



## STRATEGIC PLAN [2019-2023]

### VISION

*“A society in which unhindered access to justice and the human rights and dignity of **vulnerable people, especially inmates are protected**”.*

### MISSION

*“To protect the interests of vulnerable people, especially inmates, through advocacy for a reformed criminal justice system, free legal services, rehabilitation, and reintegration into the society, applying international good practices”.*

**Contact Office:**

**Enugu Office:** 2 Bent Lane G.R.A Enugu.

**Tel:** +234-(0)7055987104, +234-(0)8179228111

**Abuja Office:** 4 Manzini Street, Wuse Zone 4 behind Zone 4 Plaza, Abuja.

**Tel:** +234-(0)8108619706

**Email:** mail@capiong.org, **website:** www.capiong.org, **facebook:** facebook.com/capionigeria,

**twitter:** @capionigeria, **Instagram:** @capionigeria

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## ACRONYMS AND ABBREVIATIONS

ACJ(L) - Administration of Criminal Justice (Law)  
ADR - Alternative Dispute Resolution  
ASF - Avocats sans Frontieres  
ATPs – Awaiting Trial Persons  
BCC – Behaviour Change Communication  
BoT - Board of Trustee  
CAPIO - Carmelites Prisoners' Interest Organization  
CBOs - Community-Based Organizations  
CCTV - Closed Circuit Television  
CSOs - Civil Society Organizations  
ED - Executive Director  
ESJRT - Enugu State Justice Reform Team  
FBOs - Faith-Based Organizations  
FRSC - Federal Road Safety Corps  
H/M/L - High/Medium/Low  
HR - Human Rights  
HWH - Half Way Home  
ICT - Information Communication Technology  
IEC – Information, Education and Communication  
INGO - International Non-Governmental Organization  
J4A – Justice for All  
JD – Job Description  
M&E - Monitoring and Evaluation  
MDAs - Ministries, Departments, and Agencies  
M.E.A.L. - Monitoring, Evaluation, Accountability & Learning  
MoE - Ministry of Education  
MoJ - Ministry of Justice  
MoUs - Memorandum of Understanding  
MSCC – Medium Security Custodial Centre  
NGOs - Non-Governmental Organizations  
NHIS - National Health Insurance Scheme  
NOUN - National Open University of Nigeria  
NCS - Nigerian Correctional Service  
NSCDC – National Security and Civil Defence Corps  
OCD – Order of Discalced Carmelites  
R&D - Research & Development  
Rehab - Rehabilitation  
SDGs - Sustainable Development Goals  
SOFIA – Salvatorian Office for International Aid  
SPSS – Statistical Package for the Social Sciences  
SWOT - Strengths, Weaknesses, Opportunities, and Threats  
TOR – Terms of Reference  
UN - United Nations

## FOREWARD

When our journey with the Carmelite Prisoners' Interest Organization began, many years ago, our expectations were that we will see CAPIO grow into a leading change agent in Nigeria. Various measures were initiated to assist the organization's growth including the development of CAPIO's first strategic plan (2014 – 2018). Five years later, we have a CAPIO that is perceived as dependable, accountable and impactful.

A popular saying attributed to Sir Winston Churchill *suggests that “However beautiful the strategy, you should occasionally look at the results”*. At the end of the implementation period of CAPIO's first Strategic Plan (2014 – 2018), it became important to review what has been done and re-strategize. After a review exercise that assessed the performance of the previous plan, the lessons learned were applied to create the new Strategic Plan which will guide CAPIO's work for the next five years (2019 – 2023).

The new strategic document is the guide that will steer CAPIO's work towards its goals. It sets new standards and once more proposes solutions to trending issues in our work area. This document improves on the past Strategic Plan and will allow CAPIO to build on past experiences to create positive social change.

Some remarkable improvements in this document include the expansion of CAPIO's target group viz; inmates and other persons caught in the webs of the Criminal Justice System such as detainees, youth in conflict with the law and victims of crime. Thus, in the context of the Criminal Justice System, all vulnerable persons can now be considered as direct beneficiaries of CAPIO's interventions. Similarly, Advocacy has been adopted as a new Program Area to enable the organization to enhance its efforts in working with other partners in pursuit of common goals. The participatory approach employed in developing this document is an attestation to CAPIO's growing capacity and recognition. A wider range of stakeholders played a part in developing this Plan including hard-to-reach-beneficiaries, government Ministries, Departments and Agencies, Criminal Justice Institutions, Board of Trustees, Staff, Volunteers, and Partners. The many contributions made have resulted in this progressive plan in CAPIO's history.

With a clear-cut strategic document, the Staff and Volunteers of CAPIO are empowered to engage actively in bringing this plan to life. I am enthusiastic that the coming years will bring about, the much-desired change in the condition of inmates in Nigeria.



**Professor Uche Amazigo**  
Chairperson, CAPIO Board of Trustees

## ACKNOWLEDGMENT

Our desire to create the best possible realities for human beings in custody and those on the trails to incarceration is gargantuan. A task that could never be achieved without the invaluable contributions of many resource persons who support our work. I will love to thank the Order of Discalced Carmelites, Anglo-Irish Province, CAPIO's cradle and solid foundation. I am most grateful to our Provincial, Very Rev. Fr. Michael McGoldrick, OCD our Vicar in Nigeria, Very Rev. Fr. Canice Azuoma, OCD and all Carmelite Friars. I am equally grateful to the CAPIO Board of Trustees led by Professor Uche Amazigo which provides strategic leadership to our organization.

The quest to develop a new Strategic Plan (2019 – 2023) would not be possible without the support of Misean Cara / Irish Aid. Their continual support has helped CAPIO become a nationally relevant organization in Nigeria. Mr. Michael Osei Nkrumah, the Misean Cara Mission Development Mentor for West Africa was very helpful. Having played a part in designing this project, he made the long trip to Nigeria to commence the Strategic Planning Process with the review of CAPIO's Theory of Change. His efforts set the tone for the rest of the process and we are immensely appreciative.

The secret to our success lies in the quality of collaborations that we have maintained and enjoyed these past years. I want to thank in a special way, the Nigeria Correctional Service and the leadership of the Command in Enugu State, and all the Officers-in-Charge of the various Custodial Centers, whose staff participated in the strategic planning process. I am grateful to other partners in the Criminal Justice System including the Enugu State Judiciary, The Ministry of Justice and the Nigeria Police. In the same vein, I want to acknowledge the contributions of the Enugu State Justice Reform Team under the leadership of the Facilitator, Chief A. J. Offiah (SAN).

Praise for the contributions of our Program Advisers could never be overemphasized. We are particularly grateful to the amiable Ms. Christal Ogene for always being available and generous to CAPIO. We thank our Consultants who have worked tirelessly with CAPIO to create suitable plans to guide our work. Mr. Francis Ademola and Mr. Anthony Nkwocha, your dedication to assisting CAPIO improve these past years are appreciated.

In no particular order, I am appreciative of our partners with whom we have worked and who have participated in the strategic planning process. We are grateful to Coal City FM (Radio Nigeria) Enugu, Dream 92.5 FM Enugu, Enugu State Ministry of Education, Catholic Institute for Development, Justice, Peace and Caritas (CIDJAP), Ahuike Health Foundation and Roseville Secondary School Enugu. The efforts of the CAPIO team and our volunteers especially Mrs. Ijeoma Amu and Dr. Nnenma Udeh are acknowledged.

Finally, and most importantly, I am grateful to all inmates with whom we work and whose inputs have helped CAPIO develop such a robust plan. Your contributions are the essence and sole drivers of the work we do in Nigeria. Thank you!



Rev. Fr. Ambrose Ekeroku, OCD  
**Executive Director, CAPIO**

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## 1. INTRODUCTION

### 1.1. Carmelite Prisoners' Interest Organization [CAPIO]

CAPIO was established in 1992 as a human rights organization to address the rights, needs, and dignity of inmates in Nigeria. CAPIO was formally registered with the Corporate Affairs Commission (CAC) in 2003. The organization started off as part of the apostolate of the Order of Discalced Carmelite (OCD) Friars in Enugu State, with plans to leverage on the presence of the Carmelites in other States to expand the work of CAPIO. The inspiration for the work is derived from the fact that all human beings are created in God's image and likeness with equal dignity and rights. CAPIO also through this ministry strives to fulfill the demands of Matt.25:35-36, "...I was in prison and you came to me" and "remember those who are in prison, as though you were in prison with them..." Hebrews 13:3

CAPIO commits to the call for justice through advocacy for legal reforms and review of criminal/penal codes; provision of free medical and legal services; and through compassionate support in helping inmates while in and out of custody.

"CAPIO is a not-for-profit, change-development organization of the Discalced Carmelite Order advocating and promoting genuine justice and correctional sectors reforms, and improved welfare of the less-privileged, especially inmates, in Nigeria."

Over the years, even though CAPIO's coverage area has been mainly within Enugu State, the ripples of the impact of the organization is being felt nationwide, and it is hoped that CAPIO's direct interventions in this next phase of development will spread across the south-east region and that the organization becomes the national hub for knowledge, information, and experience-sharing for justice and correctional sectors reforms.

### 1.2 Key Achievements in Recent Past

CAPIO's work has focused mainly on the provision of basic needs of inmates; free legal and medical services; rehabilitation of inmates; and cooperation with the judiciary and other civil society organizations to advance the course of justice. These were executed under the four Program components of Legal, Medical, Social welfare, and Rehabilitation. A review of the implementation of CAPIO's Strategic Plan 2014-2018 was conducted along these four Program areas and also organizational development to assess institutional capacity. The following are the key achievements among others:

#### a. Legal

1. Provided support that enabled the passage into law of the Enugu State's Administration of Criminal Justice Law (ACJL) – passed in Jan. 2017 and assented to in March 2017.
2. Produced hard copy of the ACJL (4000 copies), and its abridged version (16,000); also available on CAPIO's website
3. Trained Judicial Officers (Magistrates, Judges, and Registrars), MoJ, Police and Correctional Officers and other stakeholders trained on the ACJL
4. Provided 25 TV sets in some High Courts and Magistrates' Courts, and 54 CCTV sets installed in the interrogation rooms of all police stations in Enugu state.



5. Supported the endorsement of confessional statements by Commissioners of Oaths
6. Facilitated the release of deserving inmates and reduction from death to life sentence
7. Introduced the use of ICT to enhance Case Management System in the judicial system (Police, DPP and Custodial Centers)
8. Developed, produced and distributed the manual on Gender Sensitive Approach to Treatment of Women in Custodial Centers in Nigeria.
9. Created awareness about the ACJL among the public
10. Started the 'Crime Prevention Project' among secondary school students to reduce the influx of youth into Custodial Centers
11. Published and distributed the "Youth Arise: A Guide to a Fulfilled Youthful Life". A training manual for youths

#### **b. Medical**

1. Provided treatment for 300 inmates in 2018 for various disease conditions
2. Secured large donation of drugs and medical items by pharmaceutical companies
3. Improved the capacity of Correctional Officers for record-keeping through training
4. Trained Officials of the Nigeria Correctional Service on provision of psychological counseling and testing to inmates
5. Advocated for improved supply of drugs and medical supplies by government to Correctional health facilities in Enugu State



#### **c. Welfare**

1. Provided borehole water with overhead storage facility and reticulation at Oji River Medium Security Custodial Center
2. Provided tiles for the female section (cell) of Enugu Maximum Security Custodial Center
3. Donated relief materials; childcare materials to inmates who are nursing mothers
4. Annually organized sports tournaments in Custodial Centers
5. Provided new set of sports kits for Enugu Maximum Security Custodial Center in 2017
6. Conducted Annual Christmas Party for inmates; fed over 10,000 people between 2014 and 2018.
7. Organized Celebration of Hope and Celebration of Christ the King Feast with inmates
8. Provided relief materials to victims of Fulani herdsmen attack(a new dimension to the work of CAPIO)



#### **d. Rehabilitation**

1. Succeeded in getting NOUN to designate Enugu Maximum Security Custodial Center as a Special Study Center
2. Provided remedial courses for some inmates and some took their external examinations
3. Secured a 2-hectare parcel of land in Oji River in Enugu for the purpose of establishing a Half-Way Home
4. Prepared and submitted the initial proposal for funding support for the Half-Way Home Project



### e. Institutional Capacity Strengthening

1. Reconstituted CAPIO Board which is now functioning effectively
2. Staff attended a number of trainings and stepped-down such trainings to those who did not attend.
3. Held regular In-house knowledge sharing sessions – 'Learn and Share'
4. The ED and a few Program staff attended international conferences and did learning visits
5. Conducted regular financial audit- from 2010 to date.
6. Developed a Financial and HR Policies.
7. Migrated from the use of MS Excel to SAGE 50 for financial accounting
8. Raised substantial funds through successful project proposals
9. Collaborated with a number of organizations – governmental and Non-governmental, particularly with ESJRT to record significant achievements, e.g. the passage of the ACJL for Enugu State.
10. Established a cloud-based storage system for important organizational documents
11. Developed and published a number of success stories



### 1.3 Background to the Strategic Plan 2019-2023

In Year 2014, CAPIO developed its first strategic plan and implemented it over the period 2014-2018. A review of the implementation of the expired plan was conducted from 8-10 April 2019 to find out what has been done, learn from the implementation experience, and propose inputs into



the next strategic plan. The actual planning exercise took place from 29 April to 3 May 2019 in Enugu. It involved CAPIO Board members, the Executive Director, Staff, and representatives from partner NGOs, media organizations and collaborating state institutions such as the Judiciary, the Nigeria Police, and the Nigeria Correctional Service.

This Strategic Plan (2019-2023) is expected to consolidate on the achievements of the past years and establish a solid foundation for expansion into other neighbouring states in the South-East geopolitical region. The implementation of this plan is expected to, among other objectives, strengthen the capacity of duty-bearers, particularly the policing agencies to deploy modern technologies to improve information communication among them, and to enhance the operational capacity of CAPIO beyond Enugu State into becoming a credible hub for knowledge and experience in Justice and Correctional Systems reforms in Nigeria and beyond.

This five-year Strategic Plan has taken into consideration the prevailing and foreseeable context of the country; the internal environment of the organization; the nature and extent of CAPIO's Programs, including planned expansion of Programs; and resources both at hand and those 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 in the life of the Plan, or earlier if the context changes drastically and the assumptions upon which the Plan is premised no longer hold. CAPIO will also develop Annual Operational/Implementation Plan from the Strategic Plan, in addition to a Monitoring and Evaluation (M&E) Plan.

## 2. CONTEXT AND OPERATING ENVIRONMENT OF CAPIO

The operating environment of CAPIO will definitely impact on its ability to operate. Having a reasonable understanding of the historical antecedents and the prevailing situations (internal and external) of the organization, are necessary exercises for proper planning. This fact informed the in-depth reviews and analyses conducted as part of the strategy review and planning process:

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

#### 2.1.1 Correctional Institutions and Inmates

- a. **Inmates, forgotten vulnerable group:** global attention is focused on the attainment of the Sustainable Development Goal (SDG). The conditions in Nigerian Custodial Centers are in gross violation of the SDGs No. 6: (clean water and sanitation for all) and No.16: (access to justice for all, and effective, accountable and inclusive institutions at all levels). Programming for social development – by state and non-state actors often exclude inmates.
- b. **No respect for Inmates' rights:** Both Mandela and Bangkok Rules –prescribe a minimum standard for the treatment of women inmates, but this is not strictly adhered to in Nigeria. Pregnant female inmates who have special needs like ante-natal and post-natal care services and other general medical necessities are often overlooked, and not attended to. However, the manual on Gender Sensitive Approach to Treatment of Women Prisoners in Nigeria, which CAPIO developed, is now being used as part of the curriculum in NCS Training Schools.
- c. **Custodial Centers are not seen as corrective facilities:** The present Standing Order of the Nigerian Correctional Service does not allow awaiting trial inmates to participate in rehabilitative engagements. Correctional Management gives emphasis to and make provisions for court duties and custodial security. Very few Correctional staff are directly involved in rehabilitative activities. Vocational and recreational facilities are either absent or poorly maintained.
- d. **Deplorable Custodial Centers:** The custodial population comprises mostly of awaiting trial inmates. They account largely for the overpopulation in the custodial centers. Custodial centers for women are appendages to those of men, except in Lagos and Ondo; the one in Auchu is under construction. It is now a law that women's Custodial Centers should be separate from that of men.

Civil Society Organizations (FBOs, CBOs, and NGOs) like CAPIO provide relief materials and medical service outreaches to ameliorate the deplorable conditions in custodial centers. Many inmates require psychiatric and psychological support. However, there has been noticeable improvement in the provision of drugs and medical supplies by government to custodial health facilities.

- e. **Corruption in the Administration of Correctional Service** – There are serious allegations of endemic corruption in the NCS. Huge budget allocation and disbursements are made but the conditions of the custodial centers and inmates have not improved significantly. Clear evidence of these is seen in inadequate medical care, poor health/sanitation, and lack of vocational and recreational facilities in most custodial centers in Nigeria. The relief materials and medical services provided by FBOs, NGOs and concerned citizens probably shield the full effect of the endemic corruption from being noticed.
- f. **Ineffective alternatives to jail terms** – Provisions in the ACJL and Nigeria Correctional Service Act have alternatives to imprisonment, but these are yet to be activated as the mechanisms are not clearly defined. Borstal homes are not adequate; only two are functional in the whole country. And the modalities to operationalize community service are not clear yet.
- g. **Increasing rate of crime, use and abuse of drugs by inmates:** Serious crimes are perpetrated right from the custodial centers by inmates. Phones are not allowed, yet some inmates have access to phones and these are used to plan and execute crime from cells in custodial centers.

### 2.1.2 Administration of Justice

- a. **Nigeria's Criminal Laws:** The ACJ Act was passed in 2015 and it provides for the administration of criminal justice system which promotes efficient management of criminal justice institutions; speedy dispensation of justice; protection of the society from crimes; and protection of the rights and interest of the suspect, the defendant and the victim in Nigeria. Many States are yet to domesticate it. In some of the States that have passed it into law, many of the policing agencies and other stakeholders are either not aware of the provisions, or they do not clearly understand how to operationalize it. In addition, there are many aspects of the ACJL that have not been clearly defined to allow full implementation of the Law to take place.
- b. **Bribery and corruption:** There have been allegations of bribery and corruption against many judicial officers. This informed the sting operations carried out in the houses of some judges.
- c. **Other inadequacies:** The judiciary is not independent in its funding, and funds are grossly inadequate. There is also a lack of transparency in the process of appointing judicial officers. There are inadequate judicial officers, and there are not enough courtrooms for Magistrates, leading to delay in trials and subsequent dispensation of justice.

### 2.1.3 The Executive and Legislature

- a. **The Nigerian Correctional Service Act:** This Act seeks to change the orientation of the Correctional Service from being punitive toward being correctional and to improve the funding and other support mechanisms to the NCS. The NCS Act was passed and assented to by the President of the Federal Republic of Nigeria.

