

# Centre for Information Technology and Development (CITAD) Five-Year Strategic Plan: 2021-2025

Developed by CITAD with support from MacArthur Foundation.

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## 1. List of Abbreviations

APC	Association for Progressive Communications
BOT	Board of Trustees
CITAD	Center for Information Technology and Development
CBO	Community-Based Organization
CSO	Civil Society Organization
DFID	Department for International Development
ED	Executive Director
FCT	Federal Capital Territory
FOI	Freedom of Information Act
GB	Governing Board (of CITAD)
GBVO	Gender-Based Violence Online
ICT	Information and Communication Technology
IT	Information Technology
KSSMB	Kano state school Management Board
LEAD	Leadership, Empowerment, Advocacy and Development
LEEDS	Local Empowerment and Economic Development Strategies
LGA	Local Government Area
M&E	Monitoring and Evaluation
MDA	Ministries, Departments, and Agencies
NECO	National Examination Council
NCC	Nigerian Communications Commission
NITDA	National Information Technology Development Agency
NDI	National Democratic Institute
OCA	Organizational Capacity Assessment
PEST	Political, Economic, Social, and Technological
RTI	Research Triangle Institute
SEED	Sustainable Employment and Economic Development
SRIP	Sponsored Research Infrastructure Program
SWOT	Strengths, Weaknesses, Opportunities, and Threats
WAEC	West African Examination Council
UK	United Kingdom
USA	United States of America

## **1.0. INTRODUCTION AND BACKGROUND**

### **1.1. Introduction**

Strategic planning is a systematic process through which an organization defines its strategy or direction, builds commitment among key stakeholders, and makes decisions on allocating its resources to pursue this strategy. Strategic planning usually focuses on the entire organization. Simply put, strategic planning determines where an organization is going over the next year or more, how it is going to get there, and how it will know if and when it gets there.

Various analysis techniques can be used for strategic planning, including strengths, weaknesses, opportunities, and threats (SWOT) analysis and political, economic, social, and technological (PEST) analysis, which were used for this process. The way in which a Strategic Plan is developed depends on the nature of the organization's leadership, culture, complexity of its environment, size of the organization, and the expertise of planners.

A variety of strategic planning models are used to develop a plan (i.e., goals-based, issues-based, and organic). Goals-based planning, which is probably the most commonly used model, focuses on an organization's mission and vision statements and core values; the goals to work toward to satisfy the mission, the strategies to achieve the goals, and action planning (who will perform what tasks and by when). Issues-based strategic planning examines an organization's challenges, strategies to address those challenges, and action plans. This Strategic Plan combines the goals-based and issues-based models.

This five-year strategic plan was developed in 2018. Having implemented the plan for two years, it has become pertinent for CITAD to review the plan for the following purposes:

- Ensure that focus of the plan is maintained
- Ensure compliance with current social, environmental and technological development and determine progress made in the implementation of the plan (what worked and what did not work and why)
- Determine changes that have occurred in the internal and external environment of CITAD
- Assess the aspect of the plan that needs to be removed and what needs to be retained
- Determine the need for new goals and strategies.

## **1.2. Brief Comments from CITAD'S Executive Director.**

There are serious development challenges in Nigeria e.g. increasing economic contraction, rise in unemployment and deepening insecurity due to insurgency. These challenges can cause serious implications to the democratic process in the country. Information and Communication Technologies (ICTs) have the potential to make significant impacts in addressing those challenges. In particular, ICTs can be used to promote transparency and accountability, create jobs and wealth, enhance citizens' participation in governance, and facilitate dialogue for national cohesion and unity.

The mission statement of the Centre for Information Technology and Development (CITAD) is to use ICTs to empower citizens for a just and knowledge-based society that is anchored on sustainable and balanced development. Consistent with CITAD's mission statement and for ICTs to deliver on this potential, there is need to mainstream ICTs in the development agenda of the country. Mainstreaming ICTs requires increased awareness among ordinary citizens and policy makers about this potential and improved accessibility and affordability of ICT goods and services. Mainstreaming ICTs also requires universal ICT literacy in the country and an abundance of skills of staff for creating applications. In a basic sense, these requirements are the focus of the CITAD's work in the next five years as outlined in this Strategic Plan.

Ensuring the mainstreaming of ICTs in the development agenda requires robust and sustained advocacy, coupled with programs to build awareness that inform people about why ICTs are important to the country's development. Advocacy would also focus on the need for the government to take actions to increase the accessibility and affordability of ICTs in the country through appropriate policy, engineering and implementation. Citizens and government officials should be informed of new services and how these could be deployed and used. Government officials and civil society organizations (CSOs) would need an enhancement of their skills regarding the deployment of ICTs because this will assist them with their work and subsequently deepen the information society in the country.

CITAD would increase its advocacy efforts by offering awareness-building programs and providing training for basic user skills and advanced skills for the use of ICTs. Both government officials and CSOs would need to have better understanding of new ICT-based governance platforms such as e-Governance, e-Parliament, e-Tendering, and e-procurement. They would also need to know how these platforms could enhance good governance in terms of promoting transparency and accountability and improving citizens' participation in governance processes. These programmatic concerns are included in this Strategic Plan for 2021 to 2025

The hope is that by implementing this Strategic Plan, CITAD will be positioned to contribute in a significant way to the development processes of the country and democratic consolidation.

### **1.3. Background and Organizational Profile**

Centre for Information Technology and Development (CITAD) is a non-governmental and non-profit organization that is committed to the use of information and communication technologies for development and promotion of good governance. It was established first as a single project (Computer Literacy Project) in 1996 but was expanded in 2000 to include other projects. Now it incorporates six different thematic units. With head office in Kano, it has three other offices located in Abuja (FCT), Dutse (Jigawa State), Azare, (Bauchi State) Jamaare (Bauchi State) Itas (Bauchi state) and Bauchi (Bauchi State) as well as three outreach units located at Gombe (Gombe State) and Damaturu (Yobe).

CITAD sees technology as a tool to promote sustainable development, good governance and peaceful coexistence. It uses ICT to empower youth and women through access to information, skills and online mentoring opportunities. It utilizes platforms such as social networking, web-to-text interface and tools such as Google alert to provide information that would promote peaceful coexistence. It uses Google alerts to source information about trends of discussion in various platforms, sites and online discussion lists and sites with a view to understanding trends, attitudes and positions such that it can develop appropriate responses to those that are similarly disseminated to either reinforce positive trends or counter and neutralize negative ones. Furthermore, CITAD uses ICT to partner with organizations in advocating for accountable, democratic and transparent governance in pro-poor policies and programs. Consequent upon these, it builds the capacity of poor and excluded people and communities to use ICT to demand for their rights. To make this a reality, it campaigns for affordable and inclusive access to ICT and materials for poor and excluded communities and works with government and corporate organizations to promote policies and practices that address the rights of poor and excluded communities to ICT.

### **1.4 AIMS AND OBJECTIVES OF THE ORGANISATION:**

Its overall aim is to provide guidelines informed by both research and practice on how ICTs could be properly deployed in the efforts to promote sustainable development and good governance. Its broad objectives include:

- i. Raise awareness about the use of ICTs in development
- ii. Use ICTs as tools for the promotion of democracy and good governance.
- iii. Propagate best practices in ICTs applications for the development
- iv. Campaign for an appropriate national policy on ICTs
- v. Conduct research on ICTs in development
- vi. Run community computer resource centers for people to have access to computing facilities.
- vii. Monitor the application of ICTs in the society.
- viii. Provide training to disadvantaged groups such as women, children and other marginalized groups on ICTs.

