs, attitudes and structure of the organisation for better adaptation to stimulus in the environment, new technologies, challenges and markets. Presented below is the framework for GPI organisational/institutional capacity building in the plan period.

Goal:

❖ Strengthened capacity of GPI to achieve greater stability, increased effectiveness, efficiency and sustainable impact of programs and services

Strategic Objectives

1. To strengthen leadership (BOT, Executive and management) for organisational repositioning, transformation and sustainability
2. To strengthen management structure and systems for standardized and seamless operations and efficiency, staff development and job satisfaction
3. To improve staffing situation, capacity and motivation for better performance and productivity
4. To enhance the office operating environment through infrastructure development, equipment and supplies
5. To increase knowledge on activities and capability of GPI in the external environment through image building and branding

9.2. RESOURCE MOBILISATION AND MANAGEMENT

Resource availability is one of the major issues confronting GPI and as such it has been unable to meet up with its obligations to its beneficiaries and itself. GPI has lofty ideas including the development of a resort which will also house its office and generate income, however, this dream and aspiration has been slowed down by dearth of financial resources. GPI has over the years attracted funding from a few donors with this source being complimented by resources from other sources, albeit insignificantly. An analysis of GPI income trend in the last 5 years shows that GPI is largely donor dependent as more than 90% of its income is from one single source (donors) including Ford Foundation, MacArthur Foundation, Empower, OxfamNovib, African Development Fund (ADF), Amanitare, International Women's Health Coalition (IWHC), One World UK, Foundation for A just Society, French Embassy and United Nations Office for Drugs and Crime (UNODC). GPI also received technical and material resources/office equipment from AED Smartwork, and Calabar International Institute for Research Information and Documentation (CIINSTRID).

Figure 1: GPI total income (2010 - 2014)
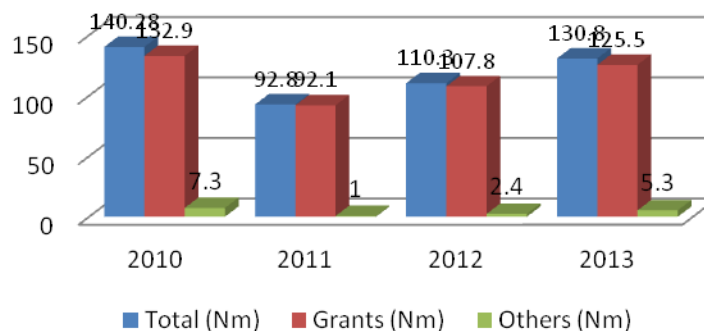
The highest according to figure 1 was in 2010 with a total of N140m. It declined significantly in 2011 to N92m, picked up in 2012 to N110m and increased again significantly to N130m in 2013. However, GPI has not been able to match or surpass the 2010 income. A further analysis shows that income from other sources only account for between 0.7% (2011) and 5.3% (2010), a confirmation of high vulnerability of GPI in the event of any shock from the donor environment. This is a reality and huge challenge that the leadership of GPI must address in a strategic and creative manner. A strategic option for GPI now and in the next 5 years is to diversify its resource base as well as increase its income very significantly for increased financial solvency and sustainability within the plan period. In the plan period, GPI will strive to maintain support from current donors while it also exploring new sources including but not limited to Population Council, Comic Relief and Bill and Melinda Gates Foundation

% contributions of sources to GPI total income
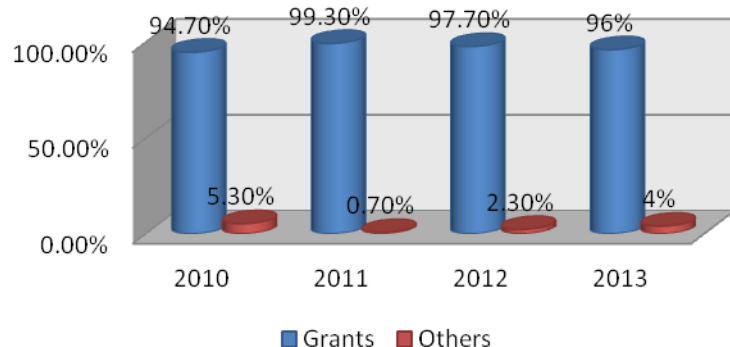
Opinions agreed that inadequate resources may hinder the implementation of this plan and as such there must be a renewed effort to increase income from current sources while exploring new funding opportunities. GPI will within the plan period, renew its effort to establish and implement an effective system for mobilizing the required resources from diverse sources to support the implementation of the plan. GPI sets for itself a target of 30% annual increase for grants and 100% annual increase for other sources. No doubt, the GPI Gender Development Institute will be a capital intensive endeavour;

however, overtime the Institute will become self-financing and self-sustaining. GPI will adopt a holistic approach to resource mobilisation including the establishment of a functional business development and resource mobilisation unit for effective coordination of resource generation. In addition, capacity of program staff, Management, Executive and Board will be developed for active participation in resource mobilisation drive. GPI will also consider strategic alliance, partnership and networking with organisations across sectors for resource leveraging. GPI will establish and implement effective system for managing organisational financial resources.

Partnership and collaboration as a strategy for resource leveraging will be pursued by GPI. The organisation already partners with a number of organisations in public and private sectors, and in the plan period, the gains of the past will be consolidated while new grounds will be explored. GPI will strengthen contact with United Nations Organisations (UNFPA, UNDP, UNICEF etc), Bilateral and Multilateral organisations (Foundations, Development Agencies and Foreign Governments), State and Local Governments (SACA, Ministries, LACA, Community Development), Tertiary institutions (Colleges of Education, Universities), Schools (Public and Private), Research institutions, Civil Society Organisations including Networks, International funded Projects, Federal, State and LGAs (Ministries of Women Affairs, Health, Justice, Education etc), State Legislature, (House of Assembly) etc In the plan period, GPI will cultivate/court new partners for the purpose of program and service expansion and leveraging resources.

Goal:
❖ Diversified and increased financial resources for GPI and efficient resource management for financial solvency and program and organisational operations and sustainability.

Strategic objectives
1. To increase resources from grants from old and new sources by 30% annually over the previous year (2014)
2. To improve revenue from other sources by 35% on annual basis using 2014 as baseline
3. To strengthen financial control system for increased transparency and efficiency in resource application, utilization and management
4. To strengthen structures and human capacity for effective resource mobilization and financial management
5. To strengthen partnership with organisations in all sectors (donors, development partners, public and private) for resource leveraging and expansion of programmes and services.

9.3. OPERATIONS RESEARCH, MONITORING AND EVALUATION

The rapid internal environmental assessment of GPI showed that an operations research and monitoring and evaluation system was yet to be established. GPI's current M&E approach is currently activity and project based. The activity being carried out determines the approach used for evaluation. For some activities, e.g. Intensive Sexuality Holiday Programme, at the beginning, pre-test is administered and at the end, post –test is administered. These two tests are then compared to see if learning has taken place or not. Whatever findings is done, it is then included in the activity narrative report that will be sent to the coordinator; and which may never get to the M&E unit, however, most findings are not always implemented leading to the same cycle of no action and more or less doing the routine.

Though a knowledge management unit exists, but it was not functional as it was more or less performing project implementation functions. Some rudimentary monitoring and evaluation activities were being performed; however, it was not in an organised or systematic manner. It was also evident that the staff in charge lacked the required technical capacity for such functions and huge responsibilities. All these point to the fact that a robust, sound and effective monitoring and evaluation mechanism will be required with the necessary human resources, tools and financial resources for optimal performance. This system will support GPI in capturing and reporting results and impacts, thus, achieving a paradigm shift from reporting activities implemented

A comprehensive monitoring and evaluation plan will be developed during year one of this plan period. It will address the need to follow up on activities, document progress, lessons and challenges as well as determine the effectiveness, outcomes and impact of implemented activities. It will also to a reasonable extent assess the extent to which the set goals and strategic objectives of the plan are being realized and how they are moving GPI towards accomplishing its vision and mission. While monitoring will be a daily activity, evaluation will be more systematic and will be conducted on annual basis and at the end of any program and "expiration" of the strategic plan. A major intervention is the establishment of a functional M&E unit to be able to effectively monitor plan implementation in a holistic manner while departments and units will also be supported to monitor their activities as much as possible. In addition, the Board of Directors as well as program beneficiaries will have defined monitoring and evaluation functions.

