



## WEP 2018-2027 STRATEGIC PLAN

### A publication of Women Environmental Programme (WEP)

This document is a working and live document that will permanently be updated. It is the 10-year road map for WEP to grow and scale up its reach and impact from National/Regional level to Global level.

With support from: African Women Development Fund (AWDF).

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## **Dedication**

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This document is dedicated to our partners, stakeholders and beneficiaries who are the biggest inspiration for what we do.

## **PUBLISHING INFORMATION**

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**Head Office**  
BlockE, Flat2, Anambra Court,  
Gaduwa Housing Estate,  
Gudu District.  
P.OBox10176,GarkiAbuja90001 Nigeria  
E-mail: [wep2002@hotmail.com](mailto:wep2002@hotmail.com), [info@wepnigeria.net](mailto:info@wepnigeria.net)  
Website: [www.wepnigeria.net](http://www.wepnigeria.net)  
Telephone: +234 (9) 291 0878, +234 802 3235 798

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### **Disclaimer**

*The content of this publication is the sole responsibility of Women Environmental Programme (WEP) and can in no way be taken to reflect the views of any of our partners*

*This document was produced with support from the African Women Development Fund (AWDF). It is a result of the convening of key staff, stakeholders, and Board of Directors on July 24-27, 2017 in Abuja – Nigeria*

## ACRONYMS

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AWDF	African Women Development Fund
CBOs	CommunityBasedOrganizations
CIDA	Canadian International Development Agency
CSOs	CivilSocietyOrganizations
CLTS	Community Led Total Sanitation
DFID	Department For International Development
ECOSOC	EconomicandSocialCounciloftheUnitedNations
ED	Executive Director
EU	EuropeanUnion
FGDs	Focus Group Discussions
FPIC	Free prior and informed consent
GEF	Global Environment Facility
INGO	InternationalNon-GovernmentalOrganizations
KIIs	Key Informant Interviews
M&E	MonitoringandEvaluation
MUDAs	Ministries, Units, Departments and Agencies
NGOs	Non-GovernmentalOrganizations
OPs	Organizing Partners
P/CVE	Preventing\Countering Violent Extremism
POPs	Persistent Organic Pollutants
UNDP	UnitedNations Development Programme
UNEP	United Nations Environment Programme
UNFCCC	United Nations Framework Convention on Climate Change
UN	UnitedNations
USAID	United States Agency for International Development
SDGs	Sustainable Development Goals
WSSCC	Water Supply Sanitation Collaborative Council

## EXECUTIVE SUMMARY

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Women Environmental Programme (WEP) recorded a significant stride in the history of her existence with the celebration of her 20<sup>th</sup> anniversary which marked the end of the four days Strategic Planning Retreat. The retreat was inspired by a deep calling from the WEP team to leap forward prior to the expiration of the existing strategic plan by 2017. This was also inspired by the need to expand WEP's vision to match our interventions with contemporary development issues and reposition WEP on the global scale. It is worthy to note that this strategic plan was developed with the support of the African Women's Development Fund (AWDF) under her Coaching Project aimed at strengthening governance frameworks in women-focused Civil Society Organizations.

The Strategic Plan covers the period of 10 years (2018-2027). With the new strategic plan, the organisation's vision is '***A world where the lives of women and youth are positively transformed***' while our mission is '***Ensuring the rights of women and youth through sustainable environmental, socio-political and economic development***'.

During the strategic period, our engagements will be guided by a synergy of individual and collective values without compromising the vision of WEP. These values are: **Individual values** (Team-work, Integrity, Dedication, Service, and Respect) as well as our **Collective Values**(Transparency and Accountability, Leadership and Excellence, Equity and Fairness, Self-Reliance and Sustainability, Service and Social Engagement, Gender Justice and Team work).

With the new strategic direction, WEP's work will improve upon the previous thematic areas of Governance and Environment. Our work will now be hinged on the following Pillars: Environment, Governance, Peace & Security and Climate Change.

To achieve the objectives of this strategic document, we shall adopt the following strategies: Resource mobilization, advocacy, training, community engagement, pilot initiatives, sensitization, networking, mapping, livelihood support, building strategic partnerships, media outreach, research and publication.

A systematic process has been developed to monitor projects and activities to ensure accountability, transparency and impact in line with our strategic objectives. This will be done through site visits, surveys and project evaluations with clear indicators.

We shall rely on the support from development partners, networks, government and other stakeholders to achieve the objectives of this strategic plan. We look forward to many more years of partnership and collaboration as we roll-out our global strategy for the next ten years.

A handwritten signature in blue ink, appearing to read 'Priscilla M. Achakpa'.

**Priscilla M. Achakpa**Ph.D

*Executive Director*

## WHAT INSPIRED THE DREAM IN THIS STRATEGIC PLAN?

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A deep calling coming from within our team inspires us to leap forward.

On the eve of our 20<sup>th</sup> Anniversary celebration, the question that came to mind was: *“How else can we contribute to the world?”*

Our work on Environment has been impactful to this date. We started very small on April 8, 1997. Looking back we realize that we have grown from a small three - person organization to an organization with interventions in nine countries.

... And now we are ready to share our experience and join hands with others and project a global vision.

As the world moves towards realization of the Sustainable Development Goals (SDGs) and technological advancement, it is important to make conscious efforts to safeguard the Environment. This has become necessary as the environment is consistently degraded by human activities increasing the vulnerability of populations especially women.

Governance is an essential prerequisite for democracy and development. Over the years the citizens have not positively benefited due to poor governance and poor public service delivery. Therefore, WEP is geared towards contributing to making government responsible, accountable and transparent while at the same time ensuring participatory governance that includes the spectrum of the citizens with emphasis on women and youth.

Peace and Security follows governance closely. We desire to work towards creating a just, peaceful and resilient environment where sustainable development can be achieved. This must happen in a coordinated manner both at the local, regional and global levels. Our dream is to spread our networks and collaborations across borders to enrich our interventions and achieve synergetic work with other organizations for the highest benefits of communities and nations.

Last but not least, our dream also extends to supporting global communities battling with the impact of climate change, we are desirous of working together for people and planet to ensure that no one is left behind.

When you are inspired by some great purpose, some extraordinary project, all your thoughts break their bounds. Your mind transcends limitations, your consciousness expands in every direction and you find yourself in a new, great and wonderful world. Dormant forces, faculties and talents become alive, and you discover yourself to be a greater person by far than you ever dreamed yourself to be. ~ Pantanjali



## **ABOUT WEP**

Women Environmental Programme (WEP) is a non-governmental, non-profit, non-political, non-religious and voluntary organization formed in April 1997 by a group of women in Kaduna State. WEP envisions a world where the lives of women and youth are positively transformed.