## 1.5 Structural Units

CITAD has been structured under seven thematic units which include the following:

1. Training Unit
2. Technical Unit
3. Youth Entrepreneurship
4. ICTs for Peace Building
5. Internet and Digital Inclusion
6. Governance Programs
7. Research

## 2. STRATEGIC FOCUS

CITAD's strategic focus is categorized as follow:

- a. **Advocacy and Popularization:** This involves working with journalists, ministry of education, teachers and students in schools, including annual ICT quiz for students, films for popularization of ICTs, Sensitization programs and using social media for advocacy.
- b. **Training and Skills Provision:** This covers basic ICT training at our various centers, customized training for our target groups, skills mentoring and online programs for continuous development of young entrepreneurs and ICT support for CSOs including training and website donation.
- c. **ICTs in Peace Building:** This involves Social media peace campaign [www.citad4peace.org.ng](http://www.citad4peace.org.ng), [www.citad.org](http://www.citad.org), online monitoring and countering of hate speeches, engaging youth both in and out of school for peace building campaign and working with communities to enhance their resilience in confronting adversities.
- d. **ICTs in Governance:** Election monitoring using ICT tools, mainstreaming citizens' participation in budget processes using ICT and mainstreaming ICTs in governance.
- e. **ICT-based Entrepreneurship.** Training on both ICT and entrepreneurship skills, work in space for young entrepreneurship, E-mentoring scheme.

- f. **ICT Consulting services and business promotion:** The organization provides consultancy services in all areas of ICT applications, and promotes business through ICT fairs and exhibitions, ICT business dialogues and the production of annual ICT year book dealing with ICT business development and market outlook in Nigeria.
- g. **Partnership and Networking:** CITAD in collaboration with relevant MDAs and CSOs work to promote accountability in education governance in the NE, safety and security in schools and IDP camps in the North East and utilizes libraries as sites of development
- h. **Research:** CITAD under takes research on various issues including: ICT and Development, ICT and Gender, Governance, Citizens Participation and ICTs, Human Rights Issues, Budget Performance, Conflict resolution and peace building.

### **3. MAJOR BENEFICIARIES OF THE PROGRAMS OF THE ORGANIZATION**

The major beneficiaries of CITAD's programs are youth, women, excluded groups, civil servants, media groups, political parties, internally displaced persons (IDPs), CSOs and nongovernmental organizations. Others are faith-based organizations, and community-based organizations (CBOs) and educational institutions.

### **4. PARTNERS AND FUNDING SOURCES**

Since its inception, CITAD has enjoyed support from various organizations both Internationally and Nationally. Currently CITAD is partnering with the following Donor organizations and private sector organizations to implement its programs and expand its funding sources. They include:

MacArthur Foundation, Action Aid International Nigeria, National Democratic Institute (NDI), DFID (UK), United States Agency for International Development ( USAID), Women Enhancement Technology (WeTech) Association for Progressive Communications (APC), MasterCard Foundation, Managing Conflict in Nigeria (MCN), Centre for Research and Documentation, Kano State, Civil Society Legislative Advocacy Centre, Abuja, Centre for Democracy and Development (CDD), Intersystem Computer Services Limited, Kano State, Cybertech Ventures Limited, Kano State, Mediawat Computer Institute, Kano State., Fombina Imprints, Nigeria Internet Registration Association (NIRA). CITAD is also partnering with the following MDAs

- Ministries of education of Adamawa, Bauchi, Borno, Gombe, Kano, Taraba and Yobe States;
- Bauchi State House of Assembly,
- Special Schools Management Board,
- Bauchi State, State Universal Basic Education, Bauchi,
- Kano State Ministry of Commerce and Industries,

- Jigawa state Hotel,
- Federal Ministry of Youth Development,
- Bayero University, Kano State,
- Kano University of Science and Technology (KUST), Wudil
- Maitama Sule University, Kano
- Jigawa State Ministry of Education, Science, and Technology,
- Nigerian Communications Commission (NCC),
- Nigeria Information Technology Development Agency (NITDA) and
- Kano State Ministry of Women Affairs

### **Partnership with Private Organizations/Individuals**

Many individuals have donated to CITAD specially to support its annual secondary schools quiz competition. Each year, CITAD staff and members have financially contributed to the organization.

## **5 CITAD's Operating Environment**

Northern Nigeria has the lowest of all development indices in the country. In the education sector for example the north eastern part has worse education statistics. Male adult literacy rate is low with all states in the region having lower than national average rates. The north has also highest birth rates, and high maternal and infant mortality rates. Such high mortality rate is an indication of the poor status of women. Consistent with this premise, most women in the zone are economically dependent on their husbands or other male breadwinners and thus in the context of the economic crisis which has seen the incomes of families collapsing, women suffer most. A particular segment of women who are most vulnerable are those who are in purdah (seclusion). Because they are secluded, opportunities for economic activities and personal empowerment are very few. Poverty is most pervasive and extreme in the region.

There is simultaneously high incidence of poverty and unemployment, resulting in a low human development index of 0.322 with a corresponding gender empowerment measure of 0.118 just slightly above that of North West (at 0.117) and far below that of North Central (0.244). Extremely poverty and unemployment have merged to create an army of unemployed untrained youths. Given that the region has also higher percentage of out of school children, it means that the states have the problem of having many people who are not able to fit well into the modern economy. It was these segments of the society that has formed the recruitment base of the Boko Haram insurgency in the country. The region has also one of the highest numbers of blind people as well as other categories of people living with disability. The poor performance of the states in the region of health and education are due to a combination of factors, some of which include: Poor governance, ignorance, low literacy level, ignorance and misconception.

While recognizing the importance of ICTs in addressing these and many other development problems of the region and indeed the country, we must also acknowledge that access to ICTs is problematic. The country is characterized by different layers of digital exclusion and divide; along different lines the digital

divide is even worse in the northern part of the country. While the national school curriculum has made computer studies compulsory at both basic and secondary schools' levels, majority of public-owned schools do not have computer laboratories. They have no access to internet, they do not have the teachers to teach and even the few schools that have computer laboratories, they are not able to maintain them or even use them because they cannot afford the cost of fueling generators in the absence of stable electricity supply. This has not only made it impossible to make computer studies examinable subject in both WAEC and NECO but also render the policy of making it compulsory a mere paper provision. CITAD recognizes that there is need for a sustained advocacy on this.

Access and use of ICTs are determined not only by availability but also predicated upon awareness of what ICTs can do. Many people, communities, institutions and government officials (if not governments!) do not appreciate enough what ICTs can do to address our development problems. To address this there is need for sustained campaign and awareness building. For this to be effective it must be driven by empirical evidence and research is thus necessary.

Research itself also helps to address certain critical questions in the application of ICTs for development. How do we deploy ICTs without unintended negative consequences? How do guard against the negative uses of ICTs such as gender violence online, spread of hate **speech** or its use for violent causes? In this sense, we need to adapt appropriate and relevant policies, regulations, frameworks that will while maximizing the benefits minimizes the negative consequence. Finally, we must interrogate the global dimensions of the digital divide in which Nigeria is not only in the negative side of the divide but also a country which is more of consumer of ICT goods and services, with little or no production, in this we need to grow the sector so that ICTs goods and services can become more available, affordable and accessible to the citizens.

## 6 SWOT AND PEST ANALYSIS

### 6.1 Analysis of Trends.

**Table 1: Political, Economic, Social, and Technology Trends and Their Impacts (PEST)**

Political Trends	Impacts
<ul style="list-style-type: none"> <li>Transition or change in leadership</li> </ul>	<ul style="list-style-type: none"> <li>Suspension of ICT initiatives</li> </ul>
<ul style="list-style-type: none"> <li>Election crisis</li> </ul>	<ul style="list-style-type: none"> <li>Closure of offices and disruption of program implementation</li> </ul>
<ul style="list-style-type: none"> <li>Inclusion of computer subject as core course in senior</li> </ul>	<ul style="list-style-type: none"> <li>Increased demand for ICT training of both teachers and students</li> </ul>