- b. The Structure of the NCS:** The NCS is under the Ministry of Interior just like the Fire Service, Customs Service, Immigration Service, NSCDC, and FRSC. There is no Correctional Service Commission, like the Police Service Commission, to monitor and seek to improve the operation and management of NCS. All correctional institutions are under the Federal Government who bears the full responsibility of their maintenance and management. Only in very few cases have State Governments (Akwa Ibom and Imo) assisted by constructing and handing over new custodial centers to the Federal Government.
- c. Inadequate funding of NCS:** The NCS is not adequately funded and has no financial autonomy. In addition, there is a lack of transparency and poor monitoring of Correctional Service funding and use of funds. This gives room for systemic corruption.
- d. Support to the NCS:** Recently the federal government gave approval for the construction of new mega capacity custodial centers, to house up to 3,000 inmates, one in each geopolitical region of the federation. Constructions have started in Kano (North-West Nigeria) only. In addition, in 2018, FGN approved the purchase of 150 service vehicles (Green Marias) for the NCS. These notwithstanding, and despite the increased and regular supply of some drugs to custodial health facilities, there is inadequate personnel and inadequate provision for water and sanitation in many custodial centers. Psychological and psychiatric health care of inmates are not adequately catered for. There are also no effective referral systems in cases of serious health care emergencies.
- e. Custodial Reform Advocacy Forum:** CAPIO organized a Correctional Reform Conference in 2015. This led to some remarkable positive changes in the NCS. A regular hosting of this kind of platform could enhance the implementation of the recommendations from the reform dialogues and lead to more positive reforms in the Nigerian Correctional Sector.

#### 2.1.4. Policing agencies

- a.** These comprise national law enforcement agencies such as the Nigeria Police Force (NPF), Nigeria Security and Civil Defense Corps (NSCDC), Independent Corrupt Practices and Other Related Offences Commission (ICPC), Economic and Financial Crimes Commission (EFCC), National Drug Law Enforcement Agency (NDLEA), and Department of State Services (DSS), as well as State law enforcement agencies, e.g. Enugu State Waste Management Agency (ESWAMA).
- b. Abuse of human rights of citizens:** Most of these agencies are accused of arbitrary arrest of citizens; disobedience to court orders (e.g. refusal to release individuals after a court has granted bail), and misuse of firearms resulting in cases of extra-judicial killings.
- c. Lack of professionalism:** The agencies are grossly inefficient and ineffective; they are slack in implementing internal control, especially in taking disciplinary measures against erring staff. Bribery and corruption are rife among the rank and file; there is shallow knowledge and poor attitude to work; and are often willing tools in the hands of the party in power to oppress and silence opposition. Largely, their attitude towards reforms is negative as they often exploit the loopholes and lacunae in the laws establishing them to their own advantage.

### 2.1.5. Family and society

- a. **Attitude of families and society to inmates:** An inmate is perceived as someone who has tarnished the name of the family. Hence, there is a varying degree of resistance to integrating Returning Citizens back into the family fold. This same attitude is much worse in the larger community/society where inmates are considered as criminals who deserve what they get. The society also forgets that the correctional system houses individuals who have not been proven guilty before an appropriate court of law. Religious obligations, however, demands that we show concern for this group of persons.
- b. **Rising crime rates and violent conflicts:** The worsening economic situation with its attendant effects such as the high rate of unemployment results in rising crime rates. Internet fraud, kidnapping, armed robbery, oil bunkering, religious fundamentalism, and conflicts over natural resources have led to heavy loss of lives and property across all geopolitical regions of the country. This is impacting seriously on national security. The implication of this is that the government will most probably be spending less on social services, health care, and even education, and it becomes more difficult to adequately fund the correctional system.

## 2.2 Internal Environment of CAPIO – (Strengths and Weaknesses)

Among the major strengths of CAPIO identified are good organizational leadership; suitably qualified and experienced staff; and effective partnership with relevant governmental and non-governmental agencies. However, areas that require significant improvements include inadequate office space; inadequate awareness about CAPIO in other areas/states; and inadequate documentation, report writing, and information sharing. See details of SWOT analysis and how to address the issues of concern in Appendix 1.

## 2.3. Target Groups and Beneficiaries

The general primary beneficiaries of CAPIO's services are the vulnerable people, especially inmates (convicts, awaiting trial, and asylum inmates). But in this phase, CAPIO has redefined its beneficiaries to include juveniles in remand homes, children born in custody, victims of crime, and vulnerable youths.

The target groups, those that CAPIO will work with to achieve its mission, include the policing agencies, the judiciary, NCS staff, Ministry of Justice, Nigerian Bar Association, the legislators, and a host of other stakeholders. See Appendix 2 for details.

## 2.4 Strategic Imperatives for CAPIO in the Plan Phase (2019-2023)

### a. Programmatic

1. Continue to advocate to make the **correctional system reformatory and rehabilitative**. This includes lobbying for the full implementation of the Nigerian Correctional Service Act especially the non-custodial measures and ensure the development of a new *Correctional Standing Order*.

2. Advocate for **full implementation of ACJL** that will see to, among others, the establishment of **Victims of Crime Support Fund, and more Borstal homes**.
3. Expand CAPIO's **program content and beneficiaries** to include victims of crime, vulnerable youth (prevention of crime to reduce influx into custodial centers), and the inclusion of Child Rights and Child Safeguarding.
4. Conduct researches that will lead to the **reform/review of some other obsolete laws**.
5. Continue to **collaborate with government MDAs and CSOs** to reform the criminal justice system.
6. Concentrate on **reforms of the correctional and judicial system rather than litigating on individual cases**.
7. Demand for more **accountability from duty bearers, and provide social services only as stop-gap measures** to complement the government's efforts.
8. Re-orientate the general populace towards a **positive attitude to inmates**.
9. Implement robust **Monitoring, Evaluation, Accountability, and Learning (MEAL)** to properly showcase the impact of the reform efforts being carried out.
10. **Expand the coverage of the reform agenda to other states** so the impact can be felt nation-wide.
11. Focus on **ICT to improve the work of CAPIO and its strategic partners**.

## **B. Institutional Capacity Strengthening**

1. Enhance and diversify CAPIO's resource base
2. Strengthen the capacity of the human resource – exposure, training, and assessment
3. Expand the infrastructure – office space, equipment, and vehicles
4. Improve governance and administration, including planning for succession
5. Improve/Enhance welfare of staff – salary review, and other welfare packages
6. Improve organizational communication.

## **3. STRATEGIC DIRECTION AND FOCUS OF CAPIO [2019-2023]**

### **3.1 CAPIO' s Vision & Mission**

#### **Vision**

*“A society in which unhindered access to justice and the human rights and dignity of **vulnerable people, especially inmates are protected**”.*

#### **Mission**

*“To protect the interests of vulnerable people, especially inmates, through advocacy for a reformed criminal justice system, free legal services, rehabilitation, and reintegration into the society, applying international good practices”.*

### 3.2 Core Values (Acronym NATIVES)

- a. **Non-discriminatory:** We offer our services and do not discriminate or segregate in any form- be it based on religion, race, ethnic group, sex, or social status.
- b. **Accountability:** We are accountable first to God, and are open in our dealings with our partners, donors, and supporters. We equally expect the same from our stakeholders.
- c. **Team Spirit:** We believe that working together in unity of purpose, we can achieve greater results.
- d. **Integrity:** We will do our best to be upright and maintain our good name which is more precious than gold.
- e. **Volunteerism:** We pursue an altruistic course, to which people can willingly commit to and get fulfilled.
- f. **Excellence:** We give the best of our services, and do not compromise quality even when the services are offered free (pro bono) to beneficiaries.
- g. **Selfless Service:** We render our services out of genuine compassion and without expectations of worldly gains/rewards.

### 3.3 Core Competencies of CAPIO

- a. Advocacy for reform of laws
- b. Education/sensitization on Human Rights
- c. Resource mobilization and project management
- d. Rehabilitation and re-integration of Returning Citizens (Ex-Inmates)

### 3.4 Key Strategies for the Plan

The following are the key strategies to be used to operationalize the Plan.

- **Advocacy**

Within this plan period, advocacy will be regarded as both a Program area and an implementation strategy. CAPIO will employ purposeful, evidence-based advocacy to mobilize support for reforms of appropriate laws and policies, change the orientation of the correctional system to being correctional and rehabilitative, and make duty bearers discharge their responsibilities to inmates. CAPIO's advocacy will be together with relevant stakeholders. Advocacy will also be employed to solicit adequate provision of resources for the justice and correctional sectors. An Advocacy Unit will be created within CAPIO to design, package and lead major advocacies to target audiences.

- **Service delivery**

In view of the generally poor welfare services in the custodial centers, CAPIO will complement its advocacy strategy with some degree of service delivery, particularly in the area of medical services, water, sanitation, and hygiene, as well as provision of basic needs and nutritional



support. These will be stop-gap measures, while the pressure to make duty bearers perform their responsibilities will be sustained through targeted advocacy. CAPIO will also provide legal services including counseling, ADR, and litigation 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 inmates in the society. Many feel they deserve what they are getting, forgetting that even as a convict, inmates have the right to dignity and not to be discriminated against. But apart from inmates, there are larger numbers of Awaiting Trial Persons remanded in custody who have not been tried, or their cases are still running in courts. There is a need for a change of feeling and attitude towards 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 in custody, and also after they are discharged or released from custody. CAPIO will adopt the use of BCC materials, the media, and the pulpit to canvass for a change of attitude towards inmates and to raise resources to support CAPIO's work.

- **Training & Capacity Development**

Capacity building is improving the ability and competence of individuals and organizations to perform. The vocational skills development in the custodial centers, 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 NCS to provide the needed basic services will be enhanced. In this case, clinics and vocational training centers in the custodial centers will be supported to be and remain functional. Training and equipment support to make the duty bearers more skillful and perform better will be considered. CAPIO will equally enhance the capacity of its staff through training, learning visits, and participation in conferences.

- **Research & Documentation and Publicity**

Research will be used to investigate and gather data and information to inform Program design, planning, management, and decision making. This will involve CAPIO undertaking research into appropriate laws, or related activities including assessment of custodial 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 correctional and law reforms. This strategy will also be employed to educate the general public about the conditions of inmates in Nigeria.

- **Motivating**

Through activities such as competitions, CAPIO will motivate inmates to develop their skills, particularly in games and sports. CAPIO will also use annual get-together of duty bearers, inmates, supporters, volunteers and collaborators in this 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 correctional 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 to link up with nongovernmental organizations, community groups, government agencies, and departments to improve coverage and access to its service delivery efforts and impact.

### 3.5 Programmatic & Institutional Capacity Areas, Components, Outcomes and Strategies

The goal of this strategic plan is improved access to justice. In order to achieve this goal, two major outcomes must be achieved, these are:

- a. Reformed justice and rehabilitative correctional systems
- b. Enhanced organizational capacity

The following is a summary of the strategic areas that need to be addressed within this phase, together with the components, outcomes, and appropriate strategies.

A. Programmatic			
Programs	Components	Expected outcomes	Strategies
<b>1. Legal</b> (Law reforms)	<ul style="list-style-type: none"> <li>? Advocacy for law reform</li> <li>? Advocacy for state pardon</li> <li>? Alternative Dispute Resolution</li> <li>? Publicity about law reforms</li> <li>? Training for law officers, judiciary, NBA, Liaison Officers and policing agencies</li> <li>? Advocacy for full implementation of extant laws</li> <li>? Monitoring and reporting on the level of implementation of extant laws</li> </ul>	<ul style="list-style-type: none"> <li>? Reformed laws with progressive provisions</li> <li>? Increased awareness of the provisions of extant laws</li> <li>? Increased implementation of the provisions of extant laws</li> </ul>	<ul style="list-style-type: none"> <li>? Advocacy</li> <li>? Training</li> <li>? R&amp;D, Publicity</li> </ul>
(Legal aid)	<ul style="list-style-type: none"> <li>? Free legal representation, including Clearing House</li> <li>? Free legal advice and counseling</li> <li>? Referral of cases to relevant organizations.</li> </ul>	<ul style="list-style-type: none"> <li>? Increased access to justice</li> </ul>	<ul style="list-style-type: none"> <li>? Litigation</li> <li>? ADR</li> <li>? Partnership &amp; Networking</li> </ul>
(Human rights education)	<ul style="list-style-type: none"> <li>? Human rights and crime prevention education</li> <li>? Research and documentation of crime and HR abuses</li> <li>? Monitor and report HR abuses and crimes</li> </ul>	<ul style="list-style-type: none"> <li>? Increased awareness and respect for human rights and obligations</li> </ul>	<ul style="list-style-type: none"> <li>? Training</li> <li>? R&amp;D, Publicity</li> <li>? Counseling</li> <li>? Partnership &amp; Networking</li> </ul>
<b>2. Advocacy</b>	<ul style="list-style-type: none"> <li>? Establishment of CAPIO Advocacy Unit</li> <li>? Assessment / research</li> <li>? Documentaries and publication</li> <li>? Establishment of Community of Practice – Network</li> <li>? Training in Advocacy skill</li> <li>? Awareness / Media Campaigns</li> <li>? Justice Administration Summit – national and state levels</li> <li>? Consultative status with UN</li> </ul>	<ul style="list-style-type: none"> <li>? Increased capacity, Visibility, and publicity</li> </ul>	<ul style="list-style-type: none"> <li>? Advocacy</li> <li>? Partnership &amp; Networking</li> <li>? R&amp;D, Publicity</li> <li>? Capacity development</li> </ul>

<p><b>3. Rehabilitation and Re-integration</b></p>	<ul style="list-style-type: none"> <li>? Counseling and therapy</li> <li>? Skill acquisition and productive engagement of inmates</li> <li>? Empowerment of trainees</li> <li>? Formal education (O' Level and Higher education)</li> <li>? Renovation of dilapidated workshops in Custodial Centers</li> <li>? Recreational activities &amp; facilities</li> <li>? Community engagement – reduction of stigma and discrimination</li> <li>? Re-integration with family and society</li> <li>? Center of Hope -Half Way Home</li> <li>? Advocacy for the use of non-custodial measures</li> <li>? Research &amp; Documentation</li> </ul>	<ul style="list-style-type: none"> <li>? Skilled and well-adjusted/reformed inmates and Returning Citizens</li> <li>? Reduction of stigma and discrimination</li> </ul>	<ul style="list-style-type: none"> <li>Training</li> <li>? Counseling</li> <li>? Advocacy</li> <li>? Motivating</li> <li>? Social mobilization</li> <li>? R&amp;D, Publicity</li> </ul>
<p><b>4. Medical</b></p>	<ul style="list-style-type: none"> <li>? Medical outreaches</li> <li>? Health education</li> <li>? Counseling and therapy</li> <li>? Clinical visits</li> <li>? Epidemic intervention for the outbreak of diseases</li> <li>? Drug supply</li> <li>? Referrals</li> <li>? Advocacy to duty bearers</li> <li>? Research and documentation</li> </ul>	<ul style="list-style-type: none"> <li>? Improved health of beneficiaries and target groups</li> </ul>	<ul style="list-style-type: none"> <li>? Advocacy</li> <li>? R&amp;D</li> <li>? Sensitisation / Mobilization</li> <li>? Education</li> <li>? Treatment and counseling</li> <li>? Partnership and networking</li> </ul>
<p><b>5. Social welfare</b></p>	<ul style="list-style-type: none"> <li>? Advocacy for witness support Fund, and Witness Protection</li> <li>? Support for victims of crime</li> <li>? Renovation of dilapidated Custodial infrastructure</li> <li>? Provision of essential materials (mattresses, toiletries, sanitary wares, clothes)</li> <li>? Provision of Water, Sanitation and Hygiene products</li> <li>? Support for education of returning citizens and others</li> </ul>	<ul style="list-style-type: none"> <li>? Improved welfare of inmates and others</li> </ul>	<ul style="list-style-type: none"> <li>? Advocacy</li> <li>? R&amp;D,</li> <li>? Publicity</li> <li>? Counseling</li> <li>? Partnership and Networking</li> <li>? Direct Service Delivery</li> </ul>

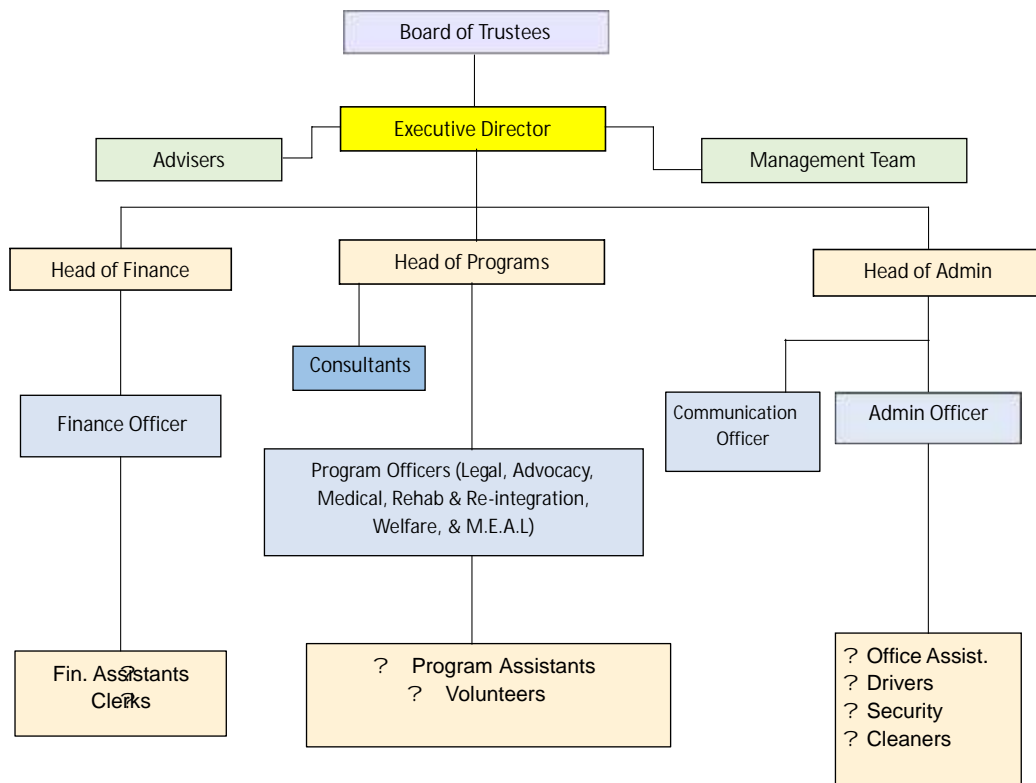
<b>B. Institutional Capacity Strengthening</b>			
<b>Capacity Area</b>	<b>Components</b>	<b>Expected outcomes</b>	<b>Strategies</b>
<b>Organizational governance</b>	<ul style="list-style-type: none"> <li>? Development / Review of administrative policies (e.g. Board Manual, Administrative /Operational Handbook, Procurement policy, etc.)</li> <li>? Organizational Structure</li> <li>? Board meetings and Board development activities</li> <li>? Management meetings</li> <li>? Project management team meetings</li> <li>? Annual general meeting of CAPIO members</li> <li>? Corporate annual report</li> <li>? Annual celebration of hope</li> <li>? Workforce /succession planning</li> </ul>	<p>Improved Governance and Administrative Procedures</p> <p>Effective project and organizational management</p> <p>Increased participation of key stakeholders</p> <p>Smooth leadership transition across all levels</p>	<ul style="list-style-type: none"> <li>? Training</li> <li>? Documentation</li> </ul>
<b>Human Resources Development</b>	<p><b>Capacity development:</b></p> <ul style="list-style-type: none"> <li>? Development of Human Resource Policy/Manual</li> <li>? Job description, listing clearly the expectations of positions</li> <li>? Yearly performance evaluation</li> <li>? Paid membership in relevant professional organizations</li> <li>? In-house training</li> <li>? External training and attendance at professional conferences</li> <li>? Employee Reward/Recognition</li> <li>? Resource Library</li> </ul>	<p>Increased staff performance</p> <p>Well-motivated staff who become professionals, and are asset to CAPIO in terms of organizational sustainability plan</p>	<ul style="list-style-type: none"> <li>? Training</li> <li>? Motivating</li> </ul>
	<p><b>Staff Welfare</b></p> <ul style="list-style-type: none"> <li>? Salary structure</li> <li>? Good welfare package (Health insurance, Life insurance, Pension, etc.)</li> <li>? Staff cooperatives/self–help group</li> <li>? Recognition and award for excellence</li> <li>Payment of tax</li> </ul>	<p>Motivated staff</p> <p>Increased staff retention</p>	<p>Motivating</p>
<b>Fund Development</b>	<ul style="list-style-type: none"> <li>? Donor mapping and proposal development</li> <li>? Training on proposal and report writing.</li> <li>? Consultancy services</li> </ul>	<p>Increased and diversified sources of income.</p>	<ul style="list-style-type: none"> <li>? Training</li> <li>? Networking and Collaboration</li> </ul>

	<ul style="list-style-type: none"> <li>? Consultancy services including Speakers Bureau</li> <li>? Sale of publications.</li> <li>? Efficient financial management policy</li> <li>? Financial audit</li> <li>? Resource mobilization policy</li> <li>? Resource mobilization plan</li> </ul>		
<b>Infrastructure and facilities Development</b>	<ul style="list-style-type: none"> <li>? Expanded office space</li> <li>? Office equipment and facilities</li> <li>? Official vehicles</li> </ul>	Adequate and conducive work environment	? Capacity development
<b>Organizational communication</b>	<ul style="list-style-type: none"> <li>? Functional and updated website</li> <li>? Presence on social media</li> <li>? Annual Reports</li> <li>? Documentaries</li> <li>? Radio and television appearances</li> <li>? Periodic Newsletters</li> <li>? ICT training</li> <li>? Training on improving written communication skill</li> </ul>	Increased visibility and publicity of CAPIO	<ul style="list-style-type: none"> <li>? Training</li> <li>? Social mobilization</li> <li>? Documentation</li> </ul>

#### 4. ORGANIZATIONAL GOVERNANCE & MANAGEMENT STRUCTURE OF CAPIO (2019-2023)

The following is the proposed organizational governance and management structure that will drive the new strategic plan. It will continue to ensure healthy relationships within the organization, promote participative management, effective governance, and decision making. Ultimately, it will help CAPIO to achieve the stated vision and mission.