Although WEP emerged in response to the environmental pollution by industries in Kaduna State, over the years she has expanded her interventions to conflict transformation, climate change and governance issues.

WEP has United Nations Economic and Social Council of the United Nations (UN) (ECOSOC) special status, Observer Status to the United Nations Environment Programme (UNEP) Governing Council/Global Ministerial Environment Forum, and United Nations Framework Convention on Climate Change (UNFCCC). With the Observer Status, WEP participate as a major group organization in contributing to the intergovernmental decision-making process in the UN-System. WEP is one of the Organizing Partners (OPs) of Women's Major Groups and serves as the National Coordinator for Water Supply and Sanitation Collaborative Council (WSSCC) in Nigeria. WEP is also the Focal Point for Global Environment Facility (GEF) CSOs in West and Central Africa.

Since 1997 WEP has impacted over 5,000,000 lives positively across the globe through her interventions in Environment, Governance, Climate Change, Women and Youth Empowerment, Peace and Conflict Transformation.

### **Our Strategic Objectives**

- i. To sensitize and raise awareness of the general public on the impacts of climate change particularly on gender, its mitigation and adaptation;
- ii. To stimulate the management of natural resources within the framework of national and international policies/convention for sustainable development of the environment;

- iii. To build capacity of the relevant stakeholders on the management of the environment, conflict transformation, renewable energy, water and sanitation, violent extremism and organic pollutants;
- iv. To educate women and youths on their civic rights and responsibilities, and on democratic governance.

## BEING WEP

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A small group of thoughtful people could change the world.  
Indeed, it's the only thing that ever has.  
~ Margaret Mead

### WHY WE DO WHAT WE DO?

In *Environment* we do what we do to ensure efficient, effective and equitable use of natural resources in order to save and sustain the environment for future generations.

In *Governance* we do what we do to ensure accountability, transparency, citizens' participation, inclusivity, rule of law and due process through strategic, focused and result oriented approaches.

In *Peace and Security*, our interventions are aimed at bringing lasting peace and security to the communities so that sustainable development can be achieved. This is in line with the vision and mission of WEP globally.

Last but not least, in *Climate Change*, we do what we do to build the resilience of communities on climate change; and to scale up our experience and contribute to mitigation of climate change at the global level



### Vision and Mission to 2040

#### Our Vision:

A world where the lives of women and youth around the globe are positively transformed.

#### Our Mission:

Ensuring the rights of women and youth through sustainable environmental, socio-political and economic development.



**Figure 1: Dr. Yene Assegid (standing) facilitating the development of WEP's new strategic plan**

**WEP CORE INDIVIDUAL VALUES**

Any organization, staff member or stakeholder working, partnering or collaborating with WEP is expected to respect the following values; see detailed description of each value further below:

- Team work
- Integrity
- Dedication
- Service
- Respect

**Teamwork:**

Teamwork is accomplishing a task through collaboration with other individual members, accepting others bringing their different skills together to achieve a common goal. This entails collectively sharing in the success and taking responsibility for lapses.

This means:	Lack of such value entails
<ul style="list-style-type: none"> <li>• The efficiency with which work is done</li> <li>• Commitment to work</li> <li>• Dedication to duty/task</li> <li>• Mutual respect</li> <li>• Unity</li> <li>• Sustainability</li> </ul>	<ul style="list-style-type: none"> <li>• Disharmony</li> <li>• Inefficiency</li> <li>• Disrespect</li> <li>• Prejudice</li> </ul>

**Respect:**

Respect means acknowledging individual’s capacity to function within a given context effectively. It entails recognizing an individual’s perspectives in every given situation.

This means:	Lack of such value entails
<ul style="list-style-type: none"> <li>• Cordial relationships</li> <li>• Acceptance</li> <li>• Healthy growth</li> <li>• Learning</li> </ul>	<ul style="list-style-type: none"> <li>• Intimidation</li> <li>• Discrimination</li> <li>• Tension</li> <li>• Barrier</li> <li>• Disrespect</li> </ul>

**Integrity:**

Integrity is an individual’s ethical or moral principles. It also means consistency and accuracy of actions and methods.

How the value is seen in behavior:

This means:	Lack of such values entails:
<ul style="list-style-type: none"> <li>• Consistency, truthfulness, honesty, transparency, accountability;</li> <li>• Complying with rules even if against personal interest, avoidance of conflict of interest;</li> <li>• Being incorruptible.</li> </ul>	<ul style="list-style-type: none"> <li>• Not following code of conduct</li> <li>• Not following procedures</li> <li>• Miscommunication and misunderstanding</li> <li>• Inefficiency</li> </ul>

