



sow the seed

KIND Strategy Report
2008 to 2012



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EXECUTIVE SUMMARY

In 2007, KIND's Board, staff, beneficiaries and partners engaged in a series of conversations to determine the organization's strategy for a five year period beginning in 2008. The strategy plan is summarized below.

The problem

We determined that the key problem in Nigeria was the country's dysfunctional political leadership culture. The country has abundant natural resources but a political leadership whose priority is to exploit the resources for themselves. As a consequence, the vast majority of people remain impoverished. **Until the leadership culture changes, this situation is likely to continue.**

The solution

Women have the least investment in the dysfunctional political leadership culture that undermines Nigeria because they are excluded from participating in it. As women and children make up the majority of the country's poor, they also suffer most from its ill effects. Consequently, they would be the most open to learning new ways of leading and, by participating in the public domain, will be able to influence a change in the culture to one that can deliver development dividends to Nigerians.

Strategic Plan 2008—2012

Accelerate the emergence of women who bring a service orientation to leadership in Nigeria by pursuing two objectives:

Objectives

- ★ To build and promote a community of girls and women with a service orientation to leadership.
- ★ To foster a public environment that enables women's public participation

Programmes

Kudra and Junior Kudra Leadership Development Training equip women and girls with the information, tools and skills they need to participate as service leaders at all levels in society. KIND already offers Kudra to 1250 young women in 5 universities across the country annually. It has also conducted a pilot for Junior Kudra for girls in high schools, which it will offer to up to 1000 girls, primarily in Lagos high schools, annually beginning in 2008. In the next five years, the organization will strengthen its leadership programme, document its impact and seek ways to institutionalize it in institutions of learning.

Bridge: as the name suggests, this programme provides a bridge for Kudra and Junior Kudra alumni to enter and strive for leadership positions in public

spaces by cultivating opportunities like internships, micro-credit, additional training and platforms for young women and girls to influence government on public policy matters.

Interlink programme promotes joint action between international and local organizations on projects aimed at fostering a public environment that enables women's public participation. The programme uses cultural expressions and other means to cause a shift in attitudes and practices that work against women's participation in society. In the next five years, the programme's main activities will be:

- ★ 30 by 11 Campaign to secure favourable rules for women's political participation
- ★ Make Women Safe Campaign to promote women's safety in society by creating awareness about violence against women and lobbying for legislation and regulations to criminalize it in Lagos State, Nigeria's commercial centre and second largest state.

An additional activity is **establishing a permanent KIND Centre**

- ★ as a physical space for developing and providing services, resources and other forms of support to women
- ★ as an income generator with halls, seminar rooms and grounds that can be rented out to people in the community for events

Strategic Plan: Accelerate the emergence of women who bring a service orientation to leadership in Nigeria

Build and promote women and girls who have a service orientation to leadership through:

Junior Kudra Training

Kudra Training

Bridge- which provides opportunities to Kudra alumni

Foster a public environment that enables women's public participation through:

Interlink's 30 by 11 campaign

Interlink's Women's Safety campaign

Assumptions

This Strategy Plan makes three main assumptions: First, it assumes that the rapid rate of urbanization in Nigeria and across Africa will continue. Rapid urbanization moves people out of the rural areas and from the wellspring of traditional, conservative attitudes to the urban areas where people are more open to new ideas, including women's equitable participation. Second, that other NGOs working with women continue to expand their programmes and services since KIND's work is just a small part of what must become a strong, national field of programmes and services for women in Nigeria. And third, that the current international climate which supports women's rights, including women's right to public participation, does not suffer a backlash.

Risk Analysis

The major risk to KIND's Strategy plan is that democracy is curtailed by another military coup in Nigeria. The risk is strong because the elections being conducted by political leaders are highly rigged and have caused significant protests from several groups in the society. Popular discontent has been the cover for previous coups. Another risk is that donors will not provide adequate support for the plan, which will cause the organization to implement its plans in a slow and likely inefficient manner.

Monitoring and Evaluation

Routine impact linked monitoring and evaluation is planned as part of the strategy plan. KIND will need to build its capacity to conduct these as well identify the indicators that it will need to monitor. Working with professional consultants in 2008 to build these capacities will be important.

CONCLUSION

The Strategy Plan report that follows provides more detail about KIND's history, our strategic choices, the logical framework for our programmes and our five-year budget. Thank you for working with us to make this plan a reality!

Brief History

The Kudirat Initiative for Democracy, KIND, was founded in 1996 to honour Kudirat Abiola, a leading democracy activist who was killed by soldiers during the period of military rule.

Initially involved in the pro-democracy movement, since the 1999 transition to democratic rule in Nigeria, KIND has morphed into an organization working to strengthen the civil society sector.

In 2002, KIND adopted a strategy that narrowed its focus to promoting women's participation in forging a democratic state. The strategy guided the organization's work from 2003 to 2007.

Vision

KIND's vision is an Africa where women are full participants in the continent's social, economic and political development.

Mission

KIND's mission is to strengthen organizations and create initiatives dedicated to the advancement of women.

Strategic Plan

Accelerate the emergence of women who bring a service orientation to leadership in Nigeria.

Long-term Objectives

- To build and promote a community of women and girls with a service orientation to leadership.
- To foster a public environment that enables women's public participation.

The two objectives are linked. At KIND, we have found that cultural norms and practices make it difficult for women to enter and strive for leadership positions in public spaces. Increasing women leaders requires successfully challenging these norms and practices, particularly violence against women. Violence is the tool by which women are kept in 'their place,' within a prescribed role in society. Reversing social acceptance of and criminalizing acts of violence will give women the freedom to create new 'places' and roles for themselves in the society. And campaigning over real issues, of interest to all women, will help forge the new women leaders.

INTRODUCTION TO KIND

2003 to 2005

Strategy Plan & Programmes

In 2002, KIND adopted a three year strategy plan for 2003 to 2005 technically, but by default from 2003 – 2007. The strategy was to prepare exceptional young women to play a leadership role in Nigeria and to develop a permanent centre to house KIND's offices and support its work with women.

The strategy was expressed in its:

LEADERSHIP TRAINING:

Young Women's Leadership programme (YWL, closed) —launched in 2003. YWL sought to equip 20 selected young women each year with the internal and external competencies to move from being victims to being powerful agents of change. The programme offered information, skills, and tools on human rights, transformational leadership & emotional intelligence, sexuality & reproductive health, entrepreneurship & financial management, career planning and advocacy.

Kudra is now offered to 1,250 young women per year in universities, scaling up and building on two years experience of offering YWL.

June 4 (closed)—on the anniversary of Kudirat Abiola's death, KIND organizes capacity building activities for high school students. The content of the programme has been varied over the years and has included arts & craft, debates, essay competitions and training on effective public speaking and presentation skills.

Junior Kudra programme was developed and piloted in 2007, which will be offered to high school students subsequently. Junior Kudra will continue to be held on June 4.

CIVIL SOCIETY BUILDING

Interlink promotes joint action between international and local like-minded organizations on projects aimed at strengthening civil society work and promoting women's participation in Nigeria. KIND's main interlink projects are its Violence against Women campaign, now called Make Women Safe campaign, and 30 by 11 campaign.

Violence against Women (VAW) campaign: in response to the concerns about violence expressed by the majority of young women with whom KIND works, the organization coordinated other NGOs, actresses and media on a project that uses theatre to raise awareness about the issue of violence and funds activities aimed at ending it.

30 by 11 campaign coordinates a civil society coalition that seeks to increase the participation of Nigerian women in politics to 30% by the year 2011.

Results:

Leadership Training:

- ★ The YWL programme trained 40 young women in 2003 and 2004. 12 of the 40 programme graduates were given grants totalling N220, 000 to do projects in their communities.
- ★ KIND developed the Kudra leadership curriculum, which covered human rights, transformation leadership & emotional intelligence, financial management & entrepreneurship, sexuality & reproductive health, finding a job & career planning and advocacy.
- ★ KIND trained 28 young women, 12 of whom were YWL alumna, to deliver the Kudra training in the universities.
- ★ Kudra trained 2,500 young women in 5 universities across Nigeria in 2006 and 2007.
- ★ June 4: KIND trained approximately 650 high school students from 2003–2007.

