RETROSPECT OF 2012 AND PROSPECTS OF 2014

2012 IN RETROSPECT

Year 2012 was devoted to laying building blocks for the new direction of the Institution after a decade of establishment.

The Board of Directors played a noble role in the initiatives after series of brainstorming sessions with the associate fellows.

The formalities for rebranding the Institution were smoothly concluded and formally began to go by the new name African Heritage Institution on April 1, 2013, with plan to extend its tentacles to governance and politics, foreign relations and political economy. The study on social protection policies and programmes was concluded with the aim of deliberately seeking to protect people and groups against risk and vulnerability; mitigate the impacts of shocks on livelihoods; and support people who suffer from chronic incapacities to secure basic livelihoods.

With its mandate of enhancing the capabilities and skills for cutting edge research, the Institution successfully trained senior researchers in the Nigeria’s agricultural sector in the methodologies and tools for agricultural analysis. Among others, the AfriHeritage brought stakeholders in different sectors of the Nigerian economy to conduct policy dialogue on the transparency and accountability in the implementation of the Sovereign Wealth Fund already signed to law. Year 2013 promises to be eventful being the first year the Institution would be running activities in line with its new direction.

PROSPECTS OF 2014

Based on the change of name and a year for the proper take off of the new direction of the Institution, year 2014 is loaded with potentials. The Institution would be building on the milestones recorded in the past years and imprint its presence internationally. The third cycle of our flagship, BECANS III, will form the springboard through which we shall collaborate with stakeholders on the need to create advocacy for favourable investment climate in the states of Nigeria going forward. For the purpose of operational sustainability, resource mobilisation would be intensified. Besides, being the year Phase 2 of the TTI core grant would commence, efforts would be geared to secure the grant to enable the Institution improve tremendously in quality research, organisational development and policy engagement and communication.

Ilediora C. Amobi, Ph.D.
Executive Director
RESEARCH

Agriculture as a Potent Economic Growth Driver for the Nigerian Economy

It has been discovered that the common constraint to implementation of presidential initiatives in Nigeria which will help in agricultural productivity is poor funding. The associated issues are poor planning and poor infrastructural support for the various presidential pronouncements. Yet several approaches and models to position Nigerian Agricultural sector for optimum productivity and development cannot be over-emphasized. Therefore, in order to ensure sustained and increased inflow of investment in agriculture, agricultural policies must endure and even outlive the government that formulated them. To achieve this study was conducted to explore ways of enhancing economic growth through agriculture by virtue of its potency as a major growth driver of the Nigerian economy and the African continent as a whole.

Among others, the study essentially explores information concerning the critical roles of agriculture to the Gross Domestic Product (GDP) and or economic growth of Nigeria. The study went forward to identify various endogenous and exogenous factors that have hindered the maximum performance of the agricultural sector in the country. Furthermore, the study identified other economic growth drivers that can accelerate the repositioning of agriculture as a major economic growth driver in Nigeria and Africa and finally, it explored the various strategies that can be adopted to position Nigeria and indeed Africa on the path of prosperity through the development of the agricultural sector of the economy. One of the key recommendations for maximum agrarian productivity in Nigeria is institution of adequate and timely release of approved budgets so that projects do not remain mere good intentions on paper.

Public Financial Management and Fiscal Outcomes in Nigeria: Empirical Evidence

A major macroeconomic objective of every nation is to achieve efficient allocation of resources as well as stabilization of the business cycles. In the last two decades, Nigeria has initiated and implemented series of economic policies to assist in the better management of her economy. Parts of these reforms were aimed at improving the quality of the nation’s Public Financial Management (PFM) systems. This study examines the relationship between public financial management systems and fiscal outcome in Nigeria. Understanding the institutional constraints associated with the nation’s public financial management systems would provide the basis for informed economic policy. Key institutional variables were used to measure the impact of public financial management systems and fiscal outcomes. The results indicate that corruption and literacy rate are the key institutional factors that influence fiscal outcomes in Nigeria.

On this backdrop, stressed the need for improved critical institutions such as the Fiscal Responsibility Commission and other fiscal jurisdictions through respect for law and order as well as close the leakages for looting government funds better legislation. The study also recommended improvement in the index of capture, budget institutions and the coordination of the MDAs capital budgeting system through integrated and systemic accounting system cannot be overemphasized.
Profile of
THE ORGANIZATION

AfriHeritage is a not-for-profit, independent international research organization. It is registered as a Company Limited by Guarantee (Ltd Gte) in Nigeria in 2000, but started operations in 2001.