**Service:**

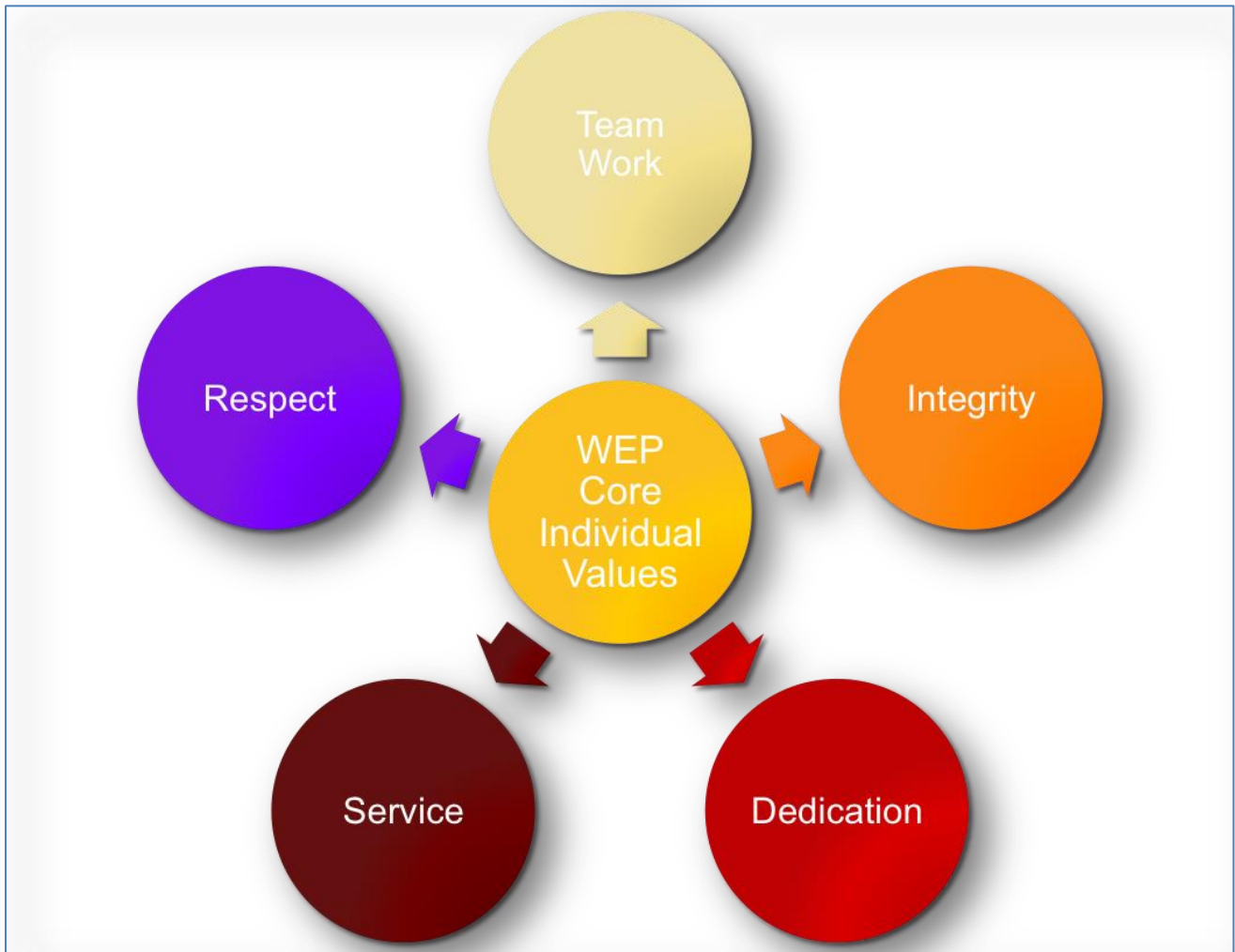
Service means carrying out tasks or performing duties that will benefit team members and the society, using their skills and resources to complement one another.

This means:	Lack of such values entails:
<ul style="list-style-type: none"> <li>• Commitment and dedication</li> <li>• Self-Motivation</li> <li>• Good communication</li> <li>• Balance</li> <li>• Leadership:</li> <li>• Excellence: Quality</li> <li>• Timeliness</li> <li>• Volunteerism</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of cooperation;</li> <li>• Inefficiency</li> <li>• Selfish-ness</li> <li>• Weak team work</li> </ul>

**Dedication:**

This means commitment to what we do and remaining committed to the work. It's about being a self-starter, of being solution oriented. This is about the passion and commitment to our task and willingness to give a lot of time and energy to the work we do so as to achieve the organization's set goals and objectives.

This means:	Lack of such values entails:
<ul style="list-style-type: none"> <li>• Being committed;</li> <li>• Showing of interest in what we do;</li> <li>• Not being discouraged by challenges</li> <li>• Being solution oriented</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of commitment</li> <li>• Lack of innovation</li> <li>• Lethargy</li> </ul>



**Figure 1: WEP core individual values**

## **WEP CORE COLLECTIVE VALUES**

Any organization, staff member or stakeholder working, partnering or collaborating with WEP is expected to respect the following organizational values and cultural norms; see detailed description of each value further below:

- Transparency and Accountability
- Leadership and Excellence
- Equity, Fairness and Inclusiveness
- Self-reliance and Sustainability
- Service and Social Engagement
- Gender Justice
- Team work

### **Equity, fairness & Inclusiveness:**

This means we provide equal opportunities and ensure parity for all and making sure that no one is left behind. The organization's policies, guides, rules, regulations and standard operating procedures must be formulated to capture wordings that will ensure the entrenchment of these values in all we do.

### **Self-Reliance & Sustainability:**

This means the ability of the organization to self-support itself using its own powers and resources. And sustainability means ability to sustain institutional finances, personnel, programmes and activities. In order to maintain this value, we have to develop and put in place a strong strategic plan, policies and their strict implementation as well as exploring diverse funding sources and developing leadership succession plans.

### **Service and Social Engagement:**

This means performing duties that will benefit the organization, team members and the society using our skills and resources to complement one another. It entails involvement of our stakeholders, partners and beneficiaries in order to create resilient and sustainable societies.

### **Gender Justice:**

Gender Justice is all about being fair and taking into consideration the different needs of women and men, the physically challenged, the old and the young, in all our decisions. We will uphold the right of women, children, girls, boys, the physically challenged and the aged.

### **Leadership and Excellence:**

Leadership and Excellence is exemplified by the ability of everyone to exercise leadership in their respective work and taking responsibility. It's about empowering others and working together to achieve the common goal we hold. When Leadership and Excellence is visible then we have:

- Commitment and dedication



- Motivation
- Good communication
- Balance
- Success

**Transparency and Accountability:**

WEP activities/programs are guided by the highest level of transparency and accountability using approved due diligence and processes within reasonable time line while ensuring that value for money is achieved. Transparency and accountability means being timely and having holistic internal and external control of income and expenditure. This entails developing/ putting in place policies that entrench value for money as well as complying with all laid down procedures for income, expenditure, and execution of projects/programs.

**Team-work:**

Teamwork as an organizational norm is apparent when tasks are accomplished through collaboration with other individual members, accepting others bringing their different skills together to achieve a common goal. This entails collectively sharing in the success and taking responsibility for lapses.

While the lack of team work as a culture and norm will cause disharmony, inefficiency, disrespect and prejudice. The presence of Team Work as a culture brings about:

- The efficiency with which work is done
- Commitment to work
- Dedication to duty/task
- Mutual respect
- Unity
- Sustainability



**Figure 2: WEP core collective values**

## FINANCIAL ANALYSIS

To effectively implement the new strategic plan, WEP needs an estimated N1,375,915,729.39 (One billion, three hundred and seventeen five million, nine hundred and fifteen thousand, seven hundred and twenty nine Naira, thirty nine Kobo), which is equivalent of USD 4,504,553.05, spread over 10 years.

Detail breakdown of the projected financial needs per year is contained in the table below. The financial needs cover both activities and administrative cost covering the different pillars of work in the new plan for 10 years.