Goal:

❖   Increased availability of data to measure program and organizational performance, efficiency, effectiveness, impact and decision making.

Strategic objectives
1. To strengthen organizational structure for effective performance of monitoring and evaluation functions and evidence based performance
2. To improve program performance through periodic field monitoring and participatory review activities involving beneficiaries including communities and other stakeholders
3. To improve data collection, storage and utilization for program planning, service delivery and organisational management purposes.
4. To strengthen planning and management of programs and services to achieve the desired results in programme management and delivery of health and supportive social services.
5. To increase knowledge of GPI programs, services best practices and lessons among strategic partners and stakeholders through publications and other dissemination activities.

GPI STRATEGIC PLAN FRAMEWORK
(2015 – 2019)

STRATEGIC FRAMEWORK: GOALS, STRATEGIC OBJECTIVES, MAIN ACTIVITIES, PERFORMANCE INDICATORS AND MEANS OF VERIFICATION

1. STRATEGIC COMMUNICATION (FOR SOCIAL CHANGE)

Goal: Increased knowledge for behaviour change that is supportive of an environment where girls and young females are visible and valuable actors in the society

Strategic Objectives	Baseline (2014)	Target					Main activities	Performance indicators	Means of verification
		Yr 1	Yr 2	Yr 3	Yr 4	Yr 5			
SO1: To increase awareness of 100,000 girls and young females on issues of sexuality, sexual and reproductive health, Gender and Human Rights annually	Not available	20,000	20,000	20,000	20,000	20,000	Organising and conducting schools based outreach on sexuality, Gender and human rights issues	• No of girls and boys reached • No of girls practicing abstinence • Reduction in gender discrimination • No of girls acknowledging reduced gender discrimination • Reduction in Human Rights abuses • No of girls demonstrating increased knowledge	• Programme reports • Media reports • Feedback from programme beneficiaries • Research and special studies • Reports from police and Human Rights Groups
							Conducting centre based activities on continuous basis		
							Organising and conducting boys and girls forum focusing on sexuality, Gender and HRs		
							Supporting trained peer educators to intensify awareness and education among their peers		
							Producing and disseminating educational materials on HRs, gender, sexuality and SRH		
							Conducting awareness activities through social media (network)		
							Conducting radio and TV programmes including jingles		
							Holding community education sessions for the out-of-school		
							Conducting inter-school debates on sexuality, Gender and HR issues		
							Commemorating key national and international health and related days such as Women Days, Day of African Child, international day of elimination of violence against women, 16 days of Gender Activism		

Strategic Objectives	Baseline (2014)	Target					Main activities	Performance indicators	Means of verification
		Yr 1	Yr 2	Yr 3	Yr 4	Yr 5			
							with activities that align with the themes		
SO 2: To increase on annual basis awareness of 2,000 Gatekeepers (Parents, Guardians, community and religious leaders, teachers, law enforcement agents) on issues of Sexuality, Gender and Human Rights of girls and young females		200	200	200	200	200		• No of parents, Guardians and teachers reached • No of girls demonstrating increased knowledge • No of community and religious leaders reached • No of girls reporting non-discriminatory practices at home and communities • No of parents (especially men) treating their male and female children equally. • Reduction in cases of abuses and violence against girls at family and community levels.	• Community survey • Feedback from girls and female young persons. • Reports of activities • Observations. • Feedback from parents, religious and community leaders.
							Organising and conducting centre and community based parents/ daughters' forum		
							Organising periodic gender and human rights awareness outreach for the police, teachers etc		
							Sensitising Parents, Guardians and teachers to gender and HR issues through school based PTA activities		
							Conducting community based awareness outreach activities		
							Collaborating with the media to reach out to the general public on girls' and young females' sexuality, HR and Gender issues.		
							Collaborating with men's groups to expand knowledge on sexuality, HR and Gender issues.		
	Not available	100	100	100	100	100			
SO 3: To increase by 500 media persons, health workers and Law Enforcement							Organising and conducting media forum on HR, Gender and sexuality of girls and young females	• No of media, health workers and law enforcement agents reached	• Progress & Activity reports • Media
							Collaborating with the media to air and educate the general public on		

Strategic Objectives	Baseline (2014)	Target					Main activities	Performance indicators	Means of verification
		Yr 1	Yr 2	Yr 3	Yr 4	Yr 5			
agents receiving and factual information on GPI areas of focus and using them accordingly annually.							gender, HR and sexuality of girls	• Media involvement in promotional and prevention education. • Reduced cases of abuse against girls and young female by the Police • Increased reporting of abuses by the media • More cases of violence against girls diligently prosecuted by the Police	monitoring reports • Briefs from the Police • Feedback from programme beneficiaries • Court judgments or excerpts from judiciary
							Holding interactive sessions with law enforcement agents at regular intervals through various means		
							Educating health workers on these issues periodically using multi-dimensional approaches		
							Inviting the media, health workers and law enforcement agents to attend and participate in GPI activities and programmes		
							Sharing reports of activities of GPI with the media and law enforcement agents periodically		
							Collaborating with the media to disseminate information through the various media available to them including news, features and columns		
							Providing data to the media and law enforcement agents to aid collaborative activities		
SO 4: To increase societal awareness and knowledge of effects of harmful practices, patriarchal norms and values that violate the rights of girls and young females by 2,000,000 persons annually.	Not Available	2m	2m	2m	2m	2m			
							Educating the public on these issues through the GPI on Air programme	• No of community members reached • Reduction in the number of communities practicing FGM • Number of communities with more enabling patriarchal norms • Number of males	• Progress and Activity Reports • Community survey • Reports from GPI girls • Feedback from community
							Organising and conducting community education activities through sensitisation walk, public events, town hall sessions etc		
							Organising public education seminars and workshops for various audience		
							Reaching out to community members through social work undertaken by trained GPI girls		

Strategic Objectives	Baseline (2014)	Target					Main activities	Performance indicators	Means of verification
		Yr 1	Yr 2	Yr 3	Yr 4	Yr 5			
							Campaigning against harmful practices against harmful practices and patriarchal norms that negatively impact and impede development of girls and young females	reporting more positively disposed attitude towards girls	members
							Organising community drama on negative effects of harmful practices and negative patriarchal norms and values	• Number of community leaders and custodian of cultural practices speaking openly against FGM	
							Engaging with custodians of culture and traditional practices through community education	• Practitioners of FGM renouncing the practice	
SO 4: To reduce stigmatizing and discriminatory behaviours among the general populace against victims of trafficking, physical and sexual violence and young females living with HIV&AIDS	NA	NA	NA	NA	NA	NA			
							Educating the general populace on negative effects of stigmatising and discriminatory practices	• No reached • No of victims reporting supportive behaviours	• Progress and activity reports
							Mobilsing community members to provide physical, emotional and psycho-social support to such victims and GLWHIV	• No of communities with support structures/systems and practices	• Community survey
							Strengthening community structures and systems for providing required support to girls and young females	• No of community members demonstrating supportive behaviours to victims	• Feedback from victims • Media reports
							Campaigning against abuses and violence against girls and young females at the community level		
							Organising community drama to demonstrate negative impact of stigma and discriminatory behaviours against affected and infected	• No of HIV positive girls and young females referred for treatment and care	
							Producing and disseminating educational materials		

Strategic Objectives	Baseline (2014)	Target					Main activities	Performance indicators	Means of verification
		Yr 1	Yr 2	Yr 3	Yr 4	Yr 5			
							Holding media campaigns against violence and trafficking of girls and young females	and support services • Reduced cases of violence against girls and young females	
SO 5: To contribute to reduction in the incidence of STIs, HIV, sexual violence and other social problems among 1,000 girls and young females in target communities	Not Available	1,000	1,000	1,000	1,000	1,000		• No of girls applying skills to prevent rape • No of girls practicing primary and secondary abstinence • No of girls negotiating safer sex and use of condom • Reduced STIs and HIV among girls and young females • No of girls reached with STI and HIV prevention education and services	• Clinic records • Progress reports • Feedback from target groups • Community survey
							Educating girls and young females on sexual abstinence		
							Promoting the use of condoms among sexually active girls and young females		
							Providing knowledge on STI and HIV&AIDS prevention education in schools and communities		
							Conducting drama on sexual abstinence and HIV prevention in schools and communities		
							Distributing educational materials among target audience		
							Collaborating with the media for STI and HIV prevention awareness activities		
							Collaborating with state SACA and LGAs for HIV&AIDS prevention education activities		
							Holding risk assessment and vulnerability sessions with girls and young females		
							Educating girls on preventive measures/skills against sexual abuse and violence		