INTERLINK:

Violence against Women campaign: In 2006 and 2007, KIND brought the Vagina Monologues (VM) to be performed in Nigeria for the first time ever as part of the global V-Day Campaign to end violence against women. In 2006, the play was performed in Lagos and Abuja and in Lagos in 2007. In the two years:

- * The play has been seen by over 5,000 people
- * KIND has raised approximately N1, 000, 000 for two organizations that work with battered women and sexually abused children.
- * Generated publicity that reached at least a million people about the issue of violence against women through TV, radio and newspaper interviews and advertisements.

30 by 11 campaign:

In 2006, KIND launched the 30 by 11 campaign. In the two years, the campaign has

- * Signed up 15 civil society organizations from 5 states to join the 30 by 11 coalition
- * Set up a secretariat located at the KIND Centre to coordinate the activities of the coalition
- * Increased the public awareness of women politicians by organizing 3 appearances of women politicians on national TV and in the print media
- * Built a network of 40 young women who are interested in politics
- * Provided funds for the Federation of International Women Lawyers to persecute a case of electoral fraud in Kano state brought by a woman politician.
- * Offered a political campaigning workshop to women aspiring to contest in the Lagos State local government elections
- * Lobbied the Lagos State government to appoint women to an equitable number of available positions in the government cabinet and other agencies.

Other Interlink Activities:

- * In January 2007, the Vital Voices Global Partnership, together with KIND and other African and international partners, convened a Pan-African Women's Leadership Summit in Cape Town, South Africa. The summit brought 250 emerging and established women from 38 African countries together to address the

most pressing challenges facing Africa and to strengthen their ability to effect change. Prior to the Africa Summit, in September 2006 KIND helped VV organize a dialogue with women leaders in Nigeria. The women's input was used to shape the Africa Summit agenda.

- * In November 2005, KIND collaborated with the British Council to offer a Leadership & Mentoring Programme for 40 young women with an interest in engaging in politics. Established women public servants and politicians like Dr. Dora Akunyili, Mrs. Oby Ezekwesili, Senator Harriman and others shared their experiences and insights to demystify the political sector and inspire the young women to participate in public service and politics.

KIND CENTRE

- * KIND has a temporary building which houses its offices and has facilities such as a library, meeting rooms, and an Internet Café, which are available to civil society organizations (CSOs).
- * From 2002 to 2004, KIND offered two nascent organizations, Youth Employment Summit Campaign and Linking Youth in Nigeria through Exchange (LYNX), office space at the KIND Centre as part of its mission to strengthen organizations that advance women.
- * In 2007, KIND secured 2,500 sq. m of land in Abuja, which will be developed for a KIND Building. The organization continues to pursue efforts to secure land for a permanent centre in Lagos.

PUBLICATIONS

- * Kudirat: Steps in Time: In 2004, KIND published a book about Kudirat Abiola. The book captured her life through pictures and essays written by people who knew and worked with her at various points in her life.
- * KIND Leader: In 2003, KIND launched a quarterly newsletter that communicates the organization's leadership philosophy, provides leadership tools and information about events and training programmes and highlights women leaders in Nigeria and around the world. The newsletter is distributed primarily to young women in universities where Kudra is offered. Print run is 3000 copies.

Areas of demand for KIND's work that it cannot meet

1. Leadership training to reach more women in universities and high schools and for men and boys in universities and high schools
2. Vagina Monologues to be performed in more states and at more locations within states.

Motives for 2007 Strategic Planning Process

KIND seeks to use the strategic planning process to:

- * Identify the priority areas that KIND should focus on (based on our assessment of the needs of the society and KIND's strengths).
- * Determine what organizational structure, practices and processes best support the new strategy to ensure its success and sustainability.
- * Determine how we might measure the impact of our strategy. And lastly,
- * Determine what competencies we would need to develop within our organization to achieve the desired results.

Lessons Learned

Over the years KIND has learned lessons from its practice which the organization wants to take into consideration with regard to its future development.

Lesson One

Education and training are importance instruments for changing society. Well designed training workshops help people unlearn practices and attitudes that are undesirable and learn practices and attitudes that support desired changes in society.

Lesson Two

Synchronizing the timing of receipt of funds and project implementation allows KIND's work to be more effective. In the period covered by the last strategic plan, KIND discovered enormous demand for its programmes but limited funds and delays in receiving approved funds made it difficult for the organization to meet even the demand that it planned to, which often affected programme results. KIND needs to develop a reserve fund and secure partners able to provide multi-year funding for its programmes so that projects are well planned and executed in a timely manner.

A quick assessment of the organization's leadership programme reveals how multi-year funding increased its scope. When the programme was initiated in 2003, it was offered to about 20 young women in 2003 and again in 2004. It was not offered in 2005 because there was no funding available for it. However, once KIND secured additional funding in 2005 for 2006 through 2008, it expanded the programme such that the target group grew to 1250 young women each year, an expansion of over 6000%.

Lesson Three

Changing its image by working on democracy building projects as opposed to campaigns against military rule helps KIND engage citizens more easily and increases the organization's ability to influence other actors in the society. During military rule, the Nigerian security services clamped down on organizations working on pro-democracy issues. Consequently, citizens became afraid to work with such organizations. Even though that period is over, many citizens remain wary of working with organizations that are critical of the government.

Lesson Four

KIND has more impact on society when it works in concert with other actors. The strongest case for this is the impact of the Violence against Women campaign in creating awareness among decision-makers in Lagos about the issue of violence against women. To do this project, KIND worked with people in the entertainment industry, NGOs working with victims of violence and the media. The effective coordination of these diverse groups ensured the project's success.

Lesson Five

In the last strategic plan period, the focus was on learning how to develop and successfully execute programmes to the target population as well as create the infrastructure, in terms of organizational development and external support, for its new role. Having built that foundation, in the next phase of its work KIND will focus more on achieving its long term objectives by monitoring the impact of its programmes on women and the society.

Lesson Six

The organization's plans must be supported by adequate staff and clear division of roles and responsibilities. KIND's work is getting increasingly complex. The organization continues to deliver good results with a small team of people who work on various projects together. However, with the increasing complexity of detail involved in individual projects, the old system of everyone working on the same projects is not effective. While team work will continue to be central to the way KIND functions, in the next strategy plan period, teams should be adequately staffed with clear division of roles, training opportunities and appropriate remuneration.

Lesson Seven

In order to engage other relevant actors, KIND needs to allocate staff time and resources toward increasing its relevance in the socio-political space in which it is operating. It needs to cultivate relationships and partnerships with a view to using these to influence others to support its objectives.

Lesson Eight

From working with other actors in the society on violence against women, KIND has found that it can be difficult to coordinate different organizational cultures. For example, not all organizations and groups make their budgets

publicly available and this can lead to misinformation and conflict. In the future, KIND will need to develop guidelines for KIND staff to use to give collaborations with other actors the best chance of succeeding.

Lesson Nine

The time allocated for the plan to be effected should be realistic. KIND had planned to complete the last strategic plan in 3 years but used 5 years to achieve the planned results. Considering the size of the current team and the scope of the planned activities as well as the results expected in the new strategy, a 5 year plan balances the ambition and the available resources.

CONTEXT OF KIND'S WORK

KIND's target community is primarily women. About 10% of the women KIND works with have already graduated from the university, half within the last ten years. The other half are all women politicians who are 30 to 60 years old. The vast majority—90%— are still in the university or high school; some of these have a small trade they use to take care of their living expenses. All the young women and girls are from low to middle income families, which mean that their household income is between \$300 and \$3,000 per month. They are all literate young women.

To understand just what kind of world these women are living in and changing, some broad brush strokes about women in Nigerian society would be instructive.