##### 4.1 Proposed Organogram of CAPIO



## Notes to the Organogram

1. The Advisers are volunteer technocrats; people with a wealth of experience in various fields that the ED can consult at any time for their advice and inputs individually, or collectively if need be.
2. The Management Team comprises the Heads of Admin, Finance, Programs and the State Coordinators. The ED is the Chair of the Management Team.
3. The Head of Programs is the 'First among Equals' and as such is the Deputy ED and acts in the absence of the ED.
4. State Coordinators are the Heads of Programs in their respective States and Abuja Liaison Offices. State Offices will have the complement of staff including Finance Officer, Admin Officer, and Office Assistants.

## 5. KEY ASSUMPTIONS & POSSIBLE RISK FACTORS

The major assumptions underlying this Strategic Plan include the following:

1. That the Government of Nigeria remains democratic and allows the people to enjoy their freedom of expression and association as guaranteed in Nigeria's Constitution, insofar these are exercised within the ambits of the law.
2. That the Government of Nigeria and its MDAs are interested in and are willing to genuinely commit to support the global agenda of Sustainable Development Goals (SDGs), and they will create the enabling environment for non-state actors, including faith-based organizations, to play active roles that will contribute to the achievement of the SDGs.
3. That there is a reasonable level of peace and security that allows freedom of movement and conduct of activities in communities all over the country, including access to Correctional Institutions.

These assumptions are essential conditions that could impact the level of achievement of the outcomes stated in this Plan. If anyone of these conditions does not hold, the implementation of the Plan will be severely affected.

Analyses of the possible factors that may impact on the achievement of the strategic plan revealed some critical risk factors. Key amongst them are the uncooperative attitude of correctional officers toward CAPIO's work; insecurity challenges; and withdrawal of funding support by donors. A Risk Probability-Impact Matrix was used to assess the risk factors and how CAPIO plans to address/mitigate them. The measures that CAPIO will take to address/mitigate the risks have been included in the strategic plan in the form of additional activities/strategies. See details in Appendix 3.

## **6. MONITORING, EVALUATION, REVIEWING, AND REPORTING PROTOCOL**

The following describes the role of Monitoring, Evaluation, and Review for CAPIO's success in using this strategic document. It highlights steps needed to ease monitoring, evaluation and review efforts basic to tracking the outputs, outcome, and impact of CAPIO's work.

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

- Detailed annual operational plan and implementation schedule, including detailed explanation or description of all the broad activities;
- Detailed costing/budgets for all the broad activities;
- Monitoring and evaluation plan for the Strategic Plan

These management documents will be 'living documents' that will be 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, or every six months and significant changes will be subject to ratification of the leadership of CAPIO.

## **7. CONCLUSION**

In conclusion, this Strategic Plan (2019-2023) is realistic and achievable within the financial, technical and management capabilities that CAPIO presently has and can attract during the period. The plan will consolidate on the achievements recorded in the previous phase and expand the work of CAPIO beyond Enugu State and ultimately lay the foundation for longer-term sustainable future. The Plan should be regarded as a living document that will remain relevant until its completion in 2023, and lessons learned from its implementation will form inputs into future Strategic Plans.



# M&E PLAN





## 1. INTRODUCTION

### 1.1 Background to the M&E Plan and the Development Process

As part of the process to chart and document CAPIO's strategic focus for the next five years, CAPIO's management, staff, and stakeholders through a painstaking process developed a five-year Strategic document (2019-2023). The Strategic Plan took into consideration the prevailing and foreseeable context of the country; the internal environment of the organization; the nature and extent of its organization.

This M&E plan was developed as an annex document to CAPIO's Strategic Plan (2019-2023). Implementation of the strategic document without an instrument that helps measure progress would not define CAPIO as an organization, whose approach to work is guided by evidence and learning. Therefore, it was imperative to develop a Monitoring, Evaluation, Research, Learning and Knowledge Management plan that will run concurrently with the strategic plan.

CAPIO sought the expertise of a consultant, who through both online interactions and exchange of documents built a framework of components to consider in the planning process. The various discussions online culminated into a three (3) day face-to-face planning workshop, which held in Enugu from the 22<sup>nd</sup> to the 24<sup>th</sup> of July, 2019. The planning workshop had in attendance all Management and staff of CAPIO, who through rigorous process reviewed all organizational result areas across the planned programs and established strategies and processes to track and document change and learning.

### 1.4 Information Needs and Key M&E Questions

CAPIO's need for information is to enable it to monitor and evaluate the results of its work as expressed in the strategic plan (2019-2023). There is a need for the organization to effectively demonstrate the outcomes and impact of its work at all the levels it programs in. CAPIO wants to be able to show to its supporters and donors that it makes impact with the work it does, and concretely demonstrate value for the money in its work within the community and at other levels. Also, there is a need for information on how effective CAPIO's strategies and processes are and to inform positive changes through management decision-making. Equally the organization requires information to strengthen its image as an effective and accountable organization among donors, civil society organizations and governments. Therefore, there is a dire need for answers to the following key M&E questions:

1. What ways have the organization impacted on the community?
2. How are funds translating to critical results?

3. What lessons are being learned in program implementation?
4. How is knowledge captured, transmitted and stored within the organization?
5. How is the organization evolving a learning culture?
6. What impacts have been made on target populations, systems and issues that CAPIO focuses on?

### 1.5 Purpose of the M&E Plan

Many modern and learning organizations have migrated to a results-based approach to project implementation and review. The role of monitoring, evaluation, and research have become more prominent in project design and appraisal, and CAPIO being a learning organization hopes that this M&E plan will serve the purposes below:

1. Allow CAPIO to be results-focused and to work more effectively and efficiently towards achieving its goals and objectives.
2. Serve as a communication tool that outlines various roles and responsibilities regarding monitoring and evaluation for the organization.
3. Organize plans for data collection, analysis, use, and data quality assurance.
4. Outline specific strategies and tools to encourage informed decision making.
5. Organize the numerous M&E activities that must take place in order for M&E to be truly successful in the organization for the project.
6. Engage a wider body of people in the organization so that M&E, research and Knowledge Management is integrated into every staff's job roles.
7. Document guidelines for knowledge mapping and dissemination that specifically respond to different stakeholder's information needs.

## 2. Results' Logic

The M&E design in this document adopted the Logical Framework Analysis (LFA) however, to depict the flow of logic from lower hierarchy results to higher ones, Results' Framework Analysis (RFA) was used. The use of both frameworks helped CAPIO to ensure that levels of change have logical flow (vertically) and sufficiency (horizontally) to lead to higher result(s). The Adaptive Theory of change guiding the plan also complemented the frameworks (see Appendix 5). CAPIO in this document captured the Theory of Change (ToC) that guides the organization's view of change, putting into consideration push and pull factors affecting planned outcomes and strategies proposed.

<sup>1</sup>Adaptive Theory of Change refers to the statement of the problem, development hypothesis, results, strategies, assumptions and pictorial description showing change surrounded by environmental influences/factors

Highest level	A society in which there is unhindered access to justice, and the human rights and dignity of vulnerable people, especially inmates are protected.					
High Intermediate level	Reduced rate of human right abuses	Improved detention conditions for inmates	Skilled and well-adjusted reformed citizens	Improved health care services for inmates and vulnerable people	Improved advocacy efforts towards effective and efficient criminal justice system	Improved organizational capacity and administrative development
Low Intermediate Level	Reformed laws  Increased awareness of extant law  Increased awareness of human rights and obligations  Increased access to justice	Sanitized environment in custodial facilities  Well nourished inmates	Increased enrolment in learning programs in custodial centers  Reduced stigma and discrimination against returning citizens.	Increased drug/equipment supply  Increased medical personnel in custodial centers  Increased access to medical services  Increased awareness of health	Formidable advocacy unit established  Linkages with other CAPIO Units  Communities of practice enhanced  Publicity of CAPIO enhanced	Increased performance from well-motivated staff  Improved governance and administrative procedures  Strengthened Staff project management capacity
Lowest level	Partnership and collaboration with relevant stakeholders  Areas for law reforms identified  Reform agenda proposed  Increased public knowledge of extant laws  Enlightened stakeholders on extant law  increased staff/ partners capacity  Increased public awareness on human rights	Vectors eradicated in custodial centers  Adequate water supply Sewage disposed regularly  Adequate food supplied to the custodial centers  Improved quality of food available to inmates	Inmates educated  Effective and completed psychotherapy sessions. Trained/skilled inmates or returning citizens.  Center of Hope established  Community awareness programs established	Memorandum of Understanding (MoU) with stakeholders  Drugs/ equipment provided  Medical personnel mobilized  Collaboration with relevant stakeholders  Medical personnel needs identified/recommended  Periodic medical missions conducted  Improved training opportunities for correctional medical personnel  Periodic health education sessions	Office space for advocacy unit equipped  Dedicated advocacy unit staff engaged  Capacity of staff built on advocacy  Advocacy manual developed  Unit-specific Advocacy activities facilitated  Memberships of relevant networks reviewed  New networks formed/joined  Active participation in networks enhanced	Increased staff salaries and allowances  Staff welfare packages enhanced  Employee reward system established  Effective organizational development plans, policies and procedures developed  Good practices on governance and administrative procedures implemented  Increased staff capacity trainings  Increased training resources materials available for staff

	<p>Increased capacity of key players in the justice system</p> <p>Offer free legal aid to ATPs</p>			<p>Relevant healthcare guides disseminated</p> <p>Periodic roundtables on health issues in correctional institutions</p>	<p>Fora for networking facilitated</p> <p>Technical support provided</p> <p>Multimedia campaign materials developed</p> <p>Public awareness events/materials developed</p> <p>Recognition by international agencies</p>	
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Table 1: Results Logic

### 3. Logical Framework

CAPIO's logical framework was developed with a great deal of concentration and focus on the logic of results and the interaction of indicators for tracking progress and the basic assumptions that could affect planned results. The results-focused approach used in constructing the framework makes it a viable tool for project design, planning, tracking, evaluation, and management. The logical framework is attached as Appendix 6.

### 4. M&E Framework (Indicators, baselines, targets, source)

#### 4.1 Indicators

The indicators set for this M&E framework are neutral measures showing no directions and no time frame nor limits. An appropriate mix of quantitative and qualitative indicators was developed at the different levels of M&E with definite consideration for necessary disaggregation. See Disaggregation in Performance Management Plan (PMP) as Appendix 7. Indicators, method of collection and analysis; and reporting can be found in the PMP.

#### 4.2 Data Sources

Data would be collected from different sources through well designed and defined internal processes. Sources for data will include activity reports; annual reports; unit reports (finance, human resources, M&E, program, etc); review and evaluation reports. Other data sources for CAPIO will be survey reports; policy documents; national gazettes; project reports; program reports; newspaper excerpts, news clips, documentaries, performance report and minutes of meetings.

### 4.3 Frequency of Information

The frequency of data collection ranges from monthly, quarterly, bi-annual and annual. The type of indicator and project or donor requirement determines frequency in the collection and /or reporting of data. However, some indicators especially those tracking higher-level results could take longer than these aforementioned timeframes because the changes they measure only become significant in later years.

### 4.4 Baseline

Data gathered from implementing the previous strategic plan (2014-2019) and other project implementation results of the organization served as a baseline for this M&E framework. The baseline values were compiled from different sources, including project reports, assessments, performance reports and minutes of meetings.

### 4.5 Targets

In line with the definition of the indicators as agreed and understood by CAPIO, quantitative and qualitative benchmarks are set to guide efforts and ensure ease in measurement of progress. Targets are set by indicator and can be found in the PMP.

## 5. DATA COLLECTION TOOLS

Data collection tools are instruments that enable CAPIO to collect data that is required for documenting change effected by implementing the strategic plan. There are different methods of collecting data including surveys, questionnaire administration, in-depth interviews, observations, etc.

CAPIO's M& E system is designed to collect data using the under-listed tools:

1. **Questionnaire:** The questionnaire as an instrument of data collection will be used to collect information from stakeholders and beneficiaries of CAPIO. Questionnaires can be administered face-to-face or through any other means that does not alter the responses received.
2. **Focus Group Discussion (FGD) Guide:** This will be used when the need arises especially for collecting data that identify the feelings, perceptions, and thinking of the target population of CAPIO's work about a particular service or solution. It will also be used when CAPIO wants to supplement/triangulate quantitative information with qualitative constructs.
3. **Stakeholders In-Depth Interview (IDI) Guide:** IDI guide will be used to collect data from key stakeholders on issues that require technical and expert knowledge in subject matters that provide critical information to CAPIO and/or its partners and donors.

4. **Attendance Checklist:** This data collection tool will help to collect data on the number of beneficiaries or stakeholders engaged, and helps ensure collection of data that help in appropriate disaggregation.

5. **Audio/visual recorders:** These tools will be used to capture and record information during trainings, meetings, sensitization campaigns and every other activity of CAPIO.

## 6. DATA ANALYSIS

Data analysis is a method in which data is collected and organized so that an organization can derive helpful information from it and make evidence-based decisions. In other words, it is the process of transforming raw data into usable information. Given a narrative on the process, at different levels of the organization, independent data collectors including the project team across CAPIO focus states will collect data from NCS authorities/officials, inmates, media, civil society organizations and partners concerning the project at hand. The data generated will be transmitted to the M&E team and other program staff. Thereafter, the data collected using the above tools will be analyzed along qualitative and quantitative line as stated below:

1. **Questionnaire/checklist data:** The data will be collated, validated and input into excel spreadsheet software or SPSS to generate information on variables captured. Thereafter, it will be disaggregated using frequency tables in terms of sex, age, location, type of stakeholders, opinions on gender issues, etc.

2. **Focus Group Discussion & In-depth Interview data:** FGD/IDI data will be analyzed using content/ thematic analyses. It entails transcribing all the comments generated during the discussions, rearrange the comments and place the accompanying answers to them. Perform critical thinking and find a corresponding response to any idea that needs to be broken down. Thereafter, the uniformed responses will be grouped in line with questions they answered.

3. **Audio/visual recordings:** The recordings will be grouped in line with events and activities they represent. The useful ones will be taken and put in appropriate places to give further insights and evidence of the events.

## 6. DATA FLOW AND DATA QUALITY

Data collected through any of the data collection methods will be assessed for quality using Validity, Integrity, Precision, Usability, Reliability, and Timely (VIPURT) Check. On-site Data Quality Assessment (DQA) will be done when and where necessary. However, routine checks to ensure that data collected and reported are of quality will be the responsibility of the M&E Officer, who is not directly involved in the day-to-day running of CAPIO Projects. See data flow-chart below:

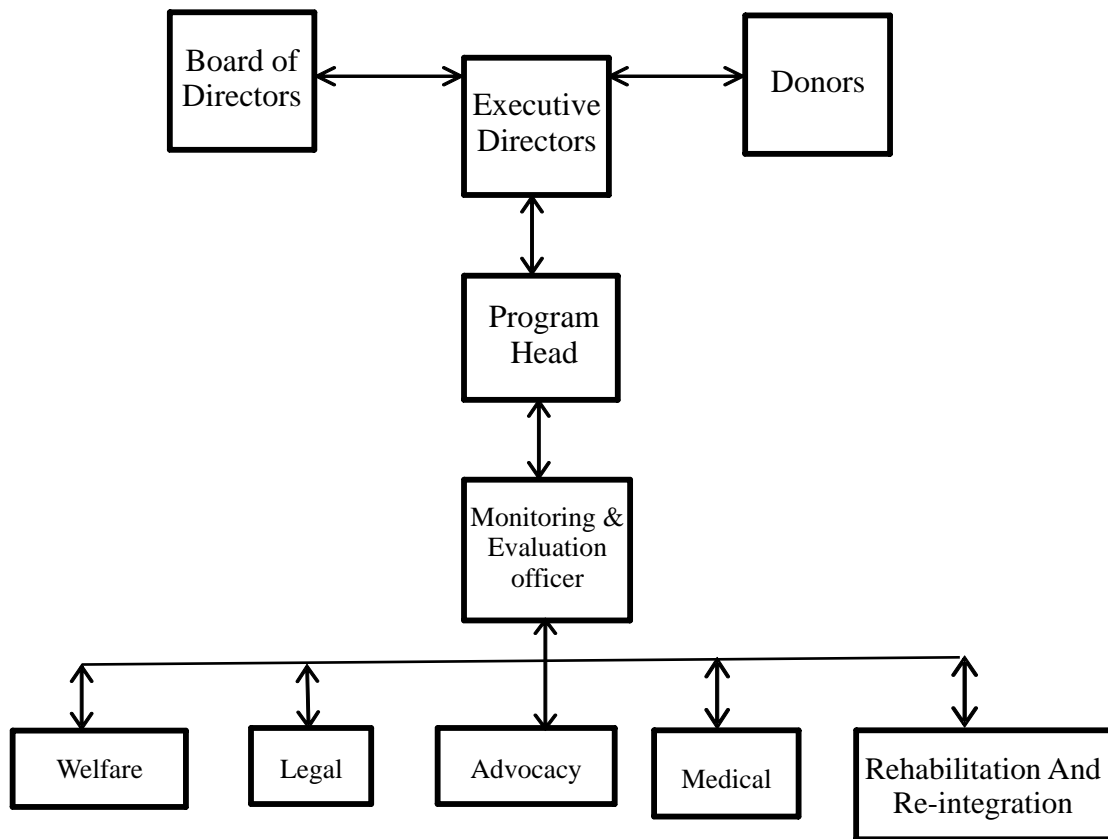


Figure 2: Data flow Chart

M&E roles and responsibilities' matrix was also jointly developed and agreed upon by management and staff of CAPIO and can be found in Appendix 8.