The African Heritage Institution is devoted to economic policy research in line with its mission to promote evidence-based decision-making. Based on its research outputs, AfriHeritage facilitates policy advocacy, conducts training and participates in knowledge-based networking. It also provides consultancy services to governments, national organisations, international development agencies and the Organized Private Sector (OPS).

The Institution has Board of Directors, comprising internationally accomplished and respected scholars and professionals. Based in Enugu, southeast Nigeria, AfriHeritage is headed by an Executive Director, who works with a good number of research and administrative staff. Much of the research is carried out through a network of local and international experts who are affiliated to the institute as Associate Fellows. Each expert has at least a Masters Degree in Economics, Social Sciences, Management or related disciplines.

AfriHeritage is a not-for-profit, independent international research organization. It is registered as a Company Limited by Guarantee (Ltd Gte) in Nigeria in 2000, but started operations in 2001.

What We Do
Our operational approaches consist of five mutually reinforcing modules:
1. Frontier economic research and policy analysis
2. Expert consortium on topical economic questions
3. Evidence-based stakeholder policy dialogue
4. Networking with national/international research institutions, and
5. Capacity building services to clients.

Thematic Programme Areas
These approaches are applied across the six thematic research areas:
- Trade Regional Integration and Competitiveness
- Macroeconomic Analysis Modeling and Forecasting
- Public Sector Economics and Management
- Poverty Income Distribution and the Labour Market
- Agriculture and Rural Development
- Politics & Governance, and
- Foreign Relations

The thematic groups are the building blocks of the research programme. They constitute the research hubs for producing frontier knowledge based on teamwork, international research networking, scientific validation and quality assurance.

These thematic groups and operational approaches are geared towards the fulfillment of the Institution’s Vision which stands on the tripod: Inspire Inform and Influence.

Board of Directors
AfriHeritage is governed by a Board of Directors headed by Prof. Chukwuma Soludo and Dr. Ifediora Amobi, the Executive Director, heads the Management.

Management and Human Resources
Staff: Other Management and staff positions include the Research Programme Director, Finance and Administrative Manager, Communications Manager, Deputy Administrative Manager, Programme Officers, Research Associates, Research Assistants, Internal Audit Officer, Communications Officer, Administrative Assistants, Finance Assistant and the Librarians. The Institution also engages interns as part of its contribution to capacity building and the development of frontier of knowledge.

Change of Name
As approved by the Board of Directors and certified by the Corporate Affairs Corporation, the change from African Institute for Applied Economics to African Heritage Institution (AfriHeritage) was effected in 2013. All the stakeholders were officially informed of the change on April 1, 2013. This was heralded with branding activities coordinated by the Communications Unit. The change from AIAE to AfriHeritage is in line with expansion of the scope of the Institution to go beyond applied economics and accommodate politics, good governance, foreign relations and other sectors to promote rapid and broad-based socio-political and economic development in Nigeria and particularly with focus on Africa.

Associate Fellows
Much of the substantive research work of the Institute is carried out through a network of experts within and outside Nigeria who are affiliated to the Institute as Associate Fellows. The Institution has two hundred and four (210) Associate Fellows each with at least Masters Degree in Economics Social Sciences and related disciplines.
Dr. Ifediora Amobi, the Executive Director attended the National and Thematic Consultation for Post 2015 Development Agenda organised by the United Nations National Working Group in Abuja between February 18 and 19, 2013. He presented a paper on; “Sustainable Financing for Inclusive Growth: Socio-Economic Imperatives for a Successor Framework to the MDGs”.

Dr. Ifediora Amobi presented a paper on “Public Private Partnership as a Model for Infrastructural Development in Nigerian Universities” at the maiden lecture of the annual lecture series of the department of Economics of the Nnamdi Azikiwe University, Awka on April 25, 2013.

Dr. Ifediora Amobi was at the South East Nigerians in Diaspora Economic Summit held on July 13, 2013 at Winnipeg, Manitoba. He presented a paper titled “South East Nigeria: The Re-emergence of a Resilient Investment Corridor”.