Women's access to social, economic and political leadership positions

In Nigeria, access to political, economic and social leadership positions is difficult because the society thinks leadership belongs to men. Still, women continue to make strides, particularly in the economic arena where a breakdown in the economy in the 80s and 90s caused women to enter en masse into the informal economy to make a living for their families. Also enough women are well educated, especially in southern Nigeria, for women to hold their own in the formal economy. Women's access to leadership positions in the social and economic arena is better than their access in the political arena because the rules of leadership contests are clearer in the former. However, women's access is constrained in all the sectors by several factors including traditional religious or cultural attitudes that cause discrimination, lack of information about available positions, lack of transparent procedures for leadership selection and lack of relevant support for women who aspire to lead such as an absence of family-friendly policies. These problems can be challenged but current efforts are piecemeal and do not channel civil society energies toward concrete outcomes.

Women and the development of democracy in Nigeria

Women are praise-singers and voters in the democratic system recently restored in Nigeria. Unfortunately, at 6% of elected officials at federal and state levels, they are not among its decision-makers. The democracy itself has been hijacked by powerful individuals who successfully rigged the 2003 and 2007 elections. Rigging means that political leaders are not determined through a transparent electoral process. The country loses because the leaders that emerge are, by and large, not concerned about the nation's development. Instead, they are consumed by party politics and use resources to buy the loyalty of party members and to amass wealth. Women also lose because they are often not privy to the back room negotiations that produce the leaders.

Society's current position on women's empowerment

Traditional values, which limit women to the private domain in society, are changing. This is mainly because some of the women appointed to political and public service positions in the 2003 federal administration performed remarkably. Women like Dr. Dora Akunyili who effectively confronted the drug mafia in Nigeria that was responsible for bringing fake drugs into the market did more than any single initiative to convince the public to give women a chance at leadership positions. A few mechanisms, such as the last President's national policy on women, exist for achieving a significant increase of women in political leadership positions. However, they are not enforced because doing so would require abandoning women's subordination across the board.

Therein lies the rub: allowing women to serve in leadership positions would mean men giving up decades of privileges derived from women's second-class status. Indeed, it is this denial of women's rights that is the driving force behind violence against women, which usually happens to police women to keep to 'their' place. Little is done to address this violence because there are not enough women in positions (federal, state and local levels) of authority to push for adequate laws and policies to protect women. So a vicious circle ensues.

Young women experience a 'double whammy' because they are young and secondly, they are women. They live in an environment where youth is not celebrated and being female is synonymous with being second-class. It is, consequently, not surprising that they are being socialized to play docile, submissive and supportive roles in the society, even if such a script puts them in a cage and does not allow them to achieve their full potential.

CONTEXT OF KIND'S WORK

KIND's role and added value within its institutional environment

KIND is an important actor in strengthening democracy in Nigeria, especially in the domain of defending democratic values and expanding the democratic space.

This role requires KIND to work at different levels of society. KIND works with politicians from the grassroots to the top state and federal levels, with lawyers, producers, journalists, professors, activists and young women. Increasingly, we are also working with sister organizations in relation to our objectives. With more staff, KIND will use these relationships to engage relevant institutions to take needed action. So KIND will work with lawyers and politicians to engage the legislature and political parties; with journalists to engage the media; with professors and young women to engage the universities; and with activists to engage religious and other social institutions in order to promote its objectives.

KIND facilitates movement of young women in universities from apathy to action for positive change.

Young women are a vulnerable group in the society because they are dealing with messages about their second class status and are often confronted with violence or sexual abuse either within their families or in their communities. KIND activated its diverse network of international and local relationships to secure support for the development of its Young Women's Leadership Programme (YWL), and Kudra, the scaled up version of YWL. The organization developed curriculum content, trained a crop of trainers and secured funds for a leadership training programme that got young women in universities talking about issues that affect them, acquiring the skills to address them and taking action to effect positive change. The focus on universities is because it is these institutions that are grooming the nation's future leaders. Transforming the culture within universities can lead to changes in the social, political and economic spheres in the medium to long-term.

KIND is a risk taker and an innovator, testing to see what the society will respond to in terms of programming.

KIND is willing to take risks and initiate activities that other groups consider risky for Nigeria. KIND producing the Vagina Monologues in Nigeria illustrates this. This willingness to take risks gives the organization a dynamic image especially as the civil society sector often limits itself to standard activities such as lectures and rallies. Unfortunately, while the public often support many NGOs' objectives, they do not attend the 'standard' events or campaigns, perhaps because they find them boring. Consequently, many NGOs operate on the margins of society. For projects which seek to transform society, it is important to develop interesting and even fun activities that can attract the public's attention and secure their active support.

While KIND works with marginalized groups, women and girls, the organization also has significant access to the people and institutions in power.

This access is not universal but is strong within the media and most political groups. This is due in part to the fact that KIND draws from the mainstream relationships and networks of which Kudirat Abiola, the woman who inspired the founding of the organization, was a part. KIND will have to work to ensure that those individuals and organizations with affinity for Kudirat or KIND's founder, hafsat, become KIND champions and are active supporters of the organization's causes and its mission.

Significant changes desired in the life of women

In the Society

- Shifts in Values:
 - * `Women are not second class citizens. Culture and tradition is always changing and, in relation to women, should conform to current understanding of universal human rights.
 - * `Leadership is not just for men. Women are leaders as well and should be encouraged to participate at all levels of society. This also means developing activities to help women overcome years of discrimination and socialization to submit to unequal treatment.
 - * `Violence against women, including sexual harassment, is a tool for keeping women in a traditional space that is inadequate for them and detrimental to the society's development prospects. It is wrong and should not be tolerated, whoever commits it.
- At least one state — Lagos — to have introduced laws to criminalize violence against women
- Law enforcement officers in this state to have access to training on enforcing the law provided through one of KIND's local or international partners
- Men are starting to be arrested, persecuted and imprisoned for acts of violence against women in this state.
- Young women in Kudra universities are elected to student government positions, representing at least 20% of the leadership positions.
- Kudra Universities introduce legislation and establish a commission to protect female students from sexual harassment following effective campaign run by students.
- Cases of professors actually investigated based on charges of sexual harassment and fired, if found culpable.

In Politics

- Shift in values:
 - * A political consensus that women's equitable participation in politics at all levels is integral to a well functioning democracy.
 - * A political consensus that women should occupy an equitable number of appointive and elective political positions from the local to federal level.
- A legal quota adopted and enforced by all political parties

In the Economy

KIND's work with women in the economic sphere is limited to economic activities developed for Kudra alumni as part of Bridge. Such activities would include securing internships and/jobs in companies for women who are seeking to pursue career in a company and micro-credit facilities for Kudra alumni who want to start their own businesses. However, even though KIND does not plan any major work in this domain, below are shifts in thinking required for the success of our strategy that we will encourage our partners to work on in the period covered by this strategic plan.

- Shifts in Values:
 - * Women play an important role in production in and the reproduction of society and have the right to public and private support in fulfilling their responsibilities.
- Significant increase in the number of women who can access credit facilities throughout the country.
- Major companies initiate sexual harassment regulation which is reinforced by federal equal opportunities legislation and the establishment of an active commission to monitor private sector alignment with regulations.
- Federal legislation on maternal leave and regulation to guide private sector against discrimination against young unmarried and recently married women from securing job opportunities and taking advantage of career advancement opportunities.

VISION OF KIND'S STRATEGIC POSITION IN 5 YEARS

KIND will be a catalyst in accelerating the emergence of women who bring a service orientation to leadership in Nigeria.

Long-term Objectives

To build and promote a community of women who have a service orientation to leadership

To foster a public environment that enables women's public participation.

Strategic Choices

I. Train, Train, Train!

- Build the capacities of women and girls to take on leadership roles in the society
- Expand KIND's training to include a Non Violent Communication training to build the capacities of men and women to communicate without violence

II. Strengthen current training materials and develop new materials that are copy-left

- Develop and make freely available training materials that:
- Enable women to unlearn the second class role they have been taught and to learn the tools and skills needed to play a leadership role in partnership with men in Nigeria's public spaces.
- Equip men and women with the emotional intelligence needed to promote gender equity in relation to leadership and to end violence against women.

III. Become an effective advocate for Kudra alumni in particular and women in public life in general.

- Aggressively promote Kudra alumni and other women leaders to facilitate women's movement into society's mainstream and into leadership pipelines in all sectors.