Name Of Organisation	Women Environmental Programme (WEP)										
Address	Block E, Flat 2, Anambra Court, Gaduwa Housing Estate Apo, After Legislative Quarters										
Title	Strategic Estimated Budget for the Next 10 Years										
Exchange Rate as at 12th December, 2017	1 Euro to NGN 360.25			1 USD to NGN 305.45							
<i>Part 1. Estimated Budget in Different Currencies:</i>	Total in Euro:		EURO		Total in USD:		USD		Local Currency:		NGN
	Estimated Budget		€ 3,819,335.82		Estimated Budget		\$ 4,504,553.05		Budget in Local Currency:		N 1,375,915,729.39
<i>Part 2. Overview of Summary Budget in local currency</i>											
Pillars	Estimated Budget Per Year (2018)	Estimated Budget Per Year (2019)	Estimated Budget Per Year (2020)	Estimated Budget Per Year (2021)	Estimated Budget Per Year (2022)	Estimated Budget Per Year (2023)	Estimated Budget Per Year (2024)	Estimated Budget Per Year (2025)	Estimated Budget Per Year (2026)	Estimated Budget Per Year (2027)	
Environment	27,574,760	29,674,760	30,314,760	28,634,760	28,774,757	31,574,757	32,674,757	27,374,757	28,164,757	30,352,757	
Governance	12,454,760	13,664,760	15,449,760	16,904,760	16,414,757	19,974,757	20,274,757	23,024,757	17,374,757	20,213,757	
Peace and Security	45,058,520	43,644,520	43,154,820	42,198,520	41,614,014	40,558,514	37,558,514	39,638,514	42,838,514	38,783,314	
Climate Change	7,258,527	8,558,527	10,228,527	11,098,527	13,056,224	13,598,524	16,498,524	15,798,524	16,498,524	15,998,524	
Staff Cost/Personel Cost	24,120,000	25,326,000	26,592,300	27,921,915	29,318,011	30,783,911	32,323,107	33,939,262	35,636,225	37,418,037	
Overhead Cost/Administrative Cost	4,200,000	4,494,000	4,808,580	5,145,181	5,505,343	5,890,717	6,303,067	6,744,282	7,216,382	7,721,529	
<b>Grand Total NGN</b>	<b>120,666,567.00</b>	<b>125,362,567.00</b>	<b>130,548,747.00</b>	<b>131,903,662.60</b>	<b>134,683,105.99</b>	<b>142,381,180.56</b>	<b>145,632,726.33</b>	<b>146,520,096.40</b>	<b>147,729,159.26</b>	<b>150,487,917.26</b>	
Total Euro	€ 334,952.30	€ 347,987.69	€ 362,383.75	€ 366,144.80	€ 373,860.11	€ 395,228.81	€ 404,254.62	€ 406,717.82	€ 410,074.00	€ 417,731.90	
Total USD	\$ 395,045.23	\$ 410,419.27	\$ 427,398.09	\$ 431,833.89	\$ 440,933.40	\$ 466,135.80	\$ 476,780.90	\$ 479,686.03	\$ 483,644.33	\$ 492,676.11	

## ORGANOGRAM

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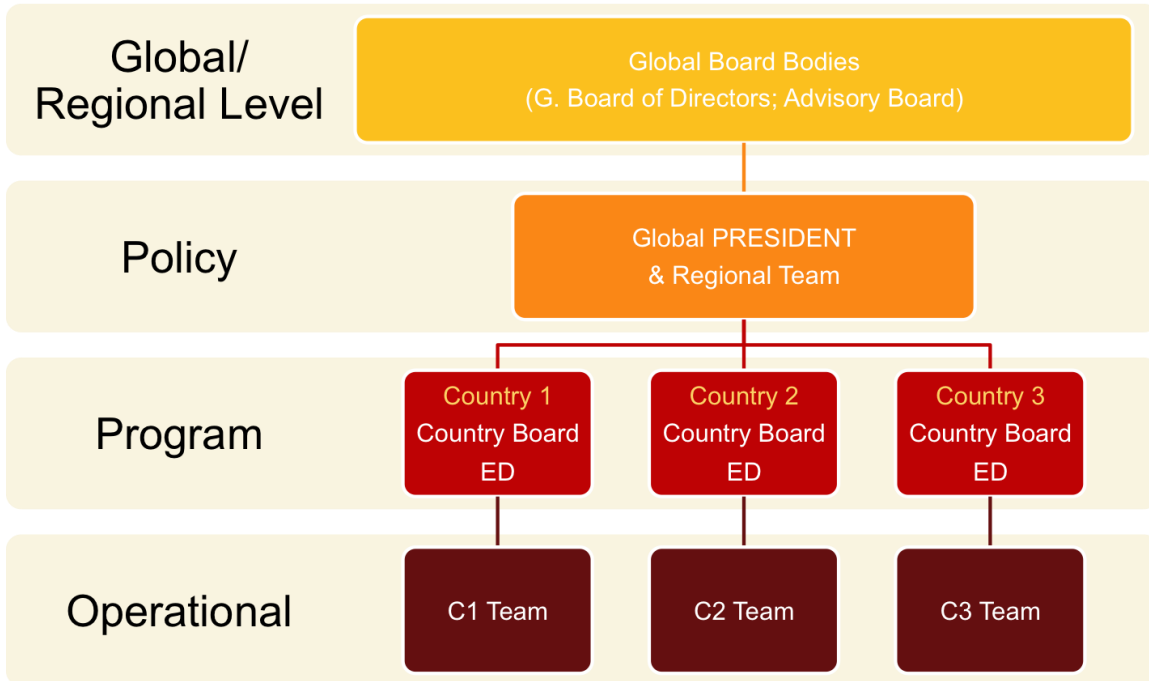


Figure 3: WEP 2018-2027 organogram

In the next five years 2018 to 2023, the structural change and expansion of WEP will come in the form of creating further partnerships. After five years and once the presence in country proves that there is a need to open an actual office, then, WEP will put in place a new country on-boarding process to facilitate.

Should an opportunity come to open an office because there is a capable and willing partner ready to take that on, then, ad hoc arrangements will be made to facilitate the process.

At this point, WEP has offices on the ground in: Nigeria, Togo and Burkina Faso.

WEP is present in four more countries through partnership work. The countries are: Ghana, Cameroun, Tunisia and Chad,

WEP is registered in New York as a 501c3. It plans to work with partners in Europe to have a representation in Brussels, Belgium and in Dar Es Salam, Tanzania. These locations are mainly for advocacy and resource mobilization.

**Description of Organogram components:**

Please find below the relation and hierarchy description of the organogram.