Dr. Ifediora Amobi and Mr. Olusola Oluwadare attended the Policy Engagement and Communications (PEC) programme organised by Results for Development and CommsConsult between June 17 and 18, 2013 in Accra, Ghana. PEC was launched to assist TTI-funded institutions in cultivating, synthesizing and disseminating research in ways that will heighten their policy voice and impact. PEC is a twelve month programme focused on capacity building and support for TTI-funded think tanks in Anglophone Africa.

Dr. Ifediora Amobi attended the 2013 South East Economic Summit held between October 29 to October 31, 2013 at Nike Lake Resort Hotel, Enugu. He presented a paper on “A Strategic Overview of Investing in the South East”.

Dr Ifediora Amobi, and Mr Olusola Oluwadare attended the second national stakeholders forum on “Making Agricultural Research Work for End-Users”. The event, held in Abuja on October 17, 2013 was organised by The Agricultural Policy Research Network (APRNet), in collaboration with the International Food Policy Research Institute (IFPRI-Nigeria). Dr Amobi presented a paper titled “Experiences and Challenges in Linking Policy Research to Stakeholders”.

Dr. Uzochukwu Amakom the Research Programme Director, presented a paper at the public hearing organised by Senate Committee on National Planning and Finance on Public Finance Planning and Management in Nigeria: The Need for a Sound Fiscal Architecture held on June 3 and 4, 2013. He also attended the public finance management workshop of the “Stop Impunity Nigeria” campaign held on June 20 and 21 in Abuja, Nigeria. He presented a paper titled, “Spending without plan or planning without facts: An accepted dictum or impunity in the 21st century Nigeria?”

Mr. Olusola Oluwadare represented the Institution at the content partners’ workshop of Africa Portal and BRICS and the Emerging Powers in Africa conference held on November 11 and 12, 2013 at Johannesburg, South Africa. The event was facilitated by South African Institute of International Affairs and the Centre for International Governance Innovation, Canada. The Africa Portal is an online knowledge resource for policy-related issues on Africa. The Portal is an open-access online repository of African research. It improves the international visibility, usage and impact of research conducted in Africa and on Africa. So far, it contains 32 African and 8 international think tanks.

Miss Adachukwu Onwudiwe, the Library Assistant, attended the quarterly NLA Enugu chapter meeting on the 3rd of September, 2013 at the Nnamdi Azikiwe Library, University of Nigeria, Nsukka. She also attended NLA 13th Conference and AGM which held at the National Library of Nigeria, Enugu from 20th-22nd November, 2013.
Mrs. Olivia Aka, the Internal Audit Officer attended a training organised by the Nigerian Institute of Management (Chartered). The training was held in Lagos from April 8-12, 2013 on International Financing Reporting Standard (IFRS). The objective of the training is to equip users of financial information with the necessary skill to deal with IFRS.

Mrs. Beatrice Ndibe, the Deputy Administrative Manager, attended training organised by London Corporate Training held at Dubai, United Arab Emirates, from June 23-27 2013 on Human Resources Management. The objectives of the training were to equip participants with the necessary skills needed to develop effective HR Strategies; manage effective recruitment and selection; develop effective training and development pathways, conduct effective performance appraisals, and to support non-HR colleagues in recruitment and selection and performance appraisal and HR strategic policy implementation.

Mr Chiwuike Uba, the Finance and Administrative Manager attended Bristol Executive Management Programme in United Kingdom from April 15 and May 3, 2013. The training was designed to give the participants great grounding in accounting and how to contribute to effective management.

Mr. Olusola Oluwadare the Communications Manager attended the training organised by School of Media and Communication of Pan Atlantic University, Lagos with the theme; Strategies for Optimizing Corporate Communication Skills. The training was held between June 10 and 14, 2013.

Mrs. Queeneth Ekeocha, the Librarian attended a one week workshop centred on Management Strategies for Heads of Libraries and Documentation Centres in Nigeria from October 7 to 11 2013 in Lagos. The workshop addressed issues such as knowledge management, management of learning resources, team building in libraries, the manager as a decision maker, resource sharing/networking, time management and others.

Miss Amaka Ezeh, the receptionist attended training in Lagos from November 11 to 15, 2013 tagged “Customer Care Service”. The workshop exposed her to proper handling of front desk duties and workplace image management, among others. It was organised by Business Education Examinations Council.