IV. Institutionalize Kudra and other leadership training facilities for women in institutions across Nigeria

- KIND will seek the buy-in of important agencies and institutions such as universities, National Universities Commission and the Ministry of Education to adopt Kudra or develop similar leadership facilities for young women. If this effort succeeds, this will provide a sustainable means to achieve women's leadership development and KIND will consider phasing out the Kudra training programme.

V. Introduce research element as key aspect of KIND's work.

There is an absence of information about most aspects of life in Nigeria and this helps support the apathy that citizens feel. If you don't know what is going on, while it is easy to complain about how things are, it is not clear what is wrong and what you can do to change it. KIND will:

- Identify research partners and encourage them to gather information about areas relevant to the organization's work. The research reports will be disseminated through KIND's networks to promote general social awareness about the status and needs of women in Nigeria.
- Conduct base-line study and document initial results from Kudra. Use information to engage university authorities on the possibility of the university adopting the programme in the long-term. KIND will develop a limited in-house research capacity.

VI. Consolidate work within key states:

- Focus all Kudra work in 6 states, Abuja, the political capital, where federal legislators are based, and within the states where Kudra training is currently offered, which are Enugu, Lagos, Cross River, Jos, and Bornu.
- Focus all Interlink work within Lagos. Since Interlink involves working jointly with other organizations, KIND will focus its Interlink activities in Lagos and encourage its NGO partners to replicate its work in other states.

VII. Engage partners and others in the sectors related to KIND's work

- For Interlink's Women's Safety Programme, KIND must target people from the political world, government, police, justice systems and religious groups to watch the play and join the campaign.
- Initiate collaborations within KIND's network of local and international partners on sectors related to KIND's projects including education, politics and justice.
- Develop and strengthen relationships with actors relevant to KIND achieving its long-term objectives, such as the International Federation of Women Lawyers, FIDA, and legislators at federal and state level. Efforts should be made to develop and strengthen relationships with peer organizations and other groups in the society that have mass appeal or membership such as trade unions and the entertainment industry.

VIII. Use the internet as a tool for expanding reach and coordinating work at low cost

Current plans to engage other actors as well as increase the reach and the impact of KIND's work will require increased communications. KIND can adopt some internet—based tools to facilitate this. For example, 30 by 11 teams or VM teams can be connected by email groups and graduates of the leadership programme could be connected to an online community. The online forum could support the ongoing development of the programme's alumni and serve as a platform to facilitate their engagement in public issues.

IX. Strengthen KIND's access to relevant actors
KIND will soon have a transition from its Founding Director to a new Executive Director. This is an important change for the organization which has both challenges and opportunities. While the organization has recognition independent of its founding Director, it will need to strengthen its brand to ensure that it continues to have access to relevant actors and credibility across the society in the future. NGOs to keep in focus as models are Amnesty International and Human Rights Watch.

1. Transition to new Executive Director or executive team
2. Identify new Board members who are already active supporters of KIND
3. Engage Board
4. Hire new staff and develop advocacy department and public relations department.
5. Develop and formalize channels for external groups to work on KIND advocacy projects. KIND can arrange for reputable personalities and celebrities to become 'ambassadors' of projects to the media and the public. For example, the 30 by 11 Council can be the ambassadors of the League Table; the winner of 'I want to be President' contest can be the ambassador of Kudra Young Women Leaders programme, and Nollywood actresses can be the ambassadors of Vagina Monologues.

Strategic Partnerships

Partnerships:

To achieve the expected results of the 2008 to 2012 strategy, KIND needs to secure the following strategic partners:

- **Cordaid** — long-term funding support as well as capacity building support on determining indicators and programme effectiveness for KIND's staff and local partners through IC Consult
- **Vital Voices** — for credibility, source of additional training, support and exposure for Nigerian women KIND supports through its Africa Leadership Academies and other activities; way for KIND to reach women in other parts of Africa
- **Global Fund for Children** — long-term funding and conceptual development of Junior Kudra
- **Nigerian universities** — to get a consensus among university authorities where Kudra is offered with regard to 30% leadership positions for women and for authorities to adopt and run the leadership development programme.
- **Nigerian state and federal legislators** — to create public forums for debates and hearings about the issues KIND is concerned about and for the passage of legislation.

Other partners:

Other relationships that are important to the success of the strategy plan are:

International relationships:

- **Public Welfare Foundation/Channel Foundation** — long-term operational funding
- **Women's Learning Partnership, The Partnership Way** — for training materials, information on the principles of and ways of bringing about the leadership paradigm
- **Celemi** — for innovative delivery methods for leadership training materials
- **Imagining Ourselves** — for ideas and support for developing KIND's online community for young women in Nigeria
- **V-Day** — for use of Vagina Monologues play and other resources for Make Women Safe campaign

Funding:

Seek funding from past and current foundation donors

- **European Commission**
- **Mamacash**
- **Westminster Foundation for Democracy**
- **EmpowerWeb**
- **Global Fund for Children**
- **Fred Foundation**
- **Canadian International Development Agency**
- **Public Welfare Foundation**

Seek funding from foundation donors with objectives similar to KIND's such as:

- Heinrich Boll
- Ford Foundation
- HIVOS
- Global Fund for Women
- Channel Foundation
- NOVIB
- Open Society Institute, particularly its West Africa office
- Swedish International Development Agency

Strengthen KIND's individual giving programme and develop corporate giving programme that engages Nigerian companies

Local relationships:

Organizations:

- UNIFEM — technical support and partnership
- British Council — technical support and partnership
- Girl Guides — KIND can offer leadership training curriculum and ToT support
- Universities: students union and school authorities, KIND Clubs
- National Universities Commission, Ministry of Education, Women's Affairs, Youth — advocate for public investment in leadership development facilities for women
- Theatre production companies — partnership on Make Women Safe programme
- Sesema PR — publicizing KIND's programme, projects and messages
- Entertainment industry — partnership on violence against women programme
- Kudirat Abiola Women's Forum (KAWOF) — partnership on 30 by 11 programme
- Research institution(s) — partnership on gathering facts for effective advocacy

Other Possible NGO or CSO partners:

- National Association of Nigerian Students
- Centre for Democracy & Development
- Baobab for Women's Human Rights
- Media Centre
- Project Alert
- Oodua People's Congress
- National Labour Congress
- FATE Foundation
- Growing Business Foundation

Nigerian companies

Relevant individuals including:

- Non violence and leadership curriculum design experts
- Trainers in the Kudra Programme
- Kudra Liaison at each university
- First Ladies in designated states
- Alumni of Leadership programme
- Progressive senators and members of House of Representatives
- Senators and members of House of Representatives in relevant committees
- Members of states' Houses of Assembly in relevant committees
- Researchers
- Progressive media personalities

Envisaged Programmes

The organization will work in 3 areas:

1. Build and promote a community of women and girls with a service orientation to leadership by offering:

- Kudra and Junior Kudra Training
- Bridge

2. Foster a public environment that enables women's public participation by offering:

- Training to men and women on communicating without violence
- Interlink, which initiates joint action by international and local organizations on two key activities:
 - * Make Women Safe Campaign, which uses theatre to raise awareness about women's experience of violence, raise funds for initiatives aimed at ending violence and galvanize society to introduce legislation to criminalize it; and
 - * 30 by 11 campaign, which is coordinating a national coalition seeking 30% women's representation in political leadership and decision-making positions by 2011

3. Establish a permanent KIND Centre

In italics are the results expected from the proposed activity at the end of the 5th year.

1. Build and promote a community of women and girls with a service orientation to leadership

Kudra & Junior Kudra Training

KIND's leadership programme equipping women with the tools and skills they need to engage effectively in their societies, at all levels. Kudra's achievement in the last planning period was in moving from pilot to full fledged but small programme and then scaling up to reach 1250 young women each year.

In the period covered by this strategic plan, KIND will:

- Continue with the scaled up leadership programme, Kudra, which targets women in universities.

Introduce Junior Kudra for young girls in high schools. The curriculum for Junior Kudra is ready and has been piloted in a Lagos high school in a training workshop for 50 students. The organization will seek to offer the training to about 1000 young girls in up to 5 high schools, mainly in Lagos, annually. A helpline will be set up for young girls to access counselling and support services.

