



**LAWYERS ALERT**  
...Promoting Human Rights



# LAWYERS ALERT STRATEGIC PLAN 2026-2030

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## Contents

|                                                               |    |
|---------------------------------------------------------------|----|
| ACRONYMS .....                                                | 3  |
| FOREWORD & ACKNOWLEDGEMENT by Chair, Governing Board.....     | 4  |
| EXECUTIVE SUMMARY .....                                       | 6  |
| SECTION ONE: INTRODUCTION.....                                | 12 |
| SECTION TWO: THE CONTEXT.....                                 | 14 |
| 2.1 International Context.....                                | 14 |
| 2.2 National Context .....                                    | 16 |
| 2.2 Political Context.....                                    | 16 |
| 2.2.1 Economic Context .....                                  | 18 |
| 2.2.2 Social Context .....                                    | 18 |
| 2.2.3 Technological Context.....                              | 19 |
| 2.2.4 Health (COVID-19) Context .....                         | 20 |
| SECTION THREE: ORGANISATIONAL ASSESSMENT .....                | 20 |
| 3.1 Historical Review of Lawyers Alert.....                   | 20 |
| 3.2 Achievements of Lawyers Alert.....                        | 21 |
| 3.3 Organisational Strengths and Weaknesses .....             | 22 |
| 3.4 Key Challenges, Opportunities and Strategic Choices ..... | 23 |
| 3.5 Stakeholder Analysis and Strategic Focus.....             | 23 |
| SECTION FOUR: STRATEGIC PRIORITIES.....                       | 24 |
| Lawyers Alert Strategic Priorities .....                      | 24 |
| 4.1 Key Actions and Outcomes Strategic Objective One: .....   | 24 |
| Key Actions .....                                             | 24 |
| Key Outcomes.....                                             | 24 |
| Strategic Objective Two: .....                                | 25 |
| Key Actions: .....                                            | 25 |
| Outcomes: .....                                               | 25 |
| Strategic Objective Three: .....                              | 25 |
| Key Actions .....                                             | 26 |
| Outcomes .....                                                | 26 |
| Strategic Objective Four:.....                                | 26 |
| Key Actions: .....                                            | 26 |
| Outcomes: .....                                               | 27 |

|                                                              |    |
|--------------------------------------------------------------|----|
| Key Actions .....                                            | 27 |
| Outcomes .....                                               | 27 |
| Strategic Objective Five:.....                               | 27 |
| Key Actions .....                                            | 27 |
| Outcomes .....                                               | 28 |
| SECTION FIVE: ORGANISATIONAL IMPLICATIONS .....              | 28 |
| 5.1 Governance.....                                          | 28 |
| 5.2 Management .....                                         | 28 |
| The proposed organogram is shown below: .....                | 29 |
| Strategies to develop capabilities and expertise .....       | 34 |
| Fund Raising and Diversification Strategies .....            | 37 |
| Lawyers Alert 5-Year Annual Plan Breakdown (2026–2030) ..... | 42 |

LAWYERS ALERT  
GERIA

## ACRONYMS

ACJA: Administration of Criminal Justice Act  
AIDs: Acquired Immune Deficiency Syndrome  
ATR: African Traditional Religion  
CPC: Community Policing Committee  
CSOs: Civil Society Organisations  
FCT: Federal Capital Territory  
GBV: Gender-Based Violence  
GDP: Gross Domestic Product  
HIV: Human Immune Deficiency Virus  
HR: Human Resources  
HROD: Human Resources and Organizational Development  
ICT: Information, Communication Technology  
IDPs: Internally Displaced Persons  
IT: Information Technology  
IP: Intellectual Property  
M & E: Monitoring and Evaluation  
MDGs: Millennium Development Goals  
MOV: Means of Verification  
NGOs: Non-Governmental Organisations  
OECD: Organisation of Economic Cooperation and Development  
OGP: Open Government Partnership  
OVI: Objectively Verifiable Indicators  
SAP: State Action Plans  
SDGs: Sustainable Development Goals  
SRHR: Sexual and Reproductive Health and Rights  
TB: Tuberculosis  
TRIPS: Trade Related Aspect of Intellectual Property Rights  
UN: United Nations  
UNAIDS. Joint United Nations Programme on HIV/AIDS  
UNDP: United Nations Development Programme  
VAPP: Violence Against People Prohibition Act.

