



Carmelite
Prisoners'
Interest
Organization
(CAPIO)

CARMELITE PRISONERS' INTEREST ORGANIZATION
(C A P I O)
STRATEGIC PLAN 2014 - 2018

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Enugu, Nigeria.

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Prisoners'
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Organization
(CAPIO)**

Strategic Plan [2014-2018]

VISION

A society in which there is unhindered access to justice and the human right 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

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FOREWORD

(Optional - could be written by the Board Chairperson)

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(To be written by the Team Leader/ED)

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
OVI	-	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 BACKGROUND INFORMATION

Carmelite Prisoners' Interest Organization (CAPIO) was established in 1992 as a Human Rights organization to address the rights, needs and dignity of prisoners. The organization was formally registered with the Corporate Affairs Commission (CAC) in 2003. Its interventions have focused mainly on the provision of basic needs of prisoners, free legal and medical services; coordination with other Human Rights organizations; and rehabilitation of prisoners. The organization started off as part of the apostolate of the Discalced Carmelite Friars in Enugu State, and has plans to leverage on the presence of the Carmelites in other dioceses to expand the work of CAPIO. CAPIO operates as a not for profit, change-development organization with particular interest in the justice sector, genuine prisons' reforms and general welfare of Prisoners. 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.

The work of CAPIO experienced a lull in the years preceding 2012 due to ad-hoc management, but has however geared up in recent years. Currently, CAPIO's activities have been mostly implemented in Enugu State and its environs, and most of CAPIO's achievements especially from 2012 were within this geographical confine. CAPIO's work has been executed under the four program components of legal, medical, social welfare and rehabilitation. In 2012, CAPIO's Legal Team handled a total number of 65 cases and was able to effect the release of 44 prisoners in both Oji River and Enugu prisons. While in Nsukka prison bail was secured for 30 inmates. Furthermore, in the first quarter of the year 2013 resulting from the calculated efforts of CAPIO and the collaboration of sister human rights organizations in the State, the Chief Judge of Enugu State embarked on a state-wide Jail Delivery Exercise. After this exercise, CAPIO also secured the freedom of 133 inmates in the 3 prisons (Enugu, Oji-River and Nsukka) in Enugu state.

Prisons	Discharged	Granted Bail	Other Forms of Relief	Total
Enugu	23	38	8	69
Oji-River	10	19	1	30
Nsukka	9	23	2	34

CAPIO provided transportation fares to all the discharged inmates to enable them go home. CAPIO also paid fines for 3 inmates of Oji River prison sentenced to 3yrs imprisonment with the options to pay fines of 7,000.00; 30,000.00 and 100,000.00 (Naira) respectively but who were unable to pay and were imprisoned. These inmates were discharged and released alongside

others upon payment of the above fines by CAPIO. Currently, CAPIO has about 57 cases of indigent¹ prisoners on its desk but have no funds to pursue the cases.

Four Hundred and Ten (410) inmates in Enugu, Oji River and Abakaliki prisons have received medical attention from CAPIO's Medical Team. This unit has continued to provide medication and other clinical materials to prison clinics, individual prisoners and prison officials. CAPIO also paid hospital bills for 13 prison inmates admitted to Mother of Christ Hospital Enugu. Taking into consideration the special needs of female prisoners, CAPIO provided ante natal and post natal care for four pregnant female prisoners, purchased all the items needed for the safe delivery of their babies and paid their hospital bills after delivery.

Comment [T1]: Reference the year- when was this done?

Rehabilitation of ex prisoners and re-integrating them into the society is also a mandate of CAPIO. In this regard, CAPIO enrolled about fifty (50) prison inmates into Secondary Schools within the prison and about Thirty Five (35) inmates into National Open University Enugu prison Study Centre. Internet facility was installed for the Open University candidates to enable them write examinations which are taken online.

CAPIO occasionally (during Christmas and Easter celebrations) provides cooked food, drinks and other gift items for approximately 3,000 prison inmates in Enugu, Oji-River, Nsukka and Abakaliki prisons. For instance, CAPIO fed One Thousand Five Hundred and Fifty (1550) prisoners in Enugu prison with seven bags of rice during the 2013 Christmas. Numerous relief items are routinely distributed to prisoners in Abakaliki, Enugu, Oji River and Nsukka prisons.

This Plan [2014-2018] is the first strategy document of CAPIO since its existence, and is expected to consolidate on the achievements of the past years and establish a solid ground (base) for expansion into other states when 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). Francis Ademola (Team Leader, Technical and Training Services) and Anthony Nkwocha (Monitoring and Evaluation Officer) facilitated the five-day planning workshop which was held from 6th-10th January, 2014.

The need for a strategic plan became clear during the Organization Capacity Assessment of CAPIO conducted by Justice for All (J4A) program of Department for International Development (DFID) in March 2014. Many of the findings from the assessment report were still relevant during the SWOT analysis of the strategic planning exercise. Prior to the workshop, the consultants conducted an analysis of CAPIO's external environment using the STEEP tool, and the findings of this and other analyses were validated during the workshop. Participatory methods (including brainstorming sessions, group work and interactive discussions with the

¹ Poor and needy; penniless

Board, Director, staff, key clients and other stakeholders of CAPIO) were used to review and generate the ideas and materials presented in this plan document. See section [2.1](#) and appendices [2A](#), [2B](#) and [2C](#) for the summary of the outputs from the various analyses and reviews. These assessments were very necessary 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 the target population of the organization.

The planning process, which culminated in the production of this plan is a step taken by CAPIO in the right direction. This milestone achievement and the planned implementation of this plan, is expected to spur the efforts of leaders and staff of CAPIO to thread a strategic path with the intention to build a strong and viable organization capable of rendering innovative, efficient, and effective development services that will contribute to bringing significant reforms to the justice and prisons systems in Nigeria.

1.2 THE STRATEGIC PLANNING PROCESS, METHOD AND PURPOSE

This CAPIO Strategic Plan [2014-2018] was developed through a participatory planning process in a workshop held from 6-10 January, 2014 at Zodiac Hotel, Independence Layout, Enugu. The process adopted the goal-oriented planning approach. It started with a thorough assessment of the internal and external environments of CAPIO focusing on the factors that constitute strengths, weaknesses, opportunities, and threats to the work of the Organization. In addition, assessments of the social, technological, economic, environmental, and political spheres were carried out to identify critical issues that the organization needs to take into consideration and respond to accordingly. The strategic direction for the organization was defined through the crafting of appropriate. In the same vein, strategic goals, objectives and activities were defined, in addition to agreeing on appropriate indicators, targets and means of verification. Possible and foreseeable risks were identified, mitigating measures were proffered, and these have been incorporated as part of the Main Activities designed to achieve the stated goals and objectives in the Plan.

The planning process used various participatory methods including brainstorming sessions, group work and interactive discussions which facilitated the generation of the ideas and materials presented in this document. In attendance were Board members, the Team Leader (Executive Director), Staff, some beneficiaries and other stakeholders of CAPIO. See [Appendix 1](#) for the list of participants during the planning workshop.

The 2014-2018 Strategic Plan is envisaged to achieve the following purposes, among others:

1. Provide CAPIO with a strategic direction for with over 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 Strategic Plan is agreed to be for five (5) years, taking 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 timeframe, or earlier if the context changes drastically and the assumptions upon which the Plan is premised no longer hold.