## 7. KNOWLEDGE MANAGEMENT (DATA NEEDS/USE, REPORTING/DISSEMINATION, STAKEHOLDERS AND TECHNOLOGY)

Data reporting and use involve different organizational processes—determining the types of report; frequency; who needs what information and what best way to share knowledge. In this plan, CAPIO approaches data management from a contemporary perspective known as Knowledge Management. Though, basic processes of data management will be undertaken, higher processes that will map information/knowledge; analyze stakeholders and medium for sharing/dissemination will be explored. The basic reports that would be produced are program progress reports; financial reports; M&E reports; organizational progress reports, and donor project reports. The feedback mechanisms for reports and decisions reached on required changes to program and operations would be through different channels. This would involve staff meetings; use of emails; Board/Management meetings; project meetings and M&E meetings. The following table summarizes the basic data reporting mechanism and use.

Type of Report	Frequency	Stakeholder(s)	Feedback Mechanism
Financial Report	Bi-annual	Funders/Board	Query/Recommendations
Activity Report	Quarterly	Donors	Commendations/ Recommendations/Query
End of Project Report	End of the project	Donors	Commendations/Approval

Table 2: Basic Data Reporting Mechanism and Use

All basic reports in table 2 above are for management decision making and are all targeted at the senior management and the donors. In line with the new focus to provide valid and valuable information for its various stakeholders through effective knowledge management, CAPIO conducted on the spot organizational knowledge audit, which resulted in information on table 3 below:

Stakeholder(s)	Information Needed/Indicator	Source of Information	Medium for Sharing	Best Form for Sharing	Feedback
Donors	Project progress and financial status	Project activity report and financial report	E-Mail/Courier	E-mail	Recommendations
Nigerian Correctional Service	Detailed Information about the Project	Project Document and project report	E-Mail/Courier/Meeting	Meetings	Approval
National Human Rights Commission	Detailed information about the project	Project document and project report	E-Mail/Courier	E-mail	Approval/Support
Partners	Detailed information about the project and the need for collaboration	Project document and project	E-Mail /Courier/Direct interaction	Direct interaction	Signed and accepted MoU

Table 3: Knowledge Management Matrix

See Appendix 8 for tables showing tools that CAPIO plan to capture, share and store knowledge



## 8. EVALUATION

Evaluation planning will be project-based, and schedules will be determined by project timelines. Research is also an integral part of the learning culture of CAPIO, and therefore, will help the organization look-out for needs and generate evidence to help in its advocacy. Research should form the foundation of works to be executed by the various units. Each unit would conduct researches regularly and should have 2 publications in relevant international journals annually.

Questions	Evaluation Type	Timeline
What ways have the organization impacted on the community we work for/in?	Impact Evaluation	TBD by CAPIO
What lessons are being learned in program implementation	Operations Research(Performance Evaluation)	TBD by CAPIO
What impact have we made on target population, systems and issues we focus on	Impact Evaluation	TBD by CAPIO
To what extent has organizational incomes been used for its	Performance Evaluation	TBD by CAPIO
How is the organization evolving a learning culture?	Operations Research(Performance Evaluation)	TBD by CAPIO
Other Program-specific Research/Evaluation	As appropriate	As depicted in the PMP

Table 4: Evaluation Planning Matrix

### Team: Responsibilities and Roles

CAPIO's approach to M&E is participatory and collaborative. This plan was developed with the inputs of all units, project leads and stakeholders before, during and after the planning meeting. The implementation of the M&E plan is at different levels of the project and programming. Therefore, data collection, analysis, reporting and use of information will take place at different levels. However, the M&E framework includes responsible persons per indicator.

The Team will be headed by the Monitoring and Evaluation Officer, who will oversee data quality assurance. Data Collectors from different programs of the organization, who will collect data through interviews and maintain data received from the field. All the officers in the project have various data management roles. See the full detail of M&E responsibilities and roles below:

S/N	COMPONENT	Data Collection Tool	Data Flow	M & E Responsibility
1	Legal	1) File of cases attended to. 2) Success stories. 3) List of referrals made and progress tracking of the cases. 4) List of referrals received.	Legal Department To M & E To Program Head To E.D(Executive Director)	1) Analyze the cases in categories of crime and length of time taken 2) Determine the existence of a feedback mechanism between CAPIO and the other CSOs to make referral.
2	Advocacy	1) File of letters written to different stakeholders for advocacy visits. 2) Attendance on visits made. 3) File of Approved letters from the stakeholders	From Programs units To Advocacy To Program Head/M & E To E. D	1) Sort the number of advocacy letters sent out and determine how many was honored and how many were not. 2) How many approvals/permissions were granted by the stakeholders visited. 3) MOU signed
3	Rehabilitation & Re-integration	1) File of inmates rehabilitated. 2) Receipt of Items purchased for their re-integration (if any).	Rehabilitation unit To M & E and Programs Dept. To E.D	Sort the number of people rehabilitated in categories of need and extent of success achieved
4	Welfare	1) Receipt of Materials purchased. 2) MOU with contractors (consultants engaged). 3) List of inmates trained to be professional chefs 4)List of items donated to the NCS	Welfare To M & E To Program Head To E. D	1) Classify materials purchased into categories of those used for the renovation of cell, boreholes, food, and toiletries. 2) Value of food items bought and those donated by donors 3) Number of inmates trained as professional chefs 4) Value of contract works awarded; those completed and those in progress.
5	Medical	1) Patient examination form 2) receipt of drugs purchased 3) List of drugs donated 4) List of medical personnel in attendance on outreaches	Medical To M & E To Program Head To E.D	1) Sort the numbers of inmates treated on each outreach 2) Sort the kinds of illnesses treated and the common one among them 3) Value of drugs purchased and those donated by people 4) Value of services rendered by the volunteer medical personnel
6	Organizational Development	1) Appraisal forms file 2) File for Pension fund enrollment. 3) Staff employment file. 4) Employment termination file	Human Resource Manager To M & E To E.D	1) Rate of staff turnover 2) Reason for the turnover 3) Transparency in the award system

Table 5: M&E Roles and Responsibilities

## 10. COSTING OF THE M&E PLAN

This plan will be costed in another activity, and the cost spreadsheet with breakdown of budget line items will be an annex to this document. The costing will guide daily implementation of the plan including but not limited to data collection, collation, analysis, and dissemination. Opportunities for review of the M&E system, evaluation and research will be duly budgeted for.

## 11. PROCESS OF REFINING THE M&E SYSTEM

A valid and deliberate gaps identification mechanism would be in place as this M&E plan is being implemented. Feedback from the reports, reviews, and evaluation will aid CAPIO's M&E team to identify gaps or insufficiency of the tools and that of all other M&E processes. Even though targets for the results have been set, expected and unexpected changes could occur in the communities or around the issues the organization focuses on that may affect the relevance of the M&E system as developed and articulated herein. In such a situation that the premise upon which this M&E plan was developed no longer stands, CAPIO will review affected tools or processes and ensure continuous alignment with the strategic plan, national M&E guidelines, and current realities. Tools may be revised during annual planning meetings, during the design of new projects and after the mid-term review of the strategic plan. In all, the processes that will be taken to refine the M&E system, therefore, are pre-testing of tools; identification of gaps based on feedbacks; call for amendment(s); and revision of tools.

This M&E plan together with all its components is a “living document” and as such, is liable to constant modification and restructuring to make it remain relevant within the life span of the project it operationalizes.

### Challenges

- \* Non-co-operative nature of the government towards ensuring the sustainability of projects
- \* Inadequate funding or resources
- \* Endemic corruption in the administration of correctional institutions

### Conclusion

It is hoped that with the co-operation of state and non-state actors in the criminal justice system and the right attitude of the society towards Correctional Institutions and vulnerable people in Nigeria, CAPIO in her next phase of development, will see a society in which unhindered access to justice and the human rights and dignity of vulnerable people, especially inmates are protected.

## Appendix 1

### Framework of Outcomes, Components, Main Activities Indicators, Means of Verification, and Targets

This framework provides a guide to operationalizing the strategic plan. It should be used to extract annual operational/work plan for each year of the plan period.

#### 1. Legal

Outcomes	Components	Main Activities	Indicators of progress	Means of Verification	Targets	Budget
<b>Reformed laws with progressive provisions</b>	Advocacy for law reform.	<ul style="list-style-type: none"> <li>? Visits to establish partnership and collaboration with relevant organizations, agencies, and stakeholders</li> <li>? Courtesy visits to the Attorney-General, Principal Officers of the House of Assembly, Chief Judge, and other key stake holders</li> <li>? Research and Documentation</li> <li>? Lobbying</li> <li>? Make draft bills and send to the House of Assembly</li> <li>? Publicity</li> </ul>	<ul style="list-style-type: none"> <li>Number of visits and courtesy calls made</li> <li>Show of Buy-in by stakeholders</li> <li>Number of practice direction made</li> <li>Number of draft bills;</li> </ul>	<ul style="list-style-type: none"> <li>Copies of draft practice direction produced</li> <li>Copies of draft bills</li> </ul>	Quarterly visits to identified stakeholders	?50million
	Advocacy for state pardon	<ul style="list-style-type: none"> <li>? Research, data collection, and documentation of cases</li> <li>? Advocacy visit to the Governor, Attorney General and Board of Prerogative of Mercy</li> </ul>	<ul style="list-style-type: none"> <li>Number of meetings of the Board of Prerogative of Mercy.</li> <li>Number of applications and recommendations for pardon to the Board of Prerogative of Mercy</li> </ul>	<ul style="list-style-type: none"> <li>Minutes of meetings of Board of Prerogative of Mercy</li> <li>Custodial records</li> </ul>	Pardon granted during Easter and Christmas celebration, Independence Day and new year day.	? 2.5million
	ADR	<ul style="list-style-type: none"> <li>? Conduct a baseline study on the operations and cases resolved through ADR</li> <li>? Give publicity through-jingles, radio/TV Programs, print and circulate handbills, social media,</li> <li>? Conduct training and capacity building for ADR practitioners</li> <li>? Support the Multi-Door Court-via training, provisions of ICT equipment</li> <li>? Advocate for the establishment, decentralization, and expansion of the Multi-door Court</li> </ul>	<ul style="list-style-type: none"> <li>Number of cases resolved through ADR</li> <li>Number of existing and functional Multi-Door Courts; Number of ADR Practitioners trained;</li> <li>Number and types of equipment provided</li> </ul>	<ul style="list-style-type: none"> <li>CAPIO reports and records</li> <li>Court records</li> <li>Training report</li> <li>CAPIO reports and records</li> </ul>	<ul style="list-style-type: none"> <li>Multi-Door courts in all the senatorial zones in Eastern Nigeria</li> <li>20% progressive annual increment of persons using ADR and established and functional Multi-door courts,</li> </ul>	? 17.5million
<b>Increased awareness of the provisions of extant laws</b>	<ul style="list-style-type: none"> <li>? Publicity about law reform</li> <li>? Training for law officers, judiciary, NBA, Liaison Officers and policing agencies</li> </ul>	<ul style="list-style-type: none"> <li>? Radio/TV jingles. Phone in Programs. Interviews, mall shows. Social media, print and circulate handbills and posters.</li> <li>? Training and retraining</li> <li>? Print and circulate simplified versions of extant laws.</li> </ul>	<ul style="list-style-type: none"> <li>Number of jingles, TV Programs, Mall Shows, etc. conducted;</li> <li>Number of training held;</li> <li>Number of copies produced</li> </ul>	<ul style="list-style-type: none"> <li>Recordings of broadcasts;</li> <li>Attendance register at Mall and other Shows;</li> <li>Training report</li> <li>Copies of simplified laws produced</li> </ul>	<ul style="list-style-type: none"> <li>200 jingles annually</li> <li>30 broadcast programs annually</li> <li>5 training events annually</li> <li>1000 copies of simplified laws annually</li> </ul>	? 219.5million

<b>Increased implementation of the provisions of extant laws</b>	? Advocacy ? Monitoring and reporting	? Advocacy for full implementation of extant laws. ? Monitoring and reporting on the level of implementation of extant laws	Level of implementation of extant laws	Evaluation reports	1 report at project's end	? 10million
<b>Increased access to justice</b>		? Provide free legal representation, including Clearing House for pro-bono services ? Provide free legal advice and counseling ? Refer special cases to relevant organizations	Number of legal personnel providing pro-bono services  Number of special cases referred to other organizations	CAPIO records and reports	10 legal personnel  20 cases referred annually	? 47million
<b>Increased awareness of human rights and obligations</b>	Monitor and report on HR abuses and crimes	? Human rights and crime prevention education ? Research and document cases of HR abuses and crimes ? Monitor and report HR abuses and crimes	Number and types of HR education Programs run;  Number and types of crimes and HR abuses reported	CAPIO records and reports	5 major HR Education events  50 crimes and HR abuses reported	? 25million

## 2. Advocacy

Outcomes	Components	Main Activities	Indicators of progress	Means of Verification	Targets	Budget
Increased capacity, visibility, and publicity	1. Advocacy unit	? Establish an advocacy unit within CAPIO ? Develop terms of reference for the Unit ? Formulate job description for the staff ? Hire qualified and experienced staff (Advocacy Officer, and Research Officer)	TOR developed  Job description developed  Positions advertised	* Copy of TOR  * Signed contract  * Copy of position advert  * Appointment letter	Develop TOR by July 2020  Create a JD by August 2020  Hire personnel by September 2020	? 10.2million
	2. Conduct Assessment/ Research	? Research and track yearly NCS budget with Ministry of Interior	Yearly budget received from Ministry of Interior	Copy of budget received  CAPIO report of budget tracking	Budget is tracked analyzed and reported quarterly	? 16million
		? Gather and track information on current/trending issues on Corrections, Human rights and Criminal Justice	Information gathering tool developed and used by CAPIO staff	Copies of information collated and analyzed	Monthly review of issues gathered	
		? Include advocacy for adequate infrastructure for policing agencies including transport vehicle/Call-duty vehicles in CAPIO's advocacy messages	Number of advocacy events and platforms this issue was raised/highlighted	Copies of such advocacy messages	Regularly on all available platforms.	
		? Gather feedback from correctional officers and inmates on issues of concern in custodial centers	Information gathering tool developed and used by CAPIO staff	Copies of information collated and analyzed	Monthly review of issues gathered	
		? Conduct research on the impact of extant Law (ACJL) on the people	Research framework developed by CAPIO	Actual research materials  Report of research findings	Research materials developed by October 2019.  Research is included in CAPIO 2020 budget, under the ACJL MC funding	
	? Conduct research on awareness of Human rights in the catchment areas	Research framework developed by CAPIO	Report of research findings	December 2019		

3. Documentaries and publications that showcase Human Rights Abuses	? Create short documentaries that highlight human rights abuses of inmates and the general public. ? Air documentaries on available channels	Storylines of documentaries developed  Actors and characters defined and secured	Copies of the documentaries  Schedule of airing of documentaries on radios, tv, social media  Actual published articles	Quarterly airing of documentaries on Channels, AIT and NTA channels  Quarterly airing of documentaries on Radio Nigeria  Monthly posting (and reposting) of documentaries on Facebook, twitter , and Instagram	? 30million
	? Create online and written publications including updates that highlight human rights abuses of inmates and the general public.	Professional writers and editors recruited to develop content  Op-Ed columns and articles written and disseminated for publication	Copies of published articles	Content supplied to NAN monthly  Monthly links to published articles on Facebook, Twitter, and Instagram  Weekly input	
4. Establish Community of Practice – Network	? Strengthen current state networks by taking on a leadership role	CAPIO assuming prominent role in Human Rights for South East Nigeria	Minutes of the meeting		? 5million
	? Develop and chair a network coalition for all aspect of CAPIO's work, inviting other CSOs like the UN, Avocats Sans Frontiers, etc	CAPIO Develops a national network coalition	Coalition Charter/ MOU	Coalition to be formed by 2021	
5. Training in advocacy skill	? Organize advocacy training for CAPIO staff and partners every two years	Updated training manual from that used for the 2015 training  Training date selected	Manual of the training, photographs, etc.	Training to be done in Year 2020 and 2022.	? 6million
6. Awareness/media campaigns	? Conduct weekly radio and TV programs ? Regular social media posts ? Organize roadshows/mall shows ? Produce and distribute fliers, banners and printed annual reports	Schedule of broadcasts  schedule of road /mall Shows  Designs and drafts of fliers, banners, and reports produced	Interview of listeners  Likes, comments, repost  Copies of fliers, banners, and reports	2 major media campaigns a year.  At least two media engagements per month	? 30million
7. Justice Administration Summit – national and State levels	? Participate at the annual Justice summit	Expression of interest sent to the Federal MoJ requesting participation in the summit	Copy of letter sent to MoJ  Copy of Invitation to participate in the summit	CAPIO will send a letter to MoJ by August each year, as the conference holds in the last quarter.  ACJL Summit to hold in Enugu in 2020.	? 16million
	? CAPIO to convene ACJL Summit in Enugu and neighboring States	Development of summit Program for implementation of ACJL	Program of summit		
8. Consultative status with the UN	? Update documents used for applying for UN consultative status in August 2020	Documents uploaded on CAPIO's UN profile page	Mail verifying updated documents received	Documents updated by end of May 2020	Nil

### 3.Rehabilitation and Re-integration

Outcomes	Components	Main Activities	Indicators of progress	MOV	Targets	Budget	
Skilled and well-adjusted/reformed citizens  Reduction of stigma and discrimination	? Counseling and therapy	? Conduct training on psychotherapy and counseling techniques for Psychologists and social workers in custodial centers	Number of persons trained per year disaggregated by department of staff and type of training  Number of trainings conducted	Training reports  Attendance sheets  Pictures	Two trainings yearly  Train 45 Psychologists/social workers from 5 South-East States	? 7million	
		? Conduct monitoring and evaluation of Correctional Officers Psychotherapy/ counselling skills and competencies	Number of case files successfully handled by Correctional Officers	Evaluation reports	Monitoring Visits to 15 custodial centers each year	? 10million	
	? Skill acquisition and productive engagement of ATPs	? Conduct advocacy for NCS law to allow/awaiting trials to participate in skill acquisition training	Buy-in by the leadership of NCS; Draft of proposed changes in the NCS Law	Number of ATPs participating in skill acquisition  Number of ATPs participating in the re-orientation disaggregated by sex	Copy of revised law   Activity report	Revised Standing Order	? 15million   ? 1,000,000
		? Advocate for correctional officials and authorities to incentivize reward (non-monetary) for good behavior (e.g. reading a book, participating in skill acquisition, etc.)				1000 ATPs participating  5000 ATPs reached	
		? Conduct reorientation program for ATPs				Quarterly program in 5 major custodial centers in South-East Nigeria	
	? Empowerment of returning citizens	? Conduct/support training for inmates	Number of inmates trained	Pictures, activity report pictures, Bill of quantities  Supervision report	250 trainees	? 6.25million	
		? Provide necessary start-up kit to those trained	Number of start-up kits provided		250 trainees receive start-up kits	? 50million	
		? Provide supportive supervision to those trained	Number of supervisory visits made		2 supervisory visits to each of those trained	? 20million	
? Formal education (O' level and higher education)	? Provide facelift for existing study centers (Enugu Custodial Center)	Number of study centers upgraded	Bill of quantities, pictures	5 major custodial centers in South-East Nigeria	? 15million		
	Provide IEC materials such as library/e-library, shelves, chairs /tables) to study centers in major custodial centers.  Advocate for adult literacy education programs in partnership with State Ministries of Education	Number and types of materials provided  Number of custodial centers that run adult literacy programs				MoU, minutes of meetings, CAPIO reports	
? Renovation of dilapidated workshops in custodial centers	? Assess the condition of existing workshops	Number of workshops assessed in custodial centers	Bill of quantities, pictures, reports  Copies of trade test certificates	5 major custodial centers in South-East Nigeria	?25million		
	? Renovate and equip dilapidated workshops in major custodial centers	Number of workshops renovated and equipped					
	? Revive moribund trade test certification for trainees in correctional workshops	Number of inmates certified by appropriate agency					
? Recreation and sport	? Provide sport equipment to major custodial centers	Number of sport equipment provided	Bill of quantities, pictures, activity report	5 major custodial centers in South-East	?2.5million		
	? Organize and sponsor annual competitions for inmates	Number of custodial centers that hold annual competitions					