	Position Description	Reports to	On-Boarding means	Responsibility
<b>Global Board</b>	The Global Board is made up of all the Regional and Country Board Chairs	The highest authority for WEP	By invitation	<ul style="list-style-type: none"> <li>- Offer strategic global direction</li> <li>- Resource mobilization</li> </ul>
<b>Global President</b>	The administrative head of WEP at the global level	The Global Board	<ul style="list-style-type: none"> <li>- Succession</li> <li>- Appointment</li> </ul>	<ul style="list-style-type: none"> <li>- Operationalizing the decisions of the Global Board</li> <li>- Offers strategic direction</li> <li>- Represents WEP</li> </ul>
<b>Regional Team</b>	Administration of WEP at the Regional level	Global President	<ul style="list-style-type: none"> <li>- Recruitment</li> <li>- Appointment</li> </ul>	<ul style="list-style-type: none"> <li>- Operationalizing the decisions of the Global Board at the Regional level</li> <li>- Offer strategic direction at the Regional level</li> <li>- Represent WEP at the Regional level</li> </ul>
<b>Country Board</b>	Supervisory and advisory body at the country level	Global President	<ul style="list-style-type: none"> <li>- Appointment</li> <li>- Invitation</li> </ul>	<ul style="list-style-type: none"> <li>- Offer strategic direction at country level</li> <li>- Resource mobilization at country level</li> </ul>
<b>Country ED</b>	The administrative head of WEP at the country level	Country Board	<ul style="list-style-type: none"> <li>- Recruitment</li> <li>- Appointment</li> </ul>	<ul style="list-style-type: none"> <li>- Operationalizing the decisions of the Country Board</li> <li>- Offers strategic direction at country level</li> <li>- Represents WEP at country level</li> </ul>
<b>Country Team</b>	Administration of WEP at the country level	Country ED	<ul style="list-style-type: none"> <li>- Recruitment</li> <li>- Appointment</li> </ul>	<ul style="list-style-type: none"> <li>- Operationalizing the decisions of the Global Board at the country level</li> </ul>

## **CURRENT CONTEXT AND FUTURE PROJECTION**

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### **Environment**

In terms of our work on *Environment*, we have developed unique capacities for communities to have critical knowledge and expertise, and have demonstrated a good application of this knowledge in sustainable resource management and environmental protection.

Our new vision aims to extend the gains made so far into a global framework and contribute to the realization of the Sustainable Development Goals (SDGs).

### **Governance**

Regarding governance, the current context holds bad governance, corruption, misappropriation and misapplication of funds as well as exclusion of women and youth in governance. Therefore our intention is to encourage and work towards good governance, transparency as well as the appropriation and judicious use of funds. We intend to have specific actions geared towards inclusion of women and youth in governance.

### **Peace and Security**

We feel called to continue our work on Peace and Security and scale up efforts because different conflicts and extremist groups have arisen and are spreading fast across different countries of the world. ISIS, Boko Haram, Al Qaeda, Al Shabbab as well as conflicts in South America, Asia and the Middle East and Africa.

The world is under threat from issues of conflict and extremism, there is need to work towards finding lasting peace. If this is not curtailed, their spread and breaking into splinter groups will ensure that radicalization will continue with its attendant consequences of escalation in the grade of weapons used, targeting of economic and social activities, for example, landmines, proliferation of small arms and light weapons, pollution of water sources, and cyber-attacks.

### **Climate Change**

As an organization working on environment, *Climate Change* is a mandatory pillar that we intend to continue exerting effort in. Climate change has become a global reality with its attendant consequences on the environment such as flooding, forced migration, sea level rise, climatic and weather variations, drought and desertification.

To contribute to the attainment of a stable and sustainable climate in line with global conventions and agreements.

## WEP STRATEGIC INTERVENTION PILLARS

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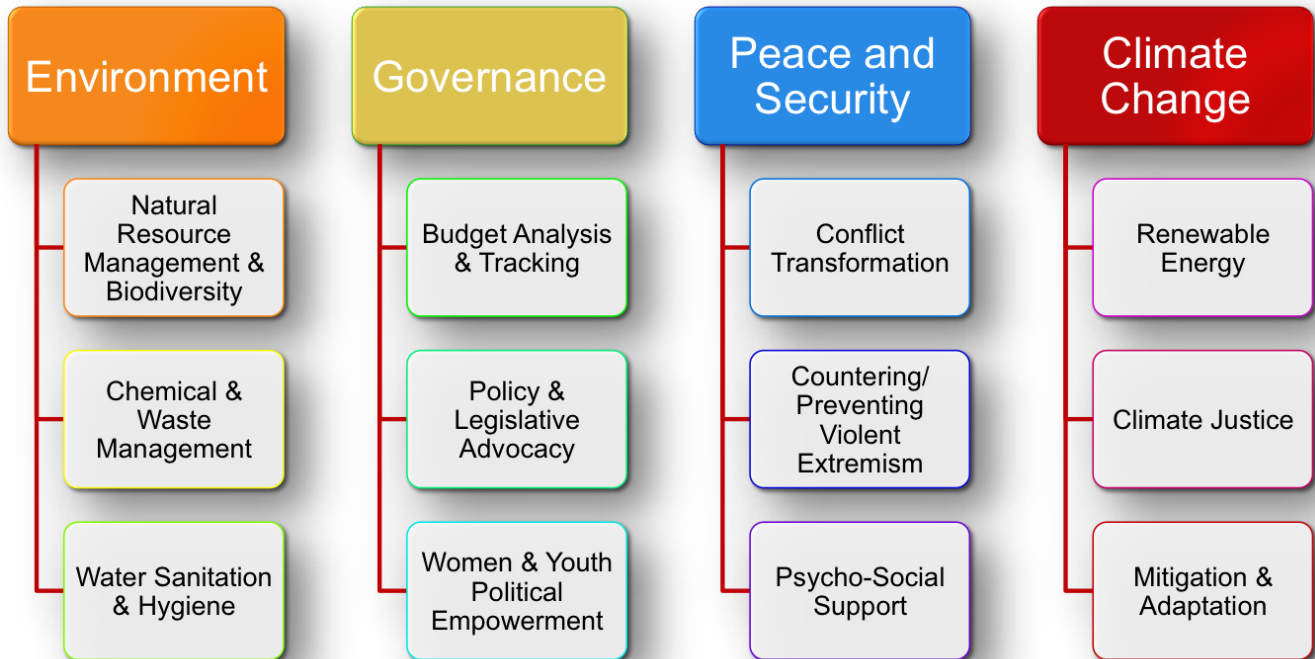