The Strategic Plan, after Section 1: Introduction & Background, begins with Section 2 which is the Context and Operating Environment in which the CAPIO's work is situated. This is followed by Section 3: Focus and Strategic Direction of CAPIO for 2014-2018. which contains the vision, mission, values and key strategies to operationalize the Plan. Other parts of the SP feature Section 4: Organizational Structure; Section 5 Possible Risk Factors; Section 6: Monitoring, Evaluation, Reviewing and Reporting Protocol; Section 7: Conclusion and Section 8 Appendices.

Comment [T2]: Can we articulate some critical assumptions after the values?

2.0 CONTEXT AND OPERATING ENVIRONMENT OF CAPIO

For an organization to devise effective strategies/approaches for the pursuit of its objectives with the intentions to achieve its desired goal, it must first have a reasonable depth of understanding of the context and operating environments (internal and external) it operates in. It is also pertinent to identify the critical and significant issues that must be addressed both within the organization and in the external environment to enable the organization achieve its mission. This fact informed the in-depth reviews and analyses that formed the foundation of the strategic planning process. The following analyses were conducted:

- a. **Analyses of National and Local Trends** i.e. reviews and analyses of the current national trends/developments, as well as local development indices as they relate to prison conditions, criminal law and justice system in Nigeria.
- b. **SWOT Analyses** i.e. reviews and analyses of the internal Strengths and Weaknesses, as well as external Opportunities and Threats (SWOT) facing CAPIO in the implementation of its programs.
- c. **STEEP Analyses** i.e. reviews and analyses of the current issues or trend, and emerging developments in the Social, Technological (Technical), Economic, Environmental, Political (STEEP) and other external milieus as they relate to the area of work which CAPIO works in.
- d. **Analysis of the Target Groups, Beneficiaries and Collaborators** i.e. reviews and analyses of CAPIO's target groups, beneficiaries and collaborators and the courses of action that will ensure CAPIO's continued relevance to its stakeholders.

To be more specific, the following section (2.1) outlines some of the current national and local trends, change drivers, and key development situations and challenges that influence the strategic focus of CAPIO over the next development phase [2014-2018].

2.1 CURRENT LOCAL AND NATIONAL SITUATIONS (TRENDS AND DEVELOPMENTS) RELEVANT TO CAPIO'S STRATEGIC DIRECTION IN THE NEXT FIVE YEARS

The following local and national trends, developments, indices and challenges are major factors relevant to and having significant influence on the work of CAPIO:

- **Deplorable prison situation:** 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 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 daily 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 homes' 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, dialysis machines, 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 attended 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.

- **Prisons are not corrective facilities:** According to Mohammad (2004)² 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, & Sickles³, 1986; Majors and Billson, 1992⁴) hence, the high chances of recidivism. According to

² Mohammad Ashouri, (2004) *Alternatives to Imprisonment or Intermediate Retributions* www.unodc.org/documents/evaluation/.../ProjEval-2004-3.pdf

³ Good, D. H., Pirog-Good, M. A. and Sickles, R. C. (1986). An Analysis of Youth, Crime and Unemployment Patterns. *Journal of Quantitative Criminology*, 2(3), 219-216.

⁴

Abdulkarim (2012), it is not surprising that more than 60% of people released from prison commit a crime after being released.

- **Internet revolution and social networks:** Growing internet penetration in Nigeria is not only increasing the popularity of social media in the country, but is also offering many new high-impact information distribution channels, especially among the youths. The numerous social network sites and use of e-mail system facilitate ease in communication. Although with mostly gains, there are some ills attached to the technological trend. The incarcerated persons, as it has been discovered, also enjoy these liberties illegally, and use same to perpetrate crimes from within the prisons.

According to the International Telecommunications Union (ITU), over 43 million Nigerians have access to the Internet, surpassing even South Africa. Almost 40 percent of all internet traffic from Africa comes from Nigeria. This improvement in communication present great opportunities for organizations like CAPIO to access and disseminate information and engage with stakeholders via mobile internet devices.

- **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. jail term for minor offences:** There is no alternative to imprisonment in Nigeria at the moment. 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 trials; they have not been charged to court nor convicted, and/or have their cases dragging over the years in a very slow justice delivery system. Among these inmates, who are yet to begin serving sentences, are those

referred to as “Assylum”⁵. This set of incarcerated persons are dumped in prisons by family members for minor offences and thoughts of likely major offences and family disgrace.

The situation according to the 2012 Prisons Audit Report of National human Rights Commission is: in Enugu prison there were 1,453 ATDs⁶ 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, and also individuals who have not been proven guilty before an appropriate court of law.
- ***Absence of recreational facilities:*** Most prisons in Nigeria lack 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.
- ***Disrespect for the rights of persons:*** A constitutional right enshrined in Section 36 of the Constitution of the Federal Republic of Nigeria, 1999 (as amended) provides for fair hearing, and fair hearing translates to 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. It is so bad that

⁵ Mentally disturbed persons in prisons’ custody

⁶ Awaiting Trial Detainees

most offenders are charged to the wrong court(s), which is a violation to their rights to fair hearing.

- ***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)⁷ and Blumberg (1967)⁸ 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 OTHER (INTERNAL AND EXTERNAL) SITUATIONS AND DEVELOPMENTS INFLUENCING CAPIO'S STRATEGIC DIRECTION IN THE NEXT THREE YEARS

See appendices [2A](#), [2B](#), and [2C](#) 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 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 stakeholders of CAPIO were able to clarify their knowledge and understanding such that the most important issues were factored into the development of this strategic plan

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

3.1 THE VISION AND MISSION OF CAPIO

CAPIO is committed to ensuring that the human rights of prisoners are upheld, their interests are protected, and their welfare significantly improved. In agreement, stakeholders of CAPIO drafted and accented to the following statements about CAPIO as guides on the paths towards the 5-year strategic journey:

CAPIO's VISION

"A society in which there is unhindered access to justice and the human right 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 open in our dealings with our donors/supporters,

and their funds/resources. Therefore, we take full responsibility for making sure we do not deviate from our course.

- **Volunteerism:** We believe that the course we fight for is one that people willingly commit to without coercion, and so, we are open to work 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 Nigeria prisons and legal system, and do not discriminate or segregate in any form- either 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:

“CAPIO is a not-for-profit, change-development organization of the Discalced Carmelite Order with particular interest in the justice sector, genuine prison reforms and general 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 meaningful 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 provided 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 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 being 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 enhance. 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 Nigeria prisons.

- **Motivating**

Through activities such as intra-prison competitions, CAPIO will motivate inmates to develop their skills, particularly in 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 nongovernmental organizations, community groups, government agencies and departments to improve coverage and access to its service delivery efforts and impact.

3.5 PROGRAMS, COMPONENTS, GOALS & STRATEGIES

In pursuit of CAPIO's mission, five (5) program areas were identified together with the corresponding components of each program. The table below presents the program areas, the components of each program area, the program goal, and the appropriate strategies for each program area.