	? Community engagement – reduction of stigma and discrimination	? Conduct community awareness programs through town hall meetings, film shows (documentaries from advocacy, and radio/TV Programs), etc.  ? Advocate for change in community constitutions that frustrate reintegration of returning citizens	Number of town hall meetings, film shows conducted  Number of communities that change their constitutions	Activity reports Minutes of meeting  Activity reports New constitution	50 communities reached  25 communities change their constitutions	? 10million
	? Center of Hope	? Conduct fundraising for the Center of Hope  ? Construct the Center of Hope	Amount of funds mobilized  Stages reached in the construction of Center of Hope	Bank Statements  Pictures	1 Center of Hope	? 1.2billion
	? Advocacy for effective use of non custodial measures	? Conduct situational assessment of remand homes in South-East Nigeria  ? Understudy the mode of operation of functional remand homes both locally and internationally  ? Advocate for establishment of a functional remand home in South-East Nigeria	Number of remand homes assessed  Number of remand homes understudied  Number of functional remand homes established	Assessment reports, pictures  Study report	2 remand homes assessed  1 local and 1 international remand homes understudied  1 functional remand home in South-East	? 3million
	? Research & Documentation	? Conduct research on Best practices on rehabilitation from around the world  ? Publish best practices in CAPIO's communication channels	Number of researches conducted  Number of published editions of best practices in rehabilitation	Research papers published  Appointment letter of Desk Officer	4 researches annually  1 Desk Officer engaged	? 6million

## 4. Medical

Outcomes	Components	Main Activities	Indicators of progress	Means of Verification	Targets	Budget
Improved health of beneficiaries and target groups	Medical outreaches	Conduct medical outreaches in custodial centers in Nigeria	Schedule of visits Numbers of people attended to	Activity reports/records Pictures	Bimonthly medical outreaches to 1 Custodial Center	N5million
	Health education	Conduct health education in Nigerian Custodial Centers Produce posters to be displayed within Custodial Centers	Health talks given in every outreach  Number of posters produced	Activity reports  Dissemination schedule	Bimonthly health education at 1 Custodial Center  10 posters disseminated annually	N1.6 million
	Counseling and psycho-social therapy	Conduct scheduled psycho-socio counseling, test, and therapy	Numbers of person returning for counseling, test, and therapy	CAPIO reports	Bimonthly psycho-socio counseling, test, and therapy to 100 persons annually	? 5million
	Clinical Visits	Conduct regular clinical visits by CAPIO's medical volunteers Refer special/difficult cases as appropriate	Schedule of visits indicating names of volunteers	Activity reports/record Record of persons seen per visit	4 hours visit to 1 Custodial Center every week	? 2million
	Drug/equipment supply	Procure, donate drugs/equipment to clinics in correctional institutions	Proportion of drugs and equipment supplied disaggregated by type	Purchase records, donation records	Quarterly donation of drugs to 1 custodial center every year  Annual donation of equipment to 1 custodial center	? 2million



## 5. Welfare

Outcomes	Components	Main Activities	Indicators of progress	Means of Verification	Targets	Budget
1. Sanitized Environment in Custodial Centers	<p>Vector control</p> <p>Water and Sanitation</p> <p>Sewage Management</p>	<p>Promote the control of vectors (disease carry animals) such as insects, rodents, etc in custodial centers</p> <p>Facilitate adequate (Daily) water supply to Custodial centers</p> <p>Promote regular Sewage Disposal practices in custodial centers</p>	<p>Percentage of correctional facilities (cell, offices, etc) free of Vectors.</p> <p>Frequency/quality of renovation of correctional facilities</p> <p>Proportion of foods available in stores within custodial centers</p>	<p>Welfare reports, CAPIO monitoring reports,</p>	<p>75% of custodial centers in South-East Nigeria reached</p>	<p>? 28.5million</p>
2. Well Nourished inmates	Nutrition	<p>Facilitate the supply of dequate food in custodial centers</p> <p>Promote improved quality of food available to inmates</p>	<p>Quality of meals served in correctional facilities</p> <p>Inmates' level of satisfaction with meal options in custodial centers</p>	<p>Welfare report, survey, correctional food assessment report</p>	<p>Once yearly</p> <p>Four times a year</p>	<p>? 3million</p>

## 6. Organizational Development

### a. Organizational Governance

Outcomes	Components	Main Activities	Indicators of Progress	Means of Verification	Targets	Budget
Improved governance and administrative procedures	Governance	Review/Develop organizational policies and procedures including administrative handbook, board manual, etc.	Number of organizational policies and procedures developed and approved for use	Copies of policies and procedures	<ul style="list-style-type: none"> <li>- Administrative handbook</li> <li>- Board manual</li> <li>- Financial policy</li> <li>- Procurement policy</li> <li>- Human resource policy</li> <li>- Travel policy</li> <li>- Succession policy</li> </ul>	
		Schedule and hold board meetings	Number of board meetings held	Minutes of board meetings	Not less than 2 times each year	? 500,000
		Organize orientation and leadership workshops for CAPIO staff and leaders.	Number of workshops held; Number of people in attendance	Activity report	One training per year	? 5million
		Ensure compliance with statutory obligations: <ul style="list-style-type: none"> <li>- Payment of tax by staff</li> <li>- Filing annual returns at CAC</li> </ul>	Number of compliant cases recorded  Number of staff paying tax  Number of returns filed at CAC	Administrative records  Tax payment Files  Copies of papers filed	Annually  Monthly  Annually	

	- Approval of financial audit	Number of audits done	Audit report	Annually	
Administrative Procedures	Review and operationalise organisational structure	Number of revisions made	Copy of revised organogram	When necessary	
	Schedule and hold management meetings	Number of management meetings held	Minutes of meeting	Once a month	
	Conduct Project Management Team (PMT) meetings	Number of meetings held	Minutes of meetings	As considered necessary	
	Organize " Thank You" get - together (Celebration of Hope) of BoT, volunteers, staff, etc.	Number of people in attendance	Activity report; attendance list	Annually	? 2.5million
	Produce corporate annual report	Number of draft and final versions of report made	Copy of annual report	Annually	
	Conduct Annual General Meetings (AGM) for all CAPIO Members	Number of people in attendance disaggregated by departments	Activity report; attendance list	Annually	? 5million
Succession Plan	Identify and mentor prospective executive director	Number of person identified and mentored	Activity report	By the end of 2020	
	Develop policy on succession	Number of draft policy and succession plan developed	Copy of the policy	Policy approved by the end of 2020	
	Develop a succession plan for other key positions	Number of draft policy and succession plan developed	Copy of the plan	By the end of 2020	

Communication	Develop/introduce platforms for improved communication	Number of platforms in use	Web analytics	- Website - Social media (Facebook, Twitter, Instagram)	
	Train staff on how to use modern communication platforms effectively	Number of staff trained	Training report	As considered necessary	
	Train staff on improved written communication skill	Number of staff trained	Training report	Before the end of 2019	

## b. Human Resource Development

Outcomes	Components	Main Activities	Indicators of Progress	Means of Verification	Targets	Budget
Increased Performance from well-motivated staff	Human resources capacity development	Develop Human Resource policy/manual	Number of HR Manual developed	Copy of Manual	By December 2019	? 5.9million
		Review Job Description for every staff member, listing clearly the expectations of the position	Number of staff that participated in the review	Copies of revised job description	By December 2019	
		Conduct staff performance appraisal	Number of staff appraisal done			
		Produce Staff Capacity Development Plan	Number of development plan produced	Copy of appraisal forms	Annually	
		Pay membership fee of relevant professional organization for staff	Number of staff Beneficiaries	Copy of Capacity Development Plan	Annually	
		Explore opportunities to attend relevant professional conferences and training	Number of conferences attended	Receipt of payment	Annually	
		Conduct regular in-house training	Number of in-house training held	Conference publications	Annually	
		Establish a resource center/library	Number of journals, books, purchased or acquired	Records of in-house training. Copies of books and journals, etc.	Regularly Monthly Regular supply of books, journals, etc.	

Staff Welfare	? Review staff salaries and allowances	Number of salary reviews done	Copy of upgraded salary structure	Reviewed done before Mar. 2020	? 8million
	? Enhance staff welfare packages – institute Health Insurance, Life Insurance, and Pension scheme)	Number of welfare packages disaggregated by type	Signed Service Contracts	Before Dec. 2020	
	? Organize staff self-help group/Cooperative	Number of staff in self-help group/Coop	List of members	By Sept. 2020	
	? Institute Employee Reward/Recognition	Number of awards instituted	List of awardees	Every six months	

**c. Fund Development**

Outcome	Component	Main Activities	Indicators of Progress	Means of Verification	Targets	Budget
Increased and diversified sources of income	Resource mobilization	Conduct mapping of donors - local and external	Number of possible donors identified	Copy of donor map	Reviewed yearly	?12.7million
		Train staff on proposal development	Number of staff trained	Training report	By 2020.	
		Establish a consultancy service including speaker bureau.	Number of personnel in the unit	List of staff in the unit	By 2020.	
		Publish and market CAPIO publications	Sales amount	CAPIO financial records	Every quarter	
		Review financial management policy	Changes made to management policy	Copy of financial policy	Before the end of 2020.	
		Conduct financial audit	Board approval for audit	Copy of audit report	Yearly.	
		Develop a resource mobilization policy, and a resource mobilization plan	Draft copies of policies	Copies of policy and Plan	Before the end of 2020	

**d. Infrastructure and Facilities Development**

Outcome	Component	Main Activities	Indicators of Progress	Means of Verification	Targets	Budget
Adequate and conducive work environment	Office space, equipment facilities, and vehicles	? Upgrade current office (Air conditioners, furniture, paints, etc.)	Renovations and purchases made.	Receipts of purchases	By 2020	? 4.5million
		? Purchase/acquire bigger office space	Quotes/estimates for bigger office space	Copies of quotations	By 2020	
		? Seek support for 1 or 2 additional official vehicles	Proposal developed for project vehicles	Copies of proposals	By 2020	



**e. Organizational Communication**

Outcome	Component	Main Activities	Indicators of Progress	Means of Verification	Targets	Budget
<b>Increased visibility and publicity of CAPIO</b>	Training	? Conduct training on effective use of ICT for staff ? Conduct training on improving written communication skills for staff.	Number of staff trained.  Number of staff trained.	Training report  Training report	All Program and technical staff  All Program and technical staff	? 1.6million
	Online presence	? Upgrade and update CAPIO website ? Make regular posts on social media (Facebook, Twitter, Instagram, Blogs)	Improvement in website layout.  Regular posts on social media and feedback received.	Visit website.  Visit to CAPIO social media pages	By the end of 2020  Weekly, or more frequently	? 1.5million
	Media appearances	? Produce and air programs on radio and TV station	Number of episodes aired	Schedule of programs	Weekly, or as contained in project document	? 3million

Documentation	?Produce documentaries that can be used for advocacy and publicity	Number of documentaries produced. Reports compiled from various depts.	Copies of documentaries. Copies of reports.	At least 2 per year Annually.	? 1.5million
	?Produce annual corporate reports	News and stories compiled.		Quarterly	
	?Produce periodic (electronic) newsletters	Number of documents/Materials produced	Copies of newsletters.	As necessary	
	?Produce flyers, posters, banners, souvenirs, etc.		Copies produced.		

## Appendix 2: SWOT Analysis

SN	Strengths	How to improve
1.	Good organizational leadership	? Establish and implement succession plan across all levels
2.	Suitably qualified and experienced Staff	? Further train staff on various topics such as report writing, and budgeting ? Regularly appraise staff performance and reward excellence
3.	Effective partnership with relevant stakeholders - MoJ, MoE, Min of Interior, etc.	? Deepen and formalize relationships with stakeholders ? Expand relationships to other stakeholders at national and international levels ? Keep stakeholders informed and updated regularly ? Recognize their efforts on a periodic basis (annual dinners, award nights, fundraisers)
4.	Team spirit among personnel	? Regularly conduct team bonding and development exercises ? Establish complaint/grievance procedure ? Improve staff welfare packages – e.g. awards, pension contributions, health insurance (NHIS), etc.
5.	Impressive knowledge of our work area (Human Rights)	? Create contents and make them available for a fee (Speaker's Bureau: Outsourcing staff as consultants to raise money as part of CAPIO's sustainability)
6.	Good use of ICT in the workspaces	? Upgrade to further hi-tech systems including efficient web-based linkages with stakeholders
7.	Good relationship with donors	? Deepen relationship with current donors ? Cultivate other donors ? Develop grant-winning sole or joint proposals with partners
8.	Brand recognition (especially in Enugu State)	? Expand Program coverage to neighboring south-east states ? Build relationships with stakeholders at national and international levels.
9.	Good means of transportation (1 Bus, 1 Hi-lux).	? Source for more vehicles and licensed drivers (plus parking space)

SN	Weaknesses	How to eliminate
1.	Inadequate office space	? Secure a bigger office space (rented or owned)
2.	Inadequate awareness About CAPIO in other areas/State	? Create liaison offices in some strategic locations, e.g. Lagos and Abuja.
3.	Inadequate documentation, report writing, and information sharing skills	? Provide training to staff in the identified skill areas. ? Encourage program staff to document the results of their activities ? Share relevant information on approved channels/platforms
4.	No operations manual	? Develop a standard operations manual
5.	Inadequate office equipment, e.g. scanner, etc.	? Procure needed office equipment
6.	No policy on resource mobilization	? Develop a resource mobilization policy
7.	Insufficient recognition of CAPIO in the international community	? Register CAPIO in US 501(c)3 and gain UN status in the international community
8.	Inadequate law books and materials for the legal department	? Procure more law books and materials for the legal department ? Consider establishing a Resource and Documentation Unit (a library) furnished with adequate personnel and materials

Opportunities	How to exploit
1.	
2.	
3.	

Threats	How to mitigate
1. Negative attitude of correctional officers towards CAPIO's work	<ul style="list-style-type: none"> <li>? Conduct more training for correctional officers</li> <li>? Inclusion of correctional officers in our program design and implementation</li> </ul>
2. Insecurity challenges e.g. Boko Haram activities, herdsmen invasion, jail-break which may result in limited access to custodial centers to carry out CAPIO's work	<ul style="list-style-type: none"> <li>? Continue advocacy for crime prevention strategy to relevant stakeholders</li> </ul>
3. Withdrawal of funding/partnership by funders	<ul style="list-style-type: none"> <li>? Develop good relationship/contact with existing funders</li> <li>? Good implementation of projects to attract more donations</li> <li>? Write good proposals that can attract more funding</li> <li>? Identify more donor agencies in our work areas</li> </ul>
4. Change of government	<ul style="list-style-type: none"> <li>? Maintaining strong relationship/partnership with existing government who will ensure continuous partnership with the incoming government.</li> <li>? Formalizing CAPIO's relationship with relevant stakeholders and government agencies</li> </ul>
5. Negative policies of government and other institutions	<ul style="list-style-type: none"> <li>? Continuous advocacy for good policies/legislations</li> <li>? Join alliance with other related Organizations to push for good policies</li> </ul>
6. Negative attitude of communities towards CAPIO's interventions	<ul style="list-style-type: none"> <li>? Conduct more community awareness Program on CAPIO's activities</li> <li>? Train community members on human rights and other criminal justice issues</li> <li>? Inclusion of victims of crime in the intervention.</li> </ul>

### Appendix 3: Target Groups & Beneficiaries

S/No.	Beneficiaries & Target Groups.	Their needs and requirements
Beneficiaries		
1.	Convicts	<ul style="list-style-type: none"> <li>? Advocate for their pardon;</li> <li>? Exhaust all legal remedies</li> <li>? Medical care;</li> <li>? Food and other social welfare services</li> <li>? Recreation activities/facilities</li> <li>? Counseling and psychotherapy</li> <li>? Spiritual wellbeing</li> <li>? Personal development/improvement</li> </ul>
2	Detainees / Awaiting Trials	<ul style="list-style-type: none"> <li>? Provision of legal services;</li> <li>? Medicare;</li> <li>? Decent accommodation;</li> <li>? Counseling and psychotherapy</li> <li>? Potable water;</li> <li>? Good food and other essentials;</li> <li>? Productive engagement of their time while awaiting release.</li> <li>? Recreation activities</li> <li>? Spiritual counseling</li> <li>? Words of encouragement.</li> </ul>
3	Families of inmates	<ul style="list-style-type: none"> <li>? Legal service to their relation</li> <li>? Wants CAPIO to obtain freedom for their children.</li> <li>? Counseling and psychotherapy</li> </ul>
4	Juveniles	<ul style="list-style-type: none"> <li>? A juvenile home, counseling and psychotherapy, medical care and attention a child under normal circumstances can get</li> <li>? Productive use of their time, particularly education</li> <li>? Legal service</li> <li>? Recreation activities</li> <li>? Spiritual counseling</li> </ul>
5	Children born in custodial centers	<ul style="list-style-type: none"> <li>? Every care and attention a child under normal circumstances can get</li> <li>? Advocacy for establishment of crèches and cottages for nursing mothers and their children</li> <li>? To be raised in foster homes/family</li> </ul>
6	Asylum inmates	<ul style="list-style-type: none"> <li>? Proper psychiatric medical attention</li> <li>? Periodic psychotherapy</li> <li>? Help to identify their families and re-connect with them</li> <li>? Sensitization and advocacy for the society to take responsibility for their situation, and use Neuro-psychiatric hospitals rather than custodial centers</li> </ul>
7	Victims of crime	<ul style="list-style-type: none"> <li>? Counseling and psychotherapy</li> <li>? Medical care</li> <li>? Compensation and restitution</li> <li>? Referral to relevant agencies and Organizations</li> <li>? Justice</li> <li>? Advocacy for victim support fund</li> <li>? Advocacy for victim protection</li> <li>? Victims/offender mediation</li> </ul>