secondary school syllabus	
<ul style="list-style-type: none"> <li>Government ICT project</li> </ul>	<ul style="list-style-type: none"> <li>Increased demand for ICT capacity development of staff</li> </ul>
<ul style="list-style-type: none"> <li>Delay in budget release and poor budget performance</li> </ul>	<ul style="list-style-type: none"> <li>MDAs unable to support ICT initiatives</li> </ul>
<b>Economic Trends</b>	<b>Impacts</b>
<ul style="list-style-type: none"> <li>Poverty</li> </ul>	<ul style="list-style-type: none"> <li>Reduced patronage of ICT activities</li> </ul>
<ul style="list-style-type: none"> <li>Poor electricity service supply</li> </ul>	<ul style="list-style-type: none"> <li>Increased overhead cost for training programs</li> </ul>
<ul style="list-style-type: none"> <li>Recession</li> </ul>	<ul style="list-style-type: none"> <li>Slows down economic activities</li> </ul>
<ul style="list-style-type: none"> <li>Joint account between LGAs and the state government.</li> </ul>	<ul style="list-style-type: none"> <li>Inability of the LGA to support its staff to access ICT capacity development and purchase IT equipment</li> </ul>
<ul style="list-style-type: none"> <li>Youth unemployment</li> </ul>	<ul style="list-style-type: none"> <li>Increased demand for entrepreneurship skills training</li> </ul>
<b>Social Trends</b>	<b>Impacts</b>
<ul style="list-style-type: none"> <li>Ignorance</li> </ul>	<ul style="list-style-type: none"> <li>Lack of knowledge among people about the importance of ICT in development; reluctance to be ICT literate</li> </ul>
<ul style="list-style-type: none"> <li>Resistance to change</li> </ul>	<ul style="list-style-type: none"> <li>Low uptake of ICT training and usage by the government and the private sector</li> </ul>
<ul style="list-style-type: none"> <li>Insecurity</li> </ul>	<ul style="list-style-type: none"> <li>Affected the activities in some communities in the state by reducing program coverage</li> </ul>
<b>Technology Trends</b>	<b>Impacts</b>
<ul style="list-style-type: none"> <li>Paradigm shift from conventional to modern technologies</li> </ul>	<ul style="list-style-type: none"> <li>Increasing challenges to keep abreast of ICT development</li> <li>High demand for ICT skills</li> </ul>

## 6.2 Outcomes of the SWOT Analysis

**Table 2: Issues Identified During the SWOT Analysis**

<b>Strengths</b>	<b>Weaknesses</b>
<ul style="list-style-type: none"> <li>• Office space at least in all the regions we operate i.e. Northeast, Northwest and North Central</li> <li>• Large number of volunteers</li> <li>• Adequate pool of ICT Professionals</li> <li>• Networking with CBOs and government agencies</li> <li>• Competent personnel</li> <li>• Uniqueness</li> </ul>	<ul style="list-style-type: none"> <li>• Inadequate training facilities and office equipment in some offices.</li> <li>• Gender imbalance</li> <li>• Limited sources of revenue generation</li> </ul>
<b>Opportunities</b>	<b>Threats</b>
<ul style="list-style-type: none"> <li>• High demand for IT skills</li> <li>• Availability of IT companies</li> <li>• Availability of donor agencies</li> <li>• State-owned ICT programs</li> <li>• Willingness to give financial Support to our women and Girls IT entrepreneurs by SMEDAN</li> <li>• Existence of social investment programmes</li> <li>• Ecosystem (creating, maintaining and sustaining all relationship)</li> <li>• Recognition and acceptance by donors' agencies</li> </ul>	<ul style="list-style-type: none"> <li>• Power instability</li> <li>• Insecurity</li> <li>• High competition for grants</li> <li>• Poor political will by some government agencies</li> <li>• Hacking</li> <li>• Poor connectivity</li> </ul>

- |  |  |
|--|--|
| <ul style="list-style-type: none"><li>• Acceptance by host communities</li></ul> |  |
|--|--|

## 7. VISION, MISSION STATEMENTS AND CORE VALUES

### **a. Vision Statement:**

*A knowledge-based democratic and self-reliant society.*

### **b. Mission Statement**

*To empower citizens for a just and knowledge-based society that is anchored on sustainable and balanced development using ICT, Capacity Development, Advocacy, Research and Partnership,*

### **c. Core Values: CITAD's core values are built on the following principles:**

- **Responsibility:** We take responsibility for all engagements with our stakeholders.
- **Responsiveness:** CITAD listens and responds to the needs of its stakeholders
- **Reliability:** We live by our words.
- **Integrity:** Our conduct is governed by the highest ethical standards.
- **Transparency:** We are open to public scrutiny in all our conduct.
- **Accountability:** We hold that every resource and action must be subjected to the test of accountability to our constituents, partners and supporters.

## **8. ACHIEVEMENTS OF GOALS AND STRATEGIC OBJECTIVES OF THE PLAN IN THE PAST TWO YEARS (2018 TO 2020).**

Having implemented the strategic plan for two years, CITAD management and governing board deemed it necessary to review the plan to ensure that the plan focus is maintained, identify the level of goals and objectives achievement and include new goals to address emerging needs of CITAD's organization.

The review process began with decision to review the plan which was reached during management meetings, preliminary review by CITAD management committee and inviting consultants to provide more technical support to complete the review.

Part of the review process was examining the goals to assess the number of goals achieved, identify those that were not achieved, identify challenges encountered in the implementation of the plan during the review period. Furthermore the process involved deciding what new goals and new strategies need to be added to the revised plan.

The following table is an illustration of the achievements of the plan in the past two years (2018 to 2020)

### Summary of Achievements (2018-2020)

Table 3:

<b>Goals</b>	<b>Achievements</b>	<b>Challenges</b>
Strengthened resource base of CITAD.	Resource mobilization plan developed 2 IT training centers and 1 ICT Academy fully accredited. 2 communities in Jama'are and Itas LGAs have had IT Centers established in collaboration with members of house of representatives from their constituencies.	High inflation rate affected cost of Administration and implementation of activities such as community IT sensitization and maintaining administrative cost.
CITAD's organizational capacity strengthened.	Staffing level has been improved by employing 6 program staff and some volunteers. All staff have had their capacity strengthened to enable them perform their responsibilities effectively.	

Goals	Achievements	Challenges
Improved operational system for effective services delivery?	<p>CITAD operational policies have been reviewed to reflect its emerging needs. Equipment/programs put in place to improve the organizational system include: solar system, online radio station and office furniture.</p> <p>BOD has been reoriented on its functions. 5 board meetings took place within the review period.</p> <p>CITAD's M&amp;E unit been improved through development of M&amp;E plan and employing M&amp;E Officer</p>	
Partnership and Linkages	<p>Collaborations have been strengthened with government agencies. For example, NCC and NITDA are supporting CITAD's ICT quiz, social influencers summit and other activities, Kano state Ministry of Women Affairs rented a space for CITAD for the establishment of ICT Academy. CITAD is supporting Ministry of education Bauchi with capacity development in the area of ICT. Kano state Science board (KSSMB) is also supporting CITAD in its secondary school's ICT activities.</p>	High expectation from government counterpart funding is usually not provided

Goals	Achievements	Challenges
Expanding the scope of use of ICT in the North	Advocacy, inter secondary schools ICT quiz, research on the availability and usage of ICT infrastructures in 85 girl secondary schools in Kano have been carried out. Findings of which will provide basis for advocacy for strengthening ICT component in the activities of the schools.	The emergence of Corvid 19 and subsequent lockdown and closure of all schools impeded the continuation of in-schools ICT activities. -Government Bureaucracy frustrates CITAD efforts in schools ICT interventions.
ICT Gender Gap reduction:	<p><b>Implementation of Creative Space for Women Innovators:</b> The Gender Digital Inclusion component of its activities in 2018, embarked on the implementation of the ‘Creative Space for the Development of Young Women Innovators for Entrepreneurship. 44 participants in Abuja Digital Livelihood Project (DLP)</p> <p>Over 250 participants drawn from 15 remote communities in the FCT, were trained in five centers, namely: Pasepa, Gaube, Leleyi Gwari, Tunga Ashere and Dakwa.</p> <p>One of the outcomes of the project was that the participants were able to set up 20 new small-scale businesses, through which they are now able to provide steady supportive income for their respective families, which has gone a long way reducing joblessness among the young women.</p>	Inadequate resources for entrepreneurship start up

## **9. GOALS AND STRATEGIC OBJECTIVES OF THE PLAN.**

This revised plan has seven strategic themes and nine goals with various specific objectives to achieve the goals.

### **Goal 1: Improved resource base of CITAD**

#### **Strategic objectives:**

- Increase the organization's internal revenue generation by 10% annually
- Increase by 20% CITAD's external resources

### **Goal 2: Strengthened CITAD's organizational capacity**

#### **Strategic Objectives:**

- Reduce the organization's staffing gap by 50% by 2025
- Strengthen the capacity of CITAD's staff for effective performance
- Increase the staff motivation and retention.