Figure 4: WEP 2018-2027 pillars of intervention

## PILLAR 1: ENVIRONMENT

	<b>PILLAR</b>	<b>SUB-PILLAR 1</b>	<b>SUB-PILLAR 2</b>	<b>SUB-PILLAR 3</b>
<b>Name</b>	Environment	Natural resources management & biodiversity	Chemical & waste management	Water, sanitation & Hygiene
<b>Description</b>	This includes the three pillars of sustainable development-economic (profit), social (people including women youths) and environment (planet)	Flooding, Erosion, Drought, Desertification, Soil Regeneration, and Land Use	E-waste (Reduce, reuse, and recycling), Pollution, POPs, and Solid Waste	Menstrual Hygiene Management, Community Led Total Sanitation (CLTS), Hand Washing, Water Facilities and Potable Water
<b>Strategy</b>		Advocacy, Training, Community Engagement, Company Relations, Pilot Initiatives, Sensitization, Networking, Research & Publication, collection of gender disaggregated data on access and use of natural resources	Mobilization, Training, Advocacy, Pilot Initiatives, Consultancy, Networking, Research & Publication Monitoring implementation of chemicals conventions through production of shadow reports	Training, Advocacy, Sensitization, Mobilization, Pilot initiatives, Networking, Research & Publication, collection of gender disaggregated data on WASH, Monitoring implementation of WASH programmes and producing shadow reports
<b>Verifiable indicators</b>		No of trainings, workshops for stakeholders, no of advocacy visits, no of new initiatives used to mitigate, no of researches published, and no of media appearances	No of trainings, workshops for stakeholders, no of advocacy visits, no of new initiatives used to mitigate, no of researches published and no of media appearances	No of advocacy visits, No of educational materials, Workshops for stakeholders, No of water facilities maintained & managed, No of new initiatives Used to mitigate, No of researches published, and No of media appearances
<b>Means of verification</b>		Annual reports, media reports, pictures & videos films, and interviews	Annual reports, media reports, pictures & videos films, and interviews	Annual reports, media reports, pictures & videos films, and interviews
<b>Assumptions</b>		Human and material capacity of stakeholders, political will, cultural & religious issues, and	Human and material capacity of stakeholders, political will, cultural & religious issues, and	Human and material capacity of stakeholders, political will, cultural & religious issues, and



		donors	donors	donors
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**PILLAR 2: GOVERNANCE**

	<b>PILLAR</b>	<b>SUB-PILLAR 1</b>	<b>SUB-PILLAR 2</b>	<b>SUB-PILLAR 3</b>
<b>Name</b>	Governance	Budget analysis and tracking	Policy and legislative advocacy	Women and youth political empowerment
<b>Description</b>	Accountability, transparency, citizen’s participation and inclusion, rule of law and due process	Assessment of budget making process, allocation and the appropriate use/utilization of funds	Advocacy, stakeholders sensitization, enlightenment, consultation and engagement	Active participation and inclusion of women and youth in the political process and governance
<b>Strategy</b>	Capacity building, evidence based research and documentation, strategic partnership and networking with stakeholders, media engagement and advocacy	Research and documentation, engaging government officials and communities, networking, gender budget analysis, research and documentation	Capacity building, media campaign, mobilization and sensitization of stakeholders. Networking, research and documentation, shadow reports	civic education, participation in the electioneering processes, promoting participation of women and youth in the political process, advocacy for quota for women and youth in political space and leadership position,
<b>Verifiable indicators</b>	Significant increase in public service delivery – social projects	Increase in allocation to gender based projects, increase in the participation of women in the budgeting process, Increase in demand for accountability by stakeholders	Increase in gender based policies and legislation enacted	Increase in number of women and youth elected/appointed into political offices at all levels, number of women and youth actively involved in political activities
<b>Means of verification</b>		Evidence based data, On site monitoring/verification	Evidence based data	Number of women and youth in political elected/appointed into offices at all levels, Number of women and youth actively involved in political activities
<b>Assumptions</b>		It is assumed that there will be resistance from government to release information	It is assumed that there will be resistance from government however this can be mitigated	There will be resistance especially from the political leadership; however this will

		however this can be mitigated through concerted engagement and partnership	through concerted engagement and partnership	be mitigated through advocacy and strategic partnership.
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**PILLAR 3: PEACE AND SECURITY**

	<b>PILLAR</b>	<b>SUB PILLAR 1</b>	<b>SUB PILLAR 2</b>	<b>SUB PILLAR 3</b>
<b>NAME</b>	Peace and security	Conflict transformation	Countering/ preventing violent extremism	Psychosocial support
<b>Description</b>	Just, safe and resilient societies with mutual coexistence between the populations especially women and youth	Ensure peace and stability within diverse communities	Prevent the spread of violent extremist ideologies in communities of our interventions	Ensure that individuals who have experienced violence and conflicts are provided with an opportunity to recover from their psychological distress
<b>Strategy</b>	Collaborations with stakeholders, community members and security agencies to bring about peace in communities and Preventing\Countering Violent Extremism (P/CVE)	Conflict mapping, advocacy, strategic partnerships and collaborations, application of Alternative Dispute Resolution tools.	Education, de-radicalization, livelihood support, advocacy, networking, research and sensitization	Psychosocial counseling, reconciliation, psychotherapy, follow up, life skill training, reintegration, networking, research and economic empowerment
<b>Verifiable indicators</b>		Return of relative peace Reduction of violence	Reduction in the activities of violent extremism Return of normal socio-economic activities	Number of individuals provided with psychosocial services Return of normal socio-economic activities Number of individuals reintegrated Number of individuals economically empowered
<b>Means of verification</b>		Project reports; Media reports; Surveys; M&E processes; Annual Report	Project reports; Media reports; Surveys; M&E processes; Annual Report	Project reports; Media reports; Surveys; M&E processes; Annual Report; Case Report; Registers
<b>Assumptions</b>		There will be conflict to be	There will be violent	Psychological stress can be

		transformed and conflict can be transformed	extremism to be countered/prevented and violent extremism can be countered/prevented	healed and people can be empowered.
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**PILLAR 4: CLIMATE CHANGE**

	<b>PILLAR</b>	<b>SUB-PILLAR 1</b>	<b>SUB-PILLAR 2</b>	<b>SUB-PILLAR 3</b>
<b>Name</b>	Climate Change	Renewable Energy	Climate Justice	Mitigation and Adaptation
<b>Description</b>	Man-made and natural occurrence negatively impacting climatic conditions	Promote transition to clean and efficient use of energy.	Fairness in responding to the consequences of climate change on people and planet	Preventing the impact of climate change and adapting to its consequences
<b>Strategy</b>		Building strategic partnerships globally Increasing technical capacities Advocacy and sensitization Research and publication Collection of gender disaggregated data	Building strategic partnerships globally Increasing technical capacities Advocacy and sensitization Research and publication Monitoring implementation of climate agreements and production of shadow reports	Building strategic partnerships globally Increasing technical capacities Advocacy and sensitization Research and publication Monitoring implementation of climate agreements and production of shadow reports
<b>Verifiable indicators</b>		Increased resources Increased knowledge base	Increased resources Increased equity Increased awareness Degree of compliance Increased legislations	Increased resources Increased knowledge base Increased mitigation measures
<b>Means of verification</b>		Reports, Media, Research and publication	Reports, Media, Research and publication	Reports, Media, Research and publication