		<ul style="list-style-type: none"> <li>? Sensitization of victims and family members on the need to seek redress</li> <li>? Safety tips on prevention of crime</li> <li>? Reconciliation through use of ADR</li> </ul>
8	Vulnerable Youth	<ul style="list-style-type: none"> <li>? Awareness/sensitization on prevention of crime</li> <li>? Education on human rights and obligations</li> <li>? Referrals to relevant agencies and organizations</li> </ul>
Target Groups		
1	Policing agencies	<ul style="list-style-type: none"> <li>? Patience and understanding for them to investigate;</li> <li>? Training, re-orientation, and capacity assessment</li> <li>? Training on the use of ICT to enhance their work</li> <li>? Contact details and information;</li> <li>? Cooperation from the society</li> <li>? Good understanding of what CAPIO is all about</li> </ul>
2	Courts	<ul style="list-style-type: none"> <li>? Need lawyers to handle cases pro bono;</li> <li>? ICT to enhance speedy dispensation of justice;</li> <li>? Training of judicial officers on new laws and provisions</li> <li>? Advocacy for more and competent judicial officers to be appointed</li> <li>? Provision or replacement of vital equipment needed for the courts to function more efficiently;</li> <li>? To abide by the court rules and processes.</li> </ul>
3	Nigeria Correctional Officers	<ul style="list-style-type: none"> <li>? Training and re-orientation</li> <li>? Materials donation to inmates</li> <li>? For inmates and visitors to abide by Correctional Service Rules and Regulations</li> <li>? Advocacy for improved correctional officers – inmate relationship geared towards respect for the rights of the inmates</li> </ul>
4	Min. of Justice, Nigerian Bar Association	<ul style="list-style-type: none"> <li>? Partnership in ensuring that justice prevails in the society</li> <li>? Information sharing</li> <li>? Training and re-orientation towards justice delivery</li> <li>? Support in ICT and work tools to enhance their work</li> <li>? Advocacy for the implementation of witness support fund</li> </ul>
5	Min. of Gender Affairs	<ul style="list-style-type: none"> <li>? Referrals</li> <li>? Advocacy for establishment of well-managed orphanage homes</li> <li>? Advocacy for the implementation of the Child Rights Law, and VAPP Law</li> <li>? Information sharing</li> <li>? Awareness/sensitization on adoption laws and regulations</li> <li>? Openness and proper documentation of adoptions</li> </ul>

6	Church and Society	<ul style="list-style-type: none"> <li>? Openness and a proper understanding of CAPIO's work</li> <li>? Feedback and information</li> <li>? Sensitization and awareness on Human Rights</li> <li>? Support the use of ADR for justice delivery</li> </ul>
7	Philanthropists	<ul style="list-style-type: none"> <li>? Encouragement</li> <li>? Respect of Donors' intentions</li> <li>? Transparency and feedback</li> <li>? Award and recognition for their efforts</li> </ul>
8	Hospitals and clinics in custodial centers	<ul style="list-style-type: none"> <li>? Referral from the custodial centers</li> <li>? Provision of medical history of the inmates</li> <li>? Adequate provision of drugs and personnel</li> <li>? Adequate record keeping</li> </ul>
9	Legislators	<ul style="list-style-type: none"> <li>? Ideas for good law making</li> <li>? Awareness of correctional systems</li> </ul>
10	Volunteers	<ul style="list-style-type: none"> <li>? Opportunity to render effective services in line with CAPIO's vision and mission</li> <li>? Recognition of their contributions</li> </ul>
11	Other CSOs	<ul style="list-style-type: none"> <li>? Referrals of cases within the scope of their organization</li> <li>? Effective collaboration</li> <li>? Joint activities and projects</li> </ul>
12	Legal Aid Council and National Human Rights Commission	<ul style="list-style-type: none"> <li>? Referrals and adequate information</li> <li>? Due diligence and seriousness in the process of offering free services</li> </ul>



## Appendix 4: Analysis of Possible Risk Factors

Risk	Potential Adverse Impact	Risk Level (H/M/L) <sup>1</sup>	Risk management Strategy
Bottlenecks / Delays in passing bills for law reforms	This will stall the drive for law reforms	P <sup>2</sup> /M; I <sup>3</sup> /H	Consultations with stakeholders and lobbying of legislators at State and National Houses and House Committees relevant for the passage of the bill
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
Political instability – IPOB's agitation, electoral violence, terrorism, Fulani herdsmen invasion	Will affect operations e.g. visitation to Custodial Centers; will also affect the process of law reforms	P/M; I/M	Pray  Raising awareness through radio and television peace promotion Programs
Mismanagement of project funds	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 tracking of use of funds
Inadequate skill of human resources	Mediocrity and poor outputs; loss of confidence; inefficiency	P/M; I/H	Training in specific areas of need; intensify "Learn and Share" sessions to encourage learning (At least once a month)  Employing skilled staff/volunteers to mentor others
Corruption in the system (policing agencies)	Inability to access clients;  Inability of clients to Access welfare support materials;	P/M; I/H	Regular training/orientation of Officials of policing agencies;

			<p>Appealing to their consciences</p> <p>Exposing such corruption</p> <p>Advocacy for improved welfare of staff of policing agencies</p>
Inadequate infrastructures (vehicles, computers)	<p>Inability to carry out scheduled activities;</p> <p>Delay in getting office work (reports, proposals, etc.) completed</p>	P/M; I/M	<p>Adopt adequate maintenance of existing infrastructure;</p> <p>Purchase additional infrastructure including project vehicle</p>
Possibility of Returning Citizens not having interest in Rehabilitation	<p>Many Returning Citizens not completing their rehabilitation program</p>	P/M; I/M	<p>Ensure a broad range of rehab economic activities are included in the rehab program, such as music, drama, computer, etc.</p> <p>Ascertain genuine interest before enrolling returning citizens</p>
Accidents, infections as a result of exposure to unhygienic conditions in Custodial Centers	<p>Disease infection and loss of man-hours by staff;</p> <p>Attendant high hospital costs</p>	P/M; I/M	<p>Group insurance on health and life for staff;</p> <p>Orientate staff and volunteers on health and safety measure in the Custodial Centers</p>
Fire outbreak in CAPIO office	<p>Damage to properties, loss of important data and information</p>	P/L; I/H	<p>Provide fire extinguishers and train staff on how to operate them.</p> <p>Display appropriate warning/advice on how to prevent fire disaster in office environment</p>
Change in Management/Leadership of CAPIO (from Discaled Carmelite Order)	<p>Slowdown of tempo of activities as new leader "learns the ropes"</p> <p>Possible change in priorities</p>	P/L; I/M	<p>Strengthen / Support the position of Head of Operations to be able to "stabilize" new leader;</p>
Noncompetitive salary and allowances	<p>High Staff turn over</p>	P/H; I/H	<p>Conduct salary and allowances review and subject implementation to availability of sufficient funds;</p> <p>Provide other nonmonetary incentives to motivate staff</p>

<sup>1</sup> L/M/H represent Low; Medium; and High

<sup>2</sup> P = Probability; the likelihood of the risk happening;

<sup>3</sup> I = Impact; the extent of possible damage.

## CAPIO Timeline 2011 – 2019 (Major events)

2011-2015

1. A renaissance of CAPIO in 2011 with the appointment of Rev. Fr. Ambrose Ekeroku, OCD as ED, and the reconstitution of the Board of CAPIO
2. Organizational Capacity Assessment by J4A
3. First Misesan Cara grant – for Organizational Capacity Development
4. An office established for CAPIO separate from the OCD Community in Enugu
5. 2012 – CAPIO joined ESJRT
6. 2013 joined Human Rights Agenda Network
7. 2014 Borehole at Oji River MSCC
8. Donation of a Hilux vehicle by Sen. Ike Ekweremadu (2014)
9. Grant for a bus from MIVA oneMen and MIVA Austria in 2015
10. CAPIO filed a suit for the enforcement of the fundamental rights of 796 ATPs in custody in Enugu
11. Over 50 ATPs were set free
12. Developed its first strategic plan (2014-2018)
13. Grant from Missionary Sisters of St. Peter Claver (2015)
14. 2 Grants from Misesan Cara for Policy Advocacy Training and Correctional Reform Conference (2015)
15. Hosting of the first international conference on correctional reform in Nigeria
16. CAPIO attended the first International Prisons Chaplains Association (IPCA), Sydney; International Correctional and Prisons Association (ICPA), Melbourne in September and October 2015 respectively

## 2016-2019

1. Developed CAPIO's second strategic plan (2019-2023)
2. CAPIO contributed significantly to the passage of ACJL
3. Produced Gender Sensitive Approach to Treatment of Women in Prisons
4. CAPIO was nominated for the Peace Ambassador Award by Negotiation and Conflict Management Group
5. Celebrated CAPIO's 25<sup>th</sup> Anniversary
6. Voice Project Grant for advancing human rights of female inmates
7. CAPIO attended the training on Resource Mobilization by SOFIA Rome, 2016
8. Secured 2 hectre of land at Oji River, Enugu State - 2016 for the establishment of Half Way Home Project.
9. Grant from the Irish Embassy in Nigeria – 2017
10. First multi-year grant from Misesan Cara – 2017 to begin the Crime Prevention Project in Secondary Schools, in Enugu State
11. Second multi-year grant from Misesan Cara for the full implementation of the ACJL in Enugu State
12. Published Youth Arise Manual – 2018
13. International Human Right Training Program by Equitas in Montreal, Canada 2018
14. Attended ICPA Conferences in Romania (2017) and London (2018)
15. First grant from Europeaid in partnership with ASF France and Nigerian Bar Association to address human rights abuses by policing agencies

## GOING FORWARD

- ? **Profiling of Criminals:** this can help in crime investigation, correctional management and help to identify crime-prone areas to engage in more proactive activities for crime prevention. Approval for this has been given by the Minister of Justice.
- ? **More female Custodial Centers**
- ? More psychiatric and psychological support
- ? There is the need to have at least one female Custodial Centers in each state with separate facilities and leadership
- ? Improved ICT skills and facilities in judiciary
- ? Enhanced and improved facilities, including ICT, for the judiciary
- ? More alternatives to dispute resolution – if the ACJL are fully implemented, and the multi-door courthouse and people resort to more ADR rather than litigation

## Appendix 5: Theory of Change (Narrative and Graphics)

### The ideal situation

A criminal justice system where unhindered access to justice is promoted protected and sustained by all citizens and institutions irrespective of sex, age, tribe, and social status. The human rights and dignity of vulnerable people especially inmates are respected in accordance with good international practices. A system that has entrenched perfect synergy among three components of the criminal justice system and has been technologically driven, well-funded and globally respected. A criminal justice system that promotes crime prevention strategies through advocating and ensuring that there is an improvement in the living standard of the people, good governance and true democracy in the country.

A functional judicial system where there are adequate and competent manpower and facilities that will ensure full implementation of Administration of Criminal Justice Act/Laws which gives suspects/inmates access to quick dispensation of justice within the stipulated time frame and in the best possible conditions, strategy and assistance.

A system where all policing agencies are well trained and equipped to protect the lives and property of all citizens in accordance with good international practices void of any room for intimidation, abuse of human rights, corruption and negative perception among duty bearers and the general public.

Correctional service with adequate and competent officials where inmates and correctional officials are kept in the most internationally acceptable detention conditions with regard to their gender, health conditions, age, and individual peculiarities or challenges. NCS that maintains zero tolerance for awaiting trial suspects and non-existence of congestion in all the custodial centers with full implementation of the Correctional Service Act. A system that achieves complete elimination of recidivism by upholding internationally acceptable human rights practices while ensuring effective rehabilitation program for inmates while in detention and proper reintegration of returning citizens into the society. Correctional Service that promotes respect and upholds a gender-sensitive approach to the treatment of women inmates in line with international good practices.

### Stating the problem(s)

In Nigeria, inmates are vulnerable people who are incarcerated in the most deplorable conditions without regard to their gender, health conditions, age, and individual peculiarities or challenges. These vulnerable people are usually youths who are in their prime and are assumed to have violated the law. They are locked up indefinitely without any form of arraignment in a court of competent jurisdiction. Correctional institutions in Nigeria is fraught with overcrowding; over 68.1 percent of the inmates are awaiting trial. They are detained in facilities that are obsolete, dilapidated and often served food that are below the minimum standard for healthy living.

Awaiting trial persons are constantly subjected to torture, inhuman and degrading treatment by

correctional officials. Inmates have to pay before they are conveyed to court which leaves the indigent inmates to perpetually languish in custody without having access to court. Women inmates are often incarcerated and given the same treatments as their male counterparts without taking into consideration their unique nature. There is also a high level of human rights abuses by law enforcement agencies and because of the inefficiency of the criminal justice system, victims don't access justice freely and timely.

The criminal justice system in Nigeria is ineffective and fails to address most issues bordering on human rights abuses. The system fails to provide adequate compensation to victims of crime who often are not put in the picture. The judiciary has suffered series of unhealthy interference from the executive arm of government and lacks necessary modern facilities and equipment to carry out their statutory duties.

The police whose primary function is to protect and guarantee the safety of lives and properties constantly perpetrate human rights abuses which leaves the country in a state of fear, anxiety and complete hopelessness. There is the issue of police extortion of innocent motorists and citizens on a daily basis without any sense of public morality and decency.

## Solutions

CAPIO, in the course of her work, identified some major interventions to address the problems which are:

- \* **Empowerment of the judiciary:** CAPIO through her visionary mandate will be empowering the judiciary through the provision of twenty-five televisions and playing devices to assist in the speedy disposal of cases in court. With this intervention, criminal trials will no longer suffer delay as a result of trial-within-trial.
- \* **Empowerment of the Nigeria police:** CAPIO's intervention will see to the installation of fifty-four (54) recording devices in all police formations across Enugu State. The recording devices will be employed in recording confessional statements at the police station in line with current global practices. It is hoped that this intervention will drastically reduce the incidence of human rights abuses perpetrated by the police in an attempt to extract confessional statements from suspects. This intervention is the first of its kind in the entire federation.
- \* **Introduction of a digital central criminal registry:** CAPIO through her visionary mandate will be providing a digital central criminal registry that will link all the major key players, both federal and state in the criminal justice subsector (Nigeria police force, Ministry of Justice, Judiciary and the Nigeria correctional service) in a portal for the easy tracking of cases at all stages.
- \* **Facilitation of an electronic-based filing system of cases:** CAPIO in partnership with the Enugu State judiciary will introduce an electronic-based filing system of cases in court. This intervention will facilitate easy filing of cases in court which will lead to increased access to justice.
- \* **Provision of free legal services to indigent inmates:** in line with her mission to increase access to justice, CAPIO will continue to provide free legal services to indigent inmates particularly in the South-Eastern region of Nigeria through the clearing house.

- \* **Establishment of a half-way home (Center of Hope):** the establishment of this facility will serve as an intermediary rehabilitation institution where returning citizens will undergo intense skill acquisition and training that will enhance their employability and sustainability for their effective social re-integration. In addition, the Center of Hope project will drastically reduce the incidence of recidivism in the society.
- \* **Mobilization of youths against criminal activities:** CAPIO will be sensitizing students and youths on the dangers of crime and juvenile delinquency as a crime preventive strategy. The approach adopted is to go to secondary schools in Enugu State and educate the students as well as distribute a crime prevention manual titled: “Youths Arise: A Guide to a Fulfilled Youthful life” alongside other information, education and communication materials at no cost. CAPIO will also embark on radio sensitization to educate youths on the dangers of crime so as to have a larger coverage in terms of listenership.
- \* **Campaign for an improved detention condition:** CAPIO will continue to advocate for the implementation of the standard minimum rules for the treatment of inmates in Nigeria generally in line with international good practices. This will be achieved through advocacy visits to the Minister of Interior and Controller General of Correctional Service and the continuous monitoring of the implementation of the Manual on the Gender-Sensitive Approach to the Treatment of Female Prisoners in Nigeria.
- \* **Provision of free medical services:** Mobilize medical practitioners, nurses, pharmacists, and ophthalmologists, etc to conduct free medical examination/test to all inmates as well as donate drugs to them periodically through her medical outreach programs. CAPIO will also continue to advocate for improved supply of drugs and medical supplies by the government to correctional health facilities in Nigeria.
- \* **Provision of free psychological counseling/therapy:** Administers psychological counseling/ therapy and psycho-education. And to periodically carry out research on the psychological effect of incarceration on the inmates so as to proffer solution.

## Strategies

- \* **Advocacy:** Advocacy is recognized as the ultimate strategy for guaranteeing that project results are sustained. Advocacy is one of CAPIO's main program areas that is mainstreamed in all other program areas. CAPIO as an organization will employ advocacy as a tool to persuade relevant authorities and stakeholders to buy into our projects so as to ensure sustainability.
- \* **Social Mobilization:** CAPIO will work towards changing the perception and orientation of the society towards inmates and vulnerable people in Nigeria. She should also encourage the society to show more love and compassion towards returning citizens, as this attitude will facilitate their social re-integration. The society needs to see inmates and vulnerable youths as people whose fundamental human rights need to be protected and guaranteed. Also, they should be accorded the standard minimum treatments and not to be subjected to subjugation and stigmatization. To this end, CAPIO will liaise with relevant stakeholders and authorities to ensure the social inclusiveness of the most marginalized populations in Nigeria. CAPIO will also embark on public sensitization

through the media for the purpose of educating people towards having a positive attitude and treatment to the downtrodden in the society.

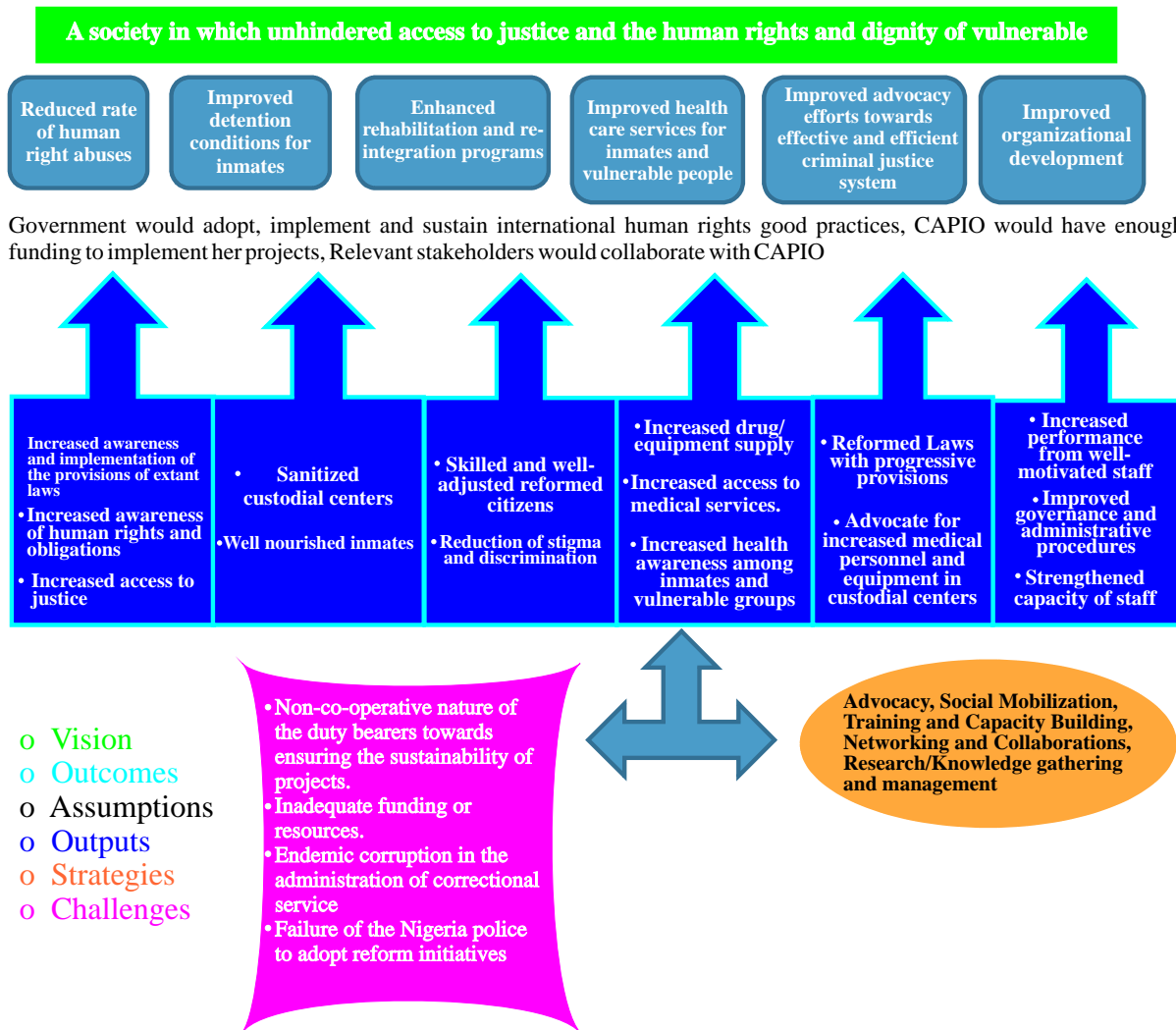
- \* **Training and Capacity Building:** CAPIO will ensure the continuous training and capacity building of staff and relevant partners to keep them abreast of contemporary developments in line with international good practices. The capacity building for staff is aimed at empowering staff with relevant skills and knowledge to be able to handle any projects whether technical or otherwise. This strategy will be achieved through sponsoring staff to conferences and summits.
- \* **Networking and Collaborations:** CAPIO has a robust relationship with similar state or non-state organizations in the criminal justice subsector. The advantage of this relationship is that she can effectively collaborate or network with similar organizations to ensure seamless execution of projects. Similarly, it will give CAPIO the opportunity to learn from the experiences of partners and further increase the coverage and project impact.
- \* **Research/Knowledge gathering and management:** CAPIO as an organization will employ the use of research 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 the conditions in Correctional Institutions. There is an established cloud-based storage system for important organizational documents. CAPIO also organizes Learn and Share which gives members of staff the opportunity to learn and share knowledge with others on different subjects of interest.