It will also engage other actors in the social space to become an advocate for leadership facilities for

young women. Using the results from the project, KIND will seek to enrol others to the importance of leadership training as a vehicle for equipping women with the tools and skills they need to counter the prevailing socialization for women to be second-class citizens who take a back seat and leave men to run things.

The goal in 'engaging other actors' is to secure additional resources for women's leadership facilities. Securing resources will become a measure of success for the programme. To this end, KIND needs to work to build support within the designated universities for the authorities to adopt the programme and run it on their own. KIND can also offer leadership curriculum and training of trainers' opportunities to existing organizations such that they allocate resources toward this important area of women's social development.

Bridge

Through Bridge, KIND will follow through with Kudra alumni to ensure that the training is having the desired impact by increasing their opportunities to participate in leadership roles in their society. As this will be KIND's main instrument for achieving impact, the organization will need to develop approaches to monitor the ambitions of women that are trained.

Activities to strengthen KIND's ability to engage others:

- Work with partners to gather the facts about the status and representation of women in all areas of the society
- Articulate KIND's leadership principles and express this in all KIND materials
- Develop guidelines for working with partners and initiating activities

Activities to strengthen Kudra's transformational elements:

- Strengthen leadership development curriculum
- Strengthen trainers through continuous training of trainers projects
- Certify trainers
- Provide support for conducting training workshops at designated universities and in high schools across the country from 2008 to 2012
- Develop and provide incentives to encourage trainers to offer the training to large numbers of women in other sectors
- Provide facility for relating trainers to each other and for relating trainers to Kudra alumni
- Develop and provide incentives for recipients of the training to aspire to and contest for leadership positions
- Identify corporate and civil society partners that can offer internships and/jobs to Kudra alumni
- Strengthen KIND clubs as vehicle for continuous transformation and contact for graduates of the programme with trainers and KIND
- Identify liaison on each university campus and at each high school
- Engage university and school authorities on possibility of adopting the programme
- Engage relevant ministries to promote need for leadership training for women at all levels of the society
- Create online forum for programme alumni (see below)
- Connect to international initiatives
- Advocacy for a consensus among university and school authorities with regard to 30% leadership positions in the universities where Kudra is offered.

An online community for young women across the country

In 2008, KIND will develop an online community for young women which will provide -

- A forum for interaction and discussions between young women about issues that concern them
- Counsellors in financial, relationship, career and sexual matters who respond to questions from young women
- Information about events, training opportunities, and resources and a mechanism for connecting to them
- A forum for young women to engage with leaders and organizations

Initially, the forum will be used by graduates of the Kudra programme only. In 2010, KIND can engage the community on opening the online forum to other young women outside of the Kudra alumni.

Result:

- Women in Nigeria have access to leadership training provided by their institutions, associations, companies or government agencies.
- Universities where Kudra is offered agree to a 30% quota for young women in leadership positions for on-campus organizations.
- There is a 30% increase in the number of women in leadership positions in the universities where Kudra is offered.
- There is an increase in the number of women who are succeeding in the different domains by 10 percentage points. They serve as role models, encouraging younger women to dream bigger and aspire higher.

Possible partners:

FIDA (Federation of International Women Lawyers), National Labour Congress, Girl Guides, Oodua People's Congress, National Association of Nigerian Students, FATE Foundation, Growing Business Foundation, Wimbiz etc.

2. Foster A Public Environment That Enables Women's Public Participation

Interlink - 30 by 11

Continue 30 by 11, a campaign aimed at achieving 30% women's representation in decision-making positions by 2011. KIND will initiate various activities to empower women aspirants and to engage stakeholders on the campaign's objectives.

Activities:

- Build a network of allies that span the 36 states — set up 30 by 11 teams in each of the 36 states to help with the activities below.
- Make the Case: Where are Nigeria's Women in Nigeria's Polity?
- Gather the facts and distil information into a League Table
- Release table at annual event, perhaps June 4 or October 1?
- Build capacity of women political aspirants in Lagos
- Offer or, working with a network of NGOs, facilitate the provision of relevant leadership training to aspirants
- Promote aspirants
- Strengthen mechanisms for challenging electoral manipulation.
- Support women holding political positions in Lagos
- Publicize their successes
- Direct relevant leadership training opportunities and information to them
- Engage them to develop understanding of their challenges
- Work with them to achieve results for women and society
- Lobby political parties and influential politicians to adopt mechanisms aimed at securing equitable representation of women such as
- A legal quota for women's participation,
- Making States Female Friendly — an initiative to gain 30% political appointments of women in all states (working with other NGOs)

Results

- Fund provides money to women politicians seeking to challenge electoral malpractice.
- Proportion of women in elective and appointive positions increases by 30%.

Possible partners:

Research partner, Northern Women's Forum (a project of the British Council), British Council centres, FIDA and women's wings of political parties

Interlink: Make Women Safe Campaign

Produce the Vagina Monologues/ Nigerian monologues in Lagos state; develop and offer training to men and women on communicating without violence; and advocate for legislation to criminalize violence against women in 2008 and 2009.

Activities

- Develop and offer training to men and women on communicating without violence.
- Work with peer organizations and scriptwriter to develop Nigerian monologues
- Use partnership assessment process to identify Production Company to produce play
- Promote production effectively by working with professional PR firm
- Target desired audience for criminalizing violence: focus on ensuring that all members of the Lagos state House of Assembly see the performance (could provide free tickets or get Speaker to sponsor the group), as well as Lagos state Inspector General of Police and key policemen. Also invite religious leaders, editors and publishers of newspapers and other opinion-brokers.
- Arrange performances in different areas of Lagos.
- Organize a talk-back session on Funmi Iyanda's TV show New Dawn to generate more conversation. Include members of the State's House of Assembly and victims of domestic violence.

- Lobby for the passage of legislation on domestic violence in Lagos.
- Arrange with international partner for training of law enforcement officers on enforcing legislation.

Set up VM teams in three more states in 2009 and provide them with information on launching performances and organizing the V-Day campaign in these states in 2010 and 2011.

Activities

- Identify teams and invite them to attend Lagos event and conduct coaching session to show them how project was implemented.
- Assess progress made in 2012 and develop new approaches to respond to challenges and build on successes.

Expected Results

- Cultural norms and practices that foster tolerance of violence against women are beginning to change.
- Violence against women is criminalized by at least two states and men are prosecuted for battery.
- The incidence of violence drops significantly by 20 percentage points.

Possible Partners — V-Day

Peer Organizations — Project Alert, Civil Liberties Organization, Media Concern; Production company or team — Lufodo Productions, Chuk Mike or Elvina Ibru; Entertainment icons — King Sunny Ade; PR firm — Sesema PR and grassroots groups

3. Establish a Permanent KIND Centre

- as a physical space for developing and providing services, resources and other forms of support to women**
- as an income generator with halls, seminar rooms and grounds that can be rented out to people in the community for events.**

Activities:

1. Secure land from Lagos State government
2. Initiate a competition for architectural designs suitable for KIND
3. Select a design
4. Raise funds to build centre
5. Build
6. Organize opening ceremony inviting KIND's partners, beneficiaries and media

Result:

- The Centre will better enable KIND to strengthen civil society as the Centre will be a gathering place for women and our allies and a vibrant space for engaging local and international partners to collaborate on projects.
- It also makes KIND a stronger organization operationally and programmatically because it provides streams of income to support the organization and its work, thereby diversifying its funding base.