### **Goal 3: Improved operational systems for effective service delivery**

#### **Strategic Objectives:**

Ensure effective implementation of operational policies

Strengthen CITAD Governance structure

Strengthen M&E system for CITAD.

### **Goal 4: Strengthened CITAD's partnership and linkages**

#### **Strategic Objective:**

- To increase by 100% collaborations with MDAs, ICT organizations and IT companies for synergy
- Support uptake of research outputs by industries and government

### **Goal 5: Reduced Gender digital gap in CITAD target states.**

#### **Strategic Objectives:**

- Increase by 20% number of girls' secondary schools with functional ICT centers by 2025
- Develop the capacity of MDAs to mainstream gender in ICT programs
- Counter Gender-Based Violence online
- Increase by 20% digital literacy among women and girls in CITAD's program locations.

## **Goal 6: Expand use of ICT scope in the country**

### **Strategic objectives:**

- Increase by 10% number of basic & secondary school teachers and government officials with ICT skills.
- Support ICT career development among students in higher institutions
- Increase by 60% number of poor and excluded communities using ICT to demand for their rights
- Increase by 20% ICT literacy among people living with disabilities.

## **Goal 7: Promote good governance using e-governance strategies.**

### **Strategic Objectives**

- Increase by 30% number of MDAs whose services and activities are accessible online
- Set-up 20 community networks to expand access to internet services for the underserved
- Increase by 15% number of ICT initiatives for tracking public projects
- Develop the capacity of MDAs to practice e-governance

## **Goal 8: Peace promoted in conflict-ridden regions of the country**

### **Strategic objectives:**

- Improve capacity of 100 CSOs to monitor and counter online hate speech
- Promote peaceful coexistence and national unity
- Track kidnapping and communal conflicts in the country using ICT

## **Goal 9: Enhance self-reliance among women & youths**

### **Strategic Objectives:**

- Increase number of women & youths placed on gainful employment through CITAD intervention by 20% annually
- Increase by 30% number of women & youth entrepreneurs through CITAD interventions

## 10. Strategic Goals, Objectives and Activities.

**Table 4: Goal 1: Improved the resource base of CITAD**

Objectives	Main Activities	Sub-activities	Timeline	Who
1.1 Increase the organization internal revenue generation by 10% annually	-Establish ICT Academy in Kano	<ul style="list-style-type: none"> <li>• Acquire license</li> <li>• Design the academy</li> <li>• Build 6 classrooms, 6 offices, 1 Library, sick bay, cafeteria</li> <li>• Landscape the academy</li> <li>• Purchase 50 computers, borehole, 10KVA generator, V-SAT5-MB bandwidth</li> <li>• Staffing</li> <li>• Put in place the marketing strategies renting of shop</li> </ul>	2021	Training Coordinator

Objectives	Main Activities	Sub-activities	Timeline	Who
	Establish Computers & Accessories Shop	Procurement of computer accessories and staff engagement to man the shop.		
	<b>Running consultancy service</b>	<ul style="list-style-type: none"> <li>• Register company</li> <li>• Advertise services online</li> <li>• Courtesy calls</li> <li>• Develop prequalification documentations</li> </ul>	2021	Accountant
	Establish event center.	<ul style="list-style-type: none"> <li>• Get the permit,</li> <li>• Build the structure,</li> <li>• Employ staff to manage the center</li> <li>• Procure equipment and facilities.</li> </ul>	2021	Training officer/Social media officer

Objectives	Main Activities	Sub-activities	Timeline	Who
	Use online radio station to generate revenue	<ul style="list-style-type: none"> <li>• Map out prospective audience and clients</li> <li>• Develop marketing strategy</li> <li>• Market online radio services through social media platform</li> </ul>	2021-2025	Radio Coordinator
	Rent out Hostel	<ul style="list-style-type: none"> <li>• Produce an architectural design</li> <li>• Structure the house</li> <li>• Conduct feasibility study</li> </ul>	2021-2025	Treasurer
	Establish waste collection services (general & e-waste)	<ul style="list-style-type: none"> <li>• Identify collection centers</li> <li>• Procure collection containers</li> <li>• Staffing</li> </ul> <p>Procurement of Vehicles</p>		Program Coordinator

Objectives	Main Activities	Sub-activities	Timeline	Who
1.2 Increase by 20% CITAD's external resources	Develop solicited and unsolicited proposals	<ul style="list-style-type: none"> <li>• Build Capacity of staff on resource mobilization &amp; proposal development</li> <li>• Search for new funding opportunities</li> <li>• Write and submit proposals</li> <li>• Follow up on submitted proposals</li> </ul>	2021-2025	Senior program officer
	<p>- Conduct fundraising</p> <p>Partnership development</p>	<ul style="list-style-type: none"> <li>• Write solicitation letters to ICT related companies</li> <li>• Establish e-wallet platform for receiving donation</li> <li>• Identify collaborating partners</li> <li>• Identify resources to leverage upon</li> </ul>	2021-2025	

**Goal 2: Strengthen CITAD's organizational capacity**

<b>Objectives</b>	<b>Main Activities</b>	<b>Sub-activities</b>	<b>Timeline</b>	<b>Who</b>
2.1 Reduce the organization's staffing gap by 50% by 2025	-Evaluate staff strength	<ul style="list-style-type: none"> <li>• Carry out staff audit</li> <li>• Conduct workload analysis</li> <li>• Employ or deploy staff</li> </ul>	By end of 2021	Human resource officer
	Recruit staff to address the staffing gap	<ul style="list-style-type: none"> <li>• Advertise for the vacant positions</li> <li>• Conduct interviews</li> <li>• Recruit the qualified staff</li> <li>• Conduct staff orientation</li> <li>• Develop their capacity</li> </ul>	By end of 2021	Human resource officer
2.2 Strengthen the capacity of existing CITAD's staff through addressing various staff capacity needs by end of 2021	<p>-Annual Staff Appraisal</p> <p>Conduct trainings to address capacity gaps</p>	<ul style="list-style-type: none"> <li>• Review the staff appraisal tool</li> <li>• Conduct staff appraisal</li> <li>• Develop capacity building (CB) plan</li> <li>• Train staff according to capacity needs using the CB Plan</li> </ul>	<p>2021-2025</p> <p>2021-2025</p>	<p>Human resource Officer</p> <p>Human resource Officer</p>

Objectives	Main Activities	Sub-activities	Timeline	Who
2.3 Enhance staff motivation and retention through implementing reward systems by end of each year	-Review staff emolument packages.  -Review staff reward system	<ul style="list-style-type: none"> <li>Review job descriptions</li> <li>Provide competitive incentive package</li> <li>Implement new reward system. (e.g commendation letters, prizes and or salary increase)</li> </ul>	2021-2025	Human resource Officer

### Goal 3: Improved management systems for effective service delivery

Objectives	Main Activities	Sub-activities	Timeline	Who
3.1 Increase implementation of operational policies from 65% to 85%.	-Review the operational policies	<ul style="list-style-type: none"> <li>Conduct policies implementation audit</li> <li>Make the policies available to staff for familiarization and compliance</li> </ul>	2021-2025	M&E Officer
3.2 Strengthen M&E system for CITAD	-Develop a harmonized operational CITAD data base.  -Conduct operations research	<ul style="list-style-type: none"> <li>Develop M&amp;E plan</li> <li>Develop annual operational workplan</li> <li>Develop result frame work for the organization</li> <li>Form research team with clear ToR</li> <li>Assign operation research team</li> </ul>	2021  2021-2025	M&E Officer

Objectives	Main Activities	Sub-activities	Timeline	Who
	-Use ICT related research findings in programming	<p>leader</p> <ul style="list-style-type: none"> <li>• Collaborate with research institutions to conduct ICT related researches</li> <li>• Share research findings among stakeholders during meetings, press conferences and advocacy visits.</li> <li>• Publish research reports online</li> </ul>		
3.3 Strengthen CITAD Governance structure by the end of 2 <sup>nd</sup> quarter of 2021	-Develop CITAD's sustainability plan	<ul style="list-style-type: none"> <li>• Review board manual</li> <li>• Conduct board reorientation</li> <li>• Strengthen the capacity of board members on e-meetings</li> <li>• Conduct quarterly board meetings</li> <li>• Develop CITAD's succession plan</li> </ul>	End of 1 <sup>st</sup> quarter of 2021	ED