STRATEGIC FRAMEWORK: GOALS, STRATEGIC OBJECTIVES, MAIN ACTIVITIES, PERFORMANCE INDICATORS AND MEANS OF VERIFICATION

2. CAPACITY DEVELOPMENT (FOR SUSTAINABLE ACTION FOR CHANGE)

Goal: Enhanced skills and attitude of girls, young females and other partners to effect social change at individual, community and societal levels

Strategic Objectives	Baseline (2014)	Target					Main activities	Performance indicators	Means of verification
		Yr 1	Yr 2	Yr 3	Yr 4	Yr 5			
SO 1: To increase knowledge, skills and facilitate the development of supportive attitude of 2,500 FLHE teachers and 2000 providers of health and social services to deliver FLHE and other quality youth friendly services to target population	NA	500 Trs	500 Trs	500 Trs	500 Trs	500 Trs		• No of teachers and YFSRH service providers trained and active	• Activity and progress reports
	NA	100 YFSPs	100 YFSPs	100 YFSPs	100 YFSPs	100 YFSPs		• No of teachers and service providers demonstrating friendly attitude towards girls and young females	• Feedback from teachers and YFH service providers
							Providing FLHE training to teachers of upper primary and secondary schools in both public and private sectors	• No of students reached during FLHE sessions	• Special studies
							Training health service providers in youth friendly SRH services	• No reached by YFSRH services	• Feedback from students and users of YFHS
							Providing technical assistance to FLHE teachers and youth friendly service providers	• No of secondary schools teaching FLHE	• Observation sessions in schools and YFH Centres
							Engaging with Proprietors of secondary schools for the integration of FLHE into curriculum of private schools		
							Organising and conducting refresher training for FLHE teachers and YFSRH service providers		
							Providing resource materials to FLHE Teachers and YFSRH service providers		
SO 2: To strengthen the capacity of 2,500 practitioners drawn from the Media, relevant	Not available	500	500	500	500	500		• Well equipped and managed GDI	• Reports sand Records

Strategic Objectives	Baseline (2014)	Target					Main activities	Performance indicators	Means of verification
		Yr 1	Yr 2	Yr 3	Yr 4	Yr 5			
Government Agencies, Law enforcement agencies and CSOs in Gender and Human Rights issues through GPI Gender Development Institute							Designing and marketing courses in Gender and Development to individuals, organisations, international development partners including public and private sectors	• No trained in Gender and related issues by sector • No of annual stakeholders' forum held • No of courses/training conducted annually • No trained in gender budgeting	• Feedback from participants • Training evaluation reports. • Observations • Special studies
							Organising and conducting training courses for various target groups		
							Organising annual interactive forum on Gender and related issues to be attended by relevant stakeholders		
							Acquiring and updating technology, equipment, materials and other needed resources		
							Providing training to senior civil servants involved in the budget process and law makers in Gender budgeting and planning		
SO 3: To strengthen structures in 50 communities for accelerated response to child protection, trafficking, sexuality, gender and human rights issues	Not available	10	10	10	10	10			
							Conducting community assessment to identify supportive structures	• No of communities with functional structures for protection of girls • No of victims supported • No of community members sanctioned for any form of violence against girls • No sanctioned for involvement in trafficking • No of communities	• Transect walk and observations • Community survey • Progress Reports • Feedback from community members • Feedback from girls and young females • Interviews
							Holding consultations and dialogue with community and traditional leaders for consensus building		
							Working with communities to set up functional structures and systems for the protection of girls and young females		
							Providing relevant training to members of community committees set up for the protection of girls and young females		
							Providing technical and other support to the community committees to implement		

Strategic Objectives	Baseline (2014)	Target					Main activities	Performance indicators	Means of verification
		Yr 1	Yr 2	Yr 3	Yr 4	Yr 5			
							preventive and rehabilitative measures	with enabling environment for girls and young females	
							Mobilising the committee members to campaign against violence against girls and trafficking	• No of communities eradicating harmful practices against girls and young females	
							Reviewing the performance of the committees to inform decision making and reward as appropriate		
SO 4: To improve quality content of GPI technical resource package for the delivery of training and technical assistance to individuals and partner organisations in Sexuality, FLHE, Gender and Human Rights issues	NA	NA	NA	NA	NA	NA		• No and type of training resource materials • Functional Technical Resource Development Team • No of GPI staff trained by type • Quality of training materials	• Package of training/resource materials • Reports of training needs assessment • Documents review • Content analysis of training packages
							Reviewing and updating course content based on findings of assessment of needs of participants for GPI courses		
							Developing, reviewing and updating training curricula on FLHE, Gender and HR, youth friendly services, entrepreneurial skills, business development, leadership, life skills, peer education etc – Entrepreneurial skills development with an agro component included(Vocational and economic Livelihood) – Business and financial management education and skills		
							Developing training and other resources materials especially for new courses/training programmes		
							Strengthening the capacity of team of facilitators of GPI training and other technical sessions through		

Strategic Objectives	Baseline (2014)	Target					Main activities	Performance indicators	Means of verification
		Yr 1	Yr 2	Yr 3	Yr 4	Yr 5			
							regular update/refresher		
							Developing and updating resource packages for delivery of technical assistance, mentoring and coaching		
							Developing and providing trainees' manuals/resource materials for PEs, FLHE teachers, students, GPI girls (weekly lessons) etc		
							Establishing a Technical Resource Team to review, update and develop curricula and other resource packages for GPI courses and capacity development interventions		
SO 5: To enhance the capacity of 5,000 girls and young females through peer education approach in increasing access of their peers to information and services and also effecting social change	Not available	1,000	1,000	1,000	1,000	1,000		• No of PEs trained • % of active PEs informing and educating their peers in school and communities • No reached by PEs through outreach • No of PEs demonstrating exceptional leadership and life management skills • No of PEs appointed to leadership positions in schools, communities and other places	• GPI activity and progress reports. • Reports from PEs • Minutes of review sessions with PEs • Feedback from PEs, students and other adolescents or young people • Feedback from friends and parents
							Organising and conducting peer education training for in and out of school in GPI programme areas in target communities		
							Following up and providing technical assistance to trained peer educators		
							Providing relevant support and resource materials to Peer educators to enhance their performance at school and community levels		
							Holding periodic meetings with PEs to review their performance and provide necessary encouragement		
							Motivating PEs through commendation and presentation of awards		
							Strengthening the GPI Peer Education system for effectiveness and sustainable impact		
							Providing update/refresher in		

Strategic Objectives	Baseline (2014)	Target					Main activities	Performance indicators	Means of verification
		Yr 1	Yr 2	Yr 3	Yr 4	Yr 5			
							relevant areas to trained Peer Educators		
SO 6: To increase leadership and life management skills of 25,000 girls and young females for positive leadership roles in the society and becoming catalysts for social change	Not available	50	50	50	50	50	Organising and conducting leadership development skills training for select girls and young females	• No trained in leadership and life management skills	• Activity and progress reports
							Providing life management skills training for girls and young people in GPI project communities	• % demonstrating leadership qualities and in leadership positions in any endeavour	• Training evaluation reports
							Mentoring and coaching girls and young females to develop unique skills in leadership and self management	• No involved in catalyzing change in communities	• Feedback from trainees through interviews and FGDs
							Engaging graduates of GPI leadership and GDI as facilitators and resource persons	• No of girls/ young females excelling in academics and other endeavours	• Progress report from GPI girls
							Supporting GPI graduates to implement programmes and activities capable of bringing about social change	• Reduced social malpractices among trained GPI girls	
							Providing sponsorship to graduates of GPI leadership and GDI to participate in state and national level youth development activities	• No demonstrating self awareness of potentials and taking actions for self fulfillment	
							Documenting and disseminating success stories of girls and young females trained in leadership and self management	• No active in educating and counseling other girls at all levels	

STRATEGIC FRAMEWORK: GOALS, STRATEGIC OBJECTIVES, MAIN ACTIVITIES, PERFORMANCE INDICATORS AND MEANS OF VERIFICATION

3. SERVICE DELIVERY (HEALTH AND SOCIO-ECONOMIC DEVELOPMENT)

Goal: Increased access of children and young females to SRH, legal, rehabilitative and other strategic support services that enable them live healthy and productive lives

