

PRAWA
Strategic Plan
2012 -2014

Prepared by

|Strathan Consulting|

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PRAWA Vision

Components of the Vision

The vision of PRAWA is encapsulated in the following elements described below:

Elements of the vision	Definition
Core Purpose – (vision)	This statement describes what we intend to achieve. What all our pursuit as organisation is intend to create.
Mission	This statement explains our reason for exist. What we will do to create the future we desire
Our core values	These are attributes and ideals that we hold in high esteem which do not change, regardless of the circumstances. Our shared core values are the values that we share as an organization and believe will live in every current and potential PRAWA person.
Core competences	These are the skills that will be unique to every PRAWA person; skills that the PRAWA will continuously develop and will be the lever for the PRAWA's growth and progress.
Stretch Goals	These are the targets we hope to accomplish in the next five years. These goals may seem very daring but we will commit all resources to make them happen.
Envisioned Description	This is a vivid description of our future in the words of the various stakeholders of PRAWA.

In the light of the foregoing explanations PRAWA's visioning elements are as follows:

Our Vision

We desire the emergence of "a humane and secure society that corrects and empowers to prevent crime, violence and torture"

Mission Statement

"Promote institutional reforms in formal and informal sector for Access to justice, rehabilitation, and social development of prisoners, ex-prisoners, torture victim and youth at risk".

PRAWA Values

The values that will define us as a people and influence our work are:

Integrity

For us, our word and commitment will be unquestionable and without qualification at all times. In demonstration our leadership, we strive to live by example and live no room for excuses.

Excellence

We are constantly reminded by the need to develop a reputation for outstanding consistent performance that exceeds the expectations set for us and those we set for ourselves.

Innovation

Thinking beyond the conventional is a practice that influences the basic approach to issues we address in the society. The point of departure for every task is to constantly ask ourselves, 'how can things be done differently'? 'Is there a better way'? Every employee is motivated by the desire to seek improvements to their work that can facilitate greater learning and impact on the results we collectively seek.

Result Orientated

The vision of change we hope to create in every little task and resource deployment puts a greater meaning and commitment to staff. Every employee is not in doubt that work is rewarded by the measure of result attained and not efforts deployed.

Accountability

We extol a high sense of responsibility and stewardship to maintain accurate records and be willing to explain our actions in an accurate, prompt and succinct manner at all times

PRAWA's Core Competence

The skills and competence that our employees bring to their work will differentiate us and confer competitive advantage. They include:

1. Advocacy
2. Knowledge of CJS
3. Documentation – report writing
4. Understanding of torture/youth dynamics
5. Knowledge of rehabilitation
6. Empirical research
7. Social development
8. Project design and implementation
9. Monitoring and Evaluation

Our Stretch Goals

As we aspire to translate our vision into reality, in the next 15-20 years we hope the following achievements would give us a reasonable measure of progress:

1. A reference point for social development intervention for crime prevention in Africa.

2. Be the leading resource in reforms in pre-trial justice and adoption of alternative to imprisonment in Africa
3. Build a critical mass of personnel and institutions in community corrections
4. To establish a 100million endowment to sustain social entrepreneurship research and demonstration centre for generating Social Development models for both rehabilitative and crime prevention purposes targeted at youths at risk, prisoners and ex-prisoners and victims of torture

Envisioned Description

The following statement depicts our aspirations, what we hope achieve, create bearing in mind the reputational value of our work with others. We evince that these statements will require significant change and progress to attain.

1. Staff
 - a. An organization that exhibits team work, fairness, and laid down procedure for growth
 - b. An organization that encourages staff to discover and develop themselves.
2. Donors:
 - a. An organization that is reliable, innovative and result oriented.
 - b. An organization with high level of professionalism, accountability and transparency.
3. Management:
 - a. An organization that is vision driven and with an effective mechanism for utilizing human & material resources
 - b. Highly professional, knowledgeable and result-oriented and innovative organization
4. Board
 - a. A credible and visionary institution with a high sense of service and strong governance.
5. Government
 - a. An organization that effectively complements government initiatives and helps set the pace for reforms & best practices
 - b. Valuable & strategic partner in social development
6. Public/Communities
 - a. A organization that raises societal awareness to the standards of corrective (transformative/reformative) justice, social development and the treatment of youths and victims of torture
7. Clients
 - a. An organization that empowers and gives hope to the clients
8. NGOs
 - a. A credible, fair and inspiring partner in criminal justice and social development

Basic Approach and Program Focus

In the justice and security sector, our basic approach to pursuing reform interventions and serve the interest of our constituents is through empirical research, capacity/ institutional building and demonstration through the implement change models in pilot schemes. In addition we will undertake advocacy initiatives that draw from our wealth of field experiences