#### Goal 4. CITAD's partnership and linkages strengthened

Objectives	Main Activities	Sub-activities	Timeline	Who
4.1. To increase by 100% collaborations with MDAs, ICT Organizations and ICT companies for synergy	<p>-Create data base of collaborating partners in the operating environment.</p> <p>-Conduct advocacy visits to existing and prospective collaborating partners</p> <p>-</p>	<ul style="list-style-type: none"> <li>• Develop data capturing form for MDAs, ICT organizations and ICT companies in the Country.</li> <li>• Map out existing potential collaborating partners (MDAs, ICT organizations and ICT companies in the Country).</li> <li>• Write letters of introduction and request for partnership and collaboration with the partners.</li> <li>• Develop annual collaboration activity calendar.</li> <li>• Share CITAD publications.</li> <li>• Hold collaborating meetings.</li> <li>• Partner in hosting events or commemoration /celebration of special days.</li> <li>• Knowledge/information/facilities/ materials sharing.</li> </ul>	<p>2021-2025</p> <p>2021-2025</p>	Senior Program Officer
4.2. Support uptake of research outputs	-Disseminate key research findings to relevant/prospective	<ul style="list-style-type: none"> <li>• Identify and profile relevant research findings from research</li> </ul>	2021-2025	Research Officer

Objectives	Main Activities	Sub-activities	Timeline	Who
by industries and government	users.  -Monitor use of research outputs.	institutions.  <ul style="list-style-type: none"> <li>• Share findings with relevant government MDAs and other partners.</li> <li>• Request progress reports.</li> <li>• Visit organizations to assess use.</li> </ul>		

**Goal 5: Gender digital gap in the Country reduced.**

<b>Objectives</b>	<b>Main Activities</b>	<b>Sub-activities</b>	<b>Timeline</b>	<b>Who</b>
5.1 Identify the factors influencing low utilization of ICT and internet services by women and girls in CITAD's target states	-Conduct research to identify the factors influencing low utilization of ICT and internet services in the target states	<ul style="list-style-type: none"> <li>• Development of research tools.</li> <li>• Identification of research teams.</li> <li>• Documentation of and dissemination of research findings.</li> <li>• Monitoring of gender-based violence online.</li> </ul>	By end of 2021	Research coordinator
5.2 Increase by 20% number of girls' secondary school with functional ICT centers by 2025	<p>-Assessment of ICT facilities in girls' secondary schools.</p> <p>-IT skills baseline assessment</p> <p>-Gender sensitization activities</p> <p>-Gender mainstreaming in ICT programming</p>	<ul style="list-style-type: none"> <li>• Advocacy for increased access to ICTs especially for young girls in schools.</li> <li>• Conduct of baseline assessment.</li> <li>• Sensitization of women and girls on the importance of digital skills</li> <li>• Train MDAs and schools Head on gender mainstreaming in ICT programming.</li> </ul>	Ongoing	IT Coordinator
	ICT training of women and girls.	<ul style="list-style-type: none"> <li>• Develop training module</li> <li>• Identify the participants</li> <li>• Produce training materials and deliver the training programs</li> </ul>		

Objectives	Main Activities	Sub-activities	Timeline	Who
Promote digital inclusion in CITAD target states by end of 2022	-Carry out research on different dimensions of the digital divide	<ul style="list-style-type: none"> <li>• Develop the suitable research design and identify the tool</li> <li>• Select research subjects</li> <li>• Provide funds and other materials to conduct the research.</li> </ul>		

## Goal 6: Use of ICT in Nigeria Expanded

Objectives	Main Activities	Sub-activities	Timeline	Who
6.1 Increase by 25% number of secondary schools with ICT teachers and ICT laboratory	-Conduct a survey of the ICT facilities and teachers with ICT skills in schools of the target states,	<ul style="list-style-type: none"> <li>Identify target schools</li> <li>Advocate for support for the survey from stakeholders</li> <li>Develop or adapt survey tools</li> </ul>	June 2021	Training unit
6.2 Increase number of schools reached with ICT career intervention by 30%	-Liaise with the Ministry of education and secondary schools' boards (in the case of some states) to reach out to the schools for career talks.	<ul style="list-style-type: none"> <li>Send career talk introductory letters to the target schools</li> <li>Conduct career talks in the schools.</li> <li>Identify ICT skilled teachers to provide the mentoring</li> <li>CITAD to support the mentoring process to interested students</li> </ul>	June 2021	Training/technical unit
6.3 Increase by 60% number of poor and excluded communities to use ICT to demand for their rights	<ul style="list-style-type: none"> <li>Expand CITAD training scope</li> <li>Assess the rights demanding gap in the communities.</li> <li>Capacity building on ICT to the poor and excluded</li> </ul>	<ul style="list-style-type: none"> <li>ICT sensitization of the target communities.</li> <li>Design training that will meet the demand of the communities</li> <li>Conduct training in the communities</li> </ul>	June to August 2021	Programs Coordinator
6.4 Set-up 20 community networks	- Identification and mobilization of 20 CSOs	<ul style="list-style-type: none"> <li>CITAD to provide support to ICT centers setup by the</li> </ul>		Programs Coordinator

<p>to expand access to internet services for the underserved</p>	<p>within CITAD network to expand access to Internet services for the underserved          -Advocate to NCC and NITDA to support the underserved communities.          - Mobilize underserved communities on how to seek for support from the relevant stakeholders, e.g NITDA, NCC etc</p>	<p>relevant stakeholders.</p> <ul style="list-style-type: none"> <li>• Revive soft loans option (Computer Loans) initiative of the organization</li> </ul>		
<p>Increase by 50 % above baseline level number of young people using apps in election monitoring</p>	<p>-Make the a-Hub functional in the target states          -Identify technical mentors          -Begin apps development sessions          -Identify CSOs that need training on new apps for elections observation          -Conduct training          -Identify best and emerging practices in the use of ICTs for election</p>	<ul style="list-style-type: none"> <li>• Advertise for participation in a-Hub</li> <li>• Select potential participants and invite them for discussions of the new ideas.</li> <li>• CITAD to provide the necessary technical guide and mentoring</li> </ul>	<p>biannually</p>	

**Goal: 7 Good governance promoted using e-governance strategies**

Objectives	Main Activities	Sub-activities	Timeline	Who
7.1 Increase by 30% number of MDAs in the target states whose services and activities are accessible online	<p>Conduct survey on number of MDAs with functional websites, organizational email addresses and social media platforms</p> <p>Advocate for proper and effective utilization of IT tools</p> <p>Develop Website for MDAs Host Website for MDAs</p>	<ul style="list-style-type: none"> <li>• Conduct campaigns to the general public to demand for MDAs services online.</li> <li>• Develop and send a partnership proposal to MDAs</li> <li>• Train the MDAs staff on IT tools, managing websites and social media tools</li> </ul>	<p>March 2021</p> <p>Bimonthly</p>	<p>Training Coordinator</p>
7.2 Increase by 15% number of ICT initiatives to strengthen MDAs on e-governance and public expenditure tracking.	<p>Develop the capacity of MDAs on e-Governance.</p> <p>Domestication of apps use in tracking public project. - Mobilize MDAs to be updating their website by uploading relevant and current information as enshrined in the open governance partnership (OGP) Document Conduct advocacy for</p>	<ul style="list-style-type: none"> <li>• Assess e-Governance capacity gaps of -MDAs</li> <li>• Design training needs for the MDAs on the identified gaps.</li> <li>• Conduct sensitization lectures on e-Governance to MDAs</li> <li>• Provide mentoring support to MDAs to achieve the implementation of e-governance strategies.</li> <li>• Advocate to NITDA and NCC for technical support for</li> </ul>	<p>Quarterly</p>	<p>Senior Program officer</p>

Objectives	Main Activities	Sub-activities	Timeline	Who
	increased use of ICTs for the conduct of elections in the country	<p>MDAs for the actualization of e-Governance</p> <ul style="list-style-type: none"> <li>• sensitize MDA staff on the importance of use of ICTs in election processes</li> <li>• capacity building of the electoral body on use of ICT in the election process</li> </ul>		