Table 1: Strategic Program Area, Components, Goals and Strategies:

S/N	Program area	Components	Goal	Key Strategies
1	Medical	<ul style="list-style-type: none"> • Prison medical visitation (Outreach) (fortnightly) including eye-care, psychiatric, • Supply of drugs and equipment to prison health facilities • Provision of hygiene and sanitation materials for inmates • Payment of hospital bills • Ante-natal and Post-natal care for pregnant inmates and their babies • Referral to hospitals for extended care • Advocacy to government hospitals, Min. of Health 	<ul style="list-style-type: none"> • Improved healthcare and sanitation for prison inmates 	<ul style="list-style-type: none"> • Service delivery; • Capacity building; • Advocacy • Social mobilization • Research and information management • Networking & Collaboration
2	Legal	<ul style="list-style-type: none"> • Free legal services (representation in court, bail application, consultations, filing of notices of appeal, mediation-ADR) • Reconciliation of prisoners with their families • Payment of fines for those who were given option of fine • Advocacy for amnesty for long-term serving prisoners • Advocacy for jail delivery 	<ul style="list-style-type: none"> • Enhanced access to, and quick dispensation of justice to prisoners 	<ul style="list-style-type: none"> • Service delivery; • Capacity building; • Advocacy • Social mobilization • Research and information management • Networking & Collaboration

		<ul style="list-style-type: none"> exercises Advocacy for Law reforms Human rights awareness campaign (with ESJRT) 		<ul style="list-style-type: none"> Service delivery
3	Rehabilitation	<ul style="list-style-type: none"> Counseling – spiritual, psychological Education assistance (Extra lessons and lectures, registration and payment of exam fees, enrolment in Open University, internet facility) Book aid – library Skill acquisition training and equipment support to set-up businesses Re-integration of released prisoners with their families Establishment of Half-way Home Advocacy for the Law to allow establishment of Half-way Home 	<ul style="list-style-type: none"> Empowered and reformed prisoners 	<ul style="list-style-type: none"> Service delivery; Training & Capacity building; Advocacy Social mobilization Research and information management Networking & Collaboration Motivation
4	Welfare	<ul style="list-style-type: none"> Transport money support Provision of necessities (Feeding, Clothing, Toiletries, etc.) Under-ground water tanks and boreholes and overhead water tanks Reconstruction of sanitation facilities (toilets, soak away pits,) Advocacy for upgrade of infrastructural facilities, supply of essential amenities and commodities to inmates, Advocacy for communication facilities for inmates 	<ul style="list-style-type: none"> Improved welfare of prison inmates 	<ul style="list-style-type: none"> Service delivery; Capacity building; Advocacy Social mobilization Research and information management Networking & Collaboration
5	Information/	<ul style="list-style-type: none"> Research into prisons 	<ul style="list-style-type: none"> Improved 	<ul style="list-style-type: none"> Service

	Research & Publicity	<ul style="list-style-type: none"> situations and Laws for the purpose of reforms Document intervention by CAPIO Advocacy evidence for intervention by affected government agencies Media Publicity to attract public attention and support Production and circulation of CAPIO Newsletter Use of Social media to publicize CAPIO's work – including a website: www.capiorg.org Facebook: capionigeria 	availability of information and public awareness of CAPIO's work	<ul style="list-style-type: none"> delivery; Training & Capacity building; Advocacy Social mobilization Research and information management Networking & Collaboration
6	Organizational Development	<ul style="list-style-type: none"> Leadership and governance Management systems development Human resource development Resource mobilization Monitoring & Evaluation Partnership and Networking 	<ul style="list-style-type: none"> Improved management efficiency and organizational sustainability 	<ul style="list-style-type: none"> Training & Capacity building; Advocacy Social mobilization Research and information management Networking & Collaboration

3.6 GOALS & STRATEGIC OBJECTIVES, AND STRATEGIC FRAMEWORK

In this Strategic Plan, four (4) programs and one (1) Program support goal (for organizational development) have been identified. And, for each goal, a set of objectives have been formulated. The goals and objectives have been used to design the strategic framework for the Plan. The framework has a set of main activities that will be implemented to achieve the strategic objectives of the Plan. The framework makes provisions for targets (defined as

amount or degree of change or improvement) to be achieved in five years, with the intention of moving efforts beyond activities to results. As far as possible, absolute numbers were used in defining targets, to make it simple and easier for capturing achievements. The lack of baseline data proved a serious challenge to setting realistic and appropriate targets. Also in the plan, performance indicators have been defined against each strategic objective. CAPIO will use Annual Operational Plans to implement the strategic plan by breaking the main/broad activities into sub-activities and tasks. A total of five (5) Operational Plans will be required during the 5 year period to operationalize the Strategic Plan. In this plan, the baseline year is 2014. The programs, goals and objectives are as follow:

GOALS	STRATEGIC OBJECTIVES
GOAL 1: Medical: Improved healthcare and sanitation for prison inmates	STRATEGIC OBJECTIVE 1.1 Medicare: To provide adequate medical care (Eye care, Psychiatric, Ante- and Post-natal care for (no.?) prison inmates and babies delivered in prison.
	STRATEGIC OBJECTIVE 1.2 Hygiene and Sanitation: To encourage personal hygiene and environmental sanitation in the prisons
	STRATEGIC OBJECTIVE 1.3 Advocacy: To broker and improve response action (responsiveness) of government MDAs towards health care and sanitation in the prisons
GOAL 2: Legal: Enhanced access to, and quick dispensation of justice to prisoners	STRATEGIC OBJECTIVE 2.1 Legal service: To facilitate access to justice through legal representation in courts
	STRATEGIC OBJECTIVE 2.2 Mediation: To reconcile the prisoners with their families and the society at large using alternative dispute resolution (ADR)
	STRATEGIC OBJECTIVE 2.3 Advocacy: To advocate for law reforms to be viable and efficient in order to improve the implementation of existing human right laws
	STRATEGIC OBJECTIVE 2.4 Advocacy: To facilitate prison decongestion through advocacy for regular (twice/year) jail delivery exercises
GOAL 3:	STRATEGIC OBJECTIVE 3.1 Counseling: To provide holistic counseling (spiritual, psychological, and medical) for prison inmates

Rehabilitation Empowered and Reformed Prisoners	STRATEGIC OBJECTIVE 3.2 Education: To encourage self-confidence and support personal development of prison inmates
	STRATEGIC OBJECTIVE 3.3 Advocacy: To improve response action of all stakeholders towards establishment and management of half-way homes
	STRATEGIC OBJECTIVE 3.4 Restoration: To restore an otherwise damaged relationship between prison inmates, their families and the society
GOAL 4: Welfare Improved welfare of prison inmates	STRATEGIC OBJECTIVE 4.1 Infrastructure: To improve infrastructural facilities in the prison to make life more comfortable for the inmates.
	STRATEGIC OBJECTIVE 4.2 Transportation: To facilitate movement of prisoners to courts, hospitals and to go home after their release
	STRATEGIC OBJECTIVE 4.3 Recreation: To promote recreation and sporting skills development among prison inmates
	STRATEGIC OBJECTIVE 4.4 Advocacy: To improve response action (responsiveness) of government MDAs towards health care and sanitation in the prisons
GOAL 5: Information/Research & Publicity Improved availability of information and public awareness of CAPIO's work	STRATEGIC OBJECTIVE 5.1 Documentation: To properly document CAPIO's work for reference purposes
	STRATEGIC OBJECTIVE 5.2 Research: To provide data and information for the purpose of advocacy for law and prison reforms
GOAL 6: Organizational Development Improved management efficiency and organizational sustainability	STRATEGIC OBJECTIVE 6.1 Leadership, Governance and Management Systems Development: To significantly improve CAPIO's organizational governance, leadership and management systems
	STRATEGIC OBJECTIVE 6.2 Human Resource Development: To improve the human resource capacity of CAPIO and establish effective personnel management tools and systems for seamless operations
	STRATEGIC OBJECTIVE 6.3 Resource Mobilization: To mobilize financial and material resources from diversified sources