Strategic Objectives	Baseline (2014)	Target					Main activities	Performance indicators	Means of verification
		Yr 1	Yr 2	Yr 3	Yr 4	Yr 5			
SO 1: To increase access of 50,000 children and young females to quality and gender sensitive sexual and reproductive health services in target communities using multi-dimensional approaches	Not available	10,000	10,000	10,000	10,000	10,000		• No of young people reached with services • Reduced SRH problems among young people • Reduced unwanted pregnancy and abortion among girls and young females • No using contraceptives • No provided with HCT • No of HIV+ girls and young females linked and referred for treatment care & support	• School records • Feedback from target and beneficiary groups • Referral slips • Feedback from providers in GPI facilities • Progress report
							Facilitate technical and material support to select PHCs to provide youth friendly SRH services including contraceptives in target communities		
							Mobilising and educating girls and young females on benefits of SRH service as well as referral to delivery outlets.		
							Collaborating with schools to provide basic SRH information to girls and young females within the school setting		
							Empowering young people to take decisions, seek and utilize youth friendly services		
							Educating and creating awareness of sources and locations of outlets for youth friendly SRH services		
							Establishing and managing a well equipped centre for provision of youth friendly services within GPI office		
SO 2: To increase	Not available	20	20	20	20	20			

Strategic Objectives	Baseline (2014)	Target					Main activities	Performance indicators	Means of verification
		Yr 1	Yr 2	Yr 3	Yr 4	Yr 5			
access of 100 Children and young females to legal aid and related services based on identified need							Empowering girls and young females who are victims of violence and abuse to speak out	• No of cases pursued in the law court	• Court judgment
							Educating parents to report violation and violence against their daughters and resist pressure and intimidation to back out of cases	• No of victims offered free legal services	• Police reports • Progress report
							Engaging with parents and Guardians on the need to seek redress in the event of abuse or violation of their girls/wards	• No of girls and parents reporting cases and showing interest in legal action for justice	• Feedback from partners • Feedback from victims and their
							Providing legal aid services to victims of violence, trafficking and other forms of abuse	• No of victims punished under the law for rights violation, violence	parents • Special studies • Media reports
							Collaborating with relevant agencies and individuals including lawyers, FIDA, NBA, Ministry of Justice, legal aid council, NAPTIP NHRC etc to provide free legal services to victims of violence and abuse	and abuse of girls • No of lawyers and legal bodies collaborating with GPI	• Success stories
							Educating and creating awareness through the media on the need for victims of violence and abuse to seek legal redress	• No of parents that resist out of court settlement	
							Engaging with Judges on the need for quick dispensation of justice and cases relating to abuse and violence against girls and young females		
							Engaging with police and Director of Public Prosecution on due diligence in prosecuting cases relating to abuse and violence against girls and young females		
SO 3: To increase access of 500	Not available	100	201000	201000	201000	100	Conducting needs assessment	• No trained by	• Progress and

Strategic Objectives	Baseline (2014)	Target					Main activities	Performance indicators	Means of verification
		Yr 1	Yr 2	Yr 3	Yr 4	Yr 5			
children and young females to entrepreneurial skills and financial and technical support services for take-off to enhance self reliance to alleviate poverty							among eligible candidates for entrepreneurial skills	vocation • No provided with financial and other technical support to establish own businesses • % that set up and managing own businesses successfully • % making profit on sustainable basis • No reached through the special apprenticeship scheme • No of donors • Amount mobilized to support trained young females •	monitoring reports • Special survey • Feedback from beneficiaries
							Organising and conducting seminars/workshops on wealth creation and business (development) opportunities for girls and young females.		
							Partnering with relevant government agencies at all levels including NAPEP, NDE, SMSE, SMEDAN to organise seminars for young females for self-employment		
							Undertaking research on different vocational options to inform design of entrepreneurial skills development training programs		
							Collaborating with entrepreneurs (small and medium scale proprietors of businesses) for special medium scale apprenticeship scheme		
							Organising and conducting business management training for out of school young females of GPI vocational programme		
							Holding business review sessions with GPI economic empowerment beneficiaries .		
							Establishing and managing a special support fund for trained young females		
							Mobilsing financial support from individuals, groups, organisations and private sector for financial support to trained young females.		
							Monitoring and documenting the performance of trained young females managing own businesses.		

Strategic Objectives	Baseline (2014)	Target					Main activities	Performance indicators	Means of verification
		Yr 1	Yr 2	Yr 3	Yr 4	Yr 5			
SO 4: To increase access of 500 trafficked children and young females to trauma, rehabilitative and re-integration services through referral and collaboration with relevant service providers including the police, legal aid service providers, NAPTIP and other organisations	Not available	100	100	100	100	100		• No of rescued girls and young females reintegrated and rehabilitated by type of support • No of parents educated and counseled • No of parents, community and religious leaders speaking against trafficking of girls openly and educating others • No placed in schools and self employed	• Feedback/ testimonials from rescued and rehabilitated victims • Community survey/ feedback from parents • Progress reports • Partners' reports
							Providing counseling to trafficked girls and young females rescued and or repatriated		
							Re-integrating victims into their families and communities		
							Working with NAPTIP etc to rehabilitate rescued victims based on their needs/preferred employment options		
							Counseling and supporting rescued victims to be aware of the dangers of re-trafficking and benefits of alternative livelihood.		
							Providing educational support to those interested in going back to school		
							Enrolling rescued victims on GPI entrepreneurial skills development training and providing them with financial and technical support to start small scale businesses		
							Facilitating access of rescued victims to comprehensive SRH services as part of the care and support package		
							Offering counseling to parents of trafficked and rescued girls/young females as part of the re-integration process		
							Educating parents and community members on the dangers and adverse effects of trafficking on the victim, parents and the society as part of creating enabling environment for re-entry		

Strategic Objectives	Baseline (2014)	Target					Main activities	Performance indicators	Means of verification
		Yr 1	Yr 2	Yr 3	Yr 4	Yr 5			
SO 5: To increase access of 1000 children and young females infected with HIV to treatment and other care and support services	Not available	200	200	200	200	200		• No reached with prevention education • No counseled and tested • No positive and referred for treatment and care & support services • No of parents of HIV positive girls reached and providing support. • No of girls reporting abstinence	• Progress reports • Records from treatment centres and support groups • Clinic records • Feedback from beneficiaries and their parents • Review sessions
							Educating girls and young females on HIV prevention strategies for reduced vulnerability to HIV		
							Promoting, mobilizing and providing HCT services to young people especially girls and young females to know their status		
							Promoting and providing abstinence skills to girls and young females		
							Facilitate access of HIV positive girls and young females to treatment and care and support services through referral		
							Producing and distributing customized gender appropriate educational materials on HIV prevention and relevant information to target audience		
							Counseling parents and Guardians of HIV positive girls/young females and mobilizing them to provide them with necessary support		
							Following up and holding special centre based sessions for HIV positive girls and young females to promote healthy living and emotional and psycho-social support		

STRATEGIC FRAMEWORK: GOALS, STRATEGIC OBJECTIVES, MAIN ACTIVITIES, PERFORMANCE INDICATORS AND MEANS OF VERIFICATION

4. STRATEGIC ADVOCACY

Goal: Improved enabling policy, legal, school and community environment for the protection of girls and young females, eliminating gender discrimination and actions that violate the rights of GPI target audience for self actualization.