## FOREWORD & ACKNOWLEDGEMENT by Chair, Governing Board

Lawyers Alert is pleased to present its Strategic Plan for the period 2026 -2030. This Plan clearly outlines the strategic vision and goals collectively identified by the Members, Board, Management and Staff towards realizing the Organization's potentials and fulfilling its vision and mission to the world in an effective and efficient manner.

The process of formulating this new strategic document has afforded us the opportunity to take stock of our past including our successes and challenges. It has also helped us to determine what we have been doing right or could have done better in the discharge of our work. Furthermore, it helped in re-examining our vision and mission in order to accurately respond to present challenges and ever-changing needs. This is to enable us to be an active and participating agent in the collective quest for the solution to social challenges, especially in the Human Rights Sector at the national and regional level.

Our thematic focal areas and their attendant results attest to our commitment to achieving excellence through the core function of promoting public safety, security and rights, public and digital health, protecting and defending the Rights of the most vulnerable in the society, especially Women, girls, and other Key Affected Populations in Nigeria.

Our strategies for the above include the involvement of our target populations through legal literacy and other capacity-building options, which empower communities to own their safety outcomes, thereby enhancing security sector accountability, actively demanding the enforcement of their rights and privileges as enshrined in the local, regional, and International instruments. We strongly believe that safeguarding public and digital health, protecting and defending the rights of the people, especially the poor, the most vulnerable, and other Key Affected Populations, can only be most effective and result-oriented, where the victims are actively involved in the process.

In order to implement this strategic focus, we need to develop an enabling environment in which human, financial, and physical resources are appropriately developed, allocated, and deployed to help in attaining sustainable excellence in the protection and defense of Human Rights through our adopted methods. Our Staff will be developed through training and re-training, financial management systems will also be improved and sources of funding for projects and activities will also be expanded. Furthermore, Lawyers Alert will also focus on re-positioning itself through improved media presence and publicity.

This Strategic Plan represents the concerted efforts of Lawyers Alert stakeholders, including Members, the Board of Trustees, the Governing Board, Management, and Staff whose valuable input has been incorporated in this document. We

cannot overlook the invaluable expertise of the Consultants. Let me take this opportunity to thank everyone for giving us so much food for thought during the process of consultation and drafting of the Strategic Plan. I would like to thank, in particular, the Board and Management for approving the Strategic Plan and the Staff who will take up the responsibility for overseeing and monitoring its implementation.

I am sure that, with the collaboration of our talented staff, partners, friends, and well-wishers, the goals we aspire to accomplish will, in time, translate into milestones of which we can be proud. By investing in the future of Lawyers Alert, we are investing in building a better future for Nigeria, Africa, and the entire world. May I thank you heartily for taking an interest in the future of Lawyers Alert and the communities we serve.

*Professor Magdalene Dura*

*July, 2025.*

LAWYERS ALERT  
NIGERIA

## EXECUTIVE SUMMARY

Lawyers Alert was established in 2002 and is duly registered in accordance with the laws of Nigeria and Benue State, where the headquarters of the Organisation is situated. Lawyers Alert is a Law-Based and Human Rights, non-governmental organization (NGO) made up of lawyers and other professionals who are committed to the promotion, protection, and defence of rights of vulnerable and marginalised persons with a special bias for women and girls. The vision of the Organisation is “a world where women and vulnerable groups are free from injustice” and the mission is “to empower women and vulnerable groups through knowledge of their rights and accessible means of enforcing same.”

The Organisation uses the law to create a legal knowledge-based democratic society that will at all times recognise, promote, protect, and enforce the fundamental rights of Nigerians irrespective of creed, race, sex, political affiliations, background, and sexual orientation. There is a huge emphasis on legal literacy born out of the belief that a deep understanding of the law by both the state and the governed would help to create the awareness for the citizens to demand their rights while the state will operate with a high level of clarity, the mandate given to them through the constitution and other statutes of the land. Lawyers Alert foresees a society anchored on an empowered citizenry that will guarantee sustainable and balanced development.

The Organisation lives by the values of Accountability, Transparency, Respect, Integrity & Professionalism.

Lawyers Alert is widely recognized as the leading Civil Society Organisation (CSO) in Nigeria that strategically deploys lawyers to provide free legal services in the promotion and defense of human rights. While such an approach is often seen as difficult to sustain, the organization's efficiency and effectiveness have made it both viable and impactful. In over two decades, this model has not only built significant goodwill and social capital but has also established a strong niche for Lawyers Alert within the human rights and legal aid landscape.