Miss Chinyere Onyia, the Finance Assistant, attended a training in Lagos on “Managing a Computerized Finance in Accounting Department” from December 9 to 13, 2013. The training was to expose her to the current information technology in accounting procedures. It was organised by the Nigerian Institute of Management.
PARTNERSHIP
NETWORK AND AFFILIATION

Think Tank Initiative: The relationship of AfriHeritage in the network of 24 African Think Tanks under the Think Tank Initiative (TTI) programme continued to grow stronger in 2013. TTI is a multi door program dedicated to strengthening independent policy research institutions - or “think tanks” - in developing countries with the goal of enabling think tanks to better provide sound research that informs and influences policy. The programme is supported by the International Development Research Centre - Canada, Department for International Development - UK, Bill and Melinda Gates Foundation, The William and Flora Hewlett, Foundation, Ministry of foreign Affairs of the Netherlands, and Government of Canada. Currently, AfriHeritage is part of the TTI Policy Engagement and Communications Programme as it looks forward to take part in the Phase 2 opportunity funding.

African Economic Research Consortium (AERC): AfriHeritage Associate Fellows are active participants in the research programme of the AERC, Nairobi, Kenya. During the year, the institution intensified partnership with AERC in capacity building, institutional development and research networking through the Fellows.

African Technology Policy Studies (ATPS) Network: AfriHeritage’s institutional partnership with ATPS for the purpose of deepening technology policy research in Africa was strengthened in 2013.

African Portal: Africa Portal, an initiative of South African Institute of International Affairs, Makerere University Uganda, and Centre for International and Governance Innovation, Canada, is an online knowledge resource for policy-related issues on Africa. AfriHeritage is one of the valued content partners that contribute to the growth of this dynamic dissemination vehicle for African research.

Private Sector Organisations: In 2013, AfriHeritage intensified working relationships and collaboration with the Nigeria’s leading private sector organizations. They include: Nigerian Economic Summit Group Ltd/Gte (NESG), Nigerian Association of Chambers of Commerce, Industry, Mines and Agriculture (NACCIMA), Nigerian Association of Small Scale Industrialists (NASSI), Nigerian Association of Small and Medium Enterprises (NASME), the City Chambers of Commerce, Manufacturers Association of Nigeria (MAN) and Nigerian Association of Women Entrepreneurs (NAWE).

Government Policymaking Agencies: In line with the key research programming principle of building and harnessing links with government’s policy authorities the Institution participated in the Federal government’s quest for entrepreneurship development tagged: Subsidy Reinvestment and Empowerment Programme (SURE-P). Through it, three interns were posted to the Institution for one year capacity building initiatives. AfriHeritage also continued to collaborate with Federal and States Governments’ Ministries, Department and Agencies (MDAs). Notable among them are the National Planning Commission (NPC), Central Bank of Nigeria (CBN), Office of the SSA-P on MDGs, National Bureau of Statistics (NBS), Federal Ministry of Finance/Budget Office of the Federation, State government Ministries of Economic Planning/Planning Commissions, Debt Management Office (DMO), Federal Ministry of Commerce and Industry, Nigerian Investment Promotion Commission (NIPC), Fiscal Responsibility Commission (FRC) and the Nigerian Communications Commission (NCC).
The Institution organized a research dissemination Seminar of the study “Pro Poor Growth and Poverty Reduction in Nigeria and Africa”, on the February 14, 2013 in Enugu. The Seminar was held on the platform of the Development Policy Seminar (Enugu Forum) where African governments were called upon to promote activist industrial policies and markets for home based industries in order to engender growth that can create jobs that will lead to inclusive growth. The study funded by African Economic Research Consortium was undertaken by Dr. Chukwuma Agu, Dr. Hyacinth Ichoku and Dr. John Ataguba, who are all Associate Fellows of AfriHeritage. The event was attended by stakeholders mostly from the south east region which include, Professor Stella Okunna, Commissioner for Economic Planning and Budget, Anambra State, Dr. Paul Nwadukwe who represented Commissioner for Agricultural and Rural Development, Anambra State, Chief Ikye Odoemalam who represented Permanent Secretary, Ministry of Finance, Abia State, Mr. Charles Ugwuonah State Director, Federal Ministry of Agriculture and Rural Development, who represented the Permanent Secretary, and Organized Private Sector, the academic community, and others. In the communiqué issued at the seminar, it was agreed that there is need for government at all levels to promote activist industrial policies and markets for home based industries in order to engender growth that can create jobs that will lead to inclusive growth. It was also noted that there is need to re-evaluate the emphasis on oil revenue at all levels of government budget in order to improve non-oil investment and output and reduce the dependence on just one commodity. More than 120 participants attended the event.