APPENDIX A: LOGICAL FRAMEWORK

PROGRAMME: Kudra, Junior Kudra & Bridge Programmes

Global Objective	Specific Objective	Activity
To see women play an active role at parity (50%) with men in Nigerian society	<p>An increase in the number of women in universities who join KIND Clubs and commit to take responsibility and action for their own personal lives.</p> <p>An 25% increase in the number of women in universities who take responsibility to provide leadership in their communities, measured by number who contest for positions.</p> <p>A 10% increase in the number of civil society, government and private sector organizations providing leadership facilities for young women.</p>	<p>1.3.1 Offer relevant training to programme staff</p> <p>1.4.1 Get baseline data and develop indicators</p> <p>1.1.1 Conduct bi-annual Training of Trainers to equip young women to offer training</p> <p>1.1.2 Conduct leadership training for women in 5 universities annually and if funding is available for girls in 3 high schools annually</p> <p>1.1.3 Identify Kudra liaison on each campus and school</p> <p>1.1.4 Strengthen KIND Clubs, KIND Leader newsletter and develop online forum for ongoing engagement</p> <p>1.1.5 Offer 'I Want to be President' contests to encourage women to seek leadership positions on campuses</p> <p>1.1.6 Develop incentives for women to gain some financial independence</p> <p>1.1.7 Develop further mentoring and capacity building opportunities for graduates of programme</p> <p>1.1.8 Strengthen community of trainers and facilitate trainers having ongoing relationship with Kudra alumni</p> <p>1.1.9 Develop opportunities for Kudra alumni to conduct step down training for others, particularly girls and young women in rural areas</p> <p>1.2.1 Release documentary about alumni of Kudra programme</p> <p>1.2.2 Engage university and NUC authorities to advocate for leadership facilities for young women</p> <p>1.2.3 Identify political, corporate and civil society partners that can offer internships and/jobs to Kudra alumni</p> <p>1.2.4 Engage university authorities and others to advocate for 30% women in leadership positions in campuses where Kudra is offered</p> <p>1.2.5 Engage other relevant actors and offer capacity building support for providing leadership development facilities to women</p> <p>1.2.6 Identify & participate in public forums where KIND can advocate for leadership formation facilities for young women</p> <p>1.2.7 Identify and facilitate Kudra alumni participation in public forums on issues that affect them</p> <p>1.4.2 Track Young Women's Leadership and Kudra programme alumni</p> <p>1.4.3 Monitoring & Evaluation</p>

RESULTS: Kudra, Junior Kudra & Bridge Programmes

Output	Outcome	Impact
Research report on leadership position of young women in universities	# of young women who contest for leadership positions on campuses	30% proportion of women leaders in campus organizations
Research report on women leaders in society	# of female students in the student union bodies occupying strategic positions like president of student union government (SUG) or speaker of the house.	30% Kudra alumni and trainers occupying strategic leadership positions in the society
1250 young women and up to 1000 girls are trained in 5 universities and up to 5 high schools each year from 2008 to 2012	# of young women providing leadership in their various communities	20% proportion of women leaders in participating organizations and groups
30 young women are trained as trainers every other year from 2008 to 2012	# of campaigns and activities that KIND Clubs initiate on campuses and schools	Junior Kudra – 50% more young girls know their rights and how to protect it in participating schools
3000 KIND Leader newsletter printed quarterly provide a vehicle for young women to engage in public issues and to learn more about women's leadership	# of efforts Kudra alumni initiate in communities	25% more young girls speak up and create a platform for change in participating schools
3000 KIND Leader newsletter printed quarterly provide a vehicle for young women to engage in public issues and to learn more about women's leadership	# of training conducted by trainers outside of Kudra training	
Online forum for Kudra alumni and trainers	KIND Club is active on each campus or school where Kudra is offered (# of meetings held)	
Internships, micro-credit facilities and other services for Kudra alumni	# of women and girls who join KIND Clubs and # who attend meetings	
Kudra and Junior Kudra alumni participate in public forums	Number of active members of Kudra online forum	
Recommendations made to relevant groups about strengthening or creating leadership formation facilities for women	Number of young women starting small businesses while in school	
	Number of universities that develop leadership training facilities for young women	
	Number of political, civil society and corporate organizations that sign on to provide internships and jobs for Kudra alumni	

APPENDIX A: LOGICAL FRAMEWORK

PROGRAMME: 30 by 11

Global Objective	Specific Objective	Activity
<p>Increased number of women in leadership and decision making positions in Nigeria</p> <p>Ensure that there is 30% representation of women in government by 2011</p>	<p>To enable a significant number of women to secure political positions</p>	<p>1b.3.1 Hire Programme Officer and set up team to manage programme</p> <p>1b.3.2 Develop Research and Advocacy capacity for 30 by 11 for positioning and relating in environment</p> <p>1b.3.3 Provide training for staff and partners on developing indicators and monitoring for programme effectiveness</p> <p>1b.3.4 Develop effect and impact linked monitoring system</p> <p>1b.3.5 Develop and use partnership assessment tool and KIND principles to guide collaborations</p> <p>1b.3.6 Strengthen KIND Centre's role as secretariat to support coalition of NGOs working on the campaign</p> <p>1b.4.1 Establish indicators for project</p> <p>1b.2.1 Develop channels such as 30 by 11 teams in all states and 30 by 11 councils to draw external experts to work on the project</p> <p>1b.1.1 Organize:</p> <ul style="list-style-type: none"> • League Table (measure position of states and parties on women's political representation) • Legal fund (prosecute rigged elections) • Lobbying visits to secure commitment of leaders at party and INEC level • PR Campaign to secure and channel public support • Training to empower women to contest • Mentoring (same as above) • Collation of lists of women for governments to consider • Coordination of NGOs working on similar activities (increased effectiveness) by organizing regular meetings, using listserv to facilitate joint planning, secretariat staff sending emails and making calls to keep NGOs informed and engaged • Publicity for women political candidates

RESULTS: 30 by 11

Output	Outcome	Impact
<p>League Table is released every year</p> <p>30 by 11 Council is established</p> <p>30 by 11 teams are set up in 36 states; 12 states every year between 2008 and 2010</p> <p>Effective 30 by 11 coalition with organizations working together in an environment of mutual trust, respect, shared commitment and accountability.</p> <p>Publicity on issue: on TV shows, radio and newspapers</p> <p>30 mentors and mentees in 2010</p> <p>Legal Fund supports 30 cases of women politicians across Nigeria</p> <p>Directory of women politicians made available to state governments & media in 36 states in 2011</p>	<p>Coordination between NGOs working on similar activities</p> <p>Visibility of women politicians</p> <p>Public awareness of issue</p> <p>Synergy with other NGOs</p>	<p>Proportion of women leaders in appointive and elective positions increases to 30%</p>