Strategic Objectives	Baseline (2014)	Target					Main activities	Performance indicators	Means of verification
		Yr 1	Yr 2	Yr 3	Yr 4	Yr 5			
SO 1: To increase support and commitment of decision makers at national, state and LGAs to issues affecting the health, physical and social development of girls and young females through enabling environment activities.	Not available						Building strategic alliances with CSOs, CBOs, FBOs, community groups and other stakeholders to engage policy makers on issues affecting the social development of girls and young females.	• No reached through various advocacy events • Changed supportive policies and legislations • Level of implementation of relevant policies and laws • Full domestication and implementation of CRL • Gender responsive budgeting at state and LGAs • Issues of girls and young females as priority agenda at state and LGA levels	• Activity & progress reports • Documents review (policies, implementation plans, legislations) • Feedback from beneficiaries and stakeholders • State budget document and budget implementation reports • Feedback from policy and law makers at state and LGA levels • Media reports
							Engaging in dialogue and consultations with decision makers at state and LGA levels on issues affecting young females including funding of programmes and services that promote socio-economic development of girls/young females.		
							Making press releases to draw attention of decision makers to issues affecting the development of girls and young females		
							Advocating for promulgation, review and domestication of supportive legislations for eliminating gender discrimination and protection of girls and young females including the domestication and implementation of child's rights law		
							Advocating for the implementation of relevant policies and enforcement of existing policies relevant to gender, rights and protection of girls and young females		
							Making representation to law and policy makers at state and LGA levels through		

Strategic Objectives	Baseline (2014)	Target					Main activities	Performance indicators	Means of verification
		Yr 1	Yr 2	Yr 3	Yr 4	Yr 5			
							presentation of memorandum on issues affecting GPI target audience		
							Maintaining on-going contact with relevant House Committee to draw attention to issues affecting girls and young females to inform legislative actions		
							Advocating to LGAs to donate facilities/structures to serve as training centre for weekly lessons in target communities and provision of financial support for volunteer facilitators		
							Advocating to top echelon of police on issues of violation of rights, discrimination, abuse and violence against girls and young females		
SO 2: To reduce harmful socio-cultural practices that violate the rights of girls and young females through constructive engagement with community, traditional and religious leaders.	Not applicable								
							Advocating to community and traditional leaders on the establishment/and or strengthening of community structures for the protection of girls against discrimination, abuse, trafficking and violence	• No of communities with functional structures/systems • No of community leaders reached • No of parents and community members sanctioned • Reduced cases of rights abuse, abuse and violence against girls and young females • No of communities with enabling environment for girls and young females to	• Community survey • Feedback from key informants • Feedback from girls, young females, parents etc • Progress report • Transect walk and community observation
							Supporting communities to establish, adopt rules and behaviours that prevent abuse and violence against girls and young females including monitoring to identify violators for appropriate sanction		
							Supporting community structures to handle referred cases at the community levels		
							Advocating to community leaders to support rehabilitation and re-integration of victims of trafficking including sanctioning community members involved or encouraging such.		
							Advocating for the elimination of		

Strategic Objectives	Baseline (2014)	Target					Main activities	Performance indicators	Means of verification
		Yr 1	Yr 2	Yr 3	Yr 4	Yr 5			
							traditional practices that violates and increase vulnerability of girls and young females to abuse and violence at the community level	demonstrate potentials	
							Mobilising community leaders to speak openly against gender discrimination, trafficking, abuse and violence against girls and young females		
SO 3: To improve policy advocacy packages for result-based advocacy interventions on health and social development of girls and young females in target communities.	Not available							• No reached with packages • Changed and supportive attitude and response to issues affecting girls and young females	• Advocacy packages • Reports and records • Feedback from target audience
							Producing policy briefs to support advocacy efforts on issues relating to girls and young females		
							Producing and disseminating human angle stories including those relating to trauma and physical stress that trafficked and abused girls/young females experience		
							Producing and airing documentaries on gender discrimination, rights violation, trafficking and violence against girls/ young females		
							Using data to produce packages to support advocacy efforts		
							Compiling and disseminating stories of girls/ young females who are victims of sexual and physical violence and trafficking		
							Providing data to relevant agencies involved in the budget process to inform decisions on budgeting for social development of girls/young females		
							Producing and presenting well articulated memorandum to policy and law makers on issues affecting girls/young females		
SO 4: To strengthen partnerships with	Not applicable						Facilitating the establishment of a Network	• Functional	• Progress and

Strategic Objectives	Baseline (2014)	Target					Main activities	Performance indicators	Means of verification
		Yr 1	Yr 2	Yr 3	Yr 4	Yr 5			
stakeholders for constructive engagements at all levels to advocate for supportive environment on issues affecting girls and young females including domestication and full implementation of relevant national and international laws and resolutions.							as vanguard for transforming patriarchal values, eliminate gender discrimination and protection of rights/dignity of girls as part of the process of effecting social change and in all GPI areas of operations.	Network advancing issues affecting girls and young females • No of laws domesticated • No of partners participating in the activities of the network	activity reports • Documents review including state gazettes • Feedback from partners and target audience
							Networking with others to share information and undertake collaborative advocacy and strategic engagements to address issues of common concern on girls and young females		
							Partnering with others to conducting activities commemorating international special days to draw attention and call for actions on plights of girls and young females.		
							Partnering with others to facilitate the process of full domestication of national laws on gender and related issues and engaging as necessary to facilitate implementation.		
							Sensitising partners in the state to relevant national and international laws/conventions on the rights of girls and young females to inform collective action		
							Collaborating with the media to strengthen media advocacy on issues affecting girls and young females		

STRATEGIC FRAMEWORK: GOALS, STRATEGIC OBJECTIVES, MAIN ACTIVITIES, PERFORMANCE INDICATORS AND MEANS OF VERIFICATION

5. ORGANISATIONAL MANAGEMENT AND DEVELOPMENT

Goal: Strengthened capacity of GPI to achieve greater stability, increased effectiveness, efficiency and sustainable impact of programs and services

Strategic Objectives	Baseline (2014)	Target					Main activities	Performance indicators	Means of verification
		Yr 1	Yr 2	Yr 3	Yr 4	Yr 5			
SO 1: To strengthen leadership (BOT, Executive and management) for organisational repositioning, transformation and sustainability							Reconstituting, redefining the roles and responsibilities and supporting the Board of Trustees and its committees to assume and perform its statutory governance and other oversight functions including appointment to executive and senior management positions	• Functional BOT meeting regularly and taking strategic decisions. • Level of Board contributions to organizational growth, development and sustainability • Existence and level of implementation of succession and transition plan • No of board and management staff trained and type of training • Level of involvement of BOT in resource mobilization	• Documents review • Observation • Feedback from BOT members and staff • Progress reports • Board minutes
							Finalising and implementing fully the provisions of GPI constitution including tenure of BOT and other requirements		
							Building capacity of the BOT through training, orientation, retreat and provision of Board operational handbook to enable it perform and provide strategic leadership to GPI to enhance growth and development		
							Developing and implementing GPI leadership succession and transition plan at under the guidance of the Board for organisational stability, growth and sustainability		
							Building capacity of Management staff in strategic operational areas – leadership, managing organisations, people management etc		
							Redefining the roles and responsibilities of the Management Board to enable it perform its strategic management functions and		

Strategic Objectives	Baseline (2014)	Target					Main activities	Performance indicators	Means of verification
		Yr 1	Yr 2	Yr 3	Yr 4	Yr 5			
							support the BOT to play its governance roles and implementing BOT decisions.		
							Training BOT members in strategic advocacy, self-performance management and resource mobilisation, managing executives and Board-staff relations to enhance performance		
SO 2: To strengthen management structure and systems for standardized operations and efficiency, staff development and job satisfaction								• No of staff with and performing duties based on JDs • Functional staff appraisal system in place • Functional organogram in place • Level of implementation and compliance with policies and operational procedures • Functional communication and information flow system • Improved skills and performance of staff • Seamless organisational functioning	• Documents review • Feedback from staff • Observations • Reports of organisational assessment • Package of job descriptions • GPI performance management procedures manual or guidelines • Compendium of policies and operational manuals
							Establishing and implementing standardized procedures and processes for staff recruitment and management		
							Reviewing, establishing and implementing a functional organizational structure based on organisational needs and requirements and defining roles and responsibilities of departments and units		
							Developing, reviewing and providing results based job descriptions to all staff and provide the required support for compliance and appraise based on job performance requirements		
							Establishing and implementing organizational staff performance management system and providing orientation to Managers/Supervisors and staff on it and implementing recommendations arising from reports		
							Reviewing, updating and implementing all policies and office operational and procedures manual, providing orientation and ensuring compliance by staff		
							Establishing and implementing effective communication and information flow system and implementing decisions reached at meetings, retreats and other forum and involving staff in decision making.		