A paper titled, “Entrepreneurship and Employment Generation in Africa”, was presented by Dr. G.O.C. Onuekwusi, the Director CES MOUA, Umudike. The Chairman of the occasion, Professor Chris Nwagboso, the Group Chairman, Knowledge Factory International, United Kingdom also commended the author for the work and showered encomiums on AfriHeritage for using its platform to showcase the masterpiece. The seminar featured short testimonies on “How Jacobs Wines Started” by its the Managing Director Dr. Frank S.U Jacobs, represented by Mrs. Ijeoma Ezeasor and how “Entrepreneurship Initiative for Africa Youths” started by its Executive Director, Mr. Emmanuel Acha. Other dignitaries who graced the occasion include Professor Mkpa Agu Mkpa, the Secretary to Abia State Government and former Vice Chancellor, Abia State University, Mr. G.O. Ezechi, who represented the Commissioner for Human Capital Development and Poverty Reduction, Enugu State, Professor Christian Ndu Madu, Executive Director, UNN/Shell Centre for Environmental Management and Control, University of Nigeria, Enugu Campus, Mr. Frank Amagu, Head, Development Finance, Central Bank of Nigeria, Enugu, associate fellows, organised private sector, women organisations, academia and business community.
Towards its quest to make research relevant for policy making, the AfriHeritage brought stakeholders together on July 30, 2013 to rub minds on the output of the study conducted by the Institution on Evaluating State Social Protection Programmes in Nigeria. The study was conducted by Dr. Hyacinth Ichoku, Professor Josephine Alumanah, Dr. Emeka Nzeh and Mr. Nathaniel Urama who are all Associate Fellows of the Institution. The study was reviewed by Dr. Mrs. Ngozi Nwakeze of the department of Economics, University of Lagos. The Executive Director, Dr. Ifediora Amobi stressed at the occasion that the study was embarked upon as part of the contributions of the Institution to ensure that government runs evidence based policies. Enugu State Commissioner of Human Development and Poverty Reduction, Mr Godwin Ogenyi had earlier revealed that the State government was currently running various social protection programmes and strategies with the aim of fighting poverty in different communities in the State. The study focused on the Conditional Cash Transfer (CCT) and National Health Insurance Scheme (NHIS). CCT is a programme being run by the National Poverty Eradication Programme (NAPEP) which maps out the strategies of transferring cash to households with children and young family members based on the premise that they will spend it on health, education or other services that policymakers consider of public interest.

Representatives of the National Poverty Eradication Programme, National Health Insurance Scheme, Nigeria Social Insurance Trust Fund were present to deliberate on how the outcome of the seminar would serve as input into policy. Other stakeholders such as non governmental organisations, civil society organisations, women organisation, youths, the private sector and the academic community who graced the occasion collectively called on the government agencies to scale up the involvement of the vulnerable group in the society in these programmes in order to improve on their wellbeing.

Dissemination of the Study on Social Protection Programmes in Nigeria

AfriHeritage on December 12, 2013 in Abuja played host to stakeholders at a Workshop on “Strengthening the Effectiveness of NEPAD in Nigeria: The Way Forward”. The event was chaired by Senator Mohammed Sanusi Daggash. The Workshop was organized to focus specifically on the current level of NEPAD achievement in Nigeria after 12 years of planning and implementation, and what can and will be done to strengthen Nigeria’s programme and strategy for an effective NEPAD going forward. Dr Okezie Nwankwo, Senior Research Fellow, Centre for Strategic Research and Studies, National Defence College, Nigeria presented a paper on “NEPAD and the Challenges of Economic Development”, while Dr. Abel Ezeoha, a development economist at the Ebonyi State University, Abakaliki presented on “The Thorny Path to NEPAD Implementation in Nigeria”.