APPENDIX A: LOGICAL FRAMEWORK

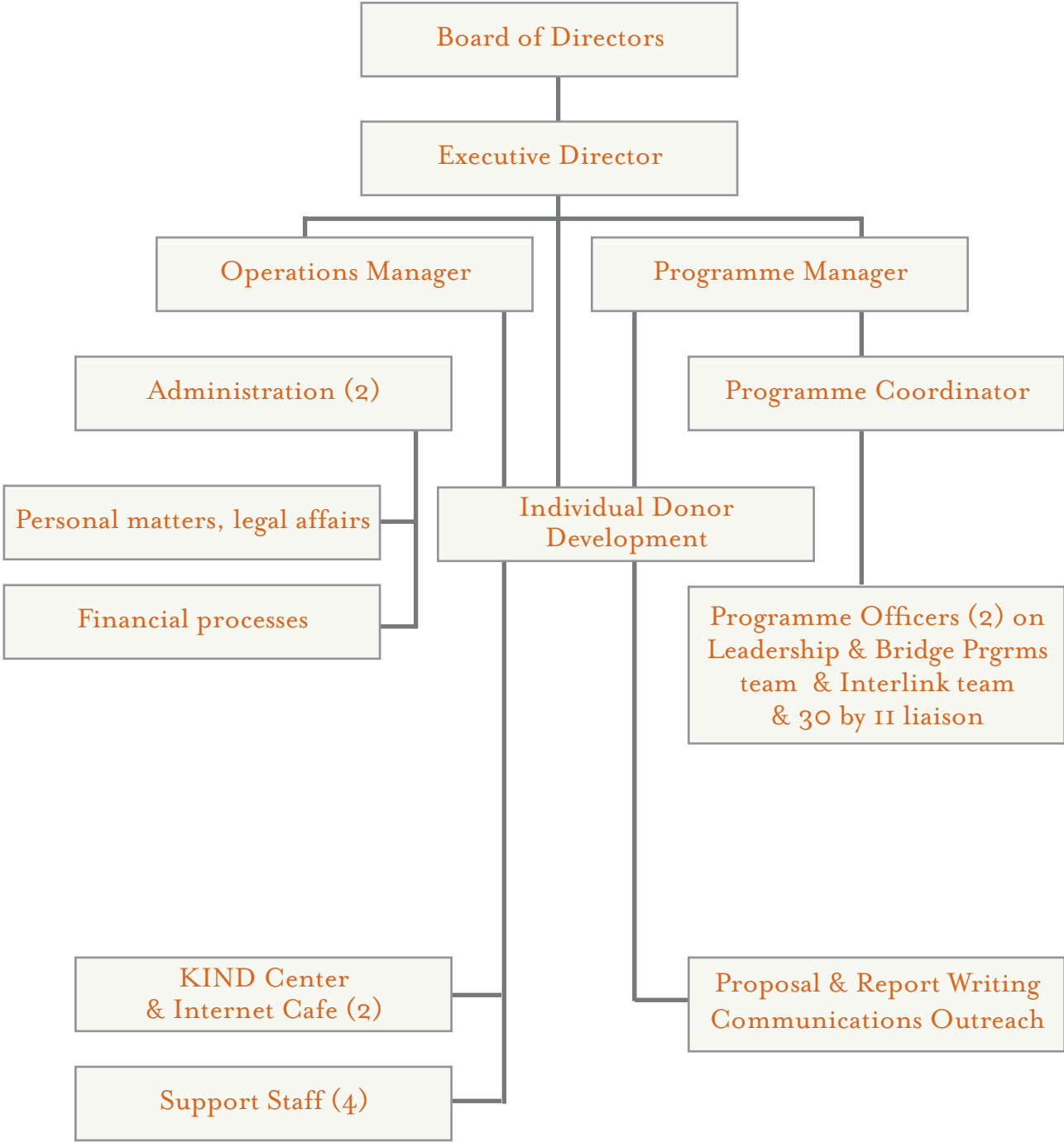
PROGRAMME: Make Women Safe Campaign

Global Objective	Specific Objective	Activity
To secure women's safety, stop violence against women and criminalize acts of violence against women in Nigeria	<p>Create awareness on violence against women.</p> <p>Provide training to equip men and women with the tools and skills for communicating without violence</p> <p>Raise money and other resources to support organizations working to criminalise violence against women and to support victims of violence</p> <p>Build coalition of organizations that work on campaign</p>	<p>2.3.1- Set up KIND's VM programme team</p> <p>2.4.1- Establish programme indicators and carry out routine monitoring and evaluation</p> <p>2.3.2 - Develop a VM team that includes NGOs working on issue of violence against women and production team to organize performance of play in Lagos and Cross River state, then in other states after 2009.</p> <p>2.2.1- Use partnership assessment and guidelines to work with partners</p> <p>2.1.1- Enlist star actresses to act</p> <p>2.2.2- Target audience for actors capable of criminalizing violence</p> <p>2.1.2- Generate a lot of publicity using TV, radio interviews, newspapers and community media</p> <p>2.1.3- Demonstrate popular support for campaign using celebrities (e.g. icons like Sunny Ade)</p> <p>2.2.3- Hold talk back on New Dawn TV show</p> <p>2.2.4- Lobby for legislation at universities and states</p> <p>2.1.4- Give proceeds to organization working to criminalize violence against women</p> <p>2.3.3- Engage KIND partner to train law enforcement officers on enforcing legislation on violence against women.</p> <p>2.1.5 Develop communicating without violence training</p> <p>2.1.6 Pilot training</p> <p>2.1.7 Offer training to women and men in universities, companies and organizations</p>

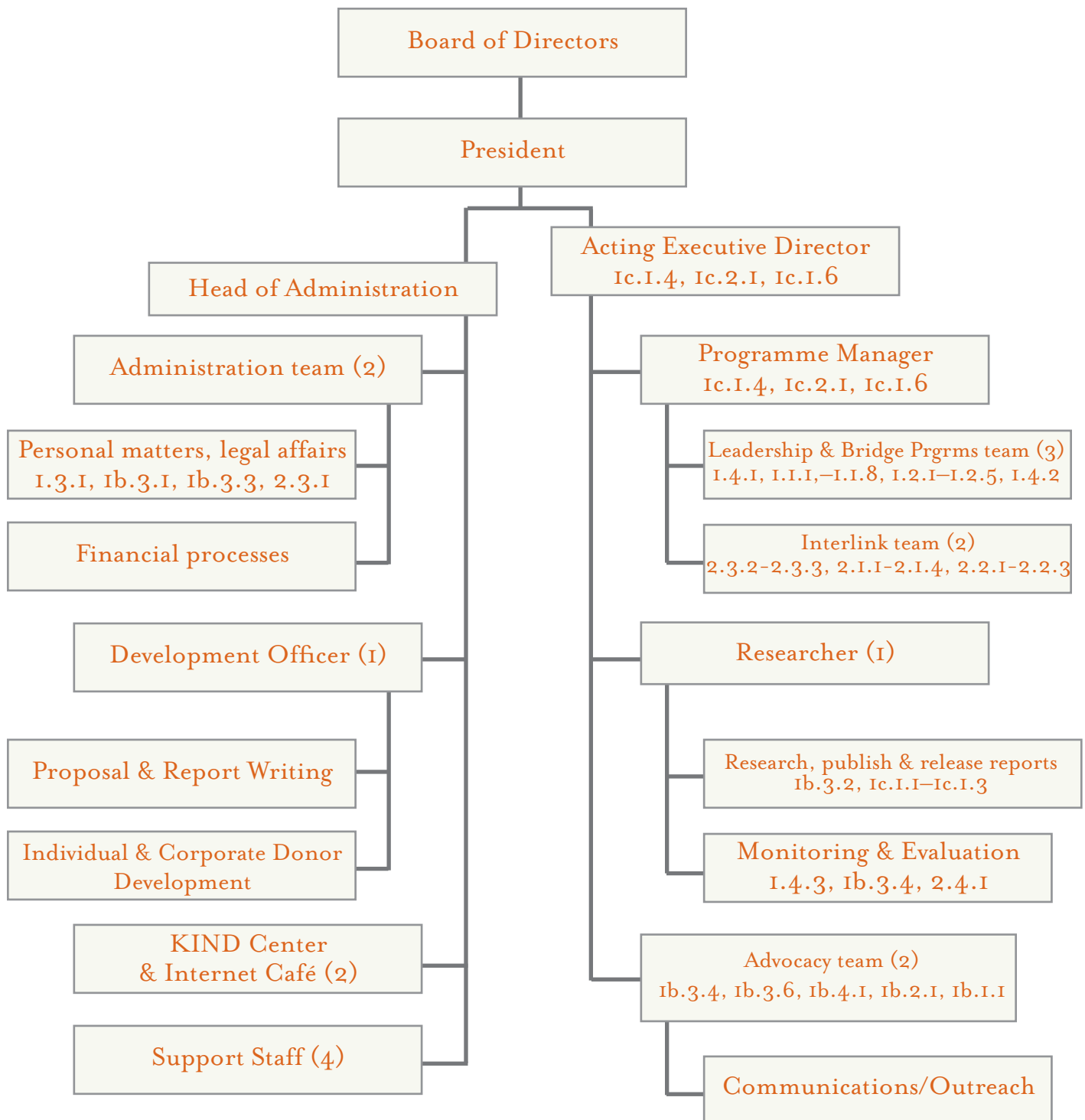
RESULTS: Make Women Safe Campaign

Output	Outcome	Impact
At least 3000 people see the play each year	Raised awareness among the public, in particular people who can influence the issue of violence against women	Women engage in shaping culture by talking about the issue among themselves and with others in the society
At least 100,000 people hear about the issue through the publicity connected with the play	Two states — Lagos and Cross River State — introduce laws to criminalize violence against women	Incidents of women in universities and in Lagos and Cross River State being abused drops
Money raised for anti-violence organizations	Law enforcement officers arrest men accused of committing acts of violence against women and prepare their cases for persecution under new legislation	Cases of men being arrested and persecuted under new legislation
Law enforcement officers trained through KIND partner to enforce the law	Kudra Universities introduce and enforce legislation on sexual harassment	Cases of male professors being charged and persecuted under new legislation
Communicating without Violence curriculum	# of people who are trained to communicate without violence	People's attitudes about violence against women begins to conform with international human rights standards
At least 20 people are trained to deliver the CWV curriculum		Women are better able to protect their rights
At least 500 people are trained in curriculum		Culture becomes more respectful of women's rights

