



Carmelite
Prisoners'
Interest
Organization
CAPIO

CARMELITE PRISONERS' INTEREST ORGANIZATION (C A P I O)

STRATEGIC PLAN 2014 - 2018



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HEAD OFFICE: 2 Bent Lane G.R.A Enugu; **Tel:** +234- (0)70 55987104; +234- (0)81 7922811
Email: capionig@yahoo.com; **website:** www.capiong.org; facebook.com/capionigeria



Carmelite Friars, CAPIO Volunteers and Staff in a group photograph with the Deputy Senate President, Senator Ike Ekweremadu, CFR on the occasion of the commissioning ceremony of the 'Prisoners' Right to Water Project' (Phase I) at Medium Security Prison, Oji River, Enugu State.

Strategic Plan [2014-2018]

VISION

"A society in which unhindered access to justice and the human rights and dignity of prisoners are protected"

MISSION

"To protect the interest of prisoners in Nigeria through advocacy for a reformed judicial system and provision of compassionate, free legal, social-welfare and rehabilitation service applying international best practices"

Contact details:

#2 Bent Lane G.R.A. P.O. Box 3612, Enugu, Enugu State,
+ 234 (0) 8179228111; +234 (0) 7055987104
captionig@yahoo.com; www.captiong.org
facebook.com/captionigeria

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Rev. Fr. Ambrose Ekeroku, OCD

Executive Director, CAPIO

FOREWORD

A French author, by name Antoine de Saint-Exupéry once wrote: "A goal without a plan is just a wish." Most organizations are work in progress. CAPIO is no exception. If you don't have a plan, then you won't know how to get to where you are going. Without strategic planning to focus the efforts of an organization around bringing about maximum results (better revenues, increasing service levels, expanding constituencies, enhancing efficiency and effectiveness, etc.), then what remains is "muddling through."

A strategic plan to me is that map that sometimes has detours, and other obstacles, that may interfere in the trip itself; however, the result is always the same - to move forward in the direction you want your organization or business to go, and, to make progress along the way.

This strategic document is obviously a milestone in the life of CAPIO as an organization because this is the first time in its twenty-two year period of existence that stakeholders came together to plan the future of CAPIO. The hallmark of CAPIO's Strategic Plan is that it charts course of intervention which will address root causes of problems.

To achieve this, CAPIO not only invested greatly in the development of a solid strategic plan but also devoted time to ensuring that staff could adapt to the planned strategies. By this, I mean that we focused enough time and attention on change management interventions, capacity development and introducing staff to high performance work practices. In my view, staff acceptance and involvement in the strategic planning phase was evidence of their preparation and willingness to adapt to the planned strategies.



**Dr. Mrs Uche Amazigo,
Chairperson, CAPIO BoT**

CONTENT

ACKNOWLEDGEMENTS	4
ABBREVIATIONS AND ACRONYMS.....	5
1.0 INTRODUCTION	6
1.1 Carmelite Prisoners' Interest Organization [CAPIO]	6
1.2 What CAPIO does	6
1.3 Background to the Strategic Plan	6
2.0 CONTEXT AND OPERATING ENVIRONMENT OF CAPIO	8
2.1 Global, National and Local Situations: (Opportunities and Challenges)	8
2.2 Internal Environment of CAPIO – (Strengths and Weaknesses)	10
2.3 The Strategic Imperatives for CAPIO in the Period [2014-2018]	11
3.0 FOCUS AND STRATEGIC DIRECTION OF CAPIO [2014-2018].....	12
3.1 The Vision and Mission of CAPIO.....	12
3.2 CORE VALUES OF CAPIO	12
3.3 WHAT IS CAPIO?.....	13
3.4 KEY STATEGIES OF CAPIO	13
3.6 GOALS & STRATEGIC OBJECTIVES, AND INTERVENTIONS FRAMEWORK.....	14
3.5 DETAILS OF BROAD ACTIVITIES OF CAPIO (from 2014- 2018)	18
4.0 ORGANIZATIONAL GOVERNANCE & MANAGEMENT	
STRUCTURE OF CAPIO (2014-2018)	19
4.1 PROPOSED ORGANOGRAM OF CAPIO.....	19
4.2 NOTES ON THE ORGANOGRAM OF CAPIO.....	19
5.0 KEY ASSUMPTIONS AND POSSIBLE RISKS FACTORS	21
6.0 MONITORING, EVALUATION, REVIEWING AND REPORTING PROTOCOL	22
7.0 CONCLUSION	23
8.0 APPENDICES	24
Appendix 1A: STEEP Analysis Relating to CAPIO's Operation	24
Appendix 1B: Analysis of Target Groups, Beneficiaries and Collaborators of CAPIO.....	26
Appendix 1C: Analysis of Personnel Needs of CAPIO.....	29
Appendix 2: Analysis of Possible Risk Factors	30
Appendix 3: SAMPLE Logic Model for CAPIO	33
Appendix 4: Operational Plan Framework	34

ABBREVIATIONS AND ACRONYMS

ADR	-	Alternative Dispute Resolution
ANC	-	Ante Natal Care
BoT	-	Board of Trustee
CAPIO	-	Carmelites Prisoners Interest Organization
CJ	-	Chief Justice
CSOs	-	Civil Society Organization
CTC	-	Certified True Copy
DQA	-	Data Quality Assessment
ED	-	Executive Director
ESJRT	-	Enugu State Justice Reform Team
FBOs	-	Faith Based Organisation
FGN	-	Federal Government of Nigeria
H/M/L	-	High/Medium/Low
HoO	-	Head of Operations
HR	-	Human Rights
HWHs	-	Half Way Homes
INGO	-	International Non-Governmental Organisation
IT	-	Industrial Training
ITU	-	International Telecommunications Union
JD	-	Jail Delivery
M&E	-	Monitoring and Evaluation
MDAs	-	Ministries, Departments and Agencies
MoAs	-	Memorandum of Agreements
MoJ	-	Ministry of Justice
MoUs	-	Memorandum of Understanding
MoVs	-	Means of Verifications
MVP	-	Most Valuable Player
NA	-	Not Available
NGOs	-	Non-Governmental Organisation
NYSC	-	National Youth Service Corps
OVIDs	-	Objectively Verifiable Indicators
PNC	-	Post Natal Care
PRO	-	Public Relations Officer
RfAs	-	Request for Applications
RfPs	-	Request for Proposals
SHA	-	State House of Assembly
STEEP	-	Sociological, Technological, Economic, Environmental and Political
TB	-	Tuberculosis
UN	-	United Nations

1.0 INTRODUCTION

1.1. Carmelite Prisoners' Interest Organization [CAPIO]

Established in 1992 as a human rights organization to address the rights, needs and dignity of prisoners, CAPIO was formally registered with the Corporate Affairs Commission (CAC) in 2003. The organization started off as part of the apostolate of the Order of Discalced Carmelite (OCD) Friars in Enugu State, and has plans to leverage on the presence of the Carmelites in other States to expand the work of CAPIO. The inspiration for the work is derived from the fact that all human beings are created in God's image and likeness with equal dignity and rights. CAPIO also strives to fulfill the demands of Matt. 25:35-36, “.....I was in prison and you came to me”.

1.2 What CAPIO does

CAPIO works as a not-for-profit, change-development organization advocating and promoting genuine justice and prison sectors reforms and contributing to improve the general welfare of Prisoners in Nigeria. CAPIO commits to the call for justice through advocacy for legal reforms and penal codes' reviews; through provision of free medical and legal services; and through compassionate obligation in helping prisoners while in and out of prisons. CAPIO's interventions over the years have focused mainly on the provision of basic needs of prisoners; free legal and medical services; rehabilitation of prisoners; and cooperation with other Human Rights Organizations to advance the course of justice. CAPIO's work has been executed under the four program components of Legal, Medical, Social welfare and Rehabilitation.

Recent achievements of the Legal Unit

- Secured the release of 44 prisoners in both Oji River and Enugu prisons
- Secured bail for 30 inmates in Nsukka prison
- Freedom for 133 inmates in Enugu, Oji River & Nsukka through jail delivery exercise
- Paid the fines for 3 inmates to secure their freedom

Recent Efforts of the Medical Team

- 410 inmates in Enugu, Oji-River and Abakaliki received medical attention
- Paid hospital bills of 13 prison inmates
- Ante- and Post-natal care for 4 pregnant female prisoners

Rehabilitation Efforts

- Enrolled about 50 inmates into Secondary Schools within the prisons
- 35 inmates enrolled into the National Open University Program Installed
- Internet facility to enable students to write online examinations

1.3 Background to the Strategic Plan

The work of CAPIO experienced a lull in the years preceding 2011 due to ad-hoc management, and lack of adequate planning. However, efforts have been renewed in recent years and adequate planning

is being prioritized. The need for a strategic plan became clear during the Organizational Capacity Assessment of CAPIO conducted by Justice for All (J4A) program of Department for International Development (DFID) in March 2013. Many of the findings from the assessment report were still relevant during the SWOT analysis of the strategic planning exercise. Other assessments and analyses were carried out during the planning process to ensure that the Strategic Plan charts a clear focus and direction for the Organization, and that its programs/services are in line with the real needs and aspirations of its target population.



This 2014-2018 Plan is the first strategy document of CAPIO since its inception, and is expected to consolidate on the achievements of the past years and establish a solid foundation for expansion into other States where the Carmelite Order is present in Nigeria. The Plan, which is a product of several analyses and a final strategy thinking workshop involving all stakeholders, was developed with technical assistance from Management Strategies for Africa, Nigeria (MSA-N) and facilitated during the five-day planning workshop which was held from 6th-10th January, 2014. In attendance were Board members, the Team Leader (Executive Director), Staff, some beneficiaries and representatives from partner NGOs and collaborating state institutions such as the Judiciary, the Nigeria Police, and the Nigeria Prisons Service.

The 2014-2018 Strategic Plan in broad terms will strengthen the capacity of CAPIO to offer innovative, efficient, and effective development services that will contribute to bringing significant reforms to the justice and prisons systems in Nigeria. In specific terms, however, the Plan is envisaged to achieve the following purposes, among others:

1. Provide CAPIO with a strategic direction for the next Five (5) years, and the framework against which its success or otherwise will be measured;
2. Provide framework and guide for the organization to cope with changes (internal and external) more proactively, and creatively;
3. Inform all stakeholders within the organization, as well as its partners about the strategic plan of the organization, the values that are critical to uphold in the pursuit of the organization's mission, and the results to be achieved by implementing identified activities.
4. Provide stability for the organization and lay foundation for growth and development both in programmatic and organizational capacities and capabilities.
5. Open up the organization to collaboration and support; a marketing tool (Advocacy tool) which can be used to engage with potential partners and collaborators to expand service delivery to the target groups and beneficiaries.

This five-year Strategic Plan has taken into consideration the prevailing and foreseeable context of the country; the internal environment of the organization; the nature and extent of its programs, including planned expansion of programs; and resources both at hand and envisaged to be mobilized. However, CAPIO will remain responsive to the changing environment and hence, will review the effectiveness and relevance of the strategic plan mid-way through the time frame, or earlier if the context changes drastically and the assumptions upon which the Plan is premised no longer hold. CAPIO will also develop Annual Operational/Implementation Plan from the Strategic Plan.

2.0 CONTEXT AND OPERATING ENVIRONMENT OF CAPIO

2.1 Global, National and Local Situations: (Opportunities and Challenges)

•

Prisoners, forgotten vulnerable group: The global attention is focused on the attainment of the Millennium Development Goals (MDGs) which target eight key areas including eradicating extreme hunger, achieving universal primary education, improving maternal health, reducing child mortality, promoting gender equality and women empowerment. Although some progress have been made particularly in the area of maternal and child health, as well as primary education among the society in general, a certain category of vulnerable group, the prisoners, has not received deserved attention. In fact, most development objectives and interventions hardly factor in this group into the development equation.