The consensus at the workshop was that all hands must be on deck to ensure that NAPED Nigeria becomes a pillar of development. Participants called for the National Assembly to put the legal framework in place towards institutionalising the body in Nigeria. A communiqué was issued to be sent to the appropriate quarters for implementation. Participants at the event include the representatives of the Federal Ministries of Finance, Foreign Affairs, Education, the Bureau of Public Enterprises, the National Planning Commission and other agencies of government. Also present are the civil society organisations, the non government organisations, development partners, academia, think tanks, private sector organisations and the media.
Newsletter Series:
AfriHeritage Newsletter is published in electronic and printed versions. Three editions were published in 2013. These are:

- Volume 8 No 20 March 2013
- Volume 8 No 21 August 2013
- Volume 8 No 22 December 2013

Policy Briefs Series:
The series publishes short, soft and general interest papers. The objective is to provide rapid and easily comprehensible policy and development-oriented discussions.

Research Papers Series:
Research Paper Series presents technical research results from work done by the Institute and/or its Affiliate scientists and researchers. The purpose is to disseminate research reports and analyses that promote policy debate as well inform policy choices. AfriHeritage Research Paper Series seeks to engender high quality scientific and intellectual discourse on key development questions and hence, enhance strategic understanding of policy and programmatic options. During the year, the ninth in the series was published. The Research Paper 9 is titled: “Public Spending Effectiveness and Distribution of Education and Health Services Benefits in Nigeria.”

Policy Discussion Paper Series:
Policy Discussion Paper Series attempt to review and analyze in a neutral and objective way the main economic, political, social, governance and international issues towards sustainable economic development and transformation of countries in Africa in a way that will help generate debate to improve and increase understanding of the rationale behind these various policies so as to improve the contents and implementation. Two of the series were published in 2013. Policy Discussion Paper 2013-01 “Is there Synergy between Key Economic Development Policies and Financial Commitments on Infrastructural Projects in Nigeria for the Period 2010-2013?” and Policy Discussion Paper 2013-2 “Subsidy Reinvestment and Empowerment Programme (SURE-P) Intervention in Nigeria: An Insight and Analysis.”

Policy Research Working Paper Series:
MEDIA & WEBSITE REPORTS

Working with the Media:

With continued cordial relationship with the media, all AfriHeritage programmes, analysis, seminars and workshops and other in-house developments enjoined wide coverage and reportage by print, electronics and online media in the year under review. This platform would continue to be used for the purpose of policy advocacy in the coming years. Several of the media organizations made request to broadcast and publish the views and position of the Institution on some important national economic issues.

WEBSITE REPORTS

The website has been a focal point for the dissemination of the Institution’s vast research activity and public policy dialogue. In 2013, there was sustainable increase in the number of visits to the website. It recorded 347,124 hits during the year. More innovations on the site resulted in these increases which were maintained throughout. Our domain name remained www.aiaenigeria.org till July 2013 when we registered: www.afriheritage.org, www.afriheritage.net

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A screen shot of front page

A collection of newspaper clips in 2013

A screen shot of front page

WWW.AFRIHERITAGE.ORG

www.aiaenigeria.org

(January – April 2013)

(A Jul – December, 2013)
Collection Development
The Library got 85 titles (194 copies) as gifts. They came from Dr. Uzochukwu Amakom, Mr. Uba Chiwuike, Mrs. Ekeocha (Librarian), Levy Institute, Centre for the Study of African Economics (CSAE), Nordiska Afrikain Institutet (NAI), United Nations Research Institute for Social Development (UNRISD).

Registration
The Library had a total number of 13 registrations only with 5 renewals and 8 new registrations. Visits to the Library On the 8th day of October, 2013 Dr. (Mrs) Modupe Adefeso-Olateju visited our library as part of her monitoring and evaluation work to the Institute. She came with respect to the Think-Tank Initiative’s Policy Engagement and Communications Program (TTIPEC). The total number of library visits together with the consultation of library resources within the year was captured to be 103.

Networking
In Librarianship “no library can be an island on its own no matter how large its resources are”. As a result, we have been sharing online journals and other information materials from some International Libraries. We equally have access to their databases and e-books. We still maintain our network with the following Institutions- JSTOR, OARE, Levy Institute, among others. These resources undoubtedly have helped both our users and our research work in the Institute. We send mails periodically to users and update them on what is new to the library.

Finally, it is hoped that the library patronage will be better as we anticipate more programmes and research work in the coming year in the Institution.