Program Focus

To fulfill our mission we have delineated our program activities into three sub -thematic areas namely:

1. Security and Justice programme
2. Social Development and Rehabilitation programme
3. Research and Development programme

Security & Justice Program [SJP]

Our quest in this area is to promote reforms in practices and policies in the justice sector that fosters humane and safe societies. In doing so we will partner with formal and informal institutions in instituting:

1. Criminal justice reform with particular reference to issues of Pre-trial detention, mentally ill, juveniles, alternative sentencing and the promotion of human rights and best practices in prison conditions
2. A practice and culture for Community justice with a view to highlighting & discouraging inflow of prison detention and establish preventive mechanism to strengthen informal justice
3. Reforms in the Security sector that rely on the establishment of proper linkages between dialogue, research, advocacy, and security and justice mainstreaming

Social Development & Rehabilitation Program [SDR]

Our vision of change in SDR is to promote safe societies where persons and communities are empowered to reduce crime, offending behaviour and torture. Our work will seek to raise and demonstrate opportunities for social progress that reduces crime and deviant behaviour and make re-entry without a high incidence of recidivism possible. Three core initiative areas define our work in this program area

- Social and Economic Justice Initiatives will work with government and private institutions to promote and protect the rights of prison inmates, torture victims, youth-at-risks and their families in keeping with international bill of human rights
- Psychological and Medical Rehabilitation seek to advocate for the provision of psychological rehabilitation and referral for medical rehabilitation
- Community Justice raise societal awareness to the ills of prisons and discourage inflow of cases to the formal system/prison, and promote the use of victim-offender mediation, and

family / community reconciliations and other alternative to prison sentencing approach to correct crime and deviant behaviours

Research and Development

Our focus is to identify and document and raise awareness about the gaps in upholding rights and the effect of practice and policy implementation in the justice and security sector with a view to influence reforms in policy and practice intervention in security, justice and social development.

R&D will regularly undertake the following activities:

1. Standard setting and indicators development - which will aim at equipping government and the society with tools for monitoring the fulfilment or violation of rights and their impact on the effectiveness of security and justice system
2. Survey and exploratory studies – will involve generating perceptions and insights of users and beneficiaries of the security and justice system to offer better understanding of prevailing issues and problems facing the sector
3. Public policy analysis - this involves comprehensive review of policy, gaps in implementation and their impact on the justice system and societal capacity to effectively prevent and correct crime while upholding rights of victims and perpetrators
4. M & E - will undertake commissioned assessment and impact research on key issues, projects and programs undertaken by both government and non-profit intervention in the justice and security sector

Summary of Strength, Weaknesses, Opportunities and Threats

The environmental scan above is summarised as follows:

Strengths

- Depth of knowledge on penal and prison issues
- Advocacy
- Documentation and Research
- Global reputation in penal reforms and torture
- Access to key stakeholder in prisons and justice sub-sectors in Nigeria and other countries in Africa
- National spread

Weakness

- Key man risk high
- Critical mass of staff with inadequate knowledge in thematic area
- Inadequate grant to sustain reform drive and enhance development in the sector
- Time management, leading to burnout escalating project implementation cost, quality of work and expectation management
- Severe administrative and financial management lapse makes the organisation vulnerable to losses (environment non-conducive).
- Critical work tools do not match work requirement leading to excessive delay, lethargy and culture of excuses
- High staff mobility (exists) mostly unexpected creates significant gaps and organisation's capacity to grow and recreate itself
- Investments in institutional development is weak and unplanned
- Poor communication has fuelled the system of grape vine, camps and turf fights
- Decision making is not thorough- (not having enough information, encouraging hearsay)
- ED has too many roles and it seriously affects her capacity to mentor / coach staff?
- Staff welfare is less than appropriate
- ED micro-manages which creates a sense of nobody can do it
- PRAWA regional offices often do not
- Significant losses in bank charges that is borne by PRAWA

Opportunities

- Recent government interest and indeed the global momentum on youth empowerment and the provision of economic and social conditions that could avert public discontent and disruption of public safety could serve as entry points for alternative to violence Programmes (AVPs) and social development initiatives for communities that hold huge investment interest for governments and corporate organisations seeking to extend their social responsibility in meaningful ways
- The FOI law places a huge process and systems demand in the generation, management and dissemination of information, that the prisons and other institutions in the justice sector have

significant gaps in meeting. It could also pave the way for facilitating greater accountabilities in prisoners' welfare particularly as it relates to young offenders and mentally ill persons etc