Prisons are not seen as corrective facilities: According to Mohammad (2004) in the 18th century, it was believed that imprisonment could work as a lesson for the offender and potential offenders who had not yet committed a crime. In the 20th century, criticism on short-term imprisonment and its deleterious effects drew attentions toward the rehabilitation and treatment theory. Yet, it seems, all those efforts and hopes have turned out to be in vain, and imprisonment has been unable to reach its goals. Rather than serve as corrective system for remorse and rehabilitation, imprisonment has come to be known to strengthen the resolve of ex prisoners to commit more crimes while in and out of prisons. Ethnographic studies indicate that after release from prison(s), individuals have difficulty finding and keeping a job (Good, Pirog-Good, & Sickles, 1986; Majors and Billson, 1992) hence, the high chances of recidivism. According to Abdulkarim (2012), it is not surprising that more than 60% of people released from prison commit a crime soon after being released.

No respect for Prisoners' Rights: In Nigeria, a constitutional right enshrined in Section 36 of the Constitution of the Federal Republic of Nigeria, 1999 (as amended) provides for fair hearing and representation by a Counsel when someone is charged especially with a criminal offence, as well as access to speedy trial. There is widespread abuse of fundamental Rights of Prisoners enshrined in the Constitution of the Federal Republic of Nigeria, 1999 (as amended) and in other documents such as the African Charter on Human and People's Right to which Nigeria is a signatory. The UN Standard Minimum Rules on the Treatment of Prisoners set the bench mark for the treatment of prisoners and the prison condition, and these are hardly adhered to. Additionally, Nigeria is yet to implement the International Covenant on Civil and Political Rights, which provides that all persons deprived of their liberty, shall be treated with humanity and with respect to the inherent dignity of the human person.

Deplorable prisons: The physical condition of Nigerian prisons can best be described as deplorable, and unfit to keep human beings. Structurally, most of the prisons are weak and poor

¹Mohammad Ashouri, (2004) Alternatives to Imprisonment or Intermediate Retributions
www.unodc.org/documents/evaluation/.../ProjEval-2004-3.pdf

²Good, D. H., Pirog-Good, M. A. and Sickles, R. C. (1986). An Analysis of Youth, Crime and Unemployment Patterns. Journal of

³Quantitative Criminology, 2(3), 219-216.

in design, having been built in the colonial era. There has not been adequate effort to either rehabilitate the dilapidated infrastructures or expand them to accommodate the teeming number of accused and convicted persons, who are confined to this environment. Apart from those prisons that were relocated (Bayelsa and Ikot Ekpene) which have improved facilities, the rest 251 prisons are 'hell holes' with congested cells and unwholesome conditions.

Lack of medical care and poor health/sanitation facilities: Nigeria Prisons are owned and managed by the Federal Government of Nigeria (FGN), who administers them through the Ministry of Interior, and therefore are responsible for providing medical services. The situation is that most prisons do not have medical personnel, nor do they have regular medical visits from FGN-paid doctors, who are supposed to render such services. For those few prisons having clinics and nurses, there are no adequate equipment (stethoscope, laboratory facilities, first aid box etc) to work with. The little relief in form of medical service outreaches come from Faith Based Organizations (FBOs), Community Based Organizations (CBOs), compassionate people in the society and Non-Governmental Organizations (NGOs) like CAPIO.

Pregnant female inmates who have special needs like ante-natal and post-natal care services and other general medical necessities are over-looked, and they remain unattended to. The prenatal and post-natal pregnancy conditions are most times left in the hands of the unskilled prisoner(s) and their co-inmates, and complications arise often times.

Rising crime rates and violent conflict: Nigeria is made up of an extremely complex web of ethnic, linguistic and religious groups. Mutual suspicion between the different ethnic, political, ideological and religious groups, as well as high rates of unemployment is resulting in rising crime rates, religious and political fundamentalism and attendant violence that have reached terrorist dimensions, leading to heavy loss of lives and property. Conflict situations have had great impacts on national security. Thus, Nigeria's security bill has risen in the 2012 budget to 20 percent of total spending of government. The implication of this is that government is spending less on social services, health care services and even education, and it becomes more difficult to fund the prison system.

No alternative to jail term for minor offences: There are no alternatives to imprisonment in Nigeria at the moment, apart from the option of fines. To make issues worse and further congest the prisons, most minor offenders are put behind bars with no recourse to other options. Individuals found guilty and given the options of fine(s) are also thrown into jail, if they are unable to pay. Keeping a prisoner in prison comes at a cost. Government and the judicial system seem not to be mindful of this, hence, offenders involved in petty crimes are sentenced to prison for very minor offences, and sentences to community service is not yet an option in our penal system.

Bulk of prison inmates are on the "Awaiting trial" List: Majority of prison inmates in Nigeria Prisons are persons awaiting trial; either because they have not been charged to court nor convicted, or they have their cases dragging over the years in a very slow justice delivery system. The situation according to the 2012 Prisons Audit Report of National Human Rights Commission is: in Enugu prison there were 1,453 ATDs as against 172 convicts and Owerri had 1,602 ATDs and 143 convicts. Port Harcourt prison had 121 convicts and 2,607 ATDs while Calabar with 93 convicts had 600 ATDs.

- **Society's ignorance on the need to care for prisoners:** Prisoners are considered as outcasts, and believed to deserve what they get. Most people outside the walls of a prison are not aware of the injustices that are perpetrated within the prison walls. The society also forgets that the system houses individuals who are innocent of the charges laid on them, as well as individuals who have not been proven guilty before an appropriate court of law. Apart from these, religious obligations – as most Nigerians profess one religious faith or the other – demands that we show concern for this group of persons.
- **Absence of vocational and recreational facilities:** Most prisons in Nigeria lack vocational and recreational facilities, and those that have are not functional. Prisoners idle away their time, and often than not give-in to more anti-social behaviors. Out of the 37 prisons audited in the North East zone for example, only 6 had football fields and 14 had only indoor games, while 17 had no form of recreational facilities at all. In another instance, in the South West zone, Ago-Iwoye, Ondo and Ado Ekiti prisons had no recreational facilities. Also, in the North West zone, about 60% of the prisons had no recreational facilities. Prisons in other geopolitical zones are not different. Those that have vocational facilities (workshops) either lack equipment or do not have trainers (Warders) to teach the courses.

Most of Nigeria's Criminal Laws are archaic: Though, a lot of reviews are under-way presently, the ones currently being executed are way out of place for recent times. The situation is as Reid (1979) and Blumberg (1967) put it: procedural protections have been established to balance the scale between the accused and the state but, “the rules do not effectively control the police, the prosecutor and to a large extent, the courts”. “These agencies rework the rules for organizationally prescribed ends, which are consistent with efficiency, high production and maximizing individual careers”. For these reasons, the prison system remains unable to reform persons incarcerated therein in present Nigeria.

- **Misappropriation of donated items:** Most properties and items (food, clothing, medication etc) provided by well-meaning individuals and organizations are often misappropriated. Less than 20% do eventually get to the prisoners.

2.2 Internal Environment of CAPIO –(Strengths and Weaknesses)

The Justice for All (J4A) Program conducted an Organizational Capacity Assessment of CAPIO early 2013. Many of the findings from the assessment report were still relevant during the SWOT analysis of the strategic planning exercise. The major strengths of CAPIO identified include a strong leadership ability; consideration for issues of gender and social inclusion in programming; effective internal communication; learning from experiences; and active participation of stakeholders in the organization's activities. Major weaknesses include not having a well-articulated strategy document; weak management systems; weak financial resource base; and poor monitoring and evaluation of the activities. See appendices 1A, 1B, and 1C for the summary of the various other analyses carried out by CAPIO stakeholders to sharpen their understanding and gain the insights and foresights needed to arrive at the most realistic and strategic direction and plan for the Organization over

⁴Awaiting Trial Detainees

next five years (2014-2018).

While some of the situations and trends described in Sections 2.1 and 2.2 above are significant issues of concern to the future and work of CAPIO as an organization, a number of them also open new opportunities for the organization, directly or indirectly. Some of the situations or trends are also clearly beyond the control of CAPIO as an organization; yet some of them can be mitigated independently or in collaboration with other organizations: But, by and large, the issues considered to be very important to the achievement of the purpose of the organization have been factored into the development of this strategic plan.



Some inmates at the Matriculation of NOUN for the 2013/2014 academic session of the University

2.3 The Strategic Imperatives for CAPIO in the Period [2014-2018]

CAPIO within the next phase of its growth and development wishes to make significant impact by addressing the root causes rather than the symptoms of the problems in the justice and prison systems. Hence, it was the consensus of stakeholders that the most significant strategic imperatives will include the following:

- * To make the prison system really reformatory and rehabilitative; a place where those in prison are able to improve their educational, entrepreneurial and overall development and find it easy to integrate into the society when released.
- * To advocate for adequate funding of social service sector, including the prisons, and extending all social services to prisoners as part of project beneficiaries
- * To advocate for the reform/review of appropriate laws that will not only enhance the speedy dispensation of justice, but also allow alternative punishments/sentences for minor offences, rather than incarceration that leads to congestion of prisons.
- * To recognize and promote accountability from duty bearers, and support them in all possible ways to enhance their effectiveness in service delivery.
- * To provide social services as stop-gap measures complementing the essential services which government owes as a duty to those in prison, and helping to remove obstacles in the way of effective service delivery.
- * To re-orientate the general populace towards a positive attitude to prisoners.
- * To invest in institutional capacity strengthening to enable CAPIO deliver high quality development work.
- * To implement robust Knowledge Management (KM), Monitoring, Evaluation and Learning (MEL) and Management Information Systems (MIS) as the means of consciously and continuously building and improving on the organisation's practices in line with best international practices.
- * To actively and effectively collaborate with government MDAs and CSOs to work assiduously towards reforming the justice and prison systems.

These imperatives represent giant steps for CAPIO towards becoming more dynamic and focused in its approach, and strategic in the implementation of its programmes. They will also drive all decision-making at every level and will be clearly communicated to all stakeholders.

3.0 FOCUS AND STRATEGIC DIRECTION OF CAPIO [2014-2018]

CAPIO's VISION

"A society in which unhindered access to justice and the human rights and dignity of prisoners are protected".

CAPIO's MISSION

"To protect the interest of prisoners in Nigeria through advocacy for a reformed judicial system and provision of compassionate, free legal, social-welfare and rehabilitation service applying international best practices".

3.2 CORE VALUES OF CAPIO

The following are the core values CAPIO identifies with, which will continue to inform and shape the actions and decisions of the organization and guide it in its relationships with its stakeholders towards fulfilling its vision, mission and goals:

- **Selfless Service:** The services we render are borne out of genuine compassion for those in prison, who also deserve to be cared for, and so, we whole-heartedly devote ourselves to this service without expectations for worldly gains/rewards.
- **Accountability:** We are accountable first to God, whose injunction spurred us to action and service. We sincerely believe in being open in our dealings with our donors/supporters, and their funds/resources. We equally expect and will support duty bearers and other stakeholders to be accountable in their stewardship.
- **Volunteerism:** We believe that the course we pursue is one that people willingly commit to without coercion, and so, we are open to working with like minds towards achieving the mission of the organization.
- **Excellence:** We give the best of our services, and do not compromise quality even when the services are offered free (pro bono) to beneficiaries.
- **Non-Discriminatory:** We offer our services in Nigerian prisons and legal system and do not discriminate or segregate in any form- be it on the basis of religion, race, ethnic group, sex, social or otherwise.

- **Comprehensive Viewpoint:** We accommodate diverse viewpoints, and are willing to learn and adapt better strategies and methods to perfect our work. We work strategically to form allies with other organizations/bodies because, we see the problem of prison and the legal system as cross-cutting societal issues that require a multi-dimensional approach to effect desirable reforms.