Strategic Objectives	Baseline (2014)	Target					Main activities	Performance indicators	Means of verification
		Yr 1	Yr 2	Yr 3	Yr 4	Yr 5			
							Establishing and implementing performance based rewards and sanction system to motivate and challenge the creativity of staff		
							Integrating change management practices into GPI operations, build capacity and implement change that reinforce relevance of GPI		
SO 3: To improve staffing situation, capacity and motivation for better performance and productivity								• Level and quality of staffing • No of staff trained and demonstrating increased competence • Level of contributions of volunteers to GPI performance • Level of satisfaction of GPI staff. • No of interns/ volunteers	• Documents review • Progress report • Feedback from staff • Performance appraisal report • Feedback from the interns and volunteers • Staffing and capacity development plan
							Establishing, updating and implementing GPI staffing requirements based on program scope and service delivery needs		
							Developing and implementing GPI staff capacity building plan based on findings of needs assessment and job performance requirements		
							Mobilizing support from development partners for the training and mentoring of staff in strategic operational areas		
							Recruiting orientating, deploying, managing and motivating volunteers to complement GPI human resources in defined areas including community based weekly lessons.		
							Establishing and participating in established national staff welfare schemes such as health insurance, life insurance and participatory pension scheme in line with labour and other laws e.g. pension act 2014		
							Providing financial and non-financial incentives to staff based on findings of GPI performance management system		
							Establishing and managing competitive remuneration and compensation packages to be able to attract and retain multi-skilled, competent and experienced staff		

Strategic Objectives	Baseline (2014)	Target					Main activities	Performance indicators	Means of verification
		Yr 1	Yr 2	Yr 3	Yr 4	Yr 5			
SO 4: To enhance the office operating environment through functional systems, infrastructure development, equipment and supplies							Conducting and documenting organisational material and equipment needs to inform management decisions and actions	• Level of office equipment and functionality • No. of staff with enabling work stations • Level of work turn around • Functional GDI • Updated asset register for GPI • No and type of additional facility provided	• Observation • Feedback from staff • Report of inventory • Progress reports • Assets register
							Procuring and providing needed tools and equipment for staff especially those relating to advanced information technology to enhance productivity		
							Upgrading and maintaining office infrastructure and facilities including acquiring and installing modern equipment		
							Constructing, equipping, staffing and managing Gender Development Institute of GPI		
							Maintaining and updating register of assets and procuring and maintaining insurance for organisational assets		
							Expanding GPI infrastructure based on needs of target groups		
SO 5: To increase knowledge on activities and capability of GPI in the external environment through image building and branding							Partnering and engaging with elecronic and print media to project the image of GPI	• No of partners involved in GPI activities • Functionality of GPI web site • No of groups, individuals etc making enquiries about GPI • No of commemorative days marked and number of people	• Progress reports • GPI web site • Package of information materials or publications
							Adopting a logo that communicate the essence, identity and ideals of GPI		
							Producing and disseminating GPI Annual Reports, Quarterly Bulletin, other publications, sourvenirs etc to partners and stakeholders in the external environment		
			,				Commemorating key national and international health and related days such as World Health, Population, AIDS, Women Days, Day of African Child and 6 days of Gender Activism with activities that align with the themes and using it to		

Strategic Objectives	Baseline (2014)	Target					Main activities	Performance indicators	Means of verification
		Yr 1	Yr 2	Yr 3	Yr 4	Yr 5			
							publicise GPI locally and internationally	reached	
							Redesigning and managing GPI web site including providing regular updates	• New funding	

STRATEGIC FRAMEWORK: GOALS, STRATEGIC OBJECTIVES, MAIN ACTIVITIES, PERFORMANCE INDICATORS AND MEANS OF VERIFICATION

6. RESOURCE MOBILISATION AND MANAGEMENT

Goal: Diversified and increased financial resources for GPI and efficient resource management for financial solvency and program and organisational operations and sustainability.

Strategic Objectives	Baseline (2014)	Target					Main activities	Performance indicators	Means of verification
		Yr 1	Yr 2	Yr 3	Yr 4	Yr 5			
	Not available	30%	30%	30%	30%	30%			
SO 1: To increase resources from grants from old and new sources by 30% annually over the previous year (2014)							Conducting research into funding interest, priorities and cycle of international donors and other development partners	• % increase achieved • Number of new donors • No of proposals funded • No of private sector organisations funding GPI	• Progress reports • Financial records • Annual budget documents • Proposal file
							Developing and marketing unsolicited proposals that are innovative and has in-built strategies for recording high impact		
							Researching and presenting solicited proposals based on advertisements for Request for Application/Proposals, Expression of Interests from donors and internationally funded projects		
							Scheduling and holding consultations with donors to identify funding opportunities and also producing and sending out Letters of Enquiry to potential funders		
							Conducting periodic search of donors and establishing contacts to facilitate access to additional resources		
							Researching into funding opportunities in the private sector including oil companies, corporate and private foundations		
							Conducting survey and developing data base of funding agencies and institutions that support projects in GPI focal areas		
							Upgrade ICT and Social media platform to		

Strategic Objectives	Baseline (2014)	Target					Main activities	Performance indicators	Means of verification
		Yr 1	Yr 2	Yr 3	Yr 4	Yr 5			
							connect with prospective donors and funders.		
SO 2: To improve revenue from other sources by 35% on annual basis using 2014 as baseline	#6,000,000	35%	35%	35%	35%	35%		• Amount generated through other income by source(s) • No of LGAs providing financial support • No of girls/ young females "adopted" for educational and economic empowerment	• Financial records and reports. • GPI web site, annual reports and newsletter • GPI Annual Budget document
							Soliciting voluntary donations from community members, groups and organisations through special events		
							Conducting periodic fundraising events to raise fund for GPI scholarship scheme, grants/loans for girls/young females trained in vocational skills etc from individuals, groups and private sector		
							Soliciting for funds from LGAs in support of the education and economic empowerment of girls/young females who are indigenes of the LGAs		
							Providing consultancy services to clients including donors, NGOs and public sector organizations		
							Generating resources through training and other services provided at the Gender Development Institute		
							Establishing and launching "adopt a girl/ young female" scheme for educational and economic empowerment support		
							Generating income through advertorials in GPI Quarterly newsletter and website and branding of venues of GPI programmes and activities		
SO 3: To strengthen financial control system for increased transparency and efficiency in							Establishing and operating a full computerized accounting and financial management system using appropriate software.	• No of staff trained in modern accounting and financial management system • Functional	• Accounting and financial management guidelines • Financial
							Conducting appraisal of GPI accounting and financial management system to guide		

Strategic Objectives	Baseline (2014)	Target					Main activities	Performance indicators	Means of verification
		Yr 1	Yr 2	Yr 3	Yr 4	Yr 5			
resource application, utilization and management							actions for continuous improvement.	computerised accounting system	reports
							Implementing GPI financial and accounting procedures and operation's guidelines.	• Level of implementation of financial and accounting guidelines	• Progress report
							Implementing established financial control guidelines to prevent wastages, leakages and mismanagement.	• Financial health of GPI	• Reports of financial and accounting assessment
							Developing and implementing annual budgets for efficient resource management and monitoring and producing budget performance reports to guide decision making	• Reduced wastages and leakages	• Package of tools for managing organizational resources
							Developing, presenting for board approval and implementing annual organizational budget and presenting progress reports at board meetings.	• Efficiency in resource management	• Copies of annual budgets and implementation reports
							Producing and circulating quarterly financial reports for management decision making		• External Auditor's report
							Holding quarterly budget implementation and performance review meeting and implement actions for improvement		
							Engaging external auditors to conducting annual financial audit, review, accept and implement recommendations		
							Managing GPI resources to ensure financial health and stability including undertaking periodic cash flow analysis to inform decision making		
							Monitoring and analysis micro financial policies and performance of the national economy to guide GPI in making informed decisions on its finances		
							Coordinating the process of budget preparation by issuing guidelines to departments/units, collate, harmonise and prepare corporate budget for approval.		