The free legal services have given it massive credibility that can be used for community mobilisation and empowerment. Her reputation precedes her in the use of legal research, documentation, and advocacy to contribute to the improvement of compliance by the State and the demand and enjoyment of rights by the citizenry.

In over two decades of its existence, Lawyers Alert has implemented programs that revolve around its core area of Sexual and Reproductive Health and Rights (SRHR), Gender-Based Violence (GBV) of vulnerable groups, capacity building, and good governance, advocacy, among others.

This strategic plan is the fifth strategic plan since the establishment of the organisation. The leadership and management of Lawyers Alert recognize the need for a new strategic direction for the organization, which will provide a deliberate, calculated and tactical guide in its operation from 2026-2030 as it strengthens its multi-country presence. The strategy document serves a second purpose of being the program of action to be taken by Lawyers Alert to achieve the objectives of delivering on the fresh mandate of the organization while fulfilling its mission and vision as well as sustaining the values it has pledged to live by in the course of its existence.

The strategy takes into consideration the dynamics of both the international and national context, including the recent advent of the COVID-19 pandemic within which Lawyers Alert operates. The plan proposes what Lawyers Alert will do and provides a schematic for performance, monitoring and evaluation. The strategic plan was developed through a highly participatory process that involved the board, management, staff of Lawyers Alert, and partners.

Apparently, the global promotion and protection of the poor, marginalised, and vulnerable populations, which translates to development initiatives on behalf of the world's citizens, is perhaps the greatest challenge faced by mankind. Although every society has inbuilt mechanisms to develop, it is arguable that the strides and pace of development have not truly matched the efforts invested in the process. Just as this contention is played out among development scholars and practitioners, so also is the disputation about the concept of development. Despite the contention, they agree that the interpretation of development is influenced by history, discipline, ideological orientation, and training.

The pace and strides of development have been felt the world over in the past five decades, either positively or negatively. There has been a seven-fold increase in global economic wealth, accompanied by the tripling of average income. However, on the flip side, there has been a confounding and disproportionate spiralling of poverty across the world. What has been identified as the major cause of this economic contradiction is the concentration and control of wealth by a very few of the world's population, leaving the rest of the people of the world to live in grinding and excruciating poverty.

To frontally confront the blight of poverty and ensure sustainable development, the United Nations Millennium Declaration was adopted in September 2000 at a momentous gathering of Heads of States where all Countries of the World committed to doing all that is possible to eradicate poverty, promote human dignity and equality, achieve peace, and sustain democracy and environmental stability. They were lofty but attainable goals, including those dedicated to improving universal primary education, eradicating poverty, promoting gender equality and women's empowerment, reducing child mortality, improving

maternal health, combating HIV/AIDS, TB, malaria, and other diseases ravaging mankind, as well as developing a global partnership for development.

The SDGs are a universal set of goals, targets, and indicators that the UN Member States have used to frame their agendas and political policies (2015-2030). There are 169 targets to achieve the 17 goals. The targets under goal one include reducing by half the number of people living in poverty by 2030 and eradicating extreme poverty (people living on less than \$1.25 a day).

From all indications, Nigeria occupies a special place in Africa and International Affairs. It is by far the most populous country in Africa, but long years of military rule, poor governance, lack of transparency and accountability, lawlessness, economic instability, and human rights violations have produced high levels of poverty, low socioeconomic and development indices, endemic corruption, and poverty in the midst of plenty.

Meanwhile, since its establishment over two decades ago, Lawyers Alert has made great strides and achieved a lot by using its work to engage in peace and conflict management, provided a solid platform for the defense of the rights of people with diverse sexual orientations, strengthened the conversation on sexual and reproductive health and rights, enriched the debate on how to care for, protect persons living with, affected by & most at risk of HIV and TB infection, contributed to the update of policies and practices around access to information, worked on public safety and security issues and has been actively involved in the work to enthrone a virile democracy in Nigeria through engagement with the Judiciary and the Parliament.

Lawyers Alert has been a consistent and committed voice in disability issues, health, and rights, and has participated effectively in transparency, open budgets, legal reforms, and education in Nigeria. Right from the beginning, Lawyers Alert has demonstrated that its in-built capabilities will enable it to make a landmark impact in its areas of engagement.