3.3 WHAT IS CAPIO?

CAPIO can be described in brief as:

"A not-for-profit, change-development organization of the Discalced Carmelite Order advocating and promoting genuine justice and prison sector reforms, and improved welfare of Prisoners in Nigeria."

3.4 KEY STRATEGIES OF CAPIO

Within its operating environment, and in line with its core values and desire to achieve its objectives, CAPIO stakeholders agreed on the following as the key strategies to be used by the organization over the next five years (2014-2018): Advocacy; Service Delivery; Social Mobilization; Training & Capacity Development; Research and Information Management; Motivating; and Networking & Collaboration. In the following section, the background and rationale for each strategy is provided.

Advocacy

The strategic role of government at all levels is to create enabling environment through formulation and implementation of appropriate policies and legislations and also adequate funding of social services sector including prison system. There is overwhelming evidence that some criminal laws and procedures need to be reviewed. And there is the need to make the prison system a place of reformation and rehabilitation rather than what it is presently. Government needs to make adequate resources available, and government officials have to be more responsive in discharging their responsibilities to the prisoners. Hence, CAPIO will, in most cases, employ purposeful evidence-based advocacy to effect reforms of appropriate laws, and make duty bearers discharge their responsibilities to prisoners. If this can be achieved, it will address the problems of the justice and prison systems from the roots, rather than addressing their symptoms. No individual NGO has the resources, time, and know-how to do it alone. Hence, CAPIO's advocacy will often be together with identified stakeholders. Advocacy will be mainstreamed into all the program components of CAPIO as the ultimate strategy that can sustain any guarantee that gains recorded can last.

Service delivery

In view of the generally poor welfare services in the prisons, CAPIO will compliment its advocacy strategy with some degree of service delivery, particularly in the area of medical services, hygiene and sanitation, as well as provision of basic needs and nutritional support. These will be stop-gap measures, while the pressure to make duty bearers perform their responsibilities will be sustained through targeted advocacy. CAPIO will also provide legal services to those who can be so assisted to obtain justice, settlement or pardon, and reintegration with their families and society.

Social Mobilization

There is a negative attitude towards prisoners in the society. Many feel they deserve what they are getting, forgetting that even as a convict, prisoners have the right to dignity and not to be discriminated against. But apart from prisoners, there are larger numbers of Awaiting Trial Persons remanded in

prison custody who have not been tried, or their cases are still running in courts. There is need for a change of feeling and attitude towards prison inmates. The society needs to begin to see them as people with rights to dignity and who qualify for our sympathy, empathy and support in any way we can, both while they are in prison, and also after they are discharged or released from prison. CAPIO will adopt the use of BCC materials, the media, and the pulpit to canvass for a change of attitude towards prisoners and to raise resources to support CAPIO's work.

Training & Capacity Development

Capacity building is improving the ability and competence of an individual, organization and institutions to perform certain tasks. The vocational skills development in the prisons, as well as opportunity for educational development for inmates will receive support from CAPIO so that inmates can improve their educational and economic net-worth beyond the levels they were at the point of their incarceration. Where feasible, the capacity of the prisons to provide the needed basic services will be enhanced. In this case, prison clinics and vocational training centers in the prisons will be supported to be and remain functional. Equipment support to make the duty bearers more skillful and perform better will be considered.

Research/Knowledge gathering and management

Research will be used to investigate and gather data, information to inform program design, planning, management and decision making. This will involve CAPIO designing and undertaking research into appropriate laws, or related activities including assessment of prison conditions. It will also include using information obtained from other research activities undertaken by individuals, groups, academic institutions and organizations to provide evidence-based advocacy for prison and law reforms. This strategy will also be employed to educate the general public about the conditions of inmates in Nigerian prisons.

Motivating

Through activities such as intra-prison competitions, CAPIO will motivate inmates to develop their skills, particularly in games and sports. CAPIO will also use annual get-together of duty bearer, inmates, supporters, volunteers and collaborators in this prison apostolate to appreciate their efforts and contributions. Account of stewardship, successes recorded and challenges faced will be shared, so that more participation can be elicited from stakeholders.

Networking and Collaboration

The various challenges inherent in prison and criminal justice reforms are beyond what a single organization can hope to effectively address. Thus CAPIO will adopt networking and collaboration as a strategy for linking up with other non-governmental organizations, community groups, government agencies and departments to improve coverage and access to its service delivery efforts and impact.

3.6 GOALS & STRATEGIC OBJECTIVES, AND INTERVENTIONS FRAMEWORK

In line with the vision, and in order to achieve the mission, four (4) program goals and one (1) program support goal (for organizational development) have been identified. The four program goals correspond to the four CAPIO program areas: Medical; Legal; Rehabilitation; and Welfare services. The program support goal is directed towards strengthening CAPIO organisational capacity so that, even in a dynamic and changing context, it can continue to deliver high quality development work aimed at reforming the justice and prison systems in Nigeria. Though CAPIO has been in existence for over two decades, it still exhibits the features typical of an organization at the emergent stage: few

staff, fragile management systems, limited income/funds, and few initiatives without donor support. Hence, CAPIO in the next stage of its development requires to focus adequate attention on building its capacity in all the critical capacity areas necessary to function effectively and sustainably. Six of such areas were identified as: Leadership, Governance and Management Systems, Human Resource, Resource Mobilization, Partnership and Networking, Monitoring & Evaluation, and Information, Research & Publicity.

GOALS	STRATEGIC OBJECTIVES	STRATEGIC INTERVENTIONS/ BROAD ACTIVITIES
GOAL 1: Medical: Improved healthcare for prison inmates	STRATEGIC OBJECTIVE 1.1 Medicare and Sanitation: To support the provision of adequate medical care to inmates in ten prisons	1.1.1 Conduct medical outreaches to prisons 1.1.2 Provide supplementary drugs, commodities and equipment to prison health facilities 1.1.3 Conduct health education on personal hygiene and environmental sanitation for inmates 1.1.4 Facilitate referral of complicated cases to appropriate hospitals
	STRATEGIC OBJECTIVE 1.2 Advocacy: To improve response action (responsiveness) of government MDAs towards health care and sanitation in ten prisons	1.2.1 Meet with and negotiate how the identified agencies (duty bearers) can improve their response actions 1.2.2 Follow up and support the duty bearers to facilitate the implementation of agreed actions.
GOAL 2: Legal: Enhanced access to, and quick dispensation of justice to prisoners	STRATEGIC OBJECTIVE 2.1 Legal services: To facilitate access to justice through legal representation and the use of ADR to reconcile parties in conflict	2.1.1 Provide legal representation (in courts) and other services to identified inmates 2.1.2 Adopt ADR to resolve conflict /matters among parties willing to engage in this process 2.1.3 Advocate for and plan for Jail Delivery exercises
	STRATEGIC OBJECTIVE 2.2 Advocacy: To advocate for law reforms in order to improve the implementation of existing human right laws	2.2.1 Conduct comparative analyses of applicable laws in different states 2.2.2 Provide data and information for the purpose of advocacy for law and prison reforms 2.2.3 Organize and conduct stakeholders workshop to elicit interest of other organizations. 2.2.4 Propose bills through relevant State Houses of Assembly members for consideration of the House

GOAL 3: Rehabilitation	STRATEGIC OBJECTIVE 3.1 Education: To support personal development of inmates in ten prisons	3.1.1 Conduct need assessment for inmates 3.1.2 Conduct counseling sessions 3.1.3 Provide the necessary support (financial and materials) for identified beneficiaries 3.1.4 Monitor and evaluate progress made by supported inmates
Empowered and Reformed Prisoners	STRATEGIC OBJECTIVE 3.2 Advocacy: To advocate for support of stakeholders towards establishment and management of one (1) Half-Way Home [HWH]	3.2.1 Establish contact and discuss with government and heads of concerned institutions for the establishment of Half-Way Home for released prisoners 3.2.2 Use existing fora (e.g. ESJRT) to sensitize key stakeholders on the need for a Half Way Home 3.2.3 Establish and manage HWH
GOAL 4: Welfare	STRATEGIC OBJECTIVE 4.1 Infrastructure & Facilities: To improve infrastructure and facilities in eight prison to make life more meaningful for the inmates.	4.1.1 Supply basic accommodation needs (beddings) and renovate cells/hostels 4.1.2 Repair/Provide water and sanitary facilities, and provide toiletries for inmates 4.1.3 Provide/Reactivate sports infrastructure in select prisons 4.1.4 Procure and donate escort vehicles two and ambulance one prison
	STRATEGIC OBJECTIVE 4.3 Recreation: To promote recreational and sporting skills development among prison inmates	4.3.1 Provide sports materials, equipment, etc (Jerseys boots, nets, football, draught board, Trophies) for competitions 4.3.2 Organize and stage intra-prison Annual Sports Competitions among prison inmates 4.3.3 Organize and stage female-specific competitions such as cooking, hairdo, beauty pageant, etc.
	STRATEGIC OBJECTIVE 5.1 Leadership, Governance and Management Systems Development: To significantly improve CAPIO's organizational governance and leadership performance	5.1.1 Review the existing organizational structure and operationalize same 5.1.2 Develop Board Manual / handbook 5.1.3 Organize orientation and leadership workshops for CAPIO leaders. 5.1.4 Organize and conduct board meetings as may be scheduled 5.1.5 Organize and conduct management meetings as scheduled 5.1.6 Organize yearly "Thank You" get-together (Celebration of Hope) of BoT, Volunteers, Staff, etc.

GOAL 5: Organizational Development	STRATEGIC OBJECTIVE 5.2 Human Resource Development: To improve the human resource capacity of CAPIO and establish effective personnel management tools and systems for seamless operations	5.2.1 Recruit and orientate staff and volunteers as may be required. 5.2.2 Train staff to acquire relevant skills related to their jobs 5.2.3 Develop Staff and Volunteers Manuals / Policies 5.2.4 Establish adequate reward system to motivate staff and volunteers
	STRATEGIC OBJECTIVE 5.3 Resource Mobilization: To mobilize financial and material resources from diversified sources	5.3.1 Conduct Resource Mapping 5.3.2 Conduct fund raising activities 5.3.3 Develop and submit solicited and unsolicited proposals 5.3.4 Establish the use of accounting software 5.3.5 Develop and institute a Financial and Accounting Manual 5.3.6 Prepare Annual Corporate Budget and track budget performance 5.3.7 Conduct annual audit of CAPIO financial statements 5.3.8 Purchase project vehicle(s), computers, and other Office Equipment, Satellite Dish, TV, Internet facility, etc. 5.3.9 Acquire CAPIO-owned Office
	STRATEGIC OBJECTIVE 5.4 Partnership and Networking: To strengthen co-operation and collaboration with organizations (governmental and non-governmental) working on legal and prisons reforms	5.4.1 Conduct stakeholders meeting to agree on the need for partnership and collaboration 5.4.2 Explore existing opportunities for collaboration and for forming a network to implement joint projects 5.4.3 Appoint and train a staff to serve as a strategic PRO who will be the link between CAPIO and its partners
	STRATEGIC OBJECTIVE 5.5 Monitoring & Evaluation: To strengthen capacity to plan, monitor progress and generate quality data for performance management and decision-making	5.5.1 Develop and operationalize an organization-wide M&E plan 5.5.2 Establish a research unit for quality data collection 5.5.3 Review annual work plan and develop Operational Plan for subsequent year 5.5.4 Schedule and conduct Mid-term evaluation or review 5.5.6 Conduct weekly review and planning meetings 5.5.7 Develop and manage a database of clients, beneficiaries, partners, etc. 5.5.8 Conduct quarterly review and planning meetings with volunteers

<p>STRATEGIC OBJECTIVE 5.6</p> <p>Information, Research & Publicity: To Improve availability of information and public awareness of CAPIO's work</p>	<p>5.6.1 Produce reports from every key activity conducted by CAPIO</p> <p>5.6.2 Produce BCC materials, Corporate Annual Report, success stories and periodic newsletters from CAPIO's interventions</p> <p>5.6.3 Redesign and update information about CAPIO on its website and other social media such as Facebook, Twitter, etc.</p>
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Achieving these objectives will ensure that CAPIO's efforts are result-focused, and that the organization is not taking over the responsibility of the State, but rather providing the support, where necessary, to achieve the key objective reforming the legal and prison systems. In addition, the self-directed capacity building interventions will improve the capacity and capability of CAPIO to effectively deliver quality services to target groups and beneficiaries and remain optimally attuned to the demands of the environment in which it functions.

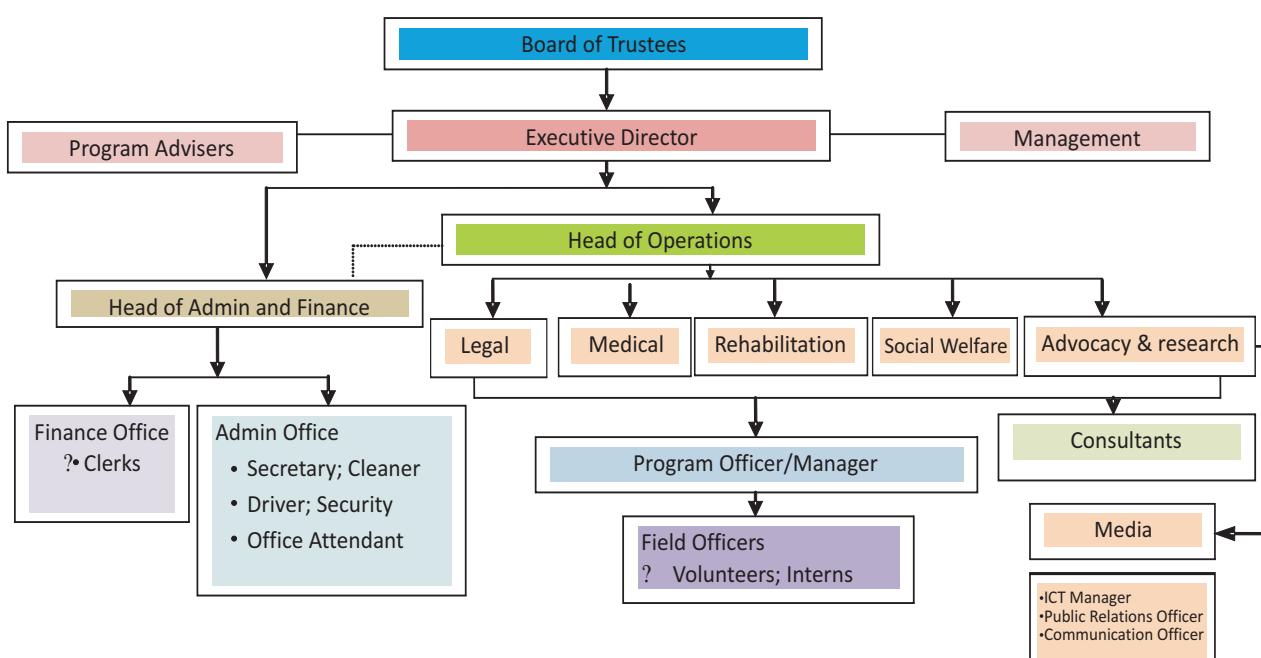
3.5 DETAILS OF BROAD ACTIVITIES OF CAPIO (from 2014- 2018)

CAPIO's broad activities as planned for the next five years, including targets of achievement, timelines, Objectively Verifiable Indicators (OVIs) and Means of Verification (MOVs) of each broad activity is detailed in the attached document – Details of Broad Activities to Achieve Objectives.

4.0 ORGANIZATIONAL GOVERNANCE & MANAGEMENT STRUCTURE OF CAPIO(2014-2018)

The following is the proposed organizational governance and management structure that will drive the new strategic plan, and continue to ensure healthy relationships within the organization, promoting participative management, effective governance and decision making, as well as optimum achievement of the organization's stated vision, mission and objectives:

4.1 PROPOSED ORGANOGRAM OF CAPIO



4.2 NOTES ON THE ORGANOGRAM OF CAPIO

Board of Trustees: The Board of Trustees (BoT) is the legal holder and the highest decision making body of CAPIO. The BoT has responsibilities to provide broad oversight functions as well as corporate leadership and governance for the entire organization, and it is also committed to raise funds for the organization. The BoT is currently constituted of nine persons, who bring on board their wealth of experience, professional competence, and circle of influence.

Executive Director (ED): is answerable to the BOT and the Discalced Carmelite Order of Nigeria, and will be in charge to provide strategic leadership and take full responsibility for the day-to-day running of CAPIO. The ED will directly oversee and head the **Senior Management Team**, made up of the Head of Operations, Head of Administration and Finance and the Heads of the four units (Legal, Medical, Social Welfare, Rehabilitation and Research). In addition, some of the Technical Volunteers (**Program Advisers**) will also form part of the management team. The Senior Management Team will support the ED in program design and proposal development, quality program implementation, program performance/progress reviews and management, ensuring that all

program, projects and activities are effectively implemented and coordinated. The ED will take responsibility for the performance of all the staff and is expected to lead them and build their capacity through training, supervision, technical assistance and mentoring.

Head of Operations (HoO): The HoO will have responsibility for technical and management leadership in the different program areas of the organization, ensuring effective management and achievement of results. S/he will work under the supervision of the ED to ensure compliance with donor requirements and ensure that reports of projects are produced and disseminated appropriately and in a timely manner. The HoO supervises the four program Units and reports to the ED. Currently, this position needs to be filled, and CAPIO hopes to accomplish this before the end of 2014.

Head of Administration and Finance: S/he will take charge of administrative responsibilities to ensure compliance with policies and regulations guiding the management of the organization. S/he will also work under the direct supervision of the ED to coordinate the issues of human, financial and material resource development and other management systems in the organization. S/he will have responsibility to supervise the Administrative and Finance Officers.

Head of Unit: Each of the four Units/Service Areas of CAPIO will be led by a Unit Head, who will coordinate the activities under his/her assigned Unit/Service Area, ensuring effective implementation. The HoU will equally participate in the development of new projects and proposals (solicited and unsolicited). They will relate with and work under the Head of Operations and the Head of Administration, they will be assisted by various categories of Interns, Volunteers, Consultants and Support Staff. CAPIO will decide how to fill these positions, which are vacant.

Finance Officer: S/he will have responsibility for all duties related to accounts and finance. S/he will work under the direct supervision of the Head of Administration and Finance to set up and ensure compliance with standard financial management systems in the Organization. S/he may work with and supervise Accounts Clerk(s).

Administrative Officer: S/he will have responsibility for all duties related to office management, and under the supervision of the Head of Administration and Finance will set up and ensure compliance with standard/best practices in the running of the office. The Administrative Officer will directly manage and supervise other support staff such as Cleaners, Drivers, etc.

See Appendix 2C for summary of CAPIO's Personnel needs.

5.0 KEY ASSUMPTIONS AND POSSIBLE RISK FACTORS

The major assumptions underlying this Strategic Plan include the following:

1. That the Government of Nigeria is interested in, and is willing to genuinely commit to reforms in the legal and prison systems;
2. That freedom is a paramount desire for prisoners;
3. That prisoners/prison inmates will consider investments into their welfare and rehabilitation as helping towards improving their self-worth and eventual re-integration into the society.

Analyses of the possible factors that may impact on the achievement of the strategic plan, revealed some critical risks. Key amongst them are: bottlenecks / delays in passing bills for law reforms; Paucity of resources; and corruption in prison system. A Risk Probability-Impact Matrix was used to assess the risk factors and how CAPIO plans to address/mitigate them. The measures that CAPIO will take to address/mitigate the risks have been included in the strategic plan in form of additional activities/strategies. See details in Appendix

6.0 MONITORING, EVALUATION, REVIEWING AND REPORTING PROTOCOL

The following describes the role of Monitoring, Evaluation and Review for CAPIO's success in using this strategy document. It highlights steps needed to ease monitoring, evaluation and review and presents the results stages and required review efforts basic to tracking the achievement of CAPIO's objectives and goals.

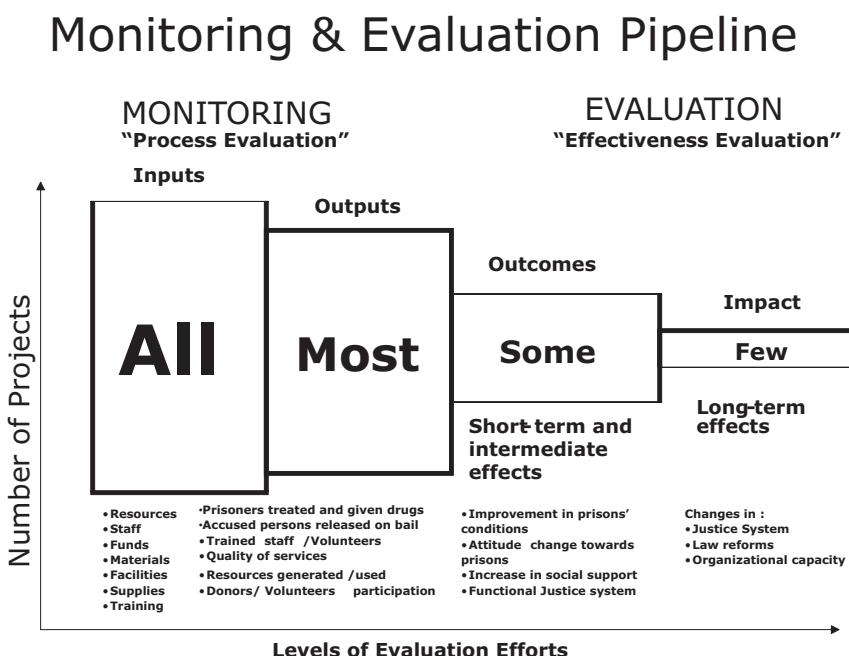
In order to ease the monitoring and evaluation tasks, the Management Team of CAPIO will first ensure the development of the following project documents:

- Detailed annual operational plans (See [Appendix 4](#) for Sample Operational Plan) and implementation schedules, including detailed explanation or description of all the broad activities and projects;
- Detailed costing/budgets for all the broad activities and projects
- M&E Tools and M&E Frameworks for all present project(s)

These project documents will be 'living' documents' i.e. subject to regular, but informed revisions in the light of changing circumstances in CAPIO's internal and external environments during the life of this strategic plan. Such regular revisions could be done quarterly and will be subject to ratification of the BoT.

The diagram on the right of this page details and guides the monitoring and evaluation of the different levels of results

anticipated from CAPIO's strategic activities/objectives. "Inputs" and "Outputs" will be monitored on a regular basis and weekly reports sent to Heads of Units and reviewed in CAPIO's weekly meetings. However, "Outcomes" will be evaluated on quarterly basis and reports should be compiled by Head of Operations and sent to the ED and Management team for decision-making. For Sample template of the various stages (inputs, outputs, outcomes, impact) included in a logic model, see [Appendix3](#). The various researches and evaluation that will be commissioned and carried out by CAPIO will contribute to knowledge in the prisons system and show-case success of CAPIO in the long run. These kinds of research and evaluation are always cost intensive and the latter may come sparingly-may be twice-in the life of the Strategic Plan.



7.0 CONCLUSION

In conclusion, CAPIO stakeholders - the Board of Trustees, Executive Director, staff, collaborating partners and other stakeholders of CAPIO all agreed that the Strategic Plan as drafted herein is realistic and achievable within the financial, technical and management capabilities that CAPIO presently has and can attract during the period 2014-2018, and they were unanimous in their decision to work for the implementation of the plan.

They also made assurance that the plan with strategies and guides within it will continue to inform the Organization's decisions and activities, and thus, will be made available to relevant stakeholders for consultation and regular reviews. They affirmed that it will be regarded as a living document that will remain relevant after completion in 2018, and new lessons learnt from its implementation will form inputs into future plans of CAPIO.

8.0 APPENDICES

Appendix 1A: Strengths and Weaknesses as well as the Current Issues, Trends and Emerging Developments in the Social, Technological (Technical), Economic, Environmental, Political (STEEP) Milieus Relating to CAPIO's Operation

ISSUES	OBSERVATIONS ON OPPORTUNITIES FOR AND THREATS AGAINST CAPIO'S WORK	WHAT CAPIO SHOULD DO TO REDUCE THE THREATS AND TAKE ADVANTAGE OF THE OPPORTUNITIES
Social, including <ul style="list-style-type: none"> - culture and tradition - Rural/urban migration - Anti-social behaviours (drug abuse, prostitution, etc) - Violence/restiveness - Social welfare service - Gender-based violence - Stigmatization of prisoners 	<ul style="list-style-type: none"> ? Attitude of people towards prisoners/ex-prisoners ? No. proper rehabilitation/reintegration into the society for prisoners. ? Feeling of being wronged by the society and the need to take back from the same society. ? The general lack in the society affects the social welfare services that can be provided. 	<ul style="list-style-type: none"> ? Conscientisation of the people, sensitization and awareness campaigns, advocacy,etc. ? Establish a rehab home. ? Counselling of inmates. ? Relying on the biblical injunction.
Technological / Technical <ul style="list-style-type: none"> - Internet, - Social Media, - GSM - Internet banking - TV and Radio 	<ul style="list-style-type: none"> ? Use of phones and social network by prison inmates to perpetrate crimes. ? Some of our programs are aired over the radio and television. 	<ul style="list-style-type: none"> ? Work with network providers to develop central communication equipment in prisons to curb illegal means of communication. ? Utilizing the vast opportunities in internet/social media platform for reaching vast population of audience. ? Advertise and publicize means of online funds transfer to CAPIO from any part of the world.
Economic <ul style="list-style-type: none"> - Employment situation, - Poverty situation, - Gov. economic empowerment programs 	<ul style="list-style-type: none"> ? Lack of employment opportunities and poverty lead many young people to crime. ? Government has not shown sincere commitment to empowerment of youths ? Get-rich-quick syndrome prevalent in our society has contributed immensely to high rise in crime. 	<ul style="list-style-type: none"> ? Collaborate with other NGO's and Government agencies on economic empowerment of prisoners/ make functional dilapidated workshops. ? Driving a campaign among young people on the dangers associated with crimes. ? Partnering with government and or her relevant agencies to prepare released inmates for re-integration into the society.

Environmental (e.g. - Climate, - disasters etc -)	? The environment in prison is not conducive. ? It is regimented. ? Contamination of communicable diseases ? Non communicable diseases ? Proper selection of cases to go to Asylum	? Advocate for provision of utilities. ? Intensify efforts that will lead to prison decongestion ? Provisions of toiletries and other Medicare.
Political - Elections, - Party politics etc - Boundary disputes - Policies of government and support institutions	? Transition of Government ? Negative policies of government and other institutions. ?	? Courtesy visit to any government in power, and advocacy towards favourable government policies.
Legal: - Awareness of basic HR - Cost of litigation -)	? Inadequate funding for legal services ? Absence of reliable briefing from prison inmates ? Delays in judicial system	? Advocate for funds for legal services ? Getting proper briefing from prison inmates
Others: - NGOs interested in HR issues	Conflict of interest with other HR NGO, with similar aims and objectives	? Facilitate proper collaboration with other HR NGO

Appendix 1B: Analysis of Target Groups, Beneficiaries and Collaborators of CAPIO

S/No.	Target & Beneficiaries	Their needs and requirements	CAPIO's demands and requirements
Beneficiaries			
1.	Convicts	<ul style="list-style-type: none"> ? Negotiate for their freedom; ? Medical care; ? Food and other social welfare services; ? Counseling; ? Spiritual wellbeing. 	<ul style="list-style-type: none"> ? Truthfulness ? Honesty
2	Detainees / Awaiting Trials	<ul style="list-style-type: none"> ? Provision of legal services; ? Medicare; ? decent accommodation; ? Portable water; ? Good food and other essentials; ? Tailor programs that will take care of the idling away of their time while awaiting release. ? Words of encouragement. 	<ul style="list-style-type: none"> ? Provide a surety for their bail; ? Patience, Truthfulness and sincerity
3	Families of Prison inmates	<ul style="list-style-type: none"> ? Wants CAPIO to obtain freedom for their children. 	<ul style="list-style-type: none"> ? Patience; ? Willingness to accept justice. ? Cooperation from the families of awaiting trial persons in providing relevant information on the matter; be prepared to accept their children back.

4	Juveniles and Children born in prison	<ul style="list-style-type: none"> ? A juvenile home, counselling and therapy, every care and attention a child under normal circumstances can get ? Every care and attention a child under normal circumstances can get 	<ul style="list-style-type: none"> ? That they be of good behavior and be open to rehab and change
5	Asylum inmates	<ul style="list-style-type: none"> ? Provisions of proper psychiatric medical attention 	<ul style="list-style-type: none"> Inmates to make themselves Available for treatment when needed
6	Condemned Convicts	<ul style="list-style-type: none"> ? Spiritual counseling ? Advocacy for pardon ? Exhaust legal remedies 	<ul style="list-style-type: none"> ? To be patient and hopeful ? Availability of conviction records ? Patience of the convicts
Targets			
1	Police officers	<ul style="list-style-type: none"> ? Explanations; ? Patience and understanding; ? Contact details; ? Good understanding of what CAPIO is all about 	<ul style="list-style-type: none"> ? Unbiased investigation; ? Professionalism in the discharge of their duties; ? Grant bail or charge client to court within reasonable time
2	Courts	<ul style="list-style-type: none"> ? To handle cases pro bono; ? To maintain the status quo; ? Provision or replacement of vital equipment needed for the courts to function more efficiently; ? To abide by the court rules and processes. 	<ul style="list-style-type: none"> ? Expedite action on cases before them; ? Be unbiased in delivery of judgment; ? Exercise their discretion in granting bail judiciously ? Make available CTC of record of proceedings and/or judgment when required. ? To temper justice with mercy in certain cases; ? More frequent jail delivery exercise

8	Hospitals	<ul style="list-style-type: none"> ? Openness ? Provision of medical history of the prisoners 	<ul style="list-style-type: none"> ? Quick attention and understanding
9	Legislators	<ul style="list-style-type: none"> ? Ideas for good policy making ? Awareness of prison systems 	<ul style="list-style-type: none"> ? Enactment of workable policies.
10	Volunteers	<ul style="list-style-type: none"> ? Opportunity to render effective services in line with our goals and objectives ? vision and mission 	<ul style="list-style-type: none"> ? To be available for volunteers meetings regularly ? Effectively carry out their voluntary services ? Help create awareness
11	Other CSOs	<ul style="list-style-type: none"> ? Referrals of cases within the scope of their organization ? Effective collaboration 	<ul style="list-style-type: none"> ? Cooperation and understanding
12	Private Legal Practitioners	<ul style="list-style-type: none"> ? Observance of the rules of professional conduct 	<ul style="list-style-type: none"> ? Share experiences ? Collaborate in other to carry out pro bono services.
13	Legal Aid Council	<ul style="list-style-type: none"> ? Observance of the free legal aids ethics ? Due diligence and seriousness in the process of offering free services 	<ul style="list-style-type: none"> ? Provide CAPIO with technical support ? Information on ideas for effective practices

Appendix 1C: Analysis of Personnel Needs of CAPIO

The following matrix is a summary of the analysis of personnel needs of CAPIO:

	NUMBER OF EXISTING PERSONNEL	NUMBER OF ADDITIONAL/NEEDED PERSONNEL	Notes	TIMELINE FOR APPOINTMENT
Program Advisers	3	3	1 Program Adviser for Finance, Capacity Building, Programs, Medical and Legal	NA
Head of Operation (HoO)	Nil	1	1 HoO to support the ED and receive reports from the Units	NA
Head of Units	Nil	4	Staff to head the Units and report to the HoO	NA
Legal	4	2	2 Interns/volunteers	NA
Medical	Nil	1	The Medical Unit is currently run by Volunteers. However, one (1) Data Collector is required	NA
Rehabilitation	Nil	1 + Volunteers	One staff with experience about Half Way Homes and Volunteers will suffice	NA
Administration and Finance	1	2	The Staff present is a Finance Officer. 2 more staff are needed (Admin. And Clerical Staff)	2014
Cleaner	1	Nil	Good for the present	NA
Driver	Nil	1	When CAPIO gets a Project vehicle	NA
Security	Nil	1		

Appendix 2: Analysis of Possible Risk Factors

Risk	Potential Adverse Impact	Risk Level (H/M/L) ¹	Risk management Strategy	Responsible Person
Bottlenecks / Delays in passing bills for law reforms	This will stall our drive for law reforms	P ² /H; I/H	Consultations with stakeholders and lobbying of legislators at State and National Houses and House Committees relevant for the passage of the bill	BOT; Advocacy Team
Decreased flow of fund / Meagre resources / Paucity of resources	Inability to render services to clients; inability to pay staff; etc.	P/M; I/H	Training of staff in resource mobilization proposal writing; Resource mapping; documentation and publicity of success stories; Fundraising campaigns	ED; Management
Political instability electoral violence, terrorism,	Will affect operations e.g. visitation to prisons; will also affect process of law reforms	P/M; I/M	Pray	Everybody
Mismanagement of project funds	Donors will lose confidence in CAPIO; Loss of reputation and integrity; Inability to raise funds from dissatisfied donors	P/L; I/H	Proper financial and accounting procedures / manuals to be established; Training in Financial management for Fin. Officers; Proper auditing and financial tracking of use of funds	Management

¹ L/M/H represent Low; Medium; and High

² P = Probability; the likelihood of the risk happening; while I = Impact; the extent of possible damage.

Inadequate skill of human resources	Mediocrity and poor outputs; loss of confidence; inefficiency	P/L; I/H	Training in specific areas of need; intensify “Learn and Share” sessions to encourage learning; Employing skilled staff/volunteers to mentor others	Board & Management
Corruption in Prison system	Inability to access clients; Inability of clients to access welfare support materials; Loss of relevance – CAPIO	P/H; I/H	Regular orientation of Prison Officials; Appealing to their consciences	All
Inadequate infrastructures (vehicles, computers)	Inability to carry out scheduled activities; Delay in getting office work (reports, proposals, etc.) completed	P/M; I/M	Adopt adequate maintenance of existing infrastructure; Purchase additional infrastructure including project vehicle	ED, Management
Possibility of ex-prisoners not having interest in Rehabilitation	Many ex-prisoners not completing their rehab program	P/M; I/M	Ensure a broad range of rehab economic activities are included in rehab program; Ascertain genuine interest before enrolling ex-prisoners	ED, Management

Accidents, infections as a result of exposure to unhygienic prison conditions	Disease infection and loss of man hours by staff; Attendant high hospital costs	P/M; I/M	Group insurance on health and life of staff; Orientate staff and volunteers on health and safety measure in the prison	Management
Fire outbreak in CAPIO office	Damage to properties, loss of important data and information	P/L; I/H	Provide fire extinguishers and train staff on how to operate them. Display appropriate warning/advice on how to prevent fire disaster in of environment	Management
Change in Management/ Leadership of CAPIO (from Discalced Carmelite Order)	Slow down of tempo of activities as new leader “learns the ropes” Possible change of priorities	P/L; I/M	Strengthen / Support the position of Head of Operations to be able to “stabilize” new leader;	ED, Management
Noncompetitive salary and allowances	High Staff turn over	P/H; I/H	Conduct salary and allowances review and subject implementation to availability of sufficient funds; Provide other nonmonetary incentives to motivate staff	ED, Management

Appendix3: SAMPLE Logic Model for CAPIO

Input	→ Process	→ Output	→ Outcome	→ Impact
•Drugs	•Capacity building	•Improved skills of Staff and Volunteers	•Improved Prison conditions	•Unhindered access to justice
•Financial resources	•Medical Missions	•Prisoners treated and given drugs	•Strengthened Organizational Capacity	•Sustained implementation of human rights
•Material resources	•Legal processes (bails, case reviews)	•Mobilized communities	•Better and functional Justice system	and dignity of prisoners
•Staff	•Courtesy calls	•Accused persons released on bail	•Increased public enlightenment	•Sustained
•Volunteers	•Community sensitization and outreaches	•Signed memoranda of understanding	on the rights of accused persons	unbiased penal system
	•Provision of welfare packages	•Informed members of the public	and prisoners	delivering justice
•Information	•Jail Delivery Exercise	•Prisoners set free through the jail delivery exercise		
	•Publicity	•Increased funding and support for better justice system		
	•Meetings			

Appendix 4: Operational Plan Framework

CAPIO 2014 OPERATIONAL PLAN

To be developed by each Programme Team to guide the implementation of activities

towards achievement of stated objectives

Programme: Welfare

BROAD OBJECTIVE : To promote recreation and skill development in sports among prison inmates															
Broad Activity 1.1. Organising and staging female-specific competitions such as cooking, hairdo, beauty pageant, etc.	TARGETS OF ACHIEVEMENT: Standards defined for each competition; Materials for competition provided; Trophies provided for first, second and third positions												TIMELINE: July – September 2014		
	J	F	M	A	M	J	J	A	S	O	N	D	Responsible	Resources required	Estimated cost
Discuss proposed competition with Prisons Authorities (Enugu, Oji-River, etc)				X									Transport, Meeting room		
Discuss proposed competition with Prisons inmates (Females)				X									Transport, Meeting Hall / Yard		
Constitute a Committee for the Competitions					X								Meeting room		
Define the rules of the competition					X								Meeting room, snacks		
Purchase materials, prizes and trophies for the competitions						X							Funds, transport		
Conduct competitions							X	X					Funds, transport, invited guests		
Conduct post-event review meeting									X				Meeting room		
Broad Activity: 1.2	TARGETS OF ACHIEVEMENT:												TIMELINE:		

CARMELITE PRISONERS' INTEREST ORGANIZATION [CAPIO]

FRAMEWORK OF GOAL, OBJECTIVES, BROAD ACTIVITIES, TARGETS, TIMELINES AND INDICATORS

This Framework of Goals, Objectives, Broad Activities, Targets, Timelines and Indicators provides more details about the interventions that will enable CAPIO achieve the goals, which in turn will move the organization towards achieving its mission. Four (4) program goals and one (1) program support goal (for organizational development) have been identified. The four program goals correspond to the four CAPIO program areas: Medical; Legal; Rehabilitation; and Welfare services. The program support goal is directed towards strengthening CAPIO organizational capacity so that, even in a dynamic and changing context, it can continue to deliver high quality development work aimed at reforming the justice and prison systems in Nigeria. A more detailed breakdown and descriptions of each of the main activities will be required in the annual operational plans to be developed by CAPIO staff and management for use along with this Strategic Plan. A sample operational plan is provided at the end of the Framework.

1. MEDICAL

Goal: Improved healthcare and sanitation for prison inmates

Objectives & Board Activities	Time Frame	Indicators of Success	Targets of Achievement ¹	Means Of Verification	Responsible
Objective 1.1: Medicare: To provide adequate medical care (Eye care, Psychiatric, Ante and Post-natal care for prison inmates and babies delivered in prison.	2014-2018	<ul style="list-style-type: none"> ? No. of inmates who received medical treatment in prison clinics ? No. of women who received ANC and PNC; ? No. of cases referred to higher level health facilities; ? Total amount spent in support of medical care of inmates 	<p>100% of pregnant inmates receive at least one ANC and one PNC before and after delivery;</p> <p>80% of inmates with vision problems receive glasses/surgery/drugs</p> <p>20% of complicated cases get referred and treated</p>	<p>Prison health facility records;</p> <p>Hospital records;</p> <p>CAPIO reports</p>	Head of Medical Unit

MA# 1.1.1: Conducting (multidisciplinary) medical outreaches (visitation) to all prisons	Twice every month from 2014 - 2018	<ul style="list-style-type: none"> ? No. of medical outreaches to prisons ? No. of prisons reached with medical services ? No. of Prisoners reached with at least one medical service ? No. of medical services rendered 	<p>Medical, Eye care and psychiatric consultations provided in each prison once every two months to all categories of prisoners. At least 3700 prisoners in 10 prisons will receive medical care in 2014, and over 6000 prisoners in 15 prisons by 2017</p>	Prison Health Facility Records and CAPIO reports	
MA# 1.1.2: Providing supplementary drugs, commodities and equipment to prison health facilities	Once every year from 2014-2018	<ul style="list-style-type: none"> ? No. of Equipment donated ? Types of equipment provided; ? Types of drugs and commodities provided 	<p>Equipment provided once a year per prison in need</p> <p>Commodities and drugs provided quarterly</p>	CAPIO report; Receipt of purchases	
MA# 1.1.3: Referring and paying hospital bills for deserving inmates	As needs arise, from 2014-2018	<ul style="list-style-type: none"> ? No. of inmates assisted ? Total amount expended 	10 inmates per prison per year	CAPIO reports; Receipt of payment	

¹ Targets of achievement are set in reference to only prisons where CAPIO is intervening.

MA# 1.1.4: Facilitating referral of prisoners to Federal, State and private hospitals for treatment of complicated cases	As needs arise, 2014-2018	? <ul style="list-style-type: none"> No. of referrals to Federal/ State/private hospitals 	Negotiate agreement for emergencies to be treated in select hospitals where this has not been done. As the needs arise	? <ul style="list-style-type: none"> Hospital/Facility Records Prison Release Records 	
Objective 1.2: Hygiene And Sanitation To encourage personal hygiene and environmental sanitation in the prisons	2014-2018	? <ul style="list-style-type: none"> No. of inmates educated on good personal hygiene No. of inmates who received materials for personal hygiene No. of sanitary facilities that were repaired 	100% of inmates receive health education on good personal hygiene 70% of inmates receive materials for personal hygiene 60% of damaged sanitary facilities repaired	CAPIO Reports CAPIO Reports CAPIO reports and prison records	Head of Medical Unit
MA# 1.2.1: Organizing health education on personal hygiene and environmental sanitation for inmates	Quarterly from 2014 - 2018	? <ul style="list-style-type: none"> No. of inmates educated on good personal hygiene and environmental sanitation 	100% of inmates receive health education on good personal hygiene and environmental sanitation	CAPIO Reports	Medical Team

MA# 1.2.2: Sourcing through voluntary donors, and distributing personal hygiene materials to inmates	Quarterly from 2014 - 2018	? <ul style="list-style-type: none"> No. of inmates who received materials for personal hygiene 	70% of inmates, who receive health education on good personal hygiene and environmental sanitation receive materials for personal hygiene	CAPIO Reports	Social welfare and medical teams
MA# 1.2.3: Conducting periodic repairs on faulty sanitary facilities in the prisons	As the need arises from 2014 - 2018	? <ul style="list-style-type: none"> No. of sanitary facilities that were repaired 	60% of damaged sanitary facilities repaired	CAPIO Reports and prison records	Medical and social welfare teams
Objective 1.3: Advocacy: To improve response action (responsiveness) of government MDAs towards health care and sanitation in the prisons	2014-2018	? <ul style="list-style-type: none"> No. of Medical visits by Government paid doctors to Prisons No. of Sanitation visits made by relevant MDAs to prisons 	At least one visit per Prison per quarter by any of Fed Min. of Health; Min. of Environment; Neuro-Psychiatric Hospital, Prisons	Prisons' Records/Visitor's Log book	ED & Head of Medical Unit
MA# 1.3.1: Identifying the roles and obligations that the Agencies have to the Prisons	Starting 3 rd quarter 2014	? <ul style="list-style-type: none"> Roles and Responsibilities identified in cited Documents 	All relevant Documents adequately reviewed	Report of Reviews	

?

MA# 1.3.2: Meeting with and negotiating how the agencies can improve their response actions	Starting 4 th quarter 2014	? <ul style="list-style-type: none"> No. of meetings with relevant MDAs No. of resolutions/agreements reached 	1 Meeting per quarter	Signed MoUs/MoAs
MA# 1.3.3: Following up with the agencies to facilitate the implementation of agreed actions	Starting 4 th quarter 2014-2018	? <ul style="list-style-type: none"> No. of Follow up visits engaged 	2 Follow up visits per MDA per year	CAPIO's Report

2. LEGAL

Goal: Enhanced access to, and quick dispensation of justice to prisoners

Objectives & Board Activities	Time Frame	Indicators of Success	Targets of Achievement	Means Of Verification	Responsible
Objective 2.1: Legal Services: To facilitate access to justice through legal representation in and the use of ADR to reconcile parties in conflict	2014-2018	<ul style="list-style-type: none"> ? No. of inmates with adequate legal representation. ? No. of disputes and cases settled through ADR ? No. of prisoners/ inmates who obtained justice via Jail delivery exercise 	<ul style="list-style-type: none"> ? 50% of inmates with adequate legal representation or assisted with ADR ? The length of time spent by inmates in prison custody reduced by 30% ? 2:1 inmates with CAPIO's representation 	Prison records; Court records; CAPIO reports	ED, Head of Legal Unit

Objectives & Board Activities	Time Frame	Indicators of Success	Targets of Achievement	Means Of Verification	Responsible
MA# 2.1.1: Collation of data through outreach to prison (interviews with prisoners and prison personnel, observing cases of abuses within the prison i.e. infringement of human rights etc.)	Monthly from 2014 - 2018	<ul style="list-style-type: none"> ? No. of prisoners interviewed ? No. of prison personnel interviewed 	3 prisons in Enugu covered	CAPIO reports	
MA# 2.1.2 : Holding meetings with family members, complainants, witnesses.	As the need arises through 2014-2018	<ul style="list-style-type: none"> ? No. of relatives/complainants/witnesses contacted 	The required areas adequately covered	CAPIO report	
MA# 2.1.3: Holding meetings with the Attorney-General, The Chief Judge, Comptroller of prisons, Commissioner of Police	As the need arises, from 2014 - 2018	<ul style="list-style-type: none"> ? No. of meetings held ? No. of positive outcomes from Meetings 	4 positive main Outcomes	CAPIO reports;	
MA# 2.1.4: Provision of legal representation in courts through counsel defense during trials, filing of bail applications, notices of appeal, enforcement of fundamental human rights and mediation	As the need arises, 2014-2018	<ul style="list-style-type: none"> ? No. of inmates represented in court 	50% inmates represented in court	Prison records; Court records; CAPIO reports	
MA# 2.1.5: Referrals to relevant NGOs, CSOs and Faith Based Organizations	As the need arises, 2014- 2018	<ul style="list-style-type: none"> ? No. of cases referred to relevant NGOs, CSOs and Faith based organizations 	10% of the cases needing referral.	CAPIO reports	

Objectives & Board Activities	Time Frame	Indicators of Success	Targets of Achievement	Means Of Verification	Responsible
MA# 2.1.6: Conducting stakeholders meeting to plan for Jail Delivery	From 2 nd Quarter, 2014	? No. of Stakeholders' meetings held	As often as necessary	Meeting Reports	ED
MA# 2.1.7: Visitation to prisons to interview those who are to be presented for the jail delivery exercise.	From 2 nd Quarter, 2014	? No. of visits to prisons	As often as necessary	Prison Reports	Rehabilitation Team
MA# 2.1.8: Conducting Review meeting to follow up on the implementation of the JD exercise	From 2 nd Quarter, 2014	? No. of review meeting	As often as necessary	Meeting Minutes and Attendance List	ED
Objective 2.2: Advocacy: To advocate for law reforms in order to improve the implementation of existing human right laws	2014-2018	? No. of advocacy visits ? No. of public enlightenment campaigns	2 Law Reforms accomplished	? Policy Document ? CAPIO's Reports	Legal Team
MA# 2.2.1: Conducting a comparative analysis of applicable laws in different states	3 rd Quarter of 2014	? No. of studies conducted	ACJL; Court Rules; Criminal Procedure Laws; Criminal Code Laws	? Study Reports	Legal Team
MA# 2.2.2: Organizing and conducting stakeholders workshop to elicit interest of others organizations	From 3 rd Quarter of 2014	? No. of workshops conducted ? No. of persons/groups that indicate interest	Up to 3 for each case	? Workshop Attendance List	ED

Objectives & Board Activities	Time Frame	Indicators of Success	Targets of Achievement	Means Of Verification	Responsible
MA# 2.2.3: Proposing bill through relevant State House of Assembly member(s) for consideration of the House	From 3 rd Quarter of 2014	? No. of CAPIO-interest Bills proposed ? No. of CAPIO -interest Bills passed	ACJL; Court Rules; Criminal Procedure Laws; Criminal Code Laws	? Readings of SHA ? Passed Bills	

3. REHABILITATION

Goal: Empowered and Reformed Prisoners

Objectives & Board Activities	Time Frame	Indicators of Success	Targets of Achievement	Means Of Verification	Responsible
Objective 3.1: To encourage personal development and boost self- confidence of prison inmates	Every year subject to academic calendar 2014-2018	? No. of inmates who received counselling ? No. of inmates registered for various levels of training.	70% of inmates in 8 prisons are counseled at least three times a year. 80% of registered inmates in 8 prisons complete the training	CAPIO report; Certificates obtained Prison records	Rehabilitation team

MA# 3.1.1: Conducting counseling sessions in the prisons with experts/ volunteers	Twice every month from 2014 – 2018	? <ul style="list-style-type: none"> No. of prisoners rendered any of the counselling services ? No. of counselling sessions held per 	Counseling sessions provided in each prison twice every two month to all categories of prisoners.	CAPIO reports Prison Records	Rehabilitation team
MA# 3.1.2 : Conducting Assessment of the Counseling sessions.	Quarterly From 3 rd Quarter, 2014	? <ul style="list-style-type: none"> No. of assessment of the Counselling sessions conducted 	Monitoring and evaluation sessions conducted in each prison quarterly	CAPIO Reports Prison records	Rehabilitation team
MA# 3.1.3: Conduct need assessment for inmates	As the Need arises.	? <ul style="list-style-type: none"> No. of inmates assessed 	80% of inmates assessed for different training and educational levels	CAPIO reports and records Prison Records	M & E Officer
MA# 3.1.4: Monitoring the progress of inmates at various levels of training and education	Once in every month	? <ul style="list-style-type: none"> No. of inmates making progress in their vocations / evaluation 	Monitoring of all inmates undergoing training in all prisons.	CAPIO Reports and records Prison records Monitoring Reports	M & E Officer
MA# 3.1.5: Evaluation of Progress made in personal development	At the completion of training of each inmate	? <ul style="list-style-type: none"> No. of inmates who were able to complete their training sucessfully 	80% of all inmates registered successfully complete training courses and are empowered.	Assessment Reports	M & E Officer

MA# 3.1.6: Support to establish own businesses (esp. for vocational skills)	2014-2018	? <ul style="list-style-type: none"> No. of prisoners supported ? Amount of money used 	Provision of at least Sewing machines, carpentry tools, electrical and mechanical tools, hairdressing etc	Signed Agreement and Relinquish Forms	ED
OBJECTIVE:3.2: To advocate for support of stakeholders towards establishment and management of one (1) Half -Way Home [HWH]	As much as practicable in 2 years (Starting 2014)	? <ul style="list-style-type: none"> No. of stakeholders committed to the establishment of HWHs 	Establishment of one Half Way Home in an identified area.	CAPIO Reports MoUs/MoAs	ED
MA# 3.2.1: Write proposals to Government and heads of concerned institutions for the establishment of half way home	First Quarter of 2014	? <ul style="list-style-type: none"> No. of proposals sent ? No. of target institutions sent proposal(s) 	Sensitization of all key stakeholders, approval of proposal- submit at least to all relevant institutions	? <ul style="list-style-type: none"> Copy of Proposals ? CAPIO records 	Program officer
MA# 3.2.2: Visit heads of concerned institutions to follow up proposals	Once every month	? <ul style="list-style-type: none"> No. of Follow -up visits ? No. of institution/MDAs visited 	Visit at least 3 institutions per quarter	CAPIO Reports	Program officer

MA# 3.2.3: Make use of existing forums like the ESJRT to sensitize key stakeholders of the need for a half way home	Second quarter of 2014	? <ul style="list-style-type: none"> No. of sensitization talks/papers/meetings held/presented 	? <ul style="list-style-type: none"> 2 Meetings per quarter Presentation at the Meeting for a at least twice per quarter 	? <ul style="list-style-type: none"> Minutes of Meetings and CAPIO Reports Sensitization packages 	ED
MA# 3.2.4: Establish and manage HWH with cooperation of necessary MDAs	From 2015 - 2018	? <ul style="list-style-type: none"> Amount invested in the construction of HWH No. of prisoners in HWH 	? <ul style="list-style-type: none"> One HWH established 25-50 released prisoners being rehabilitated in HWH 	? <ul style="list-style-type: none"> CAPIO reports and records 	ED

4. WELFARE

Goal: Improved welfare of prison inmates

Objectives & Broad Activities	Time Frame	Indicators of Success	Targets of Achievement	Means Of Verification	Responsible
Objective 4.1: To improve infrastructure and facilities in the prison to make life more comfortable for the inmates	2014-2018	? <ul style="list-style-type: none"> No. of infrastructural facilities improved in each of the prison 	10 prisons with improved infrastructural facilities	Prison records and CAPIO reports	ED, HOO, Head of Unit
MA# 4.1.1: Renovating Prison hostels and providing accommodation basics (beds, beddings etc.)	Once every two years from 2014 - 2018	? <ul style="list-style-type: none"> No. of cells renovated in each of the prisons. No. of beds and beddings supplied in each of the prisons. 	2 hostels renovated in each of the prisons. 65% prison inmate with improved accommodation facilities.	Prison records and CAPIO reports	HOD
MA# 4.1.2: Providing quality water (fixing of under -ground water tanks and overhead tanks, sinking of wells and boreholes and provision of water tanker etc)	Once every year from 2014-2018	? <ul style="list-style-type: none"> No. of over -head tanks, boreholes and wells provided in each prisons 	At least 1 borehole and 1 over-head tank in each of the prison in Enugu and environs.	CAPIO report; Prison record	Program Officer
MA# 4.1.3: Providing adequate sanitary facilities (sewage disposal system), disinfectants, and toiletries (soap, detergents, tissue papers etc)	As needs arise, from 2014-2018	? <ul style="list-style-type: none"> No. of dilapidated sewage disposal system renovated in each of the prisons Quantities of toiletries supplied 	3 additional functional sewage disposal system in each of the prison	CAPIO reports; Prison record	ED
MA# 4.1.4: Providing/ Reactivating sports infrastructure in prisons	As needs arise, from 2014-2018	No. of sports infrastructure in prisons reactivated	Two Table tennis and two Snooker boards in each prison	Receipts , waybill and letter of acknowledgement from the Prisons	ED
MA# 4.1.5: Logistics: Providing escort vehicles to court and ambulance to facilitate movement to hospital	2014-2018	? <ul style="list-style-type: none"> No. of escort vehicles and ambulances provided in each of the prisons 	At least two (2) functional escort vehicles and one ambulance in each of the prison.	CAPIO reports and prison records	Admin Dept.

5. ORGANIZATIONAL DEVELOPMENT

Goal: Improved management efficiency and organizational sustainability

Objectives & Board Activities	Time Frame	Indicators of Success	Targets of Achievement	Means Of Verification	Responsible
Objective 5. 1: Leadership, Governance & Management Systems: To significantly improve CAPIO's organizational governance, leadership and management systems	2014-2018	? No. of management tools designed and in use ? No. of meetings held	One (1) Board Manual; Two (2) Board Meetings per year; Quarterly Management Meeting	Copy of Manual; Minutes of Meetings	ED, BoT, Management Team
MA# 5.1.1 : Reviewing the existing organizational structure and operationalise same	First quarter of 2014	? No. of additional Units created ? No. of new positions created	An operational organizational structure	CAPIO reports	ED, BoT
MA# 5.1.2: Developing Board Manual / handbook.	2 nd Quarter of 2014	? Copies of Manual /handbook produced	Have a functional board with developed handbook/manual as guide	Board Manuals (printed and electronic)	ED, BoT, Management Team

Objectives & Board Activities	Time Frame	Indicators of Success	Targets of Achievement	Means Of Verification	Responsible
MA# 5.1.3: Organizing orientation, trainings, leadership workshops and seminars for all categories of leaders.	From 2 nd Quarter of 2014	? No. of workshops organized	Leadership workshops and seminars for all categories of leaders.	Workshop Attendance Sheets and Reports	Unit Heads
MA# 5.1.4: Organizing and conducting board meetings	From 2 nd Quarter of 2014	? No. of Board meetings held	At least three times a year	Board Meeting Reports	ED
MA# 5.1.5: Conducting Board Performance Evaluation	From 2 nd Quarter of 2014	? No. of Board meetings evaluated	Twice per year	Completed Evaluation Forms and Reports	ED
MA# 5.1.6: Organizing and conducting management meetings	From 1 st Quarter of 2014	? No. of Management meetings held	Monthly meetings	Meeting Reports	ED
MA# 5.1.7: Organize yearly "Thank You" get together (Celebration of Hope) of BOT, Volunteers, Staff etc.	2014-2018	? No. of yearly Get Together Organized	Once every year	Report and pictures of Get Together	Unit Heads

Objectives & Board Activities	Time Frame	Indicators of Success	Targets of Achievement	Means Of Verification	Responsible
Objective 5.2: HUMAN RESOURCE DEVELOPMENT: To improve the human resource capacity of CAPIO and establish effective personnel management tools and systems for seamless operation	2014-2018	? No. of Staff recruited ? No. of management tools designed/ acquired disaggregated by type ? No. of trainings organized	The right number of people will be recruited 70% of staff positions would be recruited and trained before end of 2015. 3 deserving staff will be rewarded yearly.	Payroll and copies of Tools/softwares	ED, Head of Admin and Finance and Head of Operations
MA# 5.2.1: Recruiting the required number of staff (M&E, legal, finance, research personnel, etc).	From 3 rd Quarter, 2014	? No. of Staff recruited by sex and unit	70% of the required staff would be recruited before end of 2015	Appointment Letters, the staff, Timesheets	Human Resource Dept.
MA# 5.2.2: Training staff of to acquire relevant skills related to their jobs (personnel administration, project management, research methods, negotiation skills, resource mobilization and proposal writing)	From 1 st Quarter, 2014	? No. of trainings organized by type	60% of staff would have been trained in one or two areas relevant to their jobs	Training Contracts, materials, slides and handouts; Attendance Sheets	Human Resource Dept.

Objectives & Board Activities	Time Frame	Indicators of Success	Targets of Achievement	Means Of Verification	Responsible
MA# 5.2.3: Conducting orientation training for volunteers.	From 2 nd Quarter, 2014	? No. of Volunteers attending orientation exercise ? No. of orientation exercises organized	All volunteers given proper orientation	Orientation package and attendance List	Human Resource Dept.
MA# 5.2.4: Developing volunteers' policy or manual	From 2 nd Quarter, 2014	? Copies of Manuals produced	Manual produced and disseminated to all Volunteers	Volunteers' Manual (printed and electronic)	Human Resource Dept.
MA# 5.2.5: Organizing a team building workshops to boost staff morale	From 4 th Quarter, 2014	? No. of Team Building workshop organized	All staff will be involved in the workshop	Workshop Outputs- Reports, material, group	Human Resource Dept.
MA# 5.2.6: Establishing reward system to motivate staff (Review salaries, staff of the year award and training opportunity).	From 3 rd Quarter, 2014	? No. of staff motivation initiatives engaged, by type (Salaries' Review, staff of the year awards and training opportunities)	Salary of CAPIO's staff reviewed and made competitive Award system to recognize outstanding performance instituted	Payroll and Award day pictures	Human Resource Dept.

Objectives & Board Activities	Time Frame	Indicators of Success	Targets of Achievement	Means Of Verification	Responsible
MA# 5.2.7: Mobilizing fresh graduates, students on Industrial Training (IT) and NYSC to serve as volunteers	From 3 rd Quarter, 2014	? No. of Fresh Graduates mobilized, by Unit (Legal, Medical, Rehabilitation, Welfare, Admin, Finance) and sex	At least 1 fresh graduate(Intern) in each of the units	The Interns and Signed Acceptance letters	Human Resource Dept.
Objective 5.3: To mobilize financial and material resources from diversified sources.	2014-2018	? Amount of funds mobilized disaggregated by Donor	50 million Naira in 5 years	Bank Account Details/Statements	Admin/Finance Dept.
MA# 6.3.2: Identifying resource providers through Resource Mapping	From 2014	? No. of Donors identified disaggregated by type (Organizations, INGOs, Church, Philanthropists etc)	10 donors funding CAPIO's area of intervention identified	List of donors	Admin/Finance Dept.
MA# 5.3.1: Training of existing staff in financial management and accounting	Once in 2years	? No. of financial management and accounting training attended by staff ? No. staff trained disaggregated by sex	At least twice in 5years	Copies of training Certificates	Admin/Finance Dept.

Objectives & Board Activities	Time Frame	Indicators of Success	Targets of Achievement	Means Of Verification	Responsible
MA# 5.3.3: Training of staff and volunteers on resource mobilization and Proposal writing	From 1 st Quarter, 2014	? No. of Staff trained	All Staff trained	Training Contracts, materials, slides and handouts; Attendance Sheets	Program Officers
MA# 5.3.4: Conducting Fund raising activities through the Church, individuals (sign on cards)	Frequently	? No. of Fund raising activities organized ? Amount of funds mobilized	- At least 10 Million per year	Bank Details/ Statement	Program Officers
MA# 5.3.5 : Researching for RFAs and sending in proposals/applications	As often as necessary	? No. of proposals written ? No. of proposals submitted ? Proportion of proposals written to proposals accepted	Respond to At least 4 RFAs per quarter	RFA documents and Proposals/ Applications/ Concept Notes	Program Officers
MA# 5.3.6: Establishing the use of accounting software	From 2 nd Quarter, 2014	? Type. of software acquired ? Quality of reports generated by accounting software	At least one Accounting software operational	Installed Software/application and receipts of purchase	Admin/Finance Dept.

Objectives & Board Activities	Time Frame	Indicators of Success	Targets of Achievement	Means Of Verification	Responsible
MA# 5.3.7 : Drafting a financial and accounting manual	From 1 st Quarter, 2014	? Draft copy of manual produced ? Board's approval obtained	One (1) Financial and Accounting Manual in use.	Copies of the Financial and Accounting Manual (Print and Electronic)	Admin/Finance Dept.
MA# 5.3.8: Preparing annual corporate budget, and tracking budget performance	Yearly from 2014-2018	? No. of program/activity line budget derived from corporate budget ? No. of Budget Tracking Report sent to Management/BoT	All Program Budget derived from Corporate Budget and Budget Tracking Report guides financial decision-making	Corporate budget document	Admin/Finance Dept.
MA# 5.3.9: Conducting Annual Audit	Yearly from end of Financial Year of 2014	? Financial Statements prepared for Auditors ? Audit report submitted	Reputable Audit firm engaged, and yearly audit report produced on time	Copies of Annual Audit Report	ED, Board Chair
MA# 5.3.10 : Purchase more Computers and other Office Equipment, Satellite Dish, TV	2014-2018	? No. of equipment purchased, by type	Well Equipped CAPIO Office by end of 2018	The receipts, purchase vouchers and the items purchased	ED, Procurement Officer

Objectives & Board Activities	Time Frame	Indicators of Success	Targets of Achievement	Means Of Verification	Responsible
MA# 5.3.11: Purchase of Project Vehicle(s)	2014-2018	? Number of vehicles purchased	At least one CAPIO Vehicle by the end of 2015	The receipts, purchase vouchers and Vehicle(s) purchased	ED, Procurement Officer
MA# 5.3.12 : Acquire CAPIO owned Office	2014-2018	? Amount saved on office rental ? Amount invested in developing own office	Office building built or purchased	Relevant acquisition documents: Receipts of payment	ED, BoT
Objective 5.4: Partnership and Networking: To strengthen co - operation and collaboration with organizations (governmental and non - governmental) working on legal and prisons reforms	2014-2018	? No. of partnership(s) established, by type ? No. of Network(s) CAPIO actively participates in	Strategic partnership agreements signed with 70% of governmental and non-governmental agencies working with legal and prisons reforms	Copies of MoUs/MoAs	ED
MA# 5.4.1: Identifying, listing categorizing potential partners.	2014-2018	? No. of Partners identified, by type	20 partners listed	CAPIO's Reports on the Partners Mapping	ED
MA# 5.4.2: Facilitating a meeting with identified partners to agree on the need for partnership and collaboration	2014-2018	? No. of meetings facilitated/held	Once per quarter	Meeting Minutes	ED

Objectives & Board Activities	Time Frame	Indicators of Success	Targets of Achievement	Means Of Verification	Responsible
MA# 5.4.2: Facilitating a meeting with identified partners to agree on the need for partnership and collaboration	2014-2018	? No. of meetings facilitated/held	Once per quarter	Meeting Minutes	ED, Program Coordinators
MA# 5.4.3: Strengthening existing opportunities for collaboration and for forming a network to implement joint projects	2014-2018	? One Network formed ? No. of projects implemented jointly	One functional Network formed and lead by CAPIO	Project MoUs signed; Minutes of meeting	Program Coordinators
MA# 5.4.4: Appointing and training a staff to serve as a strategic PRO that will be the link between CAPIO and their partners	2014-2018	? No. of Staff functioning effectively as CAPIO's PRO	At least one Staff effectively performing the PRO role	Job description of appointed staff	ED
Objective 5.5: Monitoring & Evaluation: To strengthen capacity to plan, monitor progress and generate quality data for performance management and decision making	2014-2018	? No. of Monitoring and Evaluation schedules/activities extracted from M&E Plan ? No. of M&E tools in use disaggregated by type ? Types of data and information	Improved & effective M&E plan & assessment; Data and information available for decision-making purpose	Database, M&E Tools	M & E Officer

Objectives & Board Activities	Time Frame	Indicators of Success	Targets of Achievement	Means Of Verification	Responsible
MA# 5.5.1: Recruiting of M&E staff	2014-2018	? No. of M&E personnel recruited	Qualified M&E staff	Appointment letter / Job offer letter	ED, HR Dept.
MA# 5.5.2 : Developing and operationalizing an M&E plan	2014-2018	? No. of Monitoring and Evaluation schedules/activities from M&E Plan ? No. of outcome indicators tracked as stipulated by the M&E plan	Adequate data and information available for decision making	The M&E Plan document	M&E officer
MA# 5.5.3: Establishing a research unit for quality data collection	2014-2018	? No. of staff responsible for research ? % of CAPIO's data rated high on Data Quality Assessment (DQA) test	Enhanced access to quality data	DQA Results Staff Payroll and Timesheets	M&E officer
MA# 5.5.4: Reviewing of annual work plan and developing Operational plan for subsequent year	2014-2018	? No. of plans developed	Annual Performance assessment of workplan and 5 Consolidated Operational Plans in 5 years	Completed Workplan Templates	M&E officer, ED

Objectives & Board Activities	Time Frame	Indicators of Success	Targets of Achievement	Means Of Verification	Responsible
MA# 5.5.5: Scheduling and conducting mid- term evaluation or review	2016-2018	? No. of Evaluations conducted	At least 2 Evaluation (Mid-term and End term) in 5 years	Evaluation(s) Reports	M&E Officer
MA# 5.5.6 : Conducting weekly review and planning meetings	2014-2018	? No. of weekly review meetings conducted	Weekly assessment of projects	Meeting Minutes	Unit Heads
MA# 5.5.7: Developing and managing a database of clients	From 1 st Quarter 2015	? No. of Clients entered into a database, by type (electronic/hardcopy)	Database of clients regularly updated	Database (electronic/hard copy)	Admin/Finance Dept.
MA# 5.5.8: Conducting quarterly meetings with volunteers	From 2 nd Quarter 2014	? No. of quarterly meetings with Volunteers held	At least 4 times every year	Meeting Minutes and Attendance List	Unit Heads
Objective 5.6: Documentation: To improve availability of information and public awareness of CAPIO's work	2014-2018	? No. of success stories written ? No. of News Stories drafted ? No. of Research Papers prepared	3 Success Stories per Quarter and 2 research draft/Paper per year	Drafts of Stories, Papers and Researches	Admin/Finance Dept.
MA# 5.6.1: Train staff and volunteers on writing program/activity reports, success stories and knowledge management	From 2 nd Quarter 2014	? No. of staff and volunteers trained ? No. of success stories drafted after training	All Staff trained before last quarter of 2014 and 50% of Volunteers trained	Signed Attendance Sheets, Training Reports and Drafts	HoO

Objectives & Board Activities	Time Frame	Indicators of Success	Targets of Achievement	Means Of Verification	Responsible
MA# 5.6.2 : Producing reports from every key activity conducted by CAPIO which should be properly filed – hard and electronic copies	Routinely from 2014 - 2018	? No. and types of report of activities produced	100% of all key activities documented in appropriate report formats	Copies of Reports	Admin/Finance Dept.
MA# 5.6.3: Writing success stories from CAPIO's interventions	Monthly from 2014 - 2018	? No. of Success Stories written	4 per month from the Units (Medical, Legal, Welfare, Rehabilitation)	The Draft of the Stories	Admin/Finance Dept.
MA# 5.6.4 : Producing and distributing BCC materials, Newsletters and Annual Reports.	From 3 rd Quarter of 2014	? No. of Publication printed and shared	1 Newsletter per quarter	Copies of Newsletters	Admin/Finance Dept.
MA# 5.6.5: Redesigning and updating information about CAPIO on its website other social media such as Facebook, Twitter, etc.	From 3 rd Quarter of 2014	? No. of posts of stories on CAPIO's website, Facebook page and Twitter handle	Weekly Updates	? Website/Facebook/Twitter	Admin/Finance Dept.

Commissioning ceremony of 'Prisoners' Right to Water Project' (Phase I) at Oji River Prison. A project initiated and implemented by CAPIO.





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