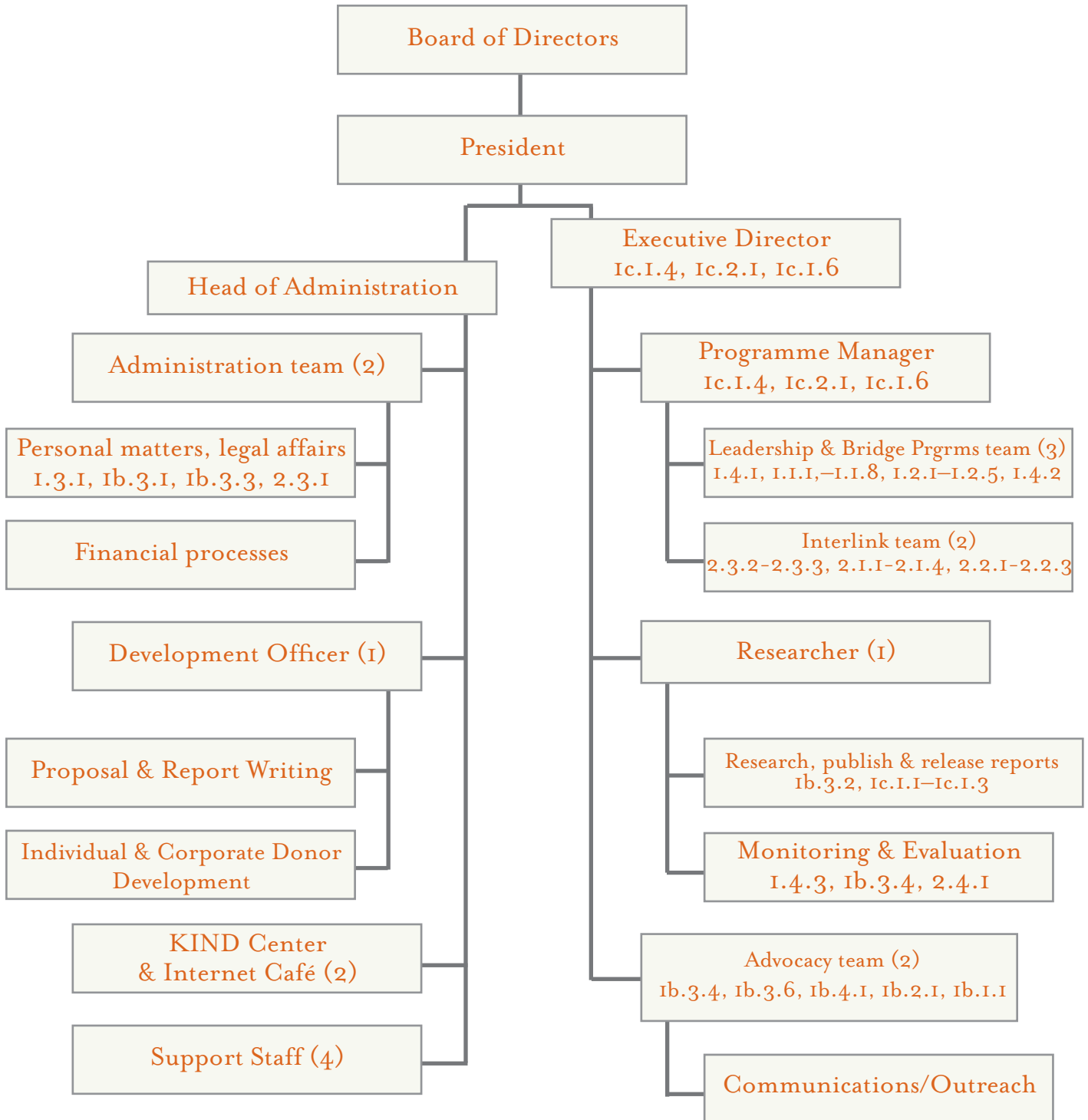
CURRENT ORGANOGRAM



2008 ORGANOGRAM



2009 ORGANOGRAM



ABOUT ORGANOGRAM

About Organogram

In brackets is the number of staff who will work on the designated activity. The numbers in the organigram correspond to the numbers in the logical framework and indicate what tasks and projects different staff members will be working on.

Organizational structure

KIND's organisational structure is lean and efficient. It has a centre in Lagos, Nigeria and a satellite office in New York City, USA. In the coming years it will also establish an office in Abuja. A small Board of Directors as well as a Management Team made up of the Executive Director and the Programme and Operations Managers with a multi-ethnic staff, co-ordinates its activities.

Changes in the Organization

To support this strategy plan, changes will need to be made to the organization's structure. The changes will be effected over a two year period to ensure that the organization's ability to conduct its

activities is not compromised. Beginning in 2008, KIND's plan is to:

- Promote the current Executive Director (ED) to the position of President
- Promote the Programme Manager to the position of Acting ED
- Promote the Operations Manager to the position of Head of Administration
- Hire new staff for the positions that need to be filled.

In 2009, the organization will approve the Acting ED becoming ED if the Acting ED's meets performance criteria that will be determined by the Board. From 2008, the Management Team will be composed of KIND's President, Executive Director, Management Director, and Programme Manager.

Legally speaking, KIND is a not for profit organization registered in Nigeria and the USA. Finances undergo strict scrutiny by independent auditors.

BUDGET

EXPENDITURE (Naira)	2008	2009	2010	2011	2012
<i>Leadership Training</i>	11,241,000	13,000,000	13,050,000	13,050,000	13,100,000
Kudra	7,241,000	7,500,000	7,500,000	7,500,000	7,500,000
Junior Kudra	1,000,000	2,500,000	2,500,000	2,500,000	2,500,000
KIND Leader Newsletter (3000 copies, 2X/yr)	1,500,000	1,500,000	1,550,000	1,550,000	1,600,000
Online Forum	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Kudra Clubs	500,000	500,000	500,000	500,000	500,000
<i>Bridge</i>	1,000,000	1,000,000	1,250,000	1,250,000	1,500,000
<i>Interlink</i>	12,240,000	10,000,000	9,000,000	10,500,000	12,500,000
30 by 11	5,265,000	3,000,000	2,000,000	3,000,000	5,000,000
Make Women Safe Campaign	6,975,000	7,000,000	7,000,000	7,500,000	7,500,000
<i>Other Activities</i>					
Research	2,000,000	2,500,000	2,500,000	2,500,000	3,000,000
Advocacy	1,500,000	1,600,000	1,700,000	1,800,000	1,900,000
Publications	500,000	500,000	550,000	560,000	570,000
Direct cost	28,481,000	28,600,000	28,050,000	29,660,000	32,570,000
Indirect support cost					
15% of Direct cost	4,272,150	4,290,000	4,207,500	4,449,000	4,885,500
Total Programme cost	32,753,150	32,890,000	32,257,500	34,109,000	37,455,500
Office Operations cost	8,500,000	9,000,000	9,500,000	10,000,000	12,000,000
Assets	3,050,000	6,300,000	6,350,000	7,800,000	4,300,000
Acquisition & Development of Property	2,500,000	5,000,000	5,000,000	5,000,000	3,500,000
Motor Vehicle		750,000	750,000	800,000	
Computer Equipment	300,000	400,000	450,000	1,000,000	500,000
Furniture & fittings	250,000	150,000	150,000	1,000,000	300,000
Total Expenditure in naira	44,303,150	48,190,000	48,107,500	51,909,000	53,755,500
Total Expenditure in \$	351,612.30	382,460.32	381,805.56	411,976.19	426,630.95
Total Expenditure in €	276,894.69	301,187.50	300,671.88	324,431.25	335,971.88



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