Strategic Objectives	Baseline (2014)	Target					Main activities	Performance indicators	Means of verification
		Yr 1	Yr 2	Yr 3	Yr 4	Yr 5			
SO 4: To strengthen structures and human capacity for effective resource mobilization and financial management	N/Applicable						Training and retraining of staff of the finance department in modern accounting and financial management system.	• Functional unit for RM and Business Development • No of staff trained • No of donors supporting GPI by type of support • No. of proposals funded • GPI business and investment portfolio	• Progress report • Records of donations • Financial reports • Roles and responsibilities of the unit • JDs for staff • GPI Business plan
							Establishing and supporting the operations of a Business Development and Resource mobilization unit with defined duties and performance standards		
							Supporting the finance and resource mobilization committee of the Board to support GPI Executive/Management and staff with responsibilities for resource mobilization		
							Producing and marketing proposals for consultancy services in the areas of technical expertise of GPI		
							Building capacity of staff writing innovative and winning proposals.		
							Consulting with experts to determine investment and business opportunities for income generation for GPI		
							Organising fundraising events periodically through special events		
							Recruiting and supporting the RM/Business Development staff and the unit to perform defined functions		
							Producing and disseminating progress report on GPI RM and Business management efforts		
							Coordinating the writing of proposals for presentation to donors		
SO 5: To strengthen partnership with organisations in all							Establishing, producing, updating and maintaining a Directory of Partners to facilitate contacts and information sharing	• No of joint activities and programs with	• Signed MOU/ Agreements

Strategic Objectives	Baseline (2014)	Target					Main activities	Performance indicators	Means of verification
		Yr 1	Yr 2	Yr 3	Yr 4	Yr 5			
sectors (donors, development partners, public and private) for resource leveraging and expansion of programmes and services.							Creating and maintaining periodic fora for consulting with local and international partners to explore areas of collaboration	partners • Updated directory of partners • No of joint proposals written and funded	• Progress reports • Visits and observations • Feedback from partners • Directory of partners • Financial reports
							Attending and participating in partners' activities at national and state and contribute perspectives to issues of common interest		
							Partnering with potential partners for joint bids for projects in areas of Gender, human sexuality, child protection, SRH and human rights		
							Meeting donors and development partners to explore opportunities for funding and partnership.		
							Leveraging on capacity, presence and spread of partners to expand programme and service coverage		
							Coordinating partners' forum to draw attention and demand action on issues relating to development and advancement of the girl child and young females to enable them achieve their full potentials		

STRATEGIC FRAMEWORK: GOALS, STRATEGIC OBJECTIVES, MAIN ACTIVITIES, PERFORMANCE INDICATORS AND MEANS OF VERIFICATION

7. OPERATIONS RESEARCH AND MONITORING AND EVALUATION

Goal: Increased availability of data to measure program and organizational performance, efficiency, effectiveness, impact and decision making.

Strategic Objectives	Performance indicators	Main activities	Methodology	Frequency	Means of verification
SO 1: To strengthen organizational structure for effective performance of operations research, monitoring and evaluation functions to aid evidenced based performance	• Level of operations of the M&E unit • % of LB resources to M&E activities • No of M&E staff trained	Establishing and supporting a functional Operations research and M&E section to coordinate all related functions.	• Training • Mentoring • Documents review	Continuous	• Monitoring reports • Budget document • Observation • Capacity assessment
		Staffing the unit based on staffing needs and requirements and providing required orientation and training in relevant areas to aid performance			
		Reviewing, updating and implementing GPI operational framework for Operations Research and M&E activities			
		Providing the required resources (financial, software, computers, data processing accessories) to aid and enhance job performance			
		Coordinating the submission and availability of data for board and management decision making including measuring the performance of GPI on continuous basis			
		Soliciting for training and technical assistance for the unit from partners with proven capacity in operations research and M&E activities			
SO 2: To improve program performance through periodic field monitoring and participatory review activities involving	• Updated data base • Package of mix of tools • No and type of research/surveys conducted	Establishing and managing data collection systems and communicating it across GPI to ensure compliance from field level to the centre	• Field visits • Documents review • Special studies • Meetings	• Periodic • Continuous	• GPI data base • Package of data collection tools • M&E plan
		Establishing and managing a sound simple organisation wide comprehensive data base			

Strategic Objectives	Performance indicators	Main activities	Methodology	Frequency	Means of verification
beneficiaries including communities and other stakeholders	• No of programme review meetings • Frequency of Monitoring visits	for easy access, retrieval and utilisation			
		Generating and providing information through operations research, monitoring and evaluation to enrich programme planning and design, strategy review and performance management			
		Developing and implementing a comprehensive organisation-wide M&E plan			
		Reviewing, producing and providing standardized tools for M&E functions and			
		Conducting program review activities periodically using participatory approaches involving stakeholders and beneficiaries.			
		Conducting operational researches, surveys and assessment to generate baseline information and enrich decision making process			
		Designing and conducting series of evaluation including mid project and end of project for performance measurement			
SO 3: To improve data collection, storage and utilization for program planning, service delivery and organisational management purposes.	• No. of staff trained • Functional data collection guidelines • Level of data availability	Organising capacity building activities on data collection for staff of various departments and units on data management.	• Training and technical assistance to staff • Field visits • Review meetings	• Periodic • Continuous	• GPI data base • Package of data collection tools • Meeting reports • Progress reports • Publications
		Standardizing existing data collection tools and providing orientation to appropriate staff on their use.			
		Strengthening the various departments and units to collect, submit and utilise data on their activities/projects for planning, management and decision making.			
		Establishing and implementing mechanism for data transmission from the field to departments/units and to the M&E unit for collation, analysis and presentation.			
		Training staff in data analysis and management to strengthen planning and			

Strategic Objectives	Performance indicators	Main activities	Methodology	Frequency	Means of verification
		decision making purposes in GPI			
		Conducting periodic data validation and quality analysis			
SO 4: To strengthen planning and management of programs and services to achieve the desired results in programme management and delivery of health and supportive social services.	• Level of data utilisation for decision making • No of staff retreats for performance review conducted in 5 years • Level of compliance and implementation of annual work plan	Using data for planning, designing and implementing GPI's programmes and delivery of services in target areas	• Retreats • Review meetings • Documents review	• Annually • Continuous	• Reports of retreats and review meetings • Organizational budget • Feedback from staff • Annual work plans
		Allocating resources based on organisational priorities established through data.			
		Organising and conducting meetings for developing and reviewing implementation of organisational annual work plans in a participatory manner.			
		Monitoring and documenting implementation of GPI's strategic and annual operational plans documenting activities, achievements, challenges and lessons			
		Organising and conducting retreat for annual performance review and developing work plan for the following year with active participation of all staff.			
SO 5: To increase knowledge of GPI programs, services best practices and lessons among strategic partners and stakeholders through publications and other dissemination activities.	• Mix of approaches used for dissemination • No of participants at GPI dissemination events. • No of conferences attended by staff • No. of presentations made by staff at national and international conferences. • No of publications	Designing and conducting mid-term and end evaluation of GPI projects and programs and disseminating findings through publications and workshops	• Meetings • Survey/assessment • Documents review • Presentations	• Continuous	• Research reports • Programs Reports • Evaluation reports • Annual reports • Copies of journals with GPI articles
		Documenting and disseminating program experience, best practices and lessons on continuous basis with partners			
		Producing and submitting abstracts on GPI program best practices for presentation at local, national and international conferences			
		Developing and making presentations of GPI work at local and international conferences and seminars			

Strategic Objectives	Performance indicators	Main activities	Methodology	Frequency	Means of verification
	(books and articles)	Participating in partners' activities to share GPI program experience and lessons			
		Posting progress, annual, newsletters and other publications on GPI web site			
		Publishing outcomes of GPI work and programme experiences in international journals			
		Producing and disseminating GPI success stories among partners and other stakeholders and project beneficiaries			