The apparent strengths of Lawyers Alert include its reputational asset and commitment of the founders; permanent office spaces in Makurdi and Abuja, and access to lawyers on demand for their litigation. It has a broad geographical spread across Nigeria through its network of lawyers in thirty-six States of the Federation. It has a diversified, experienced, passionate, and committed personnel with demonstrated ability to manage programs and finances.

Despite the outstanding attainments, impeccable attributes, and sterling qualities, Lawyers Alert is not without few internal issues that, if not addressed, may impact the years of excellent work. An area with significant growth potential is the visibility and publicity of the organization's interventions. Enhancing digital communication skills and strategically implementing communication plans

would greatly amplify the reach and impact of its work. With its strong track record and credibility, Lawyers Alert is well-positioned to leverage improved visibility to further strengthen its influence and deepen engagement with key stakeholders and the wider public.

With the opportunities available to Lawyers Alert, these challenges can easily be surmounted through training to make Lawyers Alert a more illustrious, distinguished, exceptional and incomparable NGO devoted to the deployment of lawyers and legal resources in resolving the crisis of governance, sexual and reproductive health and rights, empowerment of vulnerable groups, capacity building, redressing human rights violations, legal literacy, poverty, malnutrition, climate change and sustainable development in Nigeria and in the continent of Africa.

The insurgency in Northern Nigeria, the continued threat of rampant and gruesome murders of defenseless villagers in Benue by cattle herdsman, have further raised the specter of insecurity in the nucleus of operation of Lawyers Alert. Across the Niger River, the militancy in the Niger Delta, the self-determination drive in the South East, and the menace of miscreants in the South West have all but increased insecurity nationwide and aggravated poverty in Nigeria. The increasing number of Internally Displaced Persons (IDPs) arising from the continuing acts of insurgency by Boko Haram extremists demands intervention. In addition, development partners are becoming more interested in addressing the challenges facing Nigeria, especially in Northern Nigeria where Lawyers Alert is operating. There are, therefore, great opportunities for Lawyers Alert.

After in-depth analysis, the strategic objectives of Lawyers Alert include public safety, the promotion of human rights within the broad legal literacy program as an enabling right and a tool for citizens' empowerment; empower citizens to demand their rights, promote gender equality, create awareness on, monitor, document and publicize violations of SRHR, eradicate discrimination in all its forms among vulnerable populations, advocate for and promote zero tolerance for incidence of gender-based violence, promote policies and practices that strengthen the legal system and guarantee a free and independent Justice Sector as well as good governance through elections and open budgets. The Organisation will also collaborate with individuals, Organisations, Government Institutions, Networks, and Coalitions that will help in achieving the objectives of the Organisation.

To successfully effect the new strategic plan, Lawyers Alert will ensure that the capacity of staff is enhanced in the areas of perceived and real weaknesses. The Board of Trustees will provide strategic leadership and policy direction for the work of the Organisation and the implementation of this strategic plan. Within

the strategy period, the meetings of the Board of Trustees will be regularly held, episodic or as the need arises. The governance of Lawyers Alert will be enhanced. The Management of the Organisation will continue to be inspired, motivated, and led by the President who will provide the inspiration required by Management Staff to deliver on the mandate.

There is the need for staff to pay greater attention to how to maximise the use of the quality and quantity of data and information that the Organisation generates as well as the quality of partners who will help Lawyers Alert to deliver on the strategy. During the strategy period, the M & E Department must be strengthened. The Human Resource and Organisational Development (HROD) system will be re-organised within the strategy period by the Consultant that has been given the responsibility to improve the HROD. The Consultant is expected to overhaul the current system of staff appraisal while capacity development will be improved upon to match current trends. HROD will be a key priority for the success of this strategy. The Staff quality will still be enhanced. Every new Staff will be given comprehensive induction on the strategic plan and program focus of the Organisation as well as the systems and procedures in the Organisation.

The values of the Organisation will be operationalized to ensure that Staff fully understand and internalize the mission, vision, and core values of the Organisation. The Staff of the Organisation will be trained to implement the strategic plan, focusing on strategy, people, and work plans. The staff appraisal process will be standardized, and capacity building will be given priority. Staff will be trained on fundraising, project management, communication, advocacy, monitoring, and evaluation. Lawyers Alert will design a strategy on resources mobilization that will be in sync with systems for mobilizing resources from development partners, governments and philanthropists who share the vision and mission of the Organisation. Institutional development for Lawyers Alert is crucial in making this strategy work.