#### Goal 8: Peace promoted in the northern region of the Country

Objectives	Main Activities	Sub-activities	Timeline	Who
8.1 Improve capacity of 100 CSOs to monitor and counter online hate speeches	-Training of civil society groups and media on use of ICT for peace, monitoring and countering of online hate speeches.  -	<ul style="list-style-type: none"> <li>• Identify the CSOs to be trained</li> <li>• Design and conduct the training</li> <li>• Provide monitoring Support</li> <li>• Design policy brief on the report provided to</li> </ul>	2021-2025	Programs Officer, Peace and Training Coordinator

Objectives	Main Activities	Sub-activities	Timeline	Who
	Advocacy visits to security agencies, political and traditional leaders, religious leaders and celebrities on peace promotion.	<p style="text-align: center;">engage policy makers</p> <ul style="list-style-type: none"> <li>• Develop campaign message</li> <li>• Conduct training on Advocacy for peace campaign</li> <li>• Design and conduct the advocacy</li> <li>• Conduct follow up advocacies</li> <li>• Monitor and track successes and document same</li> <li>• Provide mentoring support.</li> <li>• Share success with stakeholders</li> </ul>		
8.2 Develop the capacity of 50 secondary schools and 20 tertiary institutions to establish peace	-Establishment of peace clubs in secondary schools and tertiary institutions.	<ul style="list-style-type: none"> <li>• Identification of schools for peace clubs.</li> <li>• Advocacy to schools and tertiary institutions heads</li> </ul>	2021-2025	Gender Officer

Objectives	Main Activities	Sub-activities	Timeline	Who
clubs in their respective schools	Capacity building of the students on peace building. -Students competition on peace promotion initiatives	<p>to support the establishment of the peace clubs</p> <ul style="list-style-type: none"> <li>• Quarterly lectures on peace by identified speakers.</li> <li>• Meetings and sensitization of club members</li> <li>• Provision of notice board for pasting of peace messages</li> <li>• Creating website for peace clubs.</li> <li>• Social media pages and groups for peace campaign messages</li> <li>• Call for application entries</li> <li>• Screening and marking for applications</li> <li>• Awarding of prizes</li> </ul>		

Objectives	Main Activities	Sub-activities	Timeline	Who
8.3 Promote safety online for women and girls in the project regions	<p data-bbox="485 305 863 444">-Organize Training programs for women and girls on safety and security online</p> <p data-bbox="485 743 831 847">Sensitization of communities on security and safety online.</p>	<ul data-bbox="892 305 1327 1224" style="list-style-type: none"> <li>• Identify participants for the training</li> <li>• Identify the training manual and other training materials</li> <li>• Identify venue and send out notification</li> <li>• Conduct the training.</li> <li>• Plan with the communities and women organizations the sensitization programs.</li> <li>• Identification of women and girls in the target communities</li> <li>• Conduct sensitization programs on safety and security online</li> </ul>	ongoing	Program Officer, Gender

**Goal 9: Enhanced self-reliance among women & youths**

<b>Objectives</b>	<b>Main Activities</b>	<b>Sub-activities</b>	<b>Timeline</b>	<b>Who</b>
9.1 Increase number of women & youths placed on gainful employment through CITAD intervention by 20% above baseline level annually	Improve the Job Placement and Information Service Program (JOPIS) programs	<p>Engage more influencers to CITAD's social media platforms to be able to see opportunities shared</p> <ul style="list-style-type: none"> <li>Reach out to other out sourcing companies for partnership</li> </ul>	2021-2025	Program Officer
	Leverage CITAD partnership with jobber man to get more youth and women employed	<ul style="list-style-type: none"> <li>Get more youths to register with the Jobberman platform through training and sensitizations</li> </ul>		
	<p>Conduct many entrepreneurship trainings</p> <p>Maintain contact with the trained entrepreneurs for mentoring and additional capacity building</p>	<ul style="list-style-type: none"> <li>Source more grants for trainings such as the Digital Livelihood skills trainings.</li> <li>Engage more mentors to the CITAD e-Mentoring platform.</li> </ul>	2021-2025	Program Officer

## 11. M&E MATRIX

### Goal 1: CITAD's resource base improved

Activity	Inputs	Outputs	Outcomes	Impact	Timeline
Establishment of ICT Academy	License for building the structure Staffing equipment/facilities funds to run the academy	Academy established	Income being generated	CITAD resource base improved	<b>By end of 2021</b>
Establishment of Computer Accessories Shop	Funds to rent the shop procurement of computer accessories Recruitment of staff to Mann the shop	Shop established	Income generated	CITAD resource base improved	<b>By end of 2021</b>
Running consultancy services	Website development, research on ICT in target states. Advertisement of CITAD services through online and radio programs	CITAD consultancy services established and being utilized	CITAD income improved	CITAD resource base improved	<b>Ongoing</b>

Establishment of event center	Get the permit, build the structure, mobilize staff to manage the center, provide equipment and facilities.	Event center established	Center functional CITAD revenue source improved	CITAD financial strength improved and sustainability guaranteed	By 2 <sup>nd</sup> quarter of 2022
Establishment of Waste collection center	Waste collection sites and vehicles, staff and funds.	Waste collection center established	Income being generated from waste collection		By November 2021
Proposal and partnership development	Train staff on proposal writing	Proposal drafts produced	Programs adequately funded	Financial status of the organization strengthened and sustainability ensured	Annually and as the need arises or opportunity strikes

**Goal 2: CITAD's organizational capacity strengthened**

Activity	Inputs	Output	Outcomes	Impact	Timeline
Conduct of staff audit and staff workload analysis to assess CITAD staffing needs and staff workload.	Auditors appraisal tools funds and other materials	Staff audit report Staff workload ascertained	CITAD staff needs determined and addressed by employment or deployment.	Improved staff performance with staff efficiency and achievement of organizational goals.	
Strengthen the	Staff appraisal	Appraisal report	Staff training	Improved staff	Third

capacity of existing CITAD' s staff through addressing various staff capacity needs	Appraisal tools Capacity development plan Training manual	Capacity needs identified Training conducted based on identified needs	needs addressed CITAD staff capacity enhanced	performance with Staff efficiency and achievement of organizational goals.	quarter of every year
enhance staff motivation and retention through implementing reward systems	Staff retention policy Staff retention plan	Rewards system established	Staff motivation enhanced	staff retained and performance improved	Annually

**Goal 3: CITAD.s operational systems improved for effective service delivery**

Activity	Inputs	Output	Outcomes	Impact	Timeline
Update operational policies and implement accordingly every operational year	Policy documents Review team Material resources	Revised policies in place	Revised policies being implemented	System effectiveness improved. Project goals being achieved.	Annually
Provide adequate office equipment and communication facilities	Funds Material resources	Office equipment secured	Work environment improved	System effectiveness improved and staff motivation increased.	By 2 <sup>nd</sup> quarter of 2021

Improve the performance of CITAD's BOT by building their capacity annually over the plan period	Training manual Consultants Venue Training materials Funds	Training report Number of BOT members trained	Improved BOT performance	CITAD organization Strengthened for quality services	Annually
Ensure that CITAD sustainability Plan is in place by the end of 2021.	Identify and customize samples of sustainability plan	Sustainability plan developed or customized	CITAD organizational structure sustained	CITAD growth increased	
strengthen the M&E system to monitor organizations performance	Annual operational workplan and M&E result frame work for the organization. Develop M&E monitoring plan	M&E result framework in place	M&E performance monitoring plan being used to track organization performance	Organizational goals achieved	

**Goal 4: CITAD's partnership and linkages strengthened**

Activity	Input	Output	Outcome	Impact	Timeline
Create database of collaborating partners in the operating environment.	Donor/CSO assessment forms Computers Funds and other materials	Donors and CSO Partners in CITAD.s operating regions identified	Data base of collaborating partners developed	CITAD Collaboration with Donors and CSOs Strengthened for synergy and sustainability.	By July 2021
Conduct advocacy visits to the collaborating partners (Donors, IT companies and NGOs/CBOs) and MDAs	Write courtesy letters to the MDAs and IT companies Develop advocacy kits	Appointments for advocacy visits secured.	Advocacy visits to all of the targeted MDAs conducted. Collaboration initiated	CITAD partnership and linkages strengthened for better performance	
Implement collaborative programs	Details of partners available Contact made with them and Possible collaborative programs identified and developed	Collaborative Programs implemented	Objectives relying on collaborative programs being realized	Sustainability of the organization strengthened	