	STRATEGIC OBJECTIVE 6.4 Partnership and Networking: To strengthen co-operation and collaboration with organizations (governmental and non-governmental) working with legal and prisons reforms
	STRATEGIC OBJECTIVE 6.5 Monitoring & Evaluation: To strengthen capacity to plan, monitor progress and generate quality data for performance management and decision-making

The goals and strategic objectives are designed to align the services with the mission of CAPIO, and strengthen the capacity of the Organization to effectively deliver quality services to target groups and beneficiaries.

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

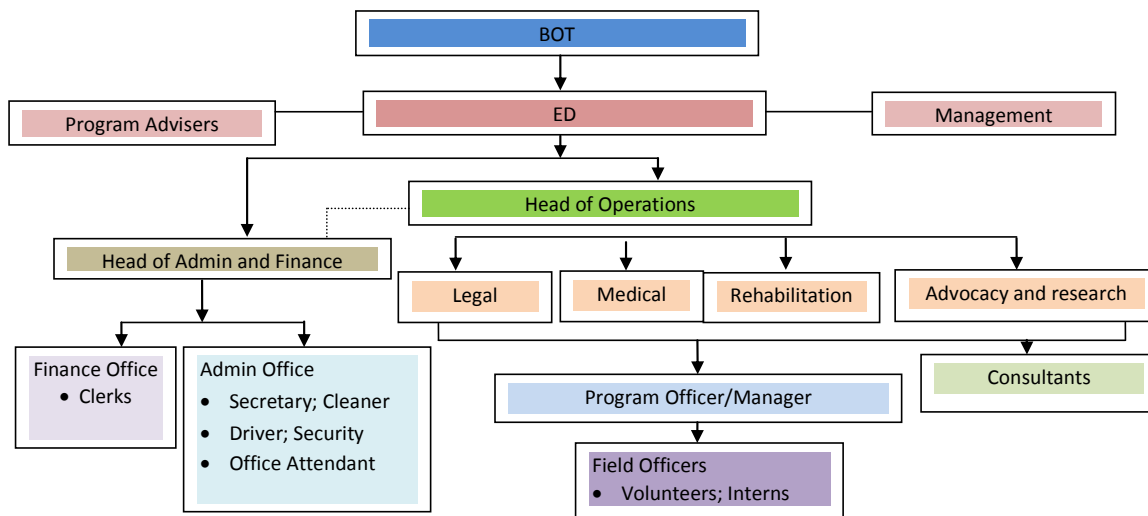
CAPIO's broad activities as planned for the next five years, including targets of achievement, timelines, Objectively Verifiable Indicators (OVIs) and Means of Verification (MOVs) of each broad activity is detailed in [Appendix 3](#).

Note that more detailed breakdown and descriptions of each of the activities will be provided in the annual operational plans to be developed by CAPIO staff and management for use along with this Strategic Plan. However, see [Appendix 4](#) for a sample operational plan.

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

CAPIO's stakeholders agreed to the following 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 (X Number) of persons, who are (list/mention the various areas of technical competences they all are bringing onto to Board).

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, 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. She/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: She/He will take charge of administrative responsibilities to ensure compliance with policies and regulations guiding the management of the organization. She/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. She/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, and 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: She/he will have responsibility for all duties related to accounts and finance. She/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. She/he may work with Accounts Clerk(s), she should supervise.

Administrative Officer: She/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 POSSIBLE RISKS FACTORS

Analyses of the possible factors that may impact on the achievement of the strategic plan, revealed some critical risks. The Risk Probability-Impact Matrix below describes the risk factors and how CAPIO plans to address/mitigate them. Note that the measures that CAPIO will take to address/mitigate the risks have been included in the strategic plan in form of additional activities/strategies or notes to activities:

Risk	Potential Adverse Impact	Risk Level (H/M/L)	Risk management Strategy	Responsible Person
Bottlenecks / Delays in passing bills for law reforms	This will stall our drive for law reforms	P/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 / and manuals to be established; Training in Financial management for Fin. Officers; Proper auditing and financial tracking of use of funds	Management
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 Discaled 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

6.0 MONITORING, EVALUATION, REVIEWING AND REPORTING PROTOCOL

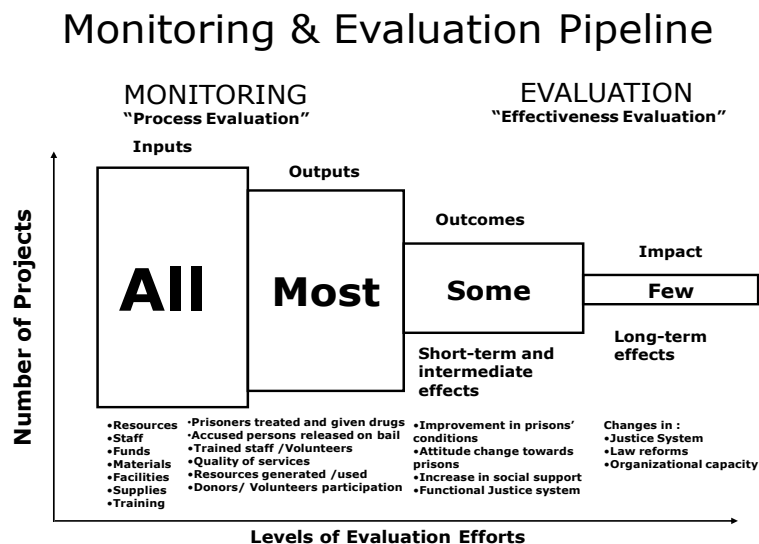
The following describes the role of Monitoring, Evaluation and Review for CAPIO's success in using this strategy document. It highlights steps needed to ease monitoring, evaluation and review and presents the results stages and required review efforts basic to tracking the achievement of CAPIO's objectives 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 [Appendix 5](#). The various researches and evaluation that will be commissioned and carried out by CAPIO will be intended to contribute to knowledge in the prisons system and show-case success of CAPIO in the longer 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. APPENDICES

Appendix 1: List of Participants at the workshop

Appendix 2A: 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, 	<ul style="list-style-type: none"> • Lack of employment opportunities and poverty lead many young people to 	<ul style="list-style-type: none"> • Collaborate with other NGO's and Government agencies on economic empowerment of