- The absence of relevant statistics to track developments in justice delivery , rising ATP population and the socio economic effect of prison sentencing makes policy advocacy for reforms weak and a shot in dark in compelling public and government interest
- Rising incidence of reported cases of torture and extra judicial killing and in human treatment persons of persons in detention that have trailed the operations of Law enforcement and the actions of Joint security task force operations in the Niger delta and flash points for local terrorist attacks in the North suggests a review of policing procedures to further uphold the rights of suspects and convicts in policing and justice delivery.
- The possible signing into law that could pave for Nigeria to accept prisoner swap (convicted persons transfer sentencing) arrangements with the British government could hold significant funding for initiatives that will enhance capacity of existing prison facilities to effectively rehabilitate
- The absence of a clear regional strategy that will set a direction for crime prevention and youth engagement has led to ineffective piecemeal treatment to addressing public safety issues of youth unrest and crime which further exacerbate prison congestion and overall level of insecurity
- Sentencing for crime and minor offences still dwell on imprisonment, the payment of fines and other stringent conditions that many indigent persons are unable to meet. These breed hate and resentment to the society rather than alter offending behaviour, hence the need to explore models to alternative to imprisonment sentencing for minor offenses

Threats to Bear in Mind

1. The lack of proper assessment of convicted prisoners and persons in detention is likely to escalate inhuman treatment of prisoners in a bid to prevent jail break
2. A growing population of ATPs arising from ethnic, religious and political violence could promote hate & lead to further disintegration of the society
3. More families could suffer debilitating social-economic dislocation & create conditions as policies do not improve living conditions of the poor
4. Political instability and insecurity as the spate of bombing and other acts of violent outrage and internal terrorism continued unabated
5. Donor shift to work with consultants and to fund coalitions instead of individual The cost cutting measures by donors to not fund institutions but work with internal consultants amid the rising cost of living and inability to attract highly competent staff could further impede growth capacity for growth PRAWA's financial sustainability and overall capacity to grow

Issues Arising from Opportunities and Threats

- How do we influence thought around CJS/SSR in collaboration with leading non- profit interventions in Nigeria (NOPRIN, CLEEN, A2J)
- How to enhance capacity, practice and collaboration of the formal and informal justice sector to reduce ATP population in Nigeria especially as it relates to addressing
 - Staffing capacity including gender concerns in staffing of the institutions
 - Official capacity to effectively offer corrective services

- How to promote economic justice among persons & communities that prone to crime and torture.
 - How to push for review of legislations guiding funding accountability in the processing and treatment of mentally ill persons in the Criminal Justice System / Society
 - How do we raise societal awareness on the unintended consequences of human rights abuse in criminal justice administration on public safety and development?
 - The need to establish a culture of alternative sentencing in CJS
 - How to make the jail delivery mechanism effective in order to eliminate arbitrariness and complicity in influencing ATPs given that existing practice is done irregularly, with limited involvement and questionable outcome and position it as a proper oversight process for the monitoring of ATP cases.
 - How to empower the economic and vocational capacity of prisoners to sustain critical family linkage and post prison life (re-entry)
 - The need to reposition young offenders institutions to address ineffective corrections, crime tutoring,
 - How to reduce financial vulnerability and truly set a course for creating a learning and performance driven organisation in PRAWA?
6. Establish entrepreneurship scheme that provides a survival fund for prisoners' re-entry.
 7. Push for the review of legislation guiding funding accountability in the processing and treatment of mentally ill persons in the society/CJS with a view to controlling/mitigate:
 - Social cost/support
 - Human rights abuse
 - Failure in the correctional stance of the CJS in addressing mentally ill persons
 8. The push for points of entry assessment (role of psychologists in the prisons) for torture for persons being remanded in prison could suffer setback in funding and manpower to adequately fill positions across the entire prison system in the country

Strategies and Priorities

Following the foregoing analysis of the trends and issues arising from the opportunities and threats, PRAWA will focus on the following priorities, objectives and strategy over the next three years, as it seeks to translate its vision into reality.

Strategic Objectives

1. Push for a law to establish an oversight mechanism for prisons procedure and treatment of prisoners
2. Raise society awareness and policy advocacy to addressing the challenges of corrective justice and need for reforms
3. Establish an independent information base to strengthen decision making and reform effort of the Nigerian Penal system
4. Move for the passage and adoption of legislations for the use of non-custodial sanctions which support reintegration of offenders and the rights of victims
5. Develop a compendium on good practices in prison management in Africa.

6. Build PRAWA internal capacity to lead sustainable reforms in Nigeria and beyond

1. Push for a law to establish an oversight mechanism for prisons procedure and treatment of prisoners

Observable trends indicate that prisoners of varying types – juveniles, adults, mentally ill persons suffer torture and treatments that fall below humane standards. The most vulnerable of these groups are mentally ill persons who are discriminated against, stigmatized and often lack societal and government support to receive appropriate medical treatment. Many of our prison facilities are under-funded and poorly staffed with quality personnel to address their needs. It appears that existing accountability system in the penal system is ineffective to check human rights abuse and ensure adequate investments for effective rehabilitation is appropriated for and monitored.