The quality of communication will be improved. Both internal and external communications will be enhanced. Lateral and vertical communication between the Board of Trustees, Management and Staff will be boosted. The use of mainstream and social media in communication will be enhanced. The visibility of the Organisation will be made better through strategic communication and external relations. Lawyers Alert is aware that there are huge gaps that need strengthening to optimize its use of communication and publicity tools. The Lawyers Alert's library/Information and Communication Technology (ICT) Unit would be stocked with contemporary e-books, magazines, and software to enhance the quality of knowledge available to Staff and Board Members. These areas would be managed by proven and competent professionals.

The ICT unit with its permanent Staff would be provided with adequate resources to enable it to efficiently take charge of issues related to ICT and provide regular guidance on the use of tools that will enhance the competencies of the Staff and Organisation in this area. Staff training will also bring about the understanding of key communication principles that will increase publicity and visibility of the Organisation and its projects as they will be more widely disseminated, including the use of scholarly publications and all forms of communications commonly available.

Lawyers Alert also needs to put in place a comprehensive and formalized Information Management System (IMS), systematic filing, archiving, and retrieval of documents. But there is still room for improvement, which the re-training of Staff members will help to really improve and ensure that the staff have the needed capacity to deliver on what the strategy demands to be successful.

Finally, the role of M & E in the successful implementation of the strategy bears re-emphasizing. A key step towards the institutionalization of monitoring and evaluation in Lawyers Alert is the development of a monitoring and evaluation (M&E) framework specifically for this strategic plan. This monitoring and evaluation framework will help in the implementation of this strategic plan. Management must operationalize the monitoring and evaluation framework through routine data collection, surveys, progress monitoring,

LAWYERS ALERT

## SECTION ONE: INTRODUCTION

### **1.1 Background**

Lawyers Alert was established in 2002. The headquarters is in Makurdi, Benue State, North Central Nigeria with a Field Office in Abuja, FCT. The Organisation comprises substantially of lawyers and other professionals committed to the entrenchment of democracy, rule of law and socio-economic development of Nigeria with particular emphasis on women and girls.

### **1.2 Vision**

A world where women and vulnerable groups are free from injustice.

### **1.3 Mission**

To empower women and vulnerable groups through knowledge of their rights and accessible means of enforcing the same.

### **1.4 Values**

Lawyers Alert shall be guided by the values of:

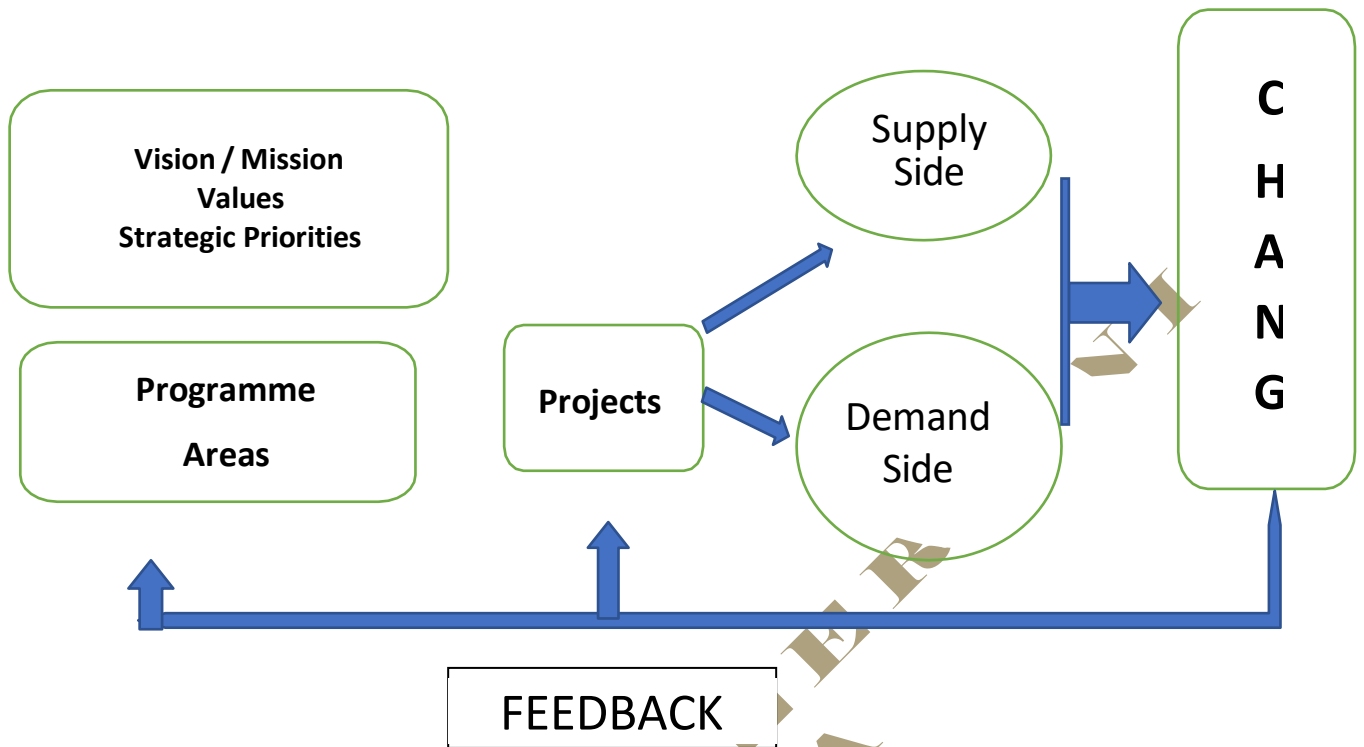
Accountability and Transparency, Respect, Integrity, Professionalism,