<ul style="list-style-type: none"> - Gov. economic empowerment programs 	<p>crime.</p> <ul style="list-style-type: none"> • 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. 	<p>prisoners/ make functional dilapidated workshops.</p> <ul style="list-style-type: none"> • Driving a campaign among young people on the dangers associated with crimes. • Partnering with government and other relevant agencies to prepare released inmates for re-integration into the society.
<p>Environmental (e.g.</p> <ul style="list-style-type: none"> - Climate, - disasters etc - 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • Advocate for provision of utilities. • Intensify efforts that will lead to prison decongestion • Provisions of toiletries and other Medicare.
<p>Political</p> <ul style="list-style-type: none"> - Elections, - Party politics etc - Boundary disputes - Policies of government and support institutions 	<ul style="list-style-type: none"> • Transition of Government • Negative policies of government and other institutions. • 	<ul style="list-style-type: none"> • Courtesy visit to any government in power, and advocacy towards favourable government policies.
<p>Legal:</p> <ul style="list-style-type: none"> - Awareness of basic HR - Cost of litigation - 	<ul style="list-style-type: none"> • Inadequate funding for legal services • Absence of reliable briefing from prison inmates • Delays in judicial system 	<ul style="list-style-type: none"> • Advocate for funds for legal services • Getting proper briefing from prison inmates
<p>Others:</p> <ul style="list-style-type: none"> - NGOs interested in HR issues 	<p>Conflict of interest with other HR NGO, with similar aims and objectives</p>	<ul style="list-style-type: none"> • Facilitate proper collaboration with other HR NGO

Appendix 2B: 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	<ul style="list-style-type: none"> A juvenile home, counselling and therapy, 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	Children born in prison	<ul style="list-style-type: none"> Every care and attention a child under normal circumstances can get 	
6	Asylum inmates	<ul style="list-style-type: none"> Provisions of proper psychiatric medical attention 	Inmates to make themselves Available for treatment when needed
7	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 equipments 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
3	Prison Warders	<ul style="list-style-type: none"> • Materials donated to prisoners to be handed over to them • To be given as much share (if not more) of items brought for inmates • Not to expose corruption in the NPS; • To abide by prison rules and regulations 	<ul style="list-style-type: none"> • Be collaborators in upholding the dignity and Human Rights of prison inmates • Accept reform initiatives • Minimize corrupt practices (like extortion of money from prison inmates and their families • See CAPIO as helping them in their work
4	Min. of Justice	<ul style="list-style-type: none"> • Partner with them in ensuring that justice prevails in the society • They expect CAPIO to accept all its laid down justice system and adhere to it • CAPIO as an NGO should assist in its capacity in developmental projects. 	<ul style="list-style-type: none"> • Professional in the discharge their duties • Eschew corruption • Recommend to the Government those who are qualified for amnesty/state pardon

5	Dept of Social Welfare	<ul style="list-style-type: none"> • Attention for effective operation • Capable personnel 	<ul style="list-style-type: none"> • Ready and a good attitude towards their Job.
6	Church and Society	<ul style="list-style-type: none"> • Openness and a proper understanding of CAPIO's work • Realistic aims and objectives • Effective and efficient manpower cooperation 	<ul style="list-style-type: none"> • Support in totality
7	Philanthropic individuals	<ul style="list-style-type: none"> • Encouragement • Respecting Donors' intentions • Transparency and feedback 	<ul style="list-style-type: none"> • Continue their philanthropic act
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 2C: 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 APPOINTMENT FOR
Program Advisers	Nil	6	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	3	2	2 Interns/volunteers	NA
Medical	???	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 3: FRAMEWORK OF GOAL, OBJECTIVES, BROAD ACTIVITIES, TARGETS, TIMELINES AND INDICATORS

1. MEDICAL

Goal: Improved healthcare and sanitation for prison inmates

Objectives & Board Activities	Time Frame	Indicators of Success	Targets of Achievement ⁹	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 	100% of pregnant inmates receive at least one ANC and one PNC before and after delivery; 80% of inmates with vision problems receive glasses/surgery/drugs 20% of complicated cases get referred and treated	Prison health facility records; Hospital records; CAPIO reports	Head of Medical Unit

⁹ Targets of achievement are set in reference to only prisons where CAPIO is intervening.

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 	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	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 	Equipment provided once a year per prison in need Commodities and drugs provided quarterly	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	

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/F acility 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 broker and 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/Visitors' Log book	ED & Head of Medical Unit
MA# 1.3.1: Identifying the roles and obligations that the Agencies have to	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	

the Prisons					
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 courts.	2014-2018	<ul style="list-style-type: none"> No. of inmates with adequate legal representation. % reduction in the length of time spent by inmates in prison custody Proportion of inmates needing legal representation to inmates with CAPIO's representation 	<ul style="list-style-type: none"> 50% of inmates with adequate legal representation 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
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	

Objectives & Board Activities	Time Frame	Indicators of Success	Targets of Achievement	Means Of Verification	Responsible
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 positives 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
Objective 2.2: Mediation: To reconcile accused persons in prison with their families and the society at large using alternative dispute resolution (ADR)	2014-2018	<ul style="list-style-type: none"> No. of inmates reconciled with their families and members of the society 	80% of released prisoners reconciled with their family members	<ul style="list-style-type: none"> CAPIO reports Interview reports with released prisoners and family members 	
MA# 2.2.1: Holding Meetings with Family members, complainants and witnesses	As the need arises, 2014-2018	<ul style="list-style-type: none"> No. of cases in which parties agree to ADR 	30% of conflicts are open to ADR	<ul style="list-style-type: none"> CAPIO reports Interview records of parties in conflict 	
MA# 2.2.2: Mediating between parties and reaching amicable settlement	As the need arises, 2014-2018	<ul style="list-style-type: none"> No. of cases settled by mediation 	50% of cases resolved through ADR	<ul style="list-style-type: none"> CAPIO reports Interview records of parties in conflict 	
Objective 2.3: Advocacy: To advocate for law reforms to be viable and efficient in order to improve the implementation of existing human right laws	2014-2018	<ul style="list-style-type: none"> No. of advocacy visits No. of public enlightenment campaigns 	2 Law Reforms accomplished	<ul style="list-style-type: none"> Policy Document CAPIO's Reports 	

Objectives & Board Activities	Time Frame	Indicators of Success	Targets of Achievement	Means of Verification	Responsible
MA# 2.3.1: Conducting a comparative analysis of applicable laws in different states	3 rd Quarter of 2014	<ul style="list-style-type: none"> No. of studies conducted 	ACJL; Court Rules; Criminal Procedure Laws; Criminal Code Laws	<ul style="list-style-type: none"> Study Reports 	
MA# 2.3.2: Organizing and conducting stakeholders workshop to elicit interest of others organizations	From 3 rd Quarter of 2014	<ul style="list-style-type: none"> No. of workshops conducted No. of persons/groups that indicate interest 	Up to 3 for each case	<ul style="list-style-type: none"> Workshop Attendance List 	
MA# 2.3.3: Proposing bill through relevant State House of Assembly member(s) for consideration of the House	From 3 rd Quarter of 2014	<ul style="list-style-type: none"> No. of CAPIO-interest Bills proposed No. of CAPIO-interest Bills passed 	ACJL; Court Rules; Criminal Procedure Laws; Criminal Code Laws	<ul style="list-style-type: none"> Readings of SHA Passed Bills 	
Objective 2.4: Advocacy To advocate for jail delivery exercise (2X/year)	2014-2018	<ul style="list-style-type: none"> No. of jail delivery exercise conducted 	2 JDs per year	Prisons and Courts' Records	
MA# 2.4.1: Undertaking courtesy calls to CJ	From 2 nd Quarter, 2014	<ul style="list-style-type: none"> No. of courtesy visits 	Minimum 2x per year	<ul style="list-style-type: none"> Chief Judge's Visitors' Register CAPIO's Reports 	
MA# 2.4.2: Conducting stakeholders meeting to plan for Jail Delivery	From 2 nd Quarter, 2014	<ul style="list-style-type: none"> No. of Stakeholders' meetings held 	As often as necessary	Meeting Reports	