Consequently within the next three years PRAWA hopes to achieve the following:

- a. Develop documentation on prison asylum conditions and treatment of mentally ill
- b. Facilitate the development of a national plan of action for the improvement of accountability and the treatment of mentally ill persons among key justice stakeholders, the ministry of health including the council for psychiatry, civil society etc
- c. Sponsor a bill for the establishment of an accountability mechanism to enhance monitoring of prison service delivery and to check human rights abuses in prisons and detention facilities
- d. Facilitate an annual review of implementation plan with heads of Agencies and Ministries
- e. Use the provisions of the FOI to seek information on appropriation and implementation on critical investments for improved capacity and access to quality care

The Results We Would Like To Achieve Include:

1. A draft Legislation on the establishment of an oversight mechanism and the level of legislative consultation for its passage into law and
 2. Eventual passage of the law
 3. Development of an National action plan for improving treatment and conditions of mentally persons in prisons
 4. Multi-stakeholder buy-in and mainstreaming of action plan into appropriate agency response
 5. Documentation of outcome of annual review as translated into revised action plans with key responsibility areas for stakeholders from government and civil society
- 2. Raise society awareness to challenges and needs for reforms in the Penal system to effectively rehabilitate, correct offenders/ convicted persons and prevent torture and crime**

The apparent apathy for penal reforms that seek improvements in the rehabilitative stance of the prison system, by govt and the public, who are equally experiencing excruciating socio-economic conditions, makes the call for the upholding of human rights standards in the arrest, imprisonment and rehabilitation of convicts and suspects appears a bit misplaced in societal priorities.

More disturbing is the rising rate of imprisonment of young offenders without trial, the apparent lack of capacity in facility and quality of personnel to address their development and rehabilitation needs while in detention.

PRAWA recognises its failure in times past to alter public perception about the prison system and galvanise critical support to push for deeper reforms in the penal system. Consequently it has purposed to achieve the following:

1. Undertake a review of borstal/ remand institutions with a view to highlight the plights and challenges of young offenders
2. Launch a school children led campaign for alternative sentencing for young offenders and improvement in rehabilitation service to aid re-integration
3. Undertake a comparative study of the socio-economic implications of imprisonments with a view to highlight the issues relating to prison decongestion and pre-trial detentions
4. Undertake legislative advocacy initiatives to generate support for improved appropriation for youth crime prevention and overall prisoner rehabilitation effectiveness
5. Collaborate with state ministry of youth and social welfare and to develop and run a documentary based public education series based on the social economic implication imprisonments
6. Prepare occasional papers and articles in local media to highlight issues facing Nigerian penal system
7. Seek media partnership to sustain visibility for the discourse of prisoner rehabilitation, torture and social development to prevent crime
8. Facilitate the development of a regional social development strategy for social and economic inclusions of youths at risk of crime in the south east
9. Establish an information social media exchange to promote public education about rights and unintended consequences of crime and imprisonment

The Results We Would Like To Achieve Include:

1. Referencing of PRAWA's work in local media and international journals
2. Achieve a first mention as thought leader on issues and commentaries bordering on social development for crime prevention, Penal reforms among journalists and peer institutions in the sector
3. The elevation of penal issues and torture to public discourse result in public led agitation for reforms
4. Legislative Bills and motions for reforms in the prison systems
5. Issues and civil interventions in Nigeria prisons on the map of global reform efforts in criminal justice sector have more significant mention
6. Increase in public education and awareness about crime and prison conditions among youth within the age of 6- 14years.

3. Establish an independent information base to strengthen decision making and reform effort of the Nigerian Penal system

There is a growing public and government apathy towards Prisons and prisoner welfare. This situation is further exacerbated by recent threat to public safety and harsh economic conditions in the larger society making the call for reforms pale in comparison to the broader societal needs. However the dearth of relevant statistic and information that highlight the impact of public policy on the state of insecurity and the effectiveness of justice institutional capacity to correct and prevent crime creates vagueness in the pursuit for safer societies in Nigeria. A lack of vision trails discontinuities investment and policy thrust in the sector.

Consequently, many of the interventions for reforms in the penal system fail to question why change is required and the manner of response that will be required for measurable and sustainable progress towards change in prison administration, prisoner welfare and rehabilitation, and police treatment of detained persons.

With this in mind PRAWA seeks to create useful collaborations with relevant government agencies, policy makers to influence the direction and improve overall impact of reforms in corrective justice that have far reaching consequences in changes in social structures to build better relationships and social system that guarantee safer societies, reduce pre-trial detention, improve prison conditions/ prisoner welfare including torture prevention and alternative sentencing.