**Goal 5: Digital gender gap reduced in CITAD's target states.**

<b>Activity</b>	<b>Input</b>	<b>Out put</b>	<b>Outcome</b>	<b>Impact</b>	<b>Timeline</b>
Advocacy Visit to relevant MDAs on the need to increase number of women and girls with digital skills	Advocacy kits Advocacy team Funds	Advocacy conducted, advocacy report produced	Support for increasing number of women with digital skills gained.	ICT gender gap addressed. Women and girls utilizing ICT Skills for self and economic development	Annually over the Plan period
Assessment of ICT facilities in girls' secondary schools. IT skills baseline assessment	Identify target schools ICT assessment tools Assessment teams Funds	Assessment report	ICT gender gap among Girls in secondary schools of target states identified	ICT gender gap addressed. Women and girls utilizing ICT Skills for self and economic development	
Gender sensitization activities Gender mainstreaming in ICT programming	Assessment reports Gender sensitization messages	Relevant MDAs reached with sensitization messages	Support gained from Relevant MDAs on the need to increase number of women and girls with ICT skills	ICT gender gap addressed. Women and girls utilizing ICT Skills for self and economic development	
Sensitization of women and girls on the importance of digital skills	Prepared Sensitization talks Venue Snacks for participants	Women and girls in target communities sensitized on the importance of digital skills	Positive attitude towards ICT utilization among women and girls developed	Women and Girls utilizing ICT Skills for self and economic growth	

Training of women and girls on digital skills	Training advert Training manual Trainers Trainees Training materials Meals	Number of women and girls trained Training report	Number of women and Girls with ICT skills in the target states increased above the baseline level	Utilization of digital skills among women and girls increased. Digital gender gap reduced	
Research and monitoring of gender- based violence online	Computers Research tools Research subjects	Research conducted and findings documented	Research findings utilized to design suitable programs to address GBV	Gender based violence reduced	
Training programs for women and girls on safety and security online	Training manual Identified women and girls participating in the training Training materials Funds	Training report Number of women and girls trained	Women and girls empowered with online safety skills	Women are empowered to protect themselves against Gender based violence	
Carry out research on different dimensions of the digital divide agenda for the country	Computers Research tools Research subjects Collaborating partners to conduct the research Material and Financial resources	Research findings Research report	Reasons for digital divide identified Regions with low digital skills identified Programs designed to address the digital divide developed.	Digital divide between one region and the other in the country addressed	
Advocate for digital inclusion targeting relevant MDAs and CSOs	Develop advocacy campaign message using data on percentage	Activity report	Relevant MDAs and CSOs sensitized and mobilized to support digital inclusion	Participation of physically challenged in digital activities	

	of physically challenged people that are digitally excluded Identify physically challenged individuals and CSOs that will participate in the campaign			enhanced and digital inclusion achieved.	
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#### Goal 6: Use of ICTs scope in the northern states expanded

Activity	Input	Out put	Outcome	Impact	Timeline
Conduct a survey of the ICT facilities and teachers with ICT skills in schools of the target states,	ICT Need assessment forms Target schools Funds	Assessment report,	Schools with ICT facilities and teachers with ICT skills identified and documented	Survey findings will inform decisions made to expand the use of ICT among students and teachers	By end of 2021
Liaise with the ministry of education and secondary schools' boards (in the case of some states) to reach out to the schools for career talks.	Career talk Introductory letters to the target schools Identified Speakers Venue, funds Carrier talk	Reports of carrier talks Target students well sensitized on ICT carrier option	Sanitized students have developed positive attitudes towards ICT as a carrier option	Self-reliance in young people developed	2 <sup>nd</sup> quarter 2021

	guide				
Provide mentoring support to the interested students	report Training manuals Training materials	Trained teachers and Government officials from relevant MDAs	ICT skills developed in students and MDA officials of the target states	Technological development in students enhanced	Ongoing
Expand access to internet services for the underserved	ICT training needs assessment guide Resource person Stationaries	Community needs assessed and report produced	Community ICT training need assessed and documented	Assessment report utilized to design programs to address ICT training needs.	Ongoing
Advocate to NCC and NITDA to support the underserved communities.	Advocacy Kit Advocacy team	Advocacy report	Cooperation and support of NCC and NITDA towards supporting the underserved communities gained	ICT needs of Underserved communities adequately addressed	

Mobilize underserved communities on how to seek for support from the relevant stakeholders, e.g NITDA, NCC etc	Training manual on advocacy and lobbying Training material Funds Target communities	Activity reports	Communities empowered with lobbying and advocacy skills	Underserved communities receiving support from NCC and NITDA to develop their ICT skills for achieving their rights	
Expand CITAD training scope	Funds to upgrade CITAD training centers	CITAD training centers upgraded and expanded	CITAD training centers expanded to increase access to ICT training to rural poor and excluded in the target states	CITAD resource base increased	
Assess the rights demanding gap in the communities. Capacity building on ICT to the poor and excluded	Assessment tool Training manual designed to suit the rural populace	Reports of assessment, and training rights demanding gap identified Capacity building conducted	Target communities empowered with advocacy and lobbying skills to utilize ICT Skills to demand for their rights	ICT entrepreneurship among target rural communities enhanced. Economic status of the target group improved	

Identification and mobilization of 20 CSOs within CITAD network to expand access to Internet Services for the underserved	Identified CSOs Funds and mobilization materials	CSOs sensitized and mobilized to expand access to internet services for the underserved in their areas of operations.	Underserved communities have increased access to internet services	ICT services are expanded in CITAD target states with resultant enhanced technological development	
Advocacy to State Ministry of education and schools' principals to gain support for the inter school ICT quiz.	Advocacy message Advocacy team	Advocacy report	MDA and School principals support for interschool ICT Quiz schools gained. Participating schools identified	Students motivation to learn and utilize ICT skills enhanced	Biannually
Organize annual inter school's ICT quiz competition	Venue Participating students Quiz questions Resource persons Quiz prizes	Conducted quiz report Participating school's attendance sheet	Students' knowledge of ICT increased	Students motivation to learn and utilize ICT skills enhanced	
Advocate for affordable and accessible ICT training in poor and excluded communities.	Identify target communities Prepare advocacy message Identify advocacy team	Advocacy conducted and advocacy report produced	ICT Centers in poor and excluded communities identified. Communities resources committed to support the ICT training	Communities access to ICT increased	

**Goal: 7 Good governance promoted using e-governance strategies**

<b>Activity</b>	<b>Inputs</b>	<b>Outputs</b>	<b>Outcomes</b>	<b>Impact</b>	<b>When</b>
Conduct survey on number of MDAs with functional websites, organizational email address and social media platforms.	Survey tools Survey team Funds	Number of MDAs with functional MDAs identified	Assessment report documents secured and will be utilized to design programs to address the gaps identified	Job efficiency and systems strengthening achieved	Last quarter of 2021
Conduct sensitization campaign on importance of functional website in MDAs	Sensitization messages Funds and materials	MDAs Sensitized on importance of maintaining functional websites	MDA s maintaining functional websites	Job efficiency and systems strengthening achieved	
Develop the capacity of MDAs on e-Governance	Training manuals on e-governance E-governance policy documents Funds and training materials	MDAs trained on e-governance	MDAs implementing e-governance strategies being implemented by MDAs	Good governance achieved	Ongoing
- Advocacy to NITDA and NCC for supporting MDAs for actualization of e-governance	Advocacy kit Funds	Advocacy report	NITDA and NCC support to MDAs to achieve good governance gained	Good governance strategies implemented by MDAs and good governance achieved.	Ongoing
Training of CSOs on use of apps for	Training manual Identify CSOs	Training report Trained CSOs	CSO using relevant apps for	Credible election	Annually

<b>Activity</b>	<b>Inputs</b>	<b>Outputs</b>	<b>Outcomes</b>	<b>Impact</b>	<b>When</b>
election monitoring	Resource persons Training materials Financial resource		election monitoring	conducted leading to improved governance	
Training of CSOs and youth in the use of social media for advocacy	Training manual Identified CSOs Resource persons Training materials Financial resource	Training report Trained CSOs	CSO using social media for advocacy	CSO performance enhanced	
Advocacy for increased use of ICTs for the conduct of elections in the country	Identify electorate bodies to be targeted with the advocacy Develop advocacy message Advocacy team	Electoral bodies targeted with the necessary advocacy message	Positive attitudes towards use of ICT for conduct of election developed in the electorate's bodies	Quality elections conducted Transparency and accountability in governance increased	