Objectives & Board Activities	Time Frame	Indicators of Success	Targets of Achievement	Means Verification	Of Responsible
MA# 2.4.3: Visitation to prisons to interview those who are to be presented for the jail delivery exercise.	From 2 nd Quarter, 2014	<ul style="list-style-type: none"> No. of visits to prisons 	As often as necessary	Prison Reports	
MA# 2.4.4: Conducting Review meeting to follow up on the implementation of the JD exercise	From 2 nd Quarter, 2014	<ul style="list-style-type: none"> No. of review meeting 	As often as necessary	Meeting Minutes and Attendance List	

3. REHABILITATION

Goal: Empowered and Reformed Prisoners

Objectives & Board Activities	Time Frame	Indicators of Success	Targets of Achievement	Means Verification	Of Responsible
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Objective 3.1: Counselling: To provide adequate counselling (spiritual, psychological and medical) for prison inmates	2014-2018	<ul style="list-style-type: none"> No. of inmates who received counselling % change in inmates' welfare (spiritual, psychological and medical) 	70% of inmates in 8 prisons are counseled at least three times a year. 80% of released inmates from 8 prisons are rehabilitated	CAPIO reports Prison Records	Medical 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	
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	
Objective 3.2: To encourage personal development and boost self- confidence of prison inmates	Every year subject to academic calendar 2014-2018	<ul style="list-style-type: none"> No. of inmates registered for various levels of training. 	80% of registered inmates in 8 prisons complete the training	CAPIO report; Certificates obtained Prison records	

MA#3.2.1: 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	
MA#3.2.2: 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	
MA# 3.2.3: Evaluation of Progress made in personal development	At the completion of training of each inmate	<ul style="list-style-type: none"> % change the progress made in personal development by inmates 	80% of all inmates registered successfully complete training courses, empowered and are reformed.	Assessment Reports	
MA# 3.2.4 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	

OBJECTIVE:3.3: To improve response action of all stakeholders in the establishment and management of Half Way Homes (HWHs).	As much as practicable in 2 years (Starting 2014)	<ul style="list-style-type: none"> No. of half way homes established No. of stakeholders committed to the establishment of HWHs 	Establishment of at least 3 Half Way Homes in identified areas.	CAPIO Reports MoUs/MoAs	ED
MA# 3.3.1: 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"> Proposals CAPIO records 	
MA# 3.3.2: 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	

MA# 3.3.3: 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 	
OBJECTIVE 3.4: To restore an otherwise damaged relationship between the inmates, their families and the society	2014 -2018	<ul style="list-style-type: none"> No. of inmates reconciled with their families 	Restored and improved relationship of inmates, their families and the society for 70% of released inmates	CAPIO reports and records	
MA# 3.4.1: Identify complainants, family and immediate community of the inmates	As and when necessary from 2014	<ul style="list-style-type: none"> No. of cases identified 	Identify 90% of inmates being released with strained family/societal relationship	Pictures, signed Reconciliation forms	
MA# 3.4.2: Arrange and facilitate reconciliation meetings between complainants, family and immediate community of the inmate	As the need arises From 2014	<ul style="list-style-type: none"> No. of Meeting arranged/facilitated 	Facilitate 100% of all Reconciliation Meetings	Records of meeting (voice or written)	

MA# 3.4.3: Monitor progress made in reconciliation of all parties concerned	Quarterly from 2014	<ul style="list-style-type: none"> No. of monitoring visits 	Quarterly check-up visits	Check-up Reports	
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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 infrastructural 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	

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	
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	
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	
Objective: 4.2: To facilitate movement of prisoners to court, hospitals, and home after their release	2014-2018	<ul style="list-style-type: none"> No. of awaiting trial persons and discharged convicts transported to court, hospital and homes 	At least 60% of awaiting trial attend courts regularly in each of the prison	Prison record and CAPIO records	

MA: 4.2.1: Logistics: Providing and maintaining more escort vehicles to court, ambulance	2014-2018	<ul style="list-style-type: none"> No. of escort vehicles and ambulances provided in each of the prisons No. of vehicles and ambulances maintained 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	
MA: 4.2.2: Providing stipends for repatriation of discharged inmates	2014-2018	<ul style="list-style-type: none"> No. of discharged inmates provided with stipend for repatriation 	70% of discharged inmate repatriated and re-united to their families	CAPIO and Prison records	
Objective 4.3: Recreation: To promote recreation and skill development in sports among prison inmates	2014-2018	<ul style="list-style-type: none"> No. of new sports facilities provided No. of competitions organized % participation in 	At least one competition per Prison per year	Receipts, Pictures, Prisons' Records and CAPIO's reports	
MA# 4.3.1: Providing sports materials, equipment, etc (Jerseys boots, nets, football, draught board, Trophies for competition, etc)	2014-2018	<ul style="list-style-type: none"> Number of complete set of sports equipment provided No. of Trophy set provided 	2 complete sets of kit for each prison, and trophies for 1 st , 2 nd and 3 rd positions, and MVP, Best behaved team, etc. Competition for males and	Receipts, Pictures, Prisons' Records and CAPIO's reports	

			females		
MA# 4.3.2:: Organizing and staging intra-prison Annual Sports Competitions among prison inmates	2014-2018	<ul style="list-style-type: none"> No. of sports events organized Type of female-specific competition organized per prison 	Once in a year (July- Sept)	Pictures, Prisons' Records and CAPIO's reports	
MA# 4.3.3: Organizing and staging female-specific competitions such as cooking, hairdo, beauty pageant, etc.	2014-2018	<ul style="list-style-type: none"> No. of female-specific events organized Type of female-specific competition organized per prison 	Standards defined for each competition Materials for competition provided Trophies provided for first, second and third positions	Pictures, Prisons' Records and CAPIO's reports	

5. INFORMATION, RESEARCH & PUBLICITY

Goal: Improved availability of information and public awareness of CAPIO's work

Objectives & Board Activities	Time Frame	Indicators of Success	Targets of Achievement	Means Of Verification
Objective 5.1: Documentation: To properly document CAPIO's work for reference purposes	2014-2018	<ul style="list-style-type: none"> No. of success stories written No. of News Stories drafted No. of Research Papers prepared 	12 Success Stories per Quarter and 1 research draft/Paper per quarter	Drafts of Stories, Papers and Research
MA# 5.1.1: Train staff and volunteers on writing program/activity reports, success stories and knowledge management	From 2 nd Quarter 2014	<ul style="list-style-type: none"> 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
MA# 5.1.2: Producing reports from every key activity conducted by CAPIO which should be properly filed – hard and electronic copies	Routinely from 2014-2018	<ul style="list-style-type: none"> Proportion of report to activities performed or supported by CAPIO 	100% of all activities with reports	Reports
MA# 5.1.3: Writing success stories from CAPIO's interventions	Monthly from 2014-2018	<ul style="list-style-type: none"> No. of Success Stories written 	4 per month from the Units (Medical, Legal, Welfare, Rehabilitation)	The Draft of the Stories

Comment [T3]: Not too ambitious?