Consequently over the next three years, PRAWA will focus on the following:

- Undertake evaluations and research aimed at improving public confidence of the criminal justice system
- Undertake a review of existing correctional/ rehabilitative strategies and the capacity of ex-prisoners to contribute to society
- Undertake to research to evaluate and promote the enhancement sentencing policy and the social economic consequences on imprisonments and to promote alternative sentencing and restorative justice models in regions, states and communities
- Undertake studies to assess the adequacies of the penal system to provide effective rehabilitation and to push for greater transparency, accountability and improved investment to promote safer communities
- Under periodic assessment of social economic conditions and the effect of government policies in curbing or encouraging crime
- Establish indicators and conduct monitoring and evaluation and perception surveys of the effectiveness of institutional capacity for effective prisoner welfare and rehabilitation
- Develop a compendium of good practices and social and economic gains in prison management and community led restorative justice in Nigeria and beyond
- Work with relevant govt agencies to enhance their capacity to track/monitor and evaluate the effectiveness of their social development programs

The Results We Would Like To Achieve Include:

1. National population in demographic analysis on persons in Awaiting Trial Detention in Nigeria
2. Development of compendium of good practices in prison management in Development of Research Template containing the demographic indicators
3. Adoption of the good practices in the compendium

4. Translation of the research outcomes into advocacy tools and level of dissemination among the public, prison authority/govt and
5. Reference of research outcomes by public policy analysts, policy makers, government agencies and the press
6. A data base containing relevant information of state of affairs in prison administration and developments
7. Training consultancy to establish M&E capacity and other research templates for reporting progress in social development initiatives

4. Lead demonstration of Prisoner restorative entrepreneurship programmes (PREPs) for economic accumulation and contribution to society

Many prisoners convicted and ATPs experience social and economic dislocation that have far reaching economic consequences for them and their families, often bringing certain family economic rituals such as paying house rents, school fees and upkeep to a halt. Many also leave the prison system without sufficient money to engage in meaning economic activity, hence increasing the incidence of recidivism among ex-prisoners.

Existing entrepreneurial activities are often not structured towards wealth accumulation and empowering prisoners to contribute economically to the well being of their families, while in prison and when they eventually re-enter. PRAWA believes that an entrepreneurship model that seeks to empower prisoners will improve the quality of rehabilitation and self worth and ultimately increase their chances of re-entry into the society without recidivism.

To make this happen, PRAWA hopes to collaborate with Ministry of internal affairs, the prison authority and relevant private sector and or international donor institutions to:

1. Institute a N50 million survival fund for the establishment of a skill acquisition & income generating scheme in two pilot prisons for ATPs and & convicted prisoners that will ensure that no prisoner leaves the prison without money to re-enter the society
2. Generate a matching grant of N10 million that will encourage a savings culture among prisoners signed up to the scheme to engage in productive
3. Offer pre- re-entry small business education training

The Results We Would Like To Achieve Include:

1. Implement PREPs in at least two prison facilities
2. A functional board to superintend the survival fund
3. Prisoner statements of account indicating saving positions and corresponding earnings in matching grants following the implementation of PREPs backed by the survival fund

5. Promote the adoption of alternative to imprisonment models to reduce prison entry for minor offenses and Juveniles

A cursory review of the entry of ATPs and juveniles into the prisons system suggests that many are often arrested arbitrarily without trial while others end up prison for offenses/ conflicts that could have been resolved otherwise. With the spate of public violence and general insecurity in the society, there is a general fear that the bid to restore public safety and order could lead to

further arbitrariness in detention of persons by law enforcement and other security operatives, that may go unnoticed given level of insecurity.

PRAWA believes that formal and informal traditional authorities and institutions can play a pivotal role in curbing the rate of imprisonments and entrench transformative justice practices in addressing minor offenses. Equally important is the need to work with state governments to effect changes in criminal procedures that will embrace alternative sentencing from existing punitive practices as deterrents to deviant behaviour. Consequently PRAWA will:

1. Work closely state/ federal Justice ministry, Justice reform coalitions/committee, to develop models for non-custodial sentencing for identified minor offenses
2. Move for passage and adoption of legislation on community sentencing for minor offenders and juveniles
3. Develop a guide for implementing the non-custodial sentencing model
4. Facilitate the take off of such the alternative sentencing models
5. Provide technical support for evaluating and assessing the social economic and overall impact for deterrence and transforming deviant behaviours
6. Build capacity of formal and informal institutions to implement Victim- Offender mediation as part of overall prison decongestion strategy.