### **Benefits**

- \* To guarantee that the rights of inmates and vulnerable people are protected.
- \* Improved detention condition for inmates in Nigeria.
- \* Improved access to justice for inmates in Nigeria.
- \* Improved staff capacity for effective project execution.
- \* Increased public knowledge/awareness of the positive treatment of inmates and vulnerable people in society.



## Graphical Depiction of the ToC



## Appendix 6: Logical Framework

### 2.1: Legal

#### Goal: Reduced rate of human rights abuses

Summary of Objectives	Objectively Verifiable Indicators	Means/Source of Verification	Important Assumptions
<b>Outcomes</b>			
1.1 Reformed laws with progressive provisions	Percentage of reformed laws with progressive provisions	Periodic law review publications, government gazettes	Legislative Houses are committed to reform of laws  Executive arms of government are willing to assent and support reform of laws
1.2 Increased awareness of the provisions of extant law	Degree of awareness of extant laws	Radio bytes, campaign materials, activity reports	Funds are available
1.3 Increased awareness of human rights and obligations	Level of awareness of human rights and obligations	Radio bytes, campaign materials, activity reports	Funds are available
1.4 Increased access to justice	Percentage of population with access to Justice  Percentage change in attitude/action of key players	Case files, success stories	Funds are available
<b>Outputs</b>			
1.1.1 Partnership and collaboration with relevant stakeholders established	Number of partnerships established	MoUs agreed with stakeholders	Stakeholders are willing to partner with CAPIO
1.1.2 Areas for law reforms identified	Number of law reform areas identified  Number of law reforms identified	Law reform reports	Legal unit is committed to law reform and researches
1.1.3 Reform agenda proposed to the advocacy unit for further action.	Number of reform agenda proposed to the advocacy unit	Correspondence between advocacy unit and legal unit	Advocacy unit has the capacity to follow up on law reform agenda

1.2.2 Enlightened stakeholders (MoJ, NPF, NCS) on the provisions of the extant law	Number of stakeholders enlightened disaggregated by type of stakeholders	Training/workshop reports, pictures, materials	Funds are available
1.3.1 Increased staff/partners capacity	Number of staff/partners trained	Training reports, pictures, materials	Staff/partners desire to be trained
1.3.2 Increased public knowledge/awareness on human rights and obligations	Number of public enlightenment activities conducted	Public enlightenment resources (posters, manuals, fliers, etc)	Funds are available
1.4.1 Increased capacity of key players (MoJ, NBA, Judiciary etc) in the justice system	Number of stakeholders with increased capacity	Training/workshop reports, pictures, materials	Funds are available
1.4.2 Offer free legal aid to ATPs	Number of ATPs receiving free legal aid  Number of ATPs requiring free legal aid	Case files, legal report	Funds are available, ATPs require free legal
<b>Activities</b>  1.1.1 Engage potential partners to boost law reform efforts  1.1.2 Conduct desk review/ assessment of the laws  1.1.3 Engage advocacy unit to persuade relevant authorities to pass law reforms  1.2.1 Conduct public campaigns on extant laws  1.2.2 Conduct training for stakeholders on provisions of extant laws  1.3.1 Build capacity of staff/partners on human rights  1.3.2 Conduct public campaigns on human rights  1.4.1 Build capacity of criminal justice institutions  1.4.2 Represent ATPs in court			

## 2.2: Medical

### Goal: Improved health system in Nigerian Custodial centers

Summary of Objectives	Objectively Verifiable Indicators	Means/Source of verification	Important Assumptions
<b>Outcomes</b>			
2.1 Increased drug/equipment supply	Proportion of drugs and equipment supplied disaggregated by type	Purchase records, donation records	Funds are available, partners are willing to donate drugs, equipment
2.2 Increased medical personnel in custodial centers	Rate of recruitment, deployment of medical personnel in custodial centers	Custodial records	NCS is willing to improve health provisions in custodial centers
2.3 Increased access to medical services	Level of access to medical services	Custodial medical records	NCS is willing to improve health provisions in custodial centers
2.4 Increased awareness of health	Level of awareness created	Activity reports	Funds are available
<b>Outputs</b>			
2.1.1 Memorandum of Understanding (MoU) reached by CAPIO and duty bearers /stakeholders for drugs/equipment supply.	Number of MoUs signed disaggregated by type of MoU and Stakeholder	Signed contracts/MoUs	Stakeholders are willing to form partnerships
2.1.2 Drugs/ equipment provided	Number of drugs provided disaggregated by type  Number of equipment provided disaggregated by type	Invoice/record of drugs and equipment	Funds are available, partners are willing to donate drugs, equipment
2.2.1 Medical personnel employed/Volunteers recruited	Number of medical personnel that joined the team  Number of medical personnel per outreach	Signed Volunteer forms, Employment contracts	Qualified medical professionals are willing to volunteer services

2.2.2 Collaboration with relevant stakeholders (Ministry of Health, National Health Insurance Scheme, National TB Program, Pharmaceutical Institutions, hospitals, etc) established for increase in medical professionals in custodial centers	Number of collaborations formed by type of collaboration and stakeholder	Contracts/MOUs	Relevant stakeholders are cooperative
2.2.3 Medical Personnel needs of specific custodial centers identified/recommended to Advocacy Unit	Number of needs/recommendations made by type	Needs Assessment reports	Funds are available, research skills are available
2.3.1 Periodic Medical Missions conducted in Nigerian custodial centers	Number of medical missions conducted by type	Record of persons reached	Funds are available, NCS authorities are cooperative
2.3.2 Improved training opportunities for Correctional Medical Personnel	Number of training opportunities provided to correctional medical personnel by type	Training reports	Funds are available
2.4.1 Periodic health education sessions held in custodial centers	Number of sessions conducted, number of custodial centers/persons reached	Activity reports	Health educators are available
2.4.2 Relevant healthcare guides (IEC material, manuals, etc) disseminated to correctional health workers	Number of materials disseminated by type of materials and stakeholder reached  Number of persons/custodial centers reached	Dissemination records	Funds are available
2.4.3 Periodic roundtables on health issues in Correctional Institutions held for CSOs and relevant agencies	Number of roundtables held Number of organizations participating in the round table	Reports, pictures, minutes	Relevant organizations are willing to participate the roundtable

<p><b>Activities</b></p> <p>2.1.1 Form partnerships with duty bearers /stakeholders for drugs/equipment supply.</p> <p>2.1.2 Facilitate provision of drugs/ equipment to correctional facilities</p> <p>2.2.1 Mobilize medical Personnel/volunteers to join the CAPIO team</p> <p>2.2.2 Establish collaboration with relevant stakeholders (Ministry of Health, National Health Insurance Scheme, National TB Program, Pharmaceutical Institutions, Hospitals, etc) for an increase in medical professionals in custodial centers</p> <p>2.2.3 Assess medical personnel needs of specific custodial centers</p> <p>2.3.1 Conduct periodic medical mission in Nigerian custodial centers</p> <p>2.3.2 Improve training opportunities for correctional centers personnel</p> <p>2.4.1 Conduct periodic health education sessions in custodial centers</p> <p>2.4.2 Disseminate relevant healthcare guides (IEC material, manuals, etc) to correctional health workers</p> <p>2.4.3 Conduct periodic roundtables on health issues in correctional institutions for CSOs and relevant agencies</p>			
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### 2.3: Social Welfare

#### Goal: Improved detention condition for inmates

Summary of Objectives	Objectively Verifiable Indicators	Means/Source of verification	Important Assumptions
<b>Outcomes</b> 3.1 Sanitized environment in custodial centers	Percentage of correctional facilities (cell, offices, etc) free of Vectors.  Frequency/quality of renovation of correctional facilities	NCS records, bill of quantities, vendor contracts, pictures	Funds are available, NPS is cooperative
3.2 Well nourished inmates	Proportion of foods available in stores within custodial centers  Quality of meals served in correctional facilities  Inmates' level of satisfaction with meal options in custodial center	Correctional store records, testimonials of inmates	Private individuals are willing to donate food items to the custodial centers,  FG is willing to increase NCS food budget,  Foods for inmates are managed efficiently
<b>Outputs</b> 3.1.1 Vectors (disease-carrying animals) such as insects, rodents, etc eradicated in environment	Number of vector control exercises conducted  Number of correctional officers that are proficient in Vector Control  Number of cells renovated  Number of benefactors funding renovation projects in custodial centers	NCS records, monitoring reports	Funds are available, Correctional officers are willing to be trained
3.1.2 Adequate (daily) water supplied to custodial centers	Number of water supply channels developed in custodial centers  Number of water storage units installed in custodial centers	NCS records, monitoring reports, bill of quantities	Funds are available

<p>3.1.3 Sewage disposed regularly</p>	<p>Number of modern sewage systems designed for custodial centers</p> <p>Number of correctional officers that participated in sanitation training</p>	<p>Activity reports, sewage plans</p>	
<p>3.2.1 Adequate food supplied to the custodial centers</p>	<p>Number of food items donated to a custodial center disaggregated by type of food item</p> <p>Number of NCS food budget monitoring activities conducted per year</p>	<p>NCS records, annual NCS food monitoring report</p>	<p>People buy into donating foods to the custodial centers, Government processes are transparent</p>
<p>3.2.2 Improved quality of food available to inmates</p>	<p>Number of cooks that are certified in custodial centers</p> <p>Food options available in the custodial center disaggregated by type</p>	<p>Training records, NCS records, testimonials of inmates</p>	<p>Cooks are willing to be trained and certified as cooks, Government is committed to improving food options</p>
<p><b>Activities</b></p> <p>3.1.1.1 Facilitate quarterly fumigation exercise in the custodial centers</p> <p>3.1.1.2 Conduct renovation of cell blocks</p> <p>3.1.2.1 Renovate boreholes in the custodial centers.</p> <p>3.1.2.2 Facilitate creation of water storage units in cells</p>			





<p>3.1.3.1 Creation of modern (closed) sewage collection systems</p> <p>3.1.3.2 Capacity building on sanitation and the need for frequent (bi-weekly) sewage extraction from custodial centers.</p> <p>3.2.1.1 Facilitate improved stockpile of food items in stores within custodial centers</p> <p>3.2.1.2 Monitor NCS food budget</p> <p>3.2.2.1 Meals in custodial centers prepared by certified inmates as cooks/chefs</p> <p>3.2.2.2 Persuade NCS authorities to improve food options available in custodial centers</p>			
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## 2.4: Rehabilitation

### Goal: Skilled and well-adjusted reformed citizens

Summary of Objectives	Objectively Verifiable Indicators	Means/Source of verification	Important Assumptions
<b>Outcomes</b>			
4.1 Increased enrolment in learning programs in custodial centers	Percentage of inmates enrolled in learning programs	NCS records	Inmates are willing to engage in learning programs
4.2 Reduced stigma and discrimination against returning citizens.	Extent of stigmatization and discrimination in society	Assessment reports	People will treat returning citizens better are sensitized
<b>Outputs</b>			
4.1.1 Inmates educated	Number of inmates enrolled in academic programs	NCS records	Inmates are willing to gain academic knowledge
4.1.2 Effective and completed psychotherapy sessions.	Number of psychotherapy sessions completed	Psychotherapy report	Psychotherapy kits are available
4.1.3 Trained/skilled inmates or returning citizens.	Number of inmates engaged in skill acquisition programs	NCS records	Skill acquisition programs exist in custodial centers
4.2.1 Center of Hope established	Number of facilities completed in the center	Site monitoring reports	Funds are available
4.2.2 Community awareness programs established	Number of awareness programs conducted	Activity reports	Funds are available
<b>Activities</b>			
4.1.1.1 Encourage more inmates to register for NECO exams and NOUN.			
4.1.1.2 Co-opt Corp members to give lessons to willing inmates			

<p>4.1.1.3 Sensitization of inmates on the relevance of education in custodial centers.</p> <p>4.1.2.1 Organize training for psychologists in custodial centers.</p> <p>4.1.2.2 Mandatory weekly psychotherapy for all inmates. sessions.</p> <p>4.1.3.1 Get volunteers on different vocations to teach inmates.</p> <p>4.1.3.2 Provision of training materials.</p> <p>4.1.3.3 Renovation of workshops in custodial centers.</p> <p>4.2.1.1 Fundraising.</p> <p>4.2.1.2 Advocacy to relevant agencies.</p> <p>4.2.1.3 Understudy the mode of operation of functional remand homes.</p> <p>4.2.2.1 Town hall meetings.</p> <p>4.2.2.2 Advocacy for change in community.</p>			
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## 2.5: Advocacy

### Goal: Improved advocacy efforts towards effective and efficient criminal justice system

Summary of Objectives	Objectively Verifiable Indicators	Means/Source of verification	Important Assumptions
<b>Outcomes</b>			
5.1 Formidable advocacy units established	Quality of provisions made in the advocacy unit	CAPIO reports	Funds are available
5.2 Linkages with other CAPIO units developed	Efficient linkages with other CAPIO units	Feedback from other units	CAPIO staff work seamlessly
5.3 Communities of practice enhanced	Level of communities of practice engagement	CAPIO reports	Funds are available
5.4 Publicity of CAPIO enhanced	Efficient publicity actions	CAPIO reports	Publicity skills and funds abound
<b>Outputs</b>			
5.1.1 Office space for advocacy unit equipped	Number of office equipment provided	CAPIO records	Funds are available
5.1.2 Dedicated advocacy unit staff engaged	Number of staff engaged	Engagement contracts	Funds are available
5.1.3 Capacity of staff built on advocacy	Number of capacity building events	CAPIO records	Funds are available
5.2.1 Advocacy manual developed	Number of manuals produced by type	CAPIO records	Funds are available
5.2.2 Unit-specific advocacy activities facilitated	Number of advocacy activities facilitated by type	CAPIO records	Funds are available
5.3.1 CAPIO's memberships of relevant networks reviewed/updated	Number of networks reviewed  Number of networks that CAPIO belongs to by type	Network records, CAPIO documentation	Funds are available
5.3.2 New networks formed/joined	Number of new networks joined	Network records, CAPIO documentation	Funds are available
5.3.3 Active participation in networks enhanced	Number of networks where CAPIO is an active member	Network records, CAPIO documentation	Funds are available
5.3.4 Fora for networking (workshops, conferences, symposia) facilitated	Number of fora facilitated by type and level (state, national, regional, global)	Communiques, reports	Funds are available

5.4.1 Technical support provided to unit-specific research activities	Number of unit-specific research activities supported	Research papers published	Funds are available
5.4.2 Multimedia campaign materials developed	Number of multimedia campaign materials developed by type	Clips, copies of materials produced	Funds are available
5.4.3 Public awareness events/materials developed	Number of public awareness materials/ events by type	Radio bytes, pictures, activity reports	Funds are available
5.4.4 Recognition by international agencies acquired	Number of international agencies showing recognition by type	Letters of recognition	Funds are available
<b>Activities</b> 5.1.1.1 Equip office space for advocacy unit 5.1.2.1 Staff engaged to work in advocacy unit 5.1.3.1 Conduct capacity development on advocacy for staff 5.2.1.1 Develop advocacy manual 5.2.2.1 Facilitate unit-specific advocacy activities 5.3.1.1 Review/update CAPIO's memberships of relevant networks 5.3.1.2 Create/join relevant networks 5.3.3.1 Increase active participation in relevant networks 5.3.4.1 Conduct fora for networking such as conferences, workshops, symposia, etc.			