APPENDICES

Appendix 1: Options for Growth, Development and Sustainability of GPI

Strategic Area(s)	Options	Consensus
Program Scope/focus	• Maintain status quo **OR** • Streamline programme scope for sharpened focus on areas of competitive edge **OR** • Expand programme areas	Streamline programmes focus for sharpened focus on areas of GPI competitive edge. All activities to be organised around 4 broad programmes areas. Peace Building within the context of gender will be added to GPI curriculum
Program Strategies Education (Strategic communication for change) Capacity building Service provision Advocacy Research and documentation Networking Organizational strengthening	Maintain status quo **OR** Expand strategies (indicate/specify)	Review and harmonise programme strategies. The strategies to be adopted will be based on their adequacy and relevance to the desired outcomes/results and impact. Revised strategies are • Strategic Communication for Change • Capacity Building • Service Provision • Advocacy
Program development	Independent bids for new projects **OR** Explore joint bids with other organisations **OR** Both (independent and joint bids)	Both. GPI will write independent proposals to donors and will also explore opportunities for joint bids with other NGOs. A joint bid motivates donors and has higher chances of being funded
Vision and mission	Retain the current vision and mission OR Review/revise current vision and mission statements	Review but don't loose content. The vision will be made more sharper and simple such that every staff can easily read and commit to memory.
Core values	Retain the current core values OR Review/revise current core values (indicate)	Retain but re-organise
Targets and beneficiary groups	Maintain the status quo OR Reduce the target groups (indicate) OR Expand client and beneficiary groups define)	Review and expand client and beneficiary groups. Redefine primary target audience as children and young females. Include women and men as secondary beneficiaries/targets
Governance structure	Maintain status-quo (number, roles, meeting arrangement etc) OR Review and expand and redefine responsibilities	Review, expand and redefine roles and responsibilities to standardise and strengthen the operations of the board. Reconstitution should ensure diversity. GPI should consider members from law enforcement agency, policy, a male human rights advocate etc
Organisational Structure	Maintain the current organisational structure OR Modify and establish a new organisational structure	Modify and establish a new harmonised organizational structure that is sensitive and reinforces the federation nature of GPI. The relative autonomy of the centres will be preserved however, the HQ will perform its oversight functions
Operational coverage (Geographical)	Restrict operations and activities to the four states OR Drop state(s) not considered viable OR Expand to other states in the geo-political	To expand operations to cover all the entire south-south geo-political zone. zone. The PH and Yenegoa GPI will commence operations by the third year of the plan

Strategic Area(s)	Options	Consensus
	one	
Constitution	Retain the constitution with all its weaknesses OR Amend the constitution	Amend the constitution in line with consensus from the SP development process.
Board and leadership transition and succession	• Allow things to work out OR • Board to lead the process of leadership succession and transition	The Board will consider, review, recommendations from the SP process and approve a leadership succession and transition plan. The Board will support all efforts at implementing the plan.
Staffing	Maintain status quo **OR** Streamline staffing (establish skills requirement, declare redundancy, recruit new staff based on staffing requirements)	Staffing will be in line with approved organisational structure, staffing requirements and approved plan by the Management. Specifications for various positions to be developed. Job descriptions to be reviewed and standardised and for new positions, new J Ds will be developed
Human Resource Management	Maintain status quo **OR** Retain the current staff appraisal tool and approach **OR** Review/revise current staff appraisal and approach **AND** Provide capacity to Supervisors in performance management	Review and revise and standardise existing appraisal system for organisation wide application /implementation. Capacity of supervisors to be built in performance management
Resource mobilisation	Maintain status quo OR Review and expand current resource mobilization portfolio AND Provide capacity to staff in resource mobilization including proposal writing	Review and expand current resource mobilisation approach and portfolio and develop capacity of staff to mobilise local resources. GPI will take steps to increase resources from local sources.
Income Generation	Integrate business development and management into Admin Dept **OR** Create a unit for business development and management	Integrate business development activities into current structure for resource mobilisation. GPI will explore opportunities for investment and IGR
Leadership transition and succession	Follow natural occurrence **OR** Amend constitution to age of disengagement and adopt a transition and succession policy	Amend constitution to include age of disengagement and adopt a transition and succession
The future	Consolidate on the past OR Expand	Both. Consolidate by deepening work in existing states and explore opportunities available for programme expansion
Budgeting	Maintain the status quo (budget based on grants) OR Operate by annual budget (based on organizational requirements and needs)	Operate by annual budget.
Technical Committee of Experts	• Retain OR • Scrap OR • Retain and re-organise	Retain and re-organise the committee, review and clarify its roles.

Strategic Area(s)	Options	Consensus
Logo	• Retain OR • Review and adopt a new logo	Adopt a new logo with active participation of young people and /or technical expert
Programme coverage (urban/rural)	• Maintain the status quo of a balancing between urban and rural areas OR • Increase rural coverage of programmes and services	While not neglecting the needs of young females in urban areas, GPI will give more attention to young females in rural areas considering high vulnerability of young females in rural settings. GPI will work with communities and LGAs to expand coverage to rural areas while local capacity will be developed in rural communities for decentralisation and expanded coverage
Monitoring and Evaluation approach	• Maintain the current practice of monitoring programmes and services OR • Review current approaches to involve volunteers in communities in M&E activities including provision of feedback on programme coverage, outcome and impact	

Appendix 2: GPI SWOT PROFILE

Strengths	Weaknesses	Opportunities	Threats
1. Technical competence in areas of sexuality/family life and HIV/AIDS Education 2. Availability of package of standard instructional/resource materials 3. Ability to remain focused on GPI areas of competitive advantage 4. Commitment and passion of staff 5. Culture of teamwork in GPI 6. Participatory approach to facilitation and community work 7. Availability of physical structure and facilities for centre based programme 8. Capacity to attract fund from donors 9. Ability to generate resources from diverse sources – donors and local 10. Good network and referral system 11. Ability to work with other people from various ethnic and religious backgrounds 12. Ability to collaborate and network with other NGOs 13. Spread of GPI	1. Low implementation of existing organisational policies 2. Inability to pay competitive salary 3. High staff turnover 4. Lack of defined approach to staff capacity development. 5. Weak administrative system 6. Weak communication within and among the various centres. 7. Lack of synergy in programming and management among the centres 8. Inadequate documentation of activities 9. Weak data base and data management system 10. Weak capacity in fundraising/resource mobilisation – locally 11. Weak performance management system 12. Weak job descriptions 13. Activity based instead of results based operations	1. Access to the use of social media 2. Interest and willingness of government institutions and networks to collaborate with GPI 3. Existing favourable policies and laws at the state levels that support GPI work e.g workplace policy, child rights law, CSE (Edo) 4. Conducive operational environment e.g political will, enabling environment 5. Prevalence of the issues being addressed by GPI and other partners e.g. Rights of the girl child, FLHE, OVC 6. Opportunities for diversification of revenue base through investment activities exist 7. Frequent changes in government leadership 8. Unstable but favourable (high) exchange rate 9. Testimonies from beneficiaries are supportive of work of GPI 10. Sustained support of reputable funders 11. Trust in the work of GPI by community members	1. Poverty at the family and community level fueling trafficking of girls 2. Difficult terrain that make some target communities inaccessible at a certain period in the year 3. Frequent change in government personnel at policy making level 4. Poor implementation of existing policies/laws by law enforcement agency 5. Slow response of law enforcement agencies to issues of gender based violence due to lack of understanding and commitment at the top echelon of the Agencies 6. Misconception of GPI programme and activities/empowerment of girls 7. Unintended outcome of programme activities in the form of confrontation disposition by empowered girls fueling fear of rebellion 8. Low turn out, retention and completion of girls at GPI program in some centers 9. Frequent changes in government leadership 10. Ignorance of the existing laws that protect the rights of girls and women 11. High level of insecurity 12. Lack of political will to implement sexuality education in schools 13. Prevalence of harmful practices to the health and well being of girls and young females especially at the community level 14. Thriving and growing trafficking of girls and young females due to connivance of parents

Girls' Power Initiative Strategic Plan (2015 – 2019)

APPENDIX 3: PARTNERSHIP AND STRATEGIC ALLIANCE

GPI Current partners
- Ministry of women Affairs
- Ministry of Education
- Congress of NGOs
- CISHAN (Civil Society Network on HIV/AIDS in Nigeria)
- West African Network for the protection of a child (WAN)
- Network To Curb Sexual Activities
- Offices of SAs to the Governor on CSO and NGOS and Department of International Donor Agencies
- FIDA (federation of female lawyers)
- Ministry of Justice
- Medical women Association
- BTAN (Budgeting Transparency and accountability Network)
- NAPTIP
- Amanitare
- Basic Rights Counsel
- SACA (State Agency for the control of AIDS)
- Ministry of Youth and Sports Dev.
- Ministry of Information
- NAWOJ (national association of women jounalists)
- CPN (Child Protection Network)
- LGA : e.g Oredo
- media(Print and Electronic)
- Ministry of health
- Ministry of social welfare and Community Development
- Nigerian police force
- Religious leaders
- Traditional and Community leaders
- GAA
- Greencode
- CUSO
- Immigration

OTENTIAL PARTNERS
- Exxon Mobil
- Local Governments
- Petrol marketers and dealer
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- USAID
- UNFPA
- Human Rights Commission
- Entreprenurship Development Centre

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