The Results We Would Like To Achieve Include:

1. Existence of a model alternative sentencing law for minor offenses and the punishment for offending juveniles in one or more states in Nigeria
2. The engagement of PRAWA to provide technical support consultancy for training and effective implementation of the law
3. Institutional development to strengthen informal justice institutions in effecting victim – offender mediation scheme in pursuance of the overall strategy to reduce new-entry imprisonment population
4. Corporate sponsorship and SDR interventions to improve social conditions of juvenile/borstal facilities
5. Path of government established committee to lead reforms in juvenile sentencing and welfare in Nigeria

6. Establish Social development programmes to raise 'economic prosperity' of "at risk" individuals, families of violence and crime

Available crime statistics and current trends of violence and insecurity put certain individuals, families and communities at risk of crime and their socio-economic factors put them at risk of poverty. Many of these flash point communities often suffer social and economic exclusion, especially as witnessed in the high youth unemployment. PRAWA finds it imperative to work with such "at risk" communities to provide early intervention social development programs for high risk children to increase their resiliency to risk factors related to criminal behaviour and to improve their opportunities to enhance their economic profile in life.

To this end, PRAWA will seek to accomplish over the next three years to:

1. Work with respective governments to develop a social development action plan as part of an overall state crime prevention strategy, which will seek interventions in improvement of the

- social conditions in education, social amenities, family income to improve the chances of communities and individuals to reduce criminality
2. Run pilot social development programmes in at least three flash point communities or communities with high social needs following the development and adoption of the action plan
 3. Undertake a range of life skill development program to improve their capacity to create wealth
 4. Launch a school campaign targeted at youths aged 8-15 years that will provide sports and recreation opportunities to enable them channel their energies into productive pursuits
 5. Work with Local governments to set up thrift based investment opportunities that will increase the prospects of families to earn a living
 6. Run early youth Alternative to Violence Programs (AVPS) in schools situated in communities with high risk of youth violence
- .

The Results We Would Like To Achieve Include:

1. Reduction in young offenders involved in crime and reported cases of juvenile delinquencies in schools and targeted communities
2. A pre and post program intervention assessment of economic asset accumulation in targeted communities where SD is implemented
3. An annual sponsored AVP programs for schools and trade communities with high incidence of crime, and seeks to enhance the social investment profiles of leading corporate in Nigeria
4. A referencing of research on effectiveness of PRAWA's SD and AVP programs as contribution to a global common body of knowledge

7. Build PRAWA Internal Capacity to Lead Sustainable Penal Reforms in Nigeria and Beyond

PRAWA is faced with three major environmental challenges it must navigate through to stay the course of leading sustainable reforms in the Security and Justice Sector; a dwindling donor purse owing to falling economies of donor parent countries and the looming political instability over Nigeria following the implementation of harsh economic policies that show signs of increasing the cost of doing business in Nigeria. PRAWA must make a necessary shift from implementing projects to making a social and business case for reforms hinged on a strong theoretical foundation in security, criminal justice and social development.

To do so, PRAWA must with a sense of urgency do the following over the next three years:

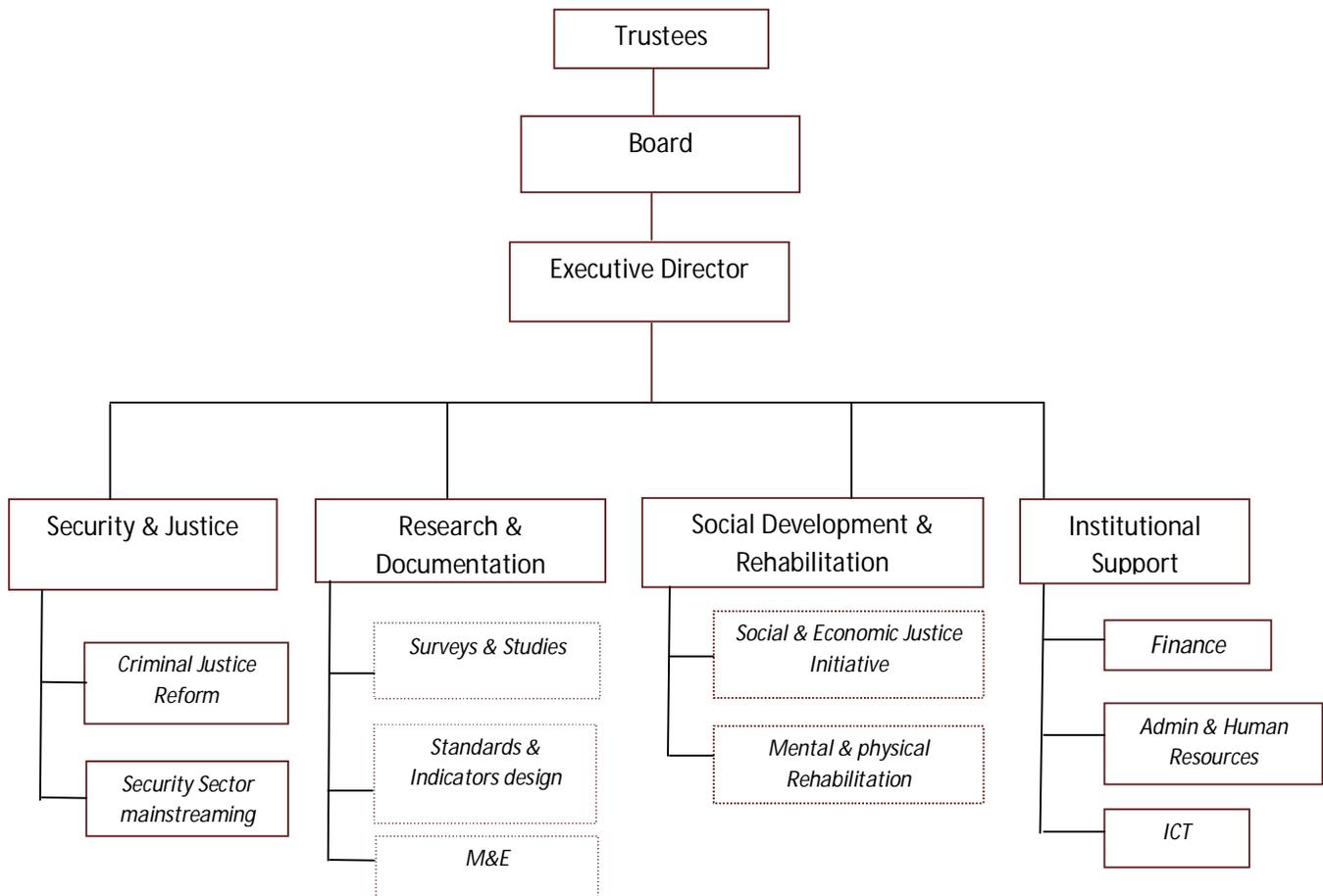
1. Achieve an annual funding status of N150m with 20% growth in funding year on year. In the same vane it will seek to diversify its funding of 80% from grants and 20% from other sources and attain a 70:30 split by the end of the third year
2. Implement a rigorous learning and development scheme that identifies the responsibilities of individual staff and the institution to ensure a critical mass of employees are competent in mission critical skill areas
3. Ensure that each program area develops a comprehensive context to track and evaluate opportunities and progress in interventions carried by government and civil society organisations
4. PRAWA will undertake the standardisation of its processes, including program intervention logic, methodology to evolve a "PRAWA Way" of doing things
5. Develop practice models out of PRAWA intervention that will seek to push the boundary of meaning reforms in Africa

6. Entrench a culture for performance in PRAWA that measures and recommends appropriate incentives and corrective action for staff development among other things
7. Eliminate administrative delays and inefficiencies that affect PRAWA's positioning as an effective organisations

The Results We Would Like To Achieve Include:

1. Annual learning and development plan
2. Development and implementation annual program plans and budget
3. Feedback of biannual staff evaluation
4. Employees acquire among other competence a good knowledge of the theories that define the thematic issues of PRAWA
5. More high profile external consultation and project implementation handled with less involve of the ED
6. Periodic monitoring and evaluation is carried out for all programs/function and projects.

PRAWA's Organisational Structure



Appendices to the plan

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Defining the Key words of PRAWA Mission

Key Words	What does this mean	What implication for our work
Institutional Reforms	-Shaping the mode of operation -Effectiveness & Efficiency of service delivery	-Advocacy Skills -Knowledge of the thematic areas (rehabilitation, social development, access to justice, prisons/penal