<p>5.4.1.1 Provide technical support to unit-specific research activities</p> <p>5.4.2.1 Develop multimedia campaign materials such as documentaries, short movies, etc.</p> <p>5.4.3.1 Develop public awareness events/materials</p> <p>5.4.4.1 Acquire recognition by international agencies</p>			
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## 2.6: Organizational Development

### Goal: Improved organizational capacity and administrative development

Summary of Objectives	Objectively Verifiable Indicators	Means/Source of verification	Important Assumptions
<b>Outcomes</b>			
6.1 Increased performance from well-motivated staff	-Level of performance from staff  - Level of staff satisfaction with organizational motivation	Staff appraisal reports, staff testimonials	Staff are motivated
6.2 Improved governance and administrative procedures	-Extent of implementation of standard, innovative governance and administrative procedures  -Attitude towards governance and administrative procedures	Organizational capacity assessment report	Management team is willing to introduce and implement standard, innovative governance and administrative procedures
6.3 Strengthened staff project management capacity	-Percentage of staff enrolled into capacity development program  - Proportion of capacity development resources available for staff disaggregated by program areas	Organizational capacity assessment report  Annual report	Funds are available
<b>Outputs</b>			
6.1.1 Increased staff salaries and allowances annually	Number of staff that got salaries and allowance increase for at least 30% in five years	Staff payslips	CAPIO has increased finances
6.1.2 Staff welfare packages enhanced – (health insurance, life insurance, and pension scheme)	-Number of social welfare packages implemented  -Number of staff that benefited from health insurance, life insurance, and pension scheme	Staff welfare policy, staff benefits record	CAPIO has increased finances
6.1.3 Employee reward system established	-Number of employee reward systems conducted  - Number of staff rewarded or recognized disaggregated by sex and program area	Pictures, records of awards	CAPIO has increased finances

<p>6.2.1 Effective organizational/governance development plans, policies, and procedures including administrative handbook, board manual, etc. developed</p>	<p>-Number of organizational/governance development plans, policies and procedures including administrative handbook, board manual, etc developed</p> <p>- Number of organizational/governance documents that are effectively utilized</p>	<p>Policy, plan and procedure documents,</p>	<p>Staff has the capacity to develop good plans, policies, and procedures,</p>
<p>6.2.2 Good practices on governance and administrative procedures implemented</p>	<p>-Number of good practices on governance and administrative procedures implemented</p> <p>-Number of refresher trainings on current good practices disaggregated by program areas</p>	<p>Annual/Project reports</p>	<p>Management and staff are willing to conform good practices</p>
<p>6.3.1 Increased staff capacity training</p>	<p>Number of staff enrolled in training</p>	<p>Certificates of completed courses</p>	<p>Funds are available</p>
<p>6.3.2 Increased training resources materials available for staff</p>	<p>Number of capacity development resources available for staff disaggregated by program areas</p>	<p>Organization library, CAPIO capacity resources inventory</p>	<p>Funds are available</p>
<p><b>Activities</b></p> <p>6.1.1.1 Conduct a survey on the current minimum wage</p> <p>6.1.1.2 Identify staff qualified for salary review</p> <p>6.1.1.3 Review staff salaries and allowances</p> <p>6.1.1.4 Develop organizational staff welfare policy</p> <p>6.1.1.5 Registration of staff on health insurance schemes, life insurance, and pension scheme</p>			



<p>6.1.1.6 Identify employee for reward</p> <p>6.1.1.7 Conduct annual award ceremony</p> <p>6.1.1.7 Conduct annual award ceremony</p> <p>6.2.1.1 Conduct a review of existing governance plan, policies, and procedure</p> <p>6.2.1.2 Compile validated drafts by relevant units</p> <p>6.2.1.3 Conduct trainings for management team on good governance, leadership and Project management</p> <p>6.2.1.4 Monitor compliance of the good practices on governance and administrative procedures</p> <p>6.2.1.5 Conduct statutory management team and board members meeting as and when due</p> <p>6.3.1.1 Identify relevant capacity development organizations</p> <p>6.3.1.2 Enrol staff into courses on project management</p> <p>6.3.1.3 Link up with relevant international partners</p> <p>6.3.1.4 Establish a functional library</p>			
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## Appendix 7: Performance Management Plan

1.0 Legal		Indicators	Data Sources	Data Collection tools	Data Analysis	Data reporting		Baseline	Targets
						When	By Whom?		
Outcomes	1.1 Reformed laws with progressive provisions	Percentage of relevant laws reformed	Government gazette, reviews by stakeholders	Checklist, questionnaire, observation	Quantitative methods <sup>1</sup>	Annually	M&E Officer	1	3
	1.2 Increased awareness of the provisions of extant law	Degree of awareness of extant laws	Assessment reports	Checklist, questionnaire, observation, FGDs	Mixed methods approach <sup>2</sup>	Annually	M&E Officer	1	3
	1.3 Increased awareness of human rights and obligations	Level of awareness of human rights and obligations	Assessment reports	Checklist, questionnaire, observation, FGDs	Mixed methods approach	Annually	M&E Officer	-	40%
	1.4 Increased access to justice	Percentage of population with access to Justice	NCS records	Checklist, questionnaire, observation	Quantitative methods	Annually	M&E Officer	-	70%
Output	1.1.1 Partnership and collaboration with relevant stakeholders established	Number of partnerships established	CAPIO records	Checklist, Questionnaire, observation	Quantitative methods	Annually	Head of legal unit	0	10
	1.1.2 Areas for law reforms identified	Number of law reform areas identified	CAPIO records	Checklist, questionnaire, observation	Quantitative methods	Annually	Head of legal unit	2	30
	1.1.3 Reform agenda proposed to the advocacy unit for further action.	Number of reform agenda proposed to the advocacy unit	CAPIO records	Checklist, questionnaire, observation	Quantitative methods	Annually	Head of legal unit	0	5
	1.2.1 Increased public knowledge on the provisions of extant laws	Number of public enlightenment activities conducted	CAPIO records	Checklist, questionnaire, observation	Quantitative methods	Quarterly	Head of legal unit	1	5
	1.2.2 Enlightened stakeholders (MOJ, NPF, NPS) on the provisions of the extant law	Number of stakeholders enlightened	CAPIO records	Checklist, questionnaire, observation	Quantitative methods	Quarterly	Head of legal unit	2000	5000
	1.3.1 Increased staff/partners capacity	Number of staff/partners trained	CAPIO records	Checklist, questionnaire, observation	Quantitative methods	Annually	Head of legal unit	25	100
	1.3.2 Increased public knowledge/awareness on human rights and obligations	Number of public enlightenment activities conducted	CAPIO records	Checklist, questionnaire, observation	Quantitative methods	Quarterly	Head of legal unit	0	5
	1.4.1 Increased capacity of key players (MOJ, NBA, Judiciary, etc) in the justice system	Number of stakeholders with increased capacity	CAPIO records	Checklist, questionnaire, observation	Quantitative methods	Annually	Head of legal unit	6	12
	1.4.2 Offer free legal aid to ATPs	Number of ATPs receiving free legal aid	CAPIO records	Checklist, questionnaire, observation	Quantitative methods	Quarterly	Head of legal unit	450	600

<sup>1</sup> Quantitative methods refer to data processing involving numbers and figures. This includes collation, measure of central tendencies and various measures of association.

<sup>2</sup> Mixed Methods approach entails methods that combine both qualitative and quantitative methods to analyse data.

2.0 Medical									
	Indicators	Data Sources	Data Collection tools	Data Analysis	Data reporting		Baseline	Targets	
					When	By Whom?			
Outcomes	2.1 Increased drug/equipment supply	Proportion of facilities reached disaggregated by type, location	CAPIO medical records	Checklist, questionnaire, observation	Quantitative methods	Annually	M&E Officer	3	6
	2.2 Increased medical personnel in custodial centers	Rate of recruitment, deployment of medical personnel in custodial centers	Medical records in custodial centers	Checklist, questionnaire, observation	Quantitative methods	Annually	M&E Officer	-	100%
	2.3 Increased access to medical services	Level of access to medical services	Medical records in custodial centers	Checklist, questionnaire, observation	Quantitative methods	Annually	M&E Officer	30%	100%
	2.4 Increased awareness of health	Level of awareness created	interviews	Interview guide	Qualitative methods <sup>1</sup>	Annually	M&E Officer	-	75%
Output	2.1.1 Memorandum of Understanding (MoU) reached by CAPIO and duty bearers /stakeholders for drugs/equipment supply.	Number of MoUs agreed	CAPIO records	Checklist, questionnaire, observation	Quantitative methods	Annually	Head of medical unit	1	8
	2.1.2 Drugs/ equipment provided	Number of drugs, equipment provided disaggregated by type	CAPIO records	Checklist, questionnaire, observation	Quantitative methods	Quarterly	Head of medical unit	1300	5000
	2.2.1 Medical personnel employed/Volunteers recruited	Number of medical personnel that joined the team	CAPIO records	Checklist, questionnaire, observation	Quantitative methods	Annually	Head of medical unit	27	100
	2.2.2 Collaboration with relevant stakeholders (Ministry of Health, National Health Insurance Scheme, National TB Program, Pharmaceutical Institutions, Hospitals, etc) established for increase in medical professionals in custodial centers	Number of collaborations formed	CAPIO records	Checklist, questionnaire, observation	Quantitative methods	Annually	Head of medical unit	0	10
	2.2.3 Medical personnel needs of specific custodial centers identified/recommended to advocacy unit	Number of needs/ recommendations made	CAPIO records	Checklist, questionnaire, observation	Quantitative methods	Annually	Head of medical unit	0	10
	2.3.1 Periodic medical missions conducted in Nigerian custodial centers	Number of medical missions conducted	CAPIO records	Checklist, questionnaire, observation	Quantitative methods	Quarterly	Head of medical unit	9	20
	2.3.2 Improved training opportunities for medical personnel in correctional institutions	Number of training opportunities provided to medical personnel in correctional institutions	CAPIO records	Checklist, questionnaire, observation	Quantitative methods	Annually	Head of medical unit	0	4
	2.4.1 Periodic health education sessions held in custodial centers	Number of sessions conducted, number of custodial centers/persons reached	CAPIO records	Checklist, questionnaire, observation	Quantitative methods	Quarterly	Head of medical unit	0/0	10/20000
	2.4.2 Relevant healthcare guides (IEC material, manuals, etc) disseminated to correctional health workers	Number of materials disseminated, Number of persons/custodial centers reached	CAPIO records	Checklist, questionnaire, observation	Quantitative methods	Quarterly	Head of medical unit	0/0	500/20000/10
	2.4.3 Periodic roundtables on health issues in correctional institutions held for CSOs and relevant agencies	Number of roundtables held, number of organizations participating in the round table	CAPIO records	Checklist, questionnaire, observation	Quantitative methods	Annually	Head of medical unit	0	5

<sup>1</sup> Qualitative approach are data analysis methods that process non numerical data and includes Content/thematic analysis

3.0 Social Welfare									
	Indicators	Data Sources	Data Collection tools	Data Analysis	Data reporting		Baseline	Targets	
					When	By whom?			
Outcomes	1. Sanitized environment in custodial centers	Percentage of correctional facilities (cell, offices, etc) free of vectors.  Frequency/quality of renovation of correctional facilities	Welfare reports, CAPIO monitoring reports,	Checklist, survey, direct observation	Mixed method analysis	Annually	M&E Officer	25%  -	75%  Once yearly
	2. Well nourished inmates	Proportion of foods available in stores within custodial centers  Quality of meals served in correctional facilities  Inmates' level of satisfaction with meal options in custodial centers	Welfare report, survey, correctional food assessment report	Direct observation, investigation by dietitian, survey/FGD	Mixed method analysis,  Laboratory analysis,	Annually	M&E Officer	-	Four times a year
Output	1.1) Vectors (disease carry animals) such as insects, rodents, etc eradicated in custodial centers	Number of vector control exercises conducted  Number of correctional officers that are proficient in vector control  Number of cells renovated  Number of benefactors funding renovation projects in correctional centers	Monitoring reports, donation records, training reports	Checklists, FGD, pre/post-tests	Quantitative methods: collation, measure of central tendency	Monthly	Welfare Officer	Once a year	Two times a year
	1.2) Adequate (daily) water supplied to custodial centers	Number of water supply channels developed in custodial centers  Number of water storage units installed in custodial centers	-Project report  -Welfare report	-Questionnaire -Checklists	Quantitative methods: collation, measure of central tendency	Annually	Welfare Officer		One water project per year

1.3) Sewage disposed regularly	Number of modern sewage systems designed for custodial centers  Number of correctional officers that participated in sanitation training	-Sanitation report  -Training reports	-Questionnaire	Quantitative methods: collation, measure of central tendency	Annually	Welfare Officer		3 custodial centers  100 correctional officers
2.1) Adequate food supplied to the custodial centers	Number of food items donated to a custodial center disaggregated by type of food item  Number of NCS food budget monitoring activities conducted per year	Welfare report  Monitoring report	Questionnaire checklists	Quantitative methods: collation, measure of central tendency	Monthly	Welfare Officer	0  0	1000  4
2.2) Improved quality of food available to inmates	Number of cooks that are certified, food options available in the custodial center disaggregated by type	Welfare report  Monitoring report	Questionnaire checklists	Quantitative methods: collation, measure of central tendency	Quarterly	Welfare Officer	0	50 certified cooks

4.0 Rehabilitation									
	Indicators	Data Sources	Data Collection tools	Data Analysis	Data reporting		Baseline	Targets	
					When	By Whom?			
<b>Outcomes</b>	4.1 Increased enrolment in learning programs in custodial centers	Percentage of inmates enrolled in learning programs	NCS records	Checklist, questionnaire, observation	Quantitative methods	Annually	M&E Officer	10%	50%
	4.2 Reduced stigma and discrimination against returning citizens.	Extent of stigmatization and discrimination in society	Assessment reports	Interviews, FGDs	Qualitative methods	Annually	M&E Officer	-	80%
<b>Outputs</b>	4.1.1 Inmates educated	Number of inmates enrolled in academic programs	CAPIO records	Checklist, questionnaire	Quantitative methods	Annually	Rehab. Officer	105	400
	4.1.2 Effective and completed psychotherapy sessions.	Number of psychotherapy sessions completed	Psychology records	Checklist, questionnaire	Quantitative methods	Annually	Rehab. Officer	12	200
	4.1.3 Trained/skilled inmates or returning citizens.	Number of inmates engaged in skill acquisition programs	CAPIO records	Checklist, questionnaire	Quantitative methods	Annually	Rehab. Officer	25	50
	4.2.1 Center of Hope established	Number of facilities completed in the center	CAPIO records	Checklist, questionnaire	Quantitative methods	Annually	Rehab. Officer	0	51
	4.2.2 Community awareness programs established	Number of awareness programs conducted	CAPIO records	Checklist, questionnaire	Quantitative methods	Annually	Rehab. Officer	120	360

5.0 Advocacy									
	Indicators	Data Sources	Data Collection tools	Data Analysis	Data reporting		Baseline	Targets	
					When	By Whom?			
<b>Outcomes</b>	5.1 Formidable advocacy units established	Quality of provisions made in the advocacy unit	Professional reviews	Internet search	Qualitative methods	Annually	M&E Officer	0	5-star ratings
	5.2 Linkages with other CAPIO units developed	Efficiency of linkages with other CAPIO units	Assessment reports	Checklist, questionnaire, FGDs	Mixed methods approach	Annually	M&E Officer	0	95%
	5.3 Communities of practice enhanced	Level of communities of practice engagement	CAPIO records	Checklist, questionnaire, FGDs	Mixed methods approach	Annually	M&E Officer	25%	100%
	5.4 Publicity of CAPIO enhanced	Efficiency of publicity actions	Assessment reports	Checklist, questionnaire	Quantitative methods	Annually	M&E Officer	-	50%
<b>Outputs</b>	5.1.1 Office space for advocacy unit equipped	Number of office equipment provided	CAPIO inventory	Checklist, questionnaire	Quantitative methods	Annually	Admin Officer	0	14
	5.1.2 Dedicated advocacy unit staff engaged	Number of staff engaged	Human resources files	Checklist, questionnaire	Quantitative methods	Annually	Admin Officer	0	2
	5.1.3 Capacity of Staff built on advocacy	Number of capacity building events	CAPIO reports	Questionnaire	Quantitative methods	Annually	Advocacy Officer	1	5
	5.2.1 Advocacy manual developed	Copies of manual produced	CAPIO reports	Checklist, questionnaire	Quantitative methods	Annually	Advocacy Officer	0	500
	5.2.2 Unit-specific advocacy activities facilitated	Number of advocacy activities facilitated	CAPIO reports	Checklist, questionnaire	Quantitative methods	Annually	Advocacy Officer	4	20
	5.3.1 CAPIO's memberships of relevant networks reviewed/updated	Number of networks reviewed	CAPIO reports	Checklist, questionnaire	Quantitative methods	Annually	Advocacy Officer	0	2
	5.3.2 New networks formed/joined	Number of new networks joined	CAPIO reports	Checklist, questionnaire	Quantitative methods	Annually	Advocacy Officer	0	4
	5.3.3 Active participation in networks enhanced	Number of networks where CAPIO is an active member	Timeline of network activities	Checklists	Quantitative methods	Annually	Advocacy Officer	1	5
	5.3.4 Fora for networking (workshops, conferences, symposia) facilitated	Number of fora facilitated	Event reports, communique	Review guides	Quantitative methods	Annually	Advocacy Officer	2	5
	5.4.1 Technical support provided to unit-specific research activities	Number of unit-specific research activities supported	International/Local journals	Checklists	Quantitative methods	Annually	Advocacy Officer	0	20

5.4.2 Multimedia campaign materials developed	Number of multimedia campaign materials developed	CAPIO periodic reports	Questionnaires	Quantitative methods	Annually	Advocacy Officer	0	10
5.4.3 Public awareness events/materials developed	Number of public awareness events/materials developed	CAPIO periodic reports	Questionnaires	Quantitative methods	Annually	Advocacy Officer	4	20
5.4.4 Recognition by international agencies acquired	Number of international agencies showing recognition	Certificates of recognition	Checklists	Quantitative methods	Annually	Advocacy Officer	4	10



6.0 Organizational development									
	Indicators	Data Sources	Data Collection tools	Data Analysis	Data reporting		Baseline	Targets	
					When	By Whom?			
• Outcomes	Increased performance from well-motivated staff	-Level of performance from staff - Level of staff satisfaction with organizational motivation	-Staff appraisal reports - Staff annual feedback report - Minute of meetings	-Desk-review of staff appraisal report -Key informant interview with some staff and some management team members	Qualitative methods	Annually	M&E Officer	50% 50%	80% 80%
	Improved governance and administrative procedures	-Evidence of management team knowledge on governance and administrative procedures -Attitude towards governance and administrative procedures	-Monitoring reports -Mid term evaluation report -Annual board meeting report	Focused group discussion	Qualitative methods	Annually	M&E Officer	50% 50%	80% 80%
	Strengthened staff project management capacity	Percentage of staff enrolled into capacity development program  - Proportion of capacity development resources available for staff disaggregated by program areas	-Monthly project reports -Quarterly admin report	Checklists	Quantitative method	Annually	M&E Officer	50%	80%
• Outputs	Increased staff salaries and allowances annually	Number of staff that got salaries and allowance increase for at least 30% in five years	financial report	Document review	Quantitative method of data analysis (frequency table)	Annually	M&E Officer	0	13
	Staff welfare packages enhanced – (health insurance, life insurance, and pension scheme)	-Number of social welfare packages implemented -Number of staff that benefited from institute health insurance, life insurance, and pension scheme	-Staff insurance entitlement reports -Unit reports	-Document review -Checklist	Quantitative method of data analysis (frequent table)	-Weekly -Annually	M&E Officer	0 0	5 13
	Employee reward system established	-Number of annual employee recognition ceremonies conducted - Number of awards disaggregated by sex and program area	-Activity reports -CAPIO's newsletter	-Observation -Checklist	Qualitative approach	Annually	M&E Officer	3 3	5 25

Effective organizational/governance development plans, policies, and procedures including administrative handbook, board manual, etc. developed	-Number of organizational/governance development plans, policies, and procedures developed - Number of organizational/governance documents that are effectively utilized	-Copy of the documents -Annual report	Checklist	Quantitative approach	Quarterly	M&E Officer	3	8
Increased staff capacity trainings	-Number of staff enrolled in training	weekly report	Checklist	Quantitative approach	Quarterly	M&E Officer	6	13
Increased training resources materials available for staff	-Number of capacity development resources available for staff disaggregated by program areas	Weekly report	Checklist /observation form	Quantitative approach	Quarterly	M&E Officer	2	6

## Appendix 8: Table of KM Tools

Categories	Tools
<b>Staff</b>	Meetings, Intranets, WhatsApp, Emails, Learn and share, Step-down training, publications, reports, etc.
<b>Donors</b>	Letters, emails, online platforms, skype, etc.
<b>Target Group</b>	Calls, face-face interactions, handbills, TV/ radio program, jingles, publications, roadshows, etc.
<b>Stakeholders</b>	Letters, publications, conferences, seminars, workshops, meetings, etc.

*Knowledge Management Tool by Target Group*

Knowledge cycle	Tools
<b>Knowledge Creation/Capture</b>	After Action Review, brainstorming, exit interviews, good practices, social communities of interest (WhatsApp), Communities of Practice (CoP), trainings, coaching, publications, conferences, meetings, websites, newsletters, data collection forms, report forms (success story report template), etc.
<b>Knowledge Storage</b>	web-based storage/database (e.g. Sage50, IDrive, website), case files, publications, local storage systems

*Knowledge Management Tool by Usage*