Objectives & Board Activities	Time Frame	Indicators of Success	Targets of Achievement	Means Of Verification
5.2: Objective Dissemination: To make information about CAPIO's work available to the Public	2014-2018	<ul style="list-style-type: none"> Proportion of updates (new information) available to the public disaggregated by print, Social Media and Website Number of people liking/commenting on CAPIO's Facebook/website/Tweets 	100% information about CAPIO available to the public	<ul style="list-style-type: none"> The Publications (Print and Media)
MA# 5.2.1: Producing Newsletters and stories	From 3 rd Quarter of 2014	<ul style="list-style-type: none"> No. of Publication printed and shared 	1 Newsletter per quarter	<ul style="list-style-type: none"> Newsletters
MA# 5.2.2: disseminating success stories and other information about CAPIO on website and other channels	From 3 rd Quarter of 2014	<ul style="list-style-type: none"> No. of posts of stories on CAPIO's website, Facebook page and Twitter handle 	Weekly Updates	<ul style="list-style-type: none"> Website/Facebook/Twitter

6. 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 6. 1: Leadership, Governance & Management Systems: To significantly improve CAPIO's organizational governance, leadership and management systems	2014-2018	<ul style="list-style-type: none"> Time taken for management decision –making process Score on the ODCA or any other like tool(s) 	Quickest reaction to issues needing management decision Attain MATURE(5) level on management assessment tools	Assessment Reports/Results	ED, BoT, Management Team
MA# 6.1.1 : Reviewing the existing organizational structure and operationalise same	First quarter of 2014	<ul style="list-style-type: none"> No. of additional Units created No. of new positions created 	An operational organizational structure	CAPIO reports	
MA# 6.1.2: Developing Board Manual / handbook.	2 nd Quarter of 2014	<ul style="list-style-type: none"> Copies of Manual /handbook produced 	Have a functional board with developed handbook/manual as guide	Board Manuals (printed and electronic)	
MA# 6.1.3: Organizing orientation, trainings, leadership workshops and seminars for all categories of leaders.	From 2 nd Quarter of 2014	<ul style="list-style-type: none"> No. of workshops organized 	Leadership workshops and seminars for all categories of leaders.	Workshop Attendance Sheets and Reports	

Objectives & Board Activities	Time Frame	Indicators of Success	Targets of Achievement	Means Of Verification	Responsible
MA# 6.1.4: Conducting Board Performance Evaluation	From 2 nd Quarter of 2014	<ul style="list-style-type: none"> No. of Board meetings evaluated 	Twice per year	Completed Evaluation Forms and Reports	
MA# 6.1.5: Organizing and conducting board meetings	From 2 nd Quarter of 2014	<ul style="list-style-type: none"> No. of Board meetings held 	At least three times a year	Board Meeting Reports	
MA# 6.1.6: Organizing and conducting management meetings	From 1 st Quarter of 2014	<ul style="list-style-type: none"> No. of Management meetings held 	Monthly meetings	Meeting Reports	
MA# 6.1.7: Organize yearly "Thank You" get-together (Celebration of Hope) of BOT, Volunteers, Staff etc.	2014-2018	<ul style="list-style-type: none"> No. of yearly Get Together Organized 	Once every year	Report and pictures of Get Together	

Objectives & Board Activities	Time Frame	Indicators of Success	Targets of Achievement	Means Of Verification	Responsible
Objective 6.2: HUMAN RESOURCE DEVELOPMENT: To improve the human resource capacity of CAPIO and establish effective personnel management tools and systems for seamless operation	2014-2018	<ul style="list-style-type: none"> 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 the staff would be recruited and trained. 3 deserved staff will be rewarded yearly.	Payroll and Tools/software	Ed, Head of Admin and Finance and Head of Operations
MA# 6.2.1: Recruiting the required number of staff (M&E, legal, finance, research personnel).	From 3 rd Quarter, 2014	<ul style="list-style-type: none"> No. of Staff recruited by sex and unit 	7 (70%) of the required staff would be recruited	Appointment Letters, the staff, Timesheets	
MA# 6.2.2: Training and encouraging staff (personnel and staff need analysis, project management, research methods, negotiation skills, resource mobilization and proposal writing) to acquire relevant skills related to their	From 1 st Quarter, 2014	<ul style="list-style-type: none"> No. of trainings organized by type 	60% of staff would be trained	Training Contracts, materials, slides and handouts; Attendance Sheets	

Objectives & Board Activities	Time Frame	Indicators of Success	Targets Achievement	Means Of Verification	Responsible
jobs					
MA# 6.2.3: Conducting orientation training for volunteers.	From 2 nd Quarter, 2014	<ul style="list-style-type: none"> No. of Volunteers attending orientation exercise No. of orientation exercises organized 	70% of volunteers oriented	Orientation package and attendance List	
MA# 6.2.4: Developing volunteers' policy or manual	From 2 nd Quarter, 2014	<ul style="list-style-type: none"> Copies of Manuals produced 	Manual produced and disseminated to all Volunteers	Volunteers' Manual (printed and electronic)	
MA# 6.2.5: Organizing a team building workshops to boost staff morale	From 4 th Quarter, 2014	<ul style="list-style-type: none"> No. of Team Building workshop organized 	All staff will be involved in the workshop	Workshop Outputs- Reports, material, group	
MA# 6.2.6: Establishing reward system to motivate staff (Review salaries, staff of the year award and training	From 3 rd Quarter, 2014	<ul style="list-style-type: none"> No. of staff motivation initiatives engaged, by type (Salaries' Review, staff of the year 	30% of the staff will be rewarded and salaries of CAPIO's staff reviewed.	Payroll and Award day pictures	

Objectives & Board Activities	Time Frame	Indicators of Success	Targets Achievement	Means Of Verification	Responsible
opportunity).		awards and training opportunities)			
MA# 6.2.7: Mobilizing fresh graduates, students on Industrial Training (IT) and NYSC to serve as volunteers	From 3 rd Quarter, 2014	<ul style="list-style-type: none"> 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	
Objective 6.3: Financial and Material Resources Mobilized from diversified sources.	2014-2018	<ul style="list-style-type: none"> Amount of funds mobilized disaggregated by Donor 	50 million Naira in 5 years	Bank Account Details/Statements	
MA# 6.3.1: Training of existing staff in financial management and accounting	Once in 2years	<ul style="list-style-type: none"> No. of financial management and accounting training attended by staff No. staff trained disaggregated by sex 	At least twice in 5years	Certificates of Qualification	