	-Sustainable Change	systems, youths violence and torture -Trends in institutional roles, practices and thematic areas
Formal Sector	Government agencies and mechanisms that has direct or indirect impact on PRAWA's thematic area of focus	-Familiarity with polices, acts that shape their work -Knowledge of their working structure and decision making, trend and development
Informal Sector	-Customary and traditional institutions that influence / promote justice and security at grassroots	-Knowledge of structure and process for decision making of the informal institutions -Cultural settings, beliefs, values systems -Demographic Trends, Trends and practices in other settings and development in the thematic area
Access to Justice	Access to Speedy, Humane & Fair Treatment and Dispensation of Justice	-Knowledge of the justice delivery processes and human rights standards
Rehabilitation	Behavioural Change and reduction of negative impact of crime, incarceration and torture	-Knowledge and practices of prison-based and community-based re-entry (rehabilitation, resettlement, reintegration) activities. -Social, mental and physical challenges and common conditions of prisoners, ex-prisoners and torture victims
Social Development	Empowerment and capacity building to do and do more	-Knowledge Social economic trends and indices Knowledge of social entrepreneurship -Stakeholders mapping and needs analysis
Prisoners	Persons in Prisons, Police Cells and Other Detention Facilities (including Awaiting Trial Prisoners/Detainees)	-Impact of Incarceration -Knowledge of classification of prisoners, -Prison/detention processes, and treatment -Family Concern and role in re-integration
Ex-prisoners	Persons released from detention and incarceration	Knowledge of the needs, challenges and require support service for ex-prisoners/ex-detainees, and -Family Concerns and role in re-integration
Torture Victims	Persons that have experienced torture, cruel, inhumane and degrading treatment or punishment. This includes primary victims (direct victims) and secondary victims (family members)	Knowledge of torture, its prevalence, consequences/impact, rehabilitation and redress -Case management and documentation of torture victims -Advocacy
Youths –at-risks	Youths predisposed by social and economic conditions to crime, offending behaviour, violence and torture	-Knowledge of youth dynamics and social expression -Knowledge of youth-specific intervention strategies and best practices -Processing of Youths/Juveniles within the formal and informal justice system

STRATEGIES FOR LIVING THE VALUES

1. Talk to instil values through manuals, sign posts, meetings
2. Let it be a yardsticks for evaluation and growth
3. Spelling out the sanctions for violators of the values
4. Reward those that comply with the values
5. To be used/considered in the process of employment
6. State in all contract and 3rd parties transaction (need to be contextualised)

Current Position Assessment

A review of the external and internal environment of PRAWA indicates the following trends which provide relevant context for the pursuit of our mission over the next three years. Identifying in the process the trends and factors that indicate weakness, strengths, opportunities and threats. They include:

1. Existing policies and the structure of the economy as deduced from budgets and spending patterns create more failures in capacity to address the social conditions of Nigeria particular in job creation, provision of critical infrastructure, food security and general improvement in standard of living, as Less than 30% of government spending caters for capital expenditure for future development and expansion
2. The threat to life and public safety from the rising incidence of violence, robbery and destruction of lives and properties from the bomb blasts has made security an urgent national issue for the country and its trading partners. State response to maintaining law and order has given rise to human rights abuses and at best be described as reactionary rather than preventive
3. There is low public and political interest for prisoners and prison reforms, this has become even more palpable as general economic and social conditions deteriorate
4. A growing interest by the donor communities and corporate organisations in the private sector to mitigate social conditions that provoke public discontent and violence especially in the northern states of Nigeria
5. Rising poverty levels, joblessness, and inflation continue to stoke public discontent and exacerbate crime with youth jobless rate rising to almost 2 million per annum. The growing societal challenge almost makes rights protection for inmates and convicted person wane in the attention span of society and government
6. The growing global focus on youth and sustainable development as policy and thematic response to the youth led public protest against misrule and economic dislocations uprising

and public protest could provide an opportunity for youth focused social initiatives to prevent crime and economic empowerment

7. PRAWA interventions to promote human rights standards for improving living conditions and prison service delivery – health/medical facilities have not been met with corresponding sustained government commitments to these reforms. Hence prison and mental facilities for persons in detention are grossly underfunded and conditions for mentally ill person suffer severe neglect
8. The surge in ATPs in the prison system and the abuse of arbitrariness is creating a shift in focus from corrections to punishment. Today many youth offenders enter into borstal institutions without the involvement of the courts and when in confinement , they are placed in the same facilities with adult prisoners
9. There is still a wide gulf between reforms in police and human rights abuse in law enforcement and crime prevention. Existing practice in criminal prosecutions are fraught with delays , gross administrative lapses and general weak investigative capacity that contribute to prison congestions with ATPs accounting for more than a third of the population
10. Efforts by government to increase access to justice to indigents persons through the introduction citizens right mediation centres need replication in more states and the enhancing of the litigation capacity of existing practices
11. Over bearing influence of government and recent bribery allegations continue to question their independence and objectivity in the justice system
12. Critical tools to enhance justice delivery particularly in documentation, research and case management is lacking, however the signing into law of the freedom of Information law hold significant opportunities for checking human rights abuses such as torture, unlawful detention etc and overall accountability for government justice administration in the police, the courts and prisons
13. The recent push by the UK government for convicted persons' transfer of jail sentence with Nigeria is an indication of the rising cost of detention and imprisonment amid a decline in economic fortunes for most countries in the Euro zone.
14. In the last 12 years PRAWA has shown significant stride in achieving its mission but has had major institutional development setbacks owing to the absence of an effective process, system and structure to ensure organisational alignment
15. Not many donor agencies and corporate organisations see the relevance to fund work in the prisons and the prison system