**Goal 8: Peace promoted in the North east and North west region using ICT strategies**

<b>Activity</b>	<b>Inputs</b>	<b>Output</b>	<b>Outcomes</b>	<b>Impact</b>	<b>Timeline</b>
<p>Training of civil society groups and media on use of ICT for peace, monitoring and countering of online hate speeches.</p> <p>Advocacy visits to religious and traditional rulers to support the peace initiatives</p>	<p>Identify participants Training manual Training Materials Finances</p> <p>Mentoring guide Mentors Functional websites</p> <p>Advocacy kit Advocacy team Funds and material</p>	<p>Trained CSOs and media groups Training report</p> <p>CSOs are well guided and mentored to counteract hate speeches online</p> <p>Religious and traditional leaders support for peace initiatives gained</p>	<p>Trained participants utilizing knowledge and skills to advocate for peace in the target states</p> <p>CSOs tracking and countering hate speeches online</p> <p>Peace initiatives fully supported by religious and community leaders leading to reduced conflicts in CITAD project regions</p>	<p>Peaceful coexistence achieved in the target states, region and the country at large</p> <p>Peaceful coexistence achieved in the target states, region and the country at large</p>	Ongoing
<p>Establishment of peace clubs in secondary and tertiary Institutions</p>	<p>Identified participating schools and club members Training the members on establishment of the clubs Identification of club activities Funds to conduct club activities</p>	<p>Peace club established in target schools in the north and west region of the country</p>	<p>Peace club functioning to promote peace among students by conducting quarterly lectures on peace by identified speakers. Posting of peace</p>	<p>Peaceful coexistence achieved in the target states, region and the country at large</p>	

			messages and creating website for peace clubs		
Online monitoring and countering of hate speeches	Established websites Peace messages Hate speech trackers Student for peace groups.	Tracking online hate speeches and neutralizing them Dialogue meetings with religious leaders	Hate speech Curbed	Peaceful coexistence and national unity achieved.	Ongoing

**Goal 9: Self reliance among young people in the targeted states enhanced.**

<b>Activity</b>	<b>Inputs</b>	<b>Outputs</b>	<b>Outcomes</b>	<b>Impacts</b>	<b>Timeline</b>
Expand access to job opportunities through JOPIS programs	CITAD social media platform Identify youth to register with the Jobberman platform	Access to Job opportunities for young people improved	Young people accessing jobs and self-reliance achieved	Improvement of economic status of young people and the community at large	Ongoing
Advocacy to Ministries of Youth, education and women affairs. On youth empowerment schemes	Advocacy kits Identify collaborating partners to support the advocacy, e.g women and youth CSOs	Advocacy report	Support for women and youth empowerment schemes achieved	Relevant MDAs committed to helping women and Youths to get employment opportunities	2021 to 2025
Identification of beneficiaries in	Meeting with community leaders	Youth and women empowerment	Women and Youth linked to	Self-reliance achieved	

the target communities for Youth empowerment schemes	Source for the beneficiaries Develop criteria for eligibility	schemes beneficiaries identified	economic empowerment schemes		
Skills acquisition Trainings and linkages of trainees to mentors for take-off grants	Identify training needs through assessment Select appropriate training modules Identify suitable training outfits and make the necessary linkages.	Training report .	Women and youths entrepreneur skills developed necessary linkages for grants or job opportunities made	Youth and women empowered for economic development and self reliance	Annually through the plan period
Reach out to other out sourcing companies to make partnership	Online search for employment opportunities for women and youth Provide the necessary linkages	Employment opportunities identified Necessary linkages made	Youth and women in the targeted states benefitted from the par	Women and youth economic empowerment achieved.	Ongoing.

## Appendix 1: RISKS AND ASSUMPTIONS

Several factors will affect the implementation of this plan. These include: economic, political, environmental, social and technological factors. Assumptions are necessary conditions for achieving success at different levels of a strategic plan. Risks on the other hand are potential occurrences or events that are beyond the control of the organization and that would adversely affect the achievement of desired results. Risks can necessitate the change of strategic direction and approaches of the plan. However, CITAD is optimistic that the new strategic approaches in this plan will overcome the anticipated challenges.

Assumptions	Risks
CITAD has an effective leadership and BOT that will mobilize resources for the organization to achieve the strategic plan goals	Heightened insecurity in the northern region can cripple CITAD activities and affects achievement of its goals
CITAD has gained broad base recognition among the MDAs and IT companies in Nigeria. This strengthened partnership will provide CITAD with great opportunities for collaboration and growth	Inflation rate: Current inflation rate will have huge implication for running costs and procurements. ICT hardware are usually very expensive
Increased demand for ICT will necessitate CITAD to open more training centers and that will improve the resource base of the organization	Impact of Corvid-19 on the education sector has disrupted schools' programs and CITAD plan to reach out to schools with its programs.
Uniqueness of CITAD operation in its target states makes it special and attract patronage by young people and MDAs	Corruption and its related problems can impact negatively on CITAD programs.
	Low literacy level and vulnerability of women and youth in the target states of CITAD's operation
	Poor ICT infrastructure in especially northern Nigeria
	Most ICT initiatives are in the south
	Private sector ICT companies are not encouraged and adequately supported by the government in northern Nigeria

## **Appendix 2: Strategic Planning Process.**

### **Buy-in Process**

CITAD was supported by RTI/LEAD to develop a five-year strategic plan (from 2018 to 2023). The need to develop the strategic plan was identified during the organizational capacity assessment supported by LEAD. Having observed the absence of strategic plan as a major capacity gap, LEAD built the capacity of CITAD to develop a quality strategic plan that will move the organization forward. This was achieved through training, technical support and mentoring. The partnership between CITAD and LEAD has led to improved organizational capacity of CITAD.

### **Strategic Planning Meeting and Workshop**

The strategic planning process involved series of capacity building trainings and meetings. The first step was a four-day training of CITAD staff and other LEAD CSO partners in 2018. The purpose of the workshop was to increase the participants' understanding of strategic planning and to discuss the importance of strategic planning for their respective organizations and its potential impact on service delivery. At the end of the workshop, participants developed a draft copy of a Strategic Plan for their respective organizations, that was further developed into full document by CITAD'S Strategic planning committee and with technical support of RTI/LEAD. Subsequently, CITAD set up an internal committee which worked and produced the draft Strategies Plan. The draft was shared with staff, management and members of the board of the organization whose inputs further enriched the draft. The improved draft was then subjected to a review by the joint CITAD/RTI Committee. The process also benefited from the support of the USAID through SACE which provided consultants who looked through the draft and made further inputs as well as a presentation of the further improved draft to a joint Management/Board Committee meeting of the organization for final approval. The process ended with editing sessions.

### **Historical Scan**

A historical scan of CITAD from 2011–2016 revealed that a lot of developmental events had occurred in the organization. The organization has expanded from its founding base in Kano to have offices in Jigawa and Bauchi states as well as in the Federal Capital, Abuja. It has over 12 training centers distributed across the three geo-political zones it now operates. Two of these centers were established by a legislator who handed them to CITAD while five

others were set up through a support of a partner CSO. Its programs have expanded to cover the whole of the country, although it is still deeply rooted in its core areas of operation which are the northeast and northwest zones of the country.

Institutionally, it has endeavored to meet its most corporate requirements. It has yearly filed its annual returns to the Corporate Affairs Commission (CAC), obtained SKUL registration, accredited by the Computer Professionals Registration Council (CPN), admitted into the membership of the Information Technology (Industry) Association of Nigeria and dully discharges its tax responsibly.

One of its most cherished accomplishments is the admission to the Association for Progressive Communication (APC) whose mandate is at the heart of the work. The membership has provided CITAD with a global network of partners, working on similar issues.

However, CITAD was also faced some key challenges that have affected the growth of organization. These include: inadequately skilled manpower in a highly dynamic ICT sector, low professionalization of staffing, and low partnership with IT companies.