<b>Assumptions</b>		Clean energy is available, affordable, accessible, adaptable and sustainable	Systemic change is possible and is essential to climate justice	Appropriate response measures are needed Free prior and informed consent (FPIC)
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### STRATEGIC STAKEHOLDERS AND PARTNERSHIPS

<b>Pillars</b>	<b>Local</b>	<b>International Non-Governmental Organization INGO/Networks</b>	<b>Donors and Others</b>
<b>Environment</b>	<ul style="list-style-type: none"> <li>Affected communities, their gatekeepers</li> <li>Relevant Government agencies (Ministries, Units, Departments and Agencies- MUDAs)</li> <li>Other Civil Society Organizations and Networks at local, level</li> <li>Relevant Development Partners</li> <li>Local Corporations Manufacturers and Industries</li> </ul>	<ul style="list-style-type: none"> <li>Other Civil Society Organizations and Networks at regional and international levels</li> <li>Relevant Development Partners</li> </ul>	International Corporations Manufacturers and Industries
<b>Governance</b>	<ul style="list-style-type: none"> <li>Electoral Bodies</li> <li>NGOs, INGOs, CSOs Networks, CBOs, Women organizations, youth organizations, political parties</li> <li>Traditional and religious organizations, educational/research institutions,</li> </ul>	Action Aid, NDI (National Democratic Institute), African Regional Institutions, CIDA (Canadian International Development Agency), Department For International Development (DFID), British Council,	Eg. European Union (EU), United Nations Development Programme (UNDP), <b>United States Agency for International Development (USAID)</b> , AWDF, Netherland government, German Government,
<b>Peace and Security</b>	Governments, security agencies, traditional leaders, religious leaders,	INGOs locally, Regionally and Globally	Donor organizations locally, Regionally and Globally

	community leaders, civil society organizations, community-based organizations, associations, donor agencies, multilateral organizations.		
<b>Climate Change</b>	Governments Funding agencies Universities and research institutions INGOs and NGOs / CBOs Private Sector	INGOs and NGOs / CBOs	Governments Funding agencies Universities and research institutions INGOs and NGOs / CBOs Private Sector

## MONITORING AND EVALUATION (M & E)

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### Environment M & E

- Conduct needs assessment to obtain baseline information
- Monitor and track compliance of environmental laws and regulations at country level
- Track how the natural resources are managed by facilitating visits to communities and interacting with community members on the impact of environmental disaster
- Tracking pilot initiatives to account for what has been done learn lessons and share best practices
- Follow up on multinational companies to track compliance with agreements, monitor their corporate social responsibilities to reduce the impact in the community and hold them to account.

### Governance M & E

This is a systematic, step by step process of ensuring that the planned programmes and projects are implemented according to the design of the programmes in order to achieve desired goals.

In applying this to governance, it involves the systematic process and step-by-step approaches in which WEP will ensure accountability, transparency, citizens' participation and inclusion in governance.

Monitoring and evaluation can be carried out in various ways such as; site visits of projects, research to get more informed on particular projects, pilot testing, and demonstration, developing aggregate indicators.

### Peace and Security M & E

Monitoring and Evaluation (M&E) shall be an important component of all activities to be implemented under this pillar to ensure that they are implemented within the scope of and achieve the set targets. A needs assessment shall be conducted before designing any activity under this pillar to ensure that we have a background upon which impact shall be measured.

Staff will regularly collect data from the field that will enable WEP track the progress of work and also evaluate what is been implemented to ensure that it is in line with the indicators set out under this pillar. Although, there will be dedicated

staff who will be responsible for monitoring and evaluation, every project staff will carry out monitoring activities pertaining to projects under this pillar.

We will assess the impact of the project activities under this pillar using monitoring and evaluation tools such as guide questions for focus group discussions (FGDs), key informant interviews (KIIs) and surveys that we shall develop for each project. These tools will enable us gather data from stakeholders, partners and beneficiaries. Findings and data shall be documented and learning applied to improve subsequent programmes and activities.

### **Climate Change M & E**

The purpose of this M&E exercise is to track progress on programs and activities implemented under the climate change pillar and sub-pillars, their efficiency and effectiveness at all levels as well as their impact on the planet and the communities, including performance of key stakeholders. Lessons learned from the exercise will be applied to improve on delivery.

MEAL strategies could include: Regular Monitoring and reporting; Internal MEAL exercises before during and after program implementation; external evaluation at midterm and final stage of programs as well as joint evaluation with other similar structures. Joint assessment is also a good strategy to network and set common benchmarks for seamless global M&E and publication, which contributes to global advocacy. We should be keeping in the back of our minds that all WEP activities are: evidence based; results based

- **Renewable energy:**
  - **Increased resources:** compared against the current bench mark, the level of increase in terms of human and financial resources in renewable energy available to WEP and other stakeholders.
  - **Increase knowledge base:** This will be monitored through the number of knowledge tools( research publications, seminars, etc) developed by WEP, its partners and stakeholders
  - **Increased usage of renewable energy:**
  
- **Climate justice:**
  - **Increased resources:** compare against the current benchmark, the level of increase in terms of human and financial resources available to WEP and other stakeholders
  - **Increased equity:** the increase in the level of access to climate funds by the disadvantaged and their appropriate use.
  - **Increased awareness:** through survey and media monitoring

- **Degree of compliance:**
- **Increased legislations:** number of adequate legislations passed and implemented/enforced
  
- **Mitigation and Adaptation**
  - **Increased resources:** compare against the current benchmark, the level of increase in terms of human and financial resources available to WEP and other stakeholders
  - **Increased knowledge base:** knowledge tools and resources on mitigation and adaptation
  - **Increased mitigation measures:** measures as well as their application in various areas rural and urban (agriculture, construction etc )



## RISK MITIGATION

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### Environment Pillar Risk Mitigation:

RISK	MITIGATION
<ul style="list-style-type: none"> <li>• Lack of resources/ funding</li> <li>• Absence of political will</li> <li>• Cultural, religious and social issues</li> <li>• Lack of capacity on the part of stakeholders</li> <li>• Lack of technical expertise</li> </ul>	<ul style="list-style-type: none"> <li>• Intensify fund raising and maximizing resources</li> <li>• Advocacy and sensitization</li> <li>• Advocacy and sensitization</li> <li>• Training and research</li> <li>• Consultancy, training and research</li> </ul>

### Governance Pillar Risk Mitigation:

RISK	MITIGATION
<b>Internal</b>	
<ul style="list-style-type: none"> <li>• Financing risk, additional resources to enable WEP finance her expanded operational scope</li> </ul>	<ul style="list-style-type: none"> <li>• WEP intensify engagement with other development partners and stakeholders to secure additional resources.</li> </ul>
<ul style="list-style-type: none"> <li>• Implementation risk includes the enlisted;</li> <li>• Human resource turn overCommunication gaps &amp; missed deadlines</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure a wider team work and incentives to encourage for personnel retention</li> <li>• To ensure proper communication promptness</li> </ul>
<ul style="list-style-type: none"> <li>• Operational risk includes;</li> <li>• Human resource capacity</li> <li>• Reporting and accountability</li> </ul>	
<b>EXTERNAL</b>	
<ul style="list-style-type: none"> <li>• Government commitment to issues of accountability and transparency, youths and women empowerment.</li> </ul>	<ul style="list-style-type: none"> <li>• Strengthening engagement and advocacy, media campaigns to put issues of governance on the burner</li> </ul>
<ul style="list-style-type: none"> <li>• Security</li> </ul>	<ul style="list-style-type: none"> <li>• Use of armed escorts</li> </ul>

**Peace and Security Pillar Risk Mitigation**

<b>RISKS peace and reconciliation</b>	<b>MITIGATION</b>
<ul style="list-style-type: none"> <li>Misappropriation of funds by partners</li> </ul>	<ul style="list-style-type: none"> <li>To mitigate this risk, WEP shall work only with organizations that are registered with the appropriate authority. This is so that they can sue and be sued. WEP will enter into legally binding contracts with partners.</li> </ul>
<ul style="list-style-type: none"> <li>Risk of violence</li> </ul>	<ul style="list-style-type: none"> <li>Build good relationships with communities and security agencies that will provide update on security situations before they go into the communities.</li> </ul>

**Climate Change Pillar Risk Mitigation:**

<b>Sub-pillar</b>	<b>Risk climate change</b>	<b>Mitigation</b>
<b>Renewable Energy</b>	<ul style="list-style-type: none"> <li>Cost</li> </ul>	<ul style="list-style-type: none"> <li>Reduce cost</li> </ul>
	<ul style="list-style-type: none"> <li>Tax</li> </ul>	<ul style="list-style-type: none"> <li>Intervention by the government</li> </ul>
	<ul style="list-style-type: none"> <li>Access</li> </ul>	<ul style="list-style-type: none"> <li>Promote availability of RE materials for sustainability</li> </ul>
	<ul style="list-style-type: none"> <li>Less knowledge</li> </ul>	<ul style="list-style-type: none"> <li>Promote increase awareness of advantages</li> </ul>
<b>Climate justice</b>	<ul style="list-style-type: none"> <li>Cost of adaptation and technical capacity</li> </ul>	<ul style="list-style-type: none"> <li>Increased funding and the daily</li> </ul>
	<ul style="list-style-type: none"> <li>The daily of implementation compensation and release of funds</li> </ul>	<ul style="list-style-type: none"> <li>Promote easy and efficient actions on implementation, compensation and the release of fund</li> </ul>
	<ul style="list-style-type: none"> <li>Collecting information daily</li> </ul>	<ul style="list-style-type: none"> <li>Promote the application of due diligence during collection and analysis of data</li> </ul>
<b>Mitigation and Adaptation</b>	<ul style="list-style-type: none"> <li>Poor spending capacity of Governments and NGOs</li> <li>Poor capacity to develop quality bankable programs to the standard of the climate funds</li> </ul>	<ul style="list-style-type: none"> <li>WEP support and advisory services through training or making expertise available and accessible to WEP country offices and other key stakeholders (Governments NGOs etc)</li> </ul>
	<ul style="list-style-type: none"> <li>Cost of adaptation and technical capacity</li> </ul>	<ul style="list-style-type: none"> <li>Increased funding and the daily</li> </ul>
	<ul style="list-style-type: none"> <li>The delay of</li> </ul>	<ul style="list-style-type: none"> <li>Promote easy and efficient actions</li> </ul>

	implementation compensation and release of funds	on implementation, compensation and the release of fund
	<ul style="list-style-type: none"> <li>• Collecting information daily</li> </ul>	<ul style="list-style-type: none"> <li>• Promote the application of due diligence during collection and analysis of data</li> </ul>
	<ul style="list-style-type: none"> <li>• Poor spending capacity of Governments and NGOs</li> <li>• Poor capacity to develop bankable programs to the standard of the climate funds</li> </ul>	<ul style="list-style-type: none"> <li>• WEP support and advisory services through training or making expertise available and accessible to WEP country offices and other key stakeholders (Governments NGOs etc)</li> </ul>

## Acknowledgement

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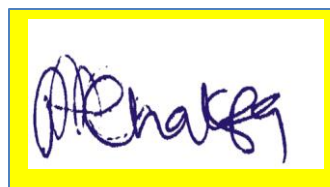
We give God the glory for the many blessings He has bestowed upon us as individual and as an organization for the past twenty years. We acknowledge our shortcomings in the course of our work, however, the strength given by God we have been able to come this far.

To the communities that we have been working with and serving, we have learned so much from you. Your resilience and your indigenous knowledge have so enriched us. Thank you for all the learning and all we have achieved together in creating a better and just world.

We acknowledge our development partners, networks, and government who have been of tremendous support over the years. The authenticity of our relationship, our common commitment to Women, Children, Youth and the Environment, as well as Peace while ensuring good governance allowed us achieve this feat. We look forward to many more years of partnership and collaboration as we roll-out our global strategy for the next ten years.

Our Board of Directors has been outstanding. They have been on our side at every stage of the way, advising us, challenging us, supporting us, inspiring us, leading us and linking us. How can we thank them enough, other than taking inspiration to do more work at the Global level.

Last but not least, we acknowledge each member of our team. It is the team's dedication and hard work that allowed WEP to reach and surpass its objectives year after year. We hope to continue this way and inspire others around the world to work together for the cause of Women, Children and the Environment.



**Priscilla Achakpa, PhD**  
Global President,  
WEP Twentieth Anniversary  
Ajuji Hotel, Abuja – Nigeria  
July 27, 2017