The values can be remembered by the acronym **ATRIP**.

### **1.5 Our Theory of Change**

One key component that drives the work of Lawyers Alert is the Organisation's theory of change. The thrust of the theory of change is the belief that the continued improvement of compliance with human rights by the State is only possible and sustainable if activities are designed to engage stakeholders in government, civil society and vulnerable populations through combined strategies of supply and demand.

### **Lawyers Alert Theory of Change**



The supply-side addresses capacity deficits that impede effective and efficient response to citizens' demand for improved service and accountability; while the demand side empowers citizens and disenfranchised stakeholders to advocate for better service.

### **1.6 Purpose of the Strategy**

Since its establishment in 2002, Lawyers Alert has been implementing programs especially in the areas of gender-based violence, sexual and reproductive health and rights, persons living with, affected by & most at risk of HIV infection, vulnerable and excluded groups/communities, strengthening the legal system and in the broad thematic areas of elections, constitutional amendment, open budgets in ways that serve marginalized and vulnerable groups.

This Strategic Plan is the fourth strategic plan since the establishment of the organization. The Leadership and Management of Lawyers Alert recognize the need for a strategic plan to act as a practical guide to the action of the Organisation from 2021-2025. This strategic plan has been developed based on examination of the external and internal context within which Lawyers Alert operates as well as an assessment of the strengths and weaknesses of the organization.

The purpose of the Strategic Plan is therefore to provide a strategic direction for Lawyers Alert, the programme of action to be taken to achieve the objectives of

setting up the organization and also taking into consideration the international and national context of operations. The plan will propose what Lawyers Alert will do and provide a framework for performance and monitoring.

### **1.7 Strategy Development Process**

This Strategic Plan was developed through a participatory process that will engender ownership of the process by the Board, Management, and Staff of Lawyers Alert. The process of developing the strategic plan is an initiative of the Board that led to the establishment of a Strategic Plan committee made up of the following people:

|                     |   |           |
|---------------------|---|-----------|
| Mr. Rommy Mom       | - | Chair     |
| Ms. Jerome Uneje    | - | Secretary |
| Ms. Isese Sor       | - | Member    |
| Mr. Yemi Agoro      | - | Member    |
| Mr. Bamidele Jacobs | - | Member    |
| Ms. Peace Okeshola  | - | Member    |

From 23rd June to 30th June, 2025, Lawyers Alert organized to review the strategic plan, analyse the context in which the organization is operating, and the stakeholders, and propose a strategic direction for the organization.

The draft strategy produced was subjected to validation by stakeholders on the 7th July, 2025. The validation conference was attended by members of the Board of Trustees, Staff, stakeholders, and Partners.

The final copy was approved by the Board of Trustees on the 9th of July 2025.

## **SECTION TWO: THE CONTEXT**

### **2.1 International Context**

The convergence of worsening climate impacts, persistent pandemic threats, and the return of Trump’s presidency is creating a challenging environment for international development and public safety in Africa. Climate-induced shocks are increasing humanitarian needs while access to global climate finance stalls.

Pandemic preparedness is weakened by fragile health systems and declining U.S. support for multilateral health efforts.