Objectives & Board Activities	Time Frame	Indicators of Success	Targets of Achievement	Means Of Verification	Responsible
MA# 6.3.2: Identifying and Sourcing for Donor through resource Mapping	Monthly from 2014	<ul style="list-style-type: none"> No. of Donors identified disaggregated by type (Organizations, INGOs, Church, Philanthropists etc) 	10 donors funding CAPIO's area of intervention	List of donors	
MA# 6.3.3: Training of staff and volunteers on resource mobilization and Proposal writing	From 1 st Quarter, 2014	<ul style="list-style-type: none"> No. of Staff trained 	All Staff trained	Training Contracts, materials, slides and handouts; Attendance Sheets	
MA# 6.3.4: Conducting Fund raising activities through the Church, individuals(sign on cards),from Ireland	Frequently	<ul style="list-style-type: none"> No. of Fund-raising activities organized Amount of funds mobilized 	At least 10 Million per year	Bank Details/ Statement	
MA# 6.3.5: Establishing the use of accounting software	From 2 nd Quarter, 2014	<ul style="list-style-type: none"> No. of softwares identified No. of reports generated by 	At least one Accounting software operational	Installed Software/applic ation and receipts of	

Objectives & Board Activities	Time Frame	Indicators of Success	Targets of Achievement	Means Of Verification	Responsible
		accounting software		purchase	
MA# 6.3.6: Drafting a financial and accounting manual	From 1 st Quarter, 2014	<ul style="list-style-type: none"> • 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)	
MA# 6.3.7: Researching for RFAs and sending in proposals/applications	As often as necessary	<ul style="list-style-type: none"> • 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	
MA# 6.3.8: Preparing annual corporate budget and tracking budget performance	Yearly from 2014-2018	<ul style="list-style-type: none"> • No. of program/activity line budget derived from corporate budget • No. of Budget Tracking Report sent to 	All Program Budget derived from Corporate Budget and Budget Tracking Report guides financial decision-making	Corporate budget document	

Objectives & Board Activities	Time Frame	Indicators of Success	Targets of Achievement	Means of Verification	Responsible
		Management/BoT			
MA# 6.3.9: Purchase more Computers and other Office Equipment, Satellite Dish, TV	2014	<ul style="list-style-type: none"> No. of equipment purchased, by type 	Well Equipped CAPIO Office by end of 2018	The receipts, purchase vouchers and the items purchased	
MA# 6.3.10: Purchase of Project Vehicle(s)	2014-2018	<ul style="list-style-type: none"> Number of vehicles purchased 	At least one CAPIO Vehicle by the end of 2015	The receipts, purchase vouchers and Vehicle(s) purchased	
MA# 6.3.11: Acquire CAPIO owned Office	2014-2018	<ul style="list-style-type: none"> Amount saved on office rental Amount invested in developing own office 	Office building built or purchased	Relevant acquisition documents: Receipts of payment	
Objective 6.4: Partnership and Networking: To strengthen co-operation and collaboration with organizations (governmental and non-	2014-2018	<ul style="list-style-type: none"> No. of partnership(s) established, by type No. of Network(s) CAPIO actively 	Strategic partnership with 70% of governmental and non- governmental agencies working with	MoUs/MoAs	

Objectives & Board Activities	Time Frame	Indicators of Success	Targets of Achievement	Means Of Verification	Responsible
governmental) working with legal and prisons reforms		participates in	legal and prisons reforms sign MoU		
MA# 6.4.1: Identifying, listing categorizing potential partners.	2014-2018	<ul style="list-style-type: none"> No. of Partners identified, by type 	20 partners listed	CAPIO's Reports on the Partners Mapping	
MA# 6.4.2: Facilitating a meeting with identified partners to agree on the need for partnership and collaboration	2014-2018	<ul style="list-style-type: none"> No. of meetings facilitated/held 	Thrice per quarter	Meeting Minutes	
MA# 6.4.3: strengthening existing opportunities for collaboration and for forming a network to implement certain projects	2014-2018	<ul style="list-style-type: none"> No. of courtesy calls/visits No. of projects implemented jointly 	One functional Network formed and lead by CAPIO	Project MoUs signed; Minutes of meeting	
MA# 6.4.4: Designating and training a staff to serve as a strategic PRO that will be the link between CAPIO and their	2014-2018	<ul style="list-style-type: none"> No. of Staff functioning effectively as CAPIO's PRO 	At least one Staff effectively performing the PRO role	Job description of appointed staff	

Objectives & Board Activities	Time Frame	Indicators of Success	Targets Achievement of	Means Of Verification	Responsible
partners					
Objective 6.5: Monitoring & Evaluation: To strengthen capacity to plan, monitor progress and generate quality data for performance management and decision making	2014-2018	<ul style="list-style-type: none"> No. of data-informed decisions made No. of Monitoring and Evaluation schedules/activities from M&E Plan No. of M&E tools in use disaggregated by type No. of trained M&E personnel 	Improved & effective M&E plan & assessment	Database, M&E Tools	
MA# 6.5.1: Recruiting of M&E staff	2014-2018	<ul style="list-style-type: none"> No. of M&E personnel recruited 	Qualified M&E staff	Certificates from the Trainings	

Objectives & Board Activities	Time Frame	Indicators of Success	Targets of Achievement	Means Of Verification	Responsible
MA# 6.5.2: Developing and operationalising an M&E plan	2014-2018	<ul style="list-style-type: none"> No. of Monitoring and Evaluation schedules/activities from M&E Plan No. of outcome indicators tracked as stipulated by the M&E plan 	Effectiveness in M&E programs	The M&E Plan document	
MA# 6.5.3: Establishing a research unit for quality data collection	2014-2018	<ul style="list-style-type: none"> 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	
MA# 6.5.4: Reviewing of annual work plan and developing Operational plan for coming year	2014-2018	<ul style="list-style-type: none"> No. of reviews done No. of plans developed 	Annual Performance assessment of workplan and 5 Consolidated Operational Plans in 5 years	Completed Workplan Templates	
MA# 6.5.5: Scheduling and conducting mid-term	2016-2018	<ul style="list-style-type: none"> No. of Evaluations conducted 	At least 2 Evaluation (Mid-term and End	Evaluation(s) Reports	

Objectives & Board Activities	Time Frame	Indicators of Success	Targets of Achievement	Means Of Verification	Responsible
evaluation or review			term) in 5 years		
MA# 6.5.6: Conducting weekly review and planning meetings	2014-2018	<ul style="list-style-type: none"> No. of weekly review meetings conducted 	Weekly assessment of projects	Meeting Minutes	
MA# 6.5.7: Developing and managing a database of clients	From 1 st Quarter 2015	<ul style="list-style-type: none"> No. of Clients entered into a database, by type (electronic/hardcopy) 	Database of clients regularly updated	Database (electronic/hardcopy)	
MA# 6.5.8: Conducting quarterly meetings with volunteers	From 2 nd Quarter 2014	<ul style="list-style-type: none"> No. of quarterly meetings with Volunteers held 	At least 4 times every year	Meeting Minutes and Attendance List	

Appendix 4: SAMPLE OPERATIONAL PLAN

To be developed by each Program Team to guide the implementation of activities towards achievement of stated objectives
Program: Welfare (#Sample of Activity 1.1)

BROAD OBJECTIVE : To promote recreation and skill development in sports among prison inmates															
Broad Activity 1.1.Organizing 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		
DETAILED ACTIVITIES	J	F	M	A	M	J	J	A	S	O	N	D	Responsibl e	Resources required	Estimated cost
Discuss proposed competition with Prisons Authorities (Enugu, Oji-River, etc)					X									Transport, Meeting	
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:		

Appendix 5: SAMPLE Logic Model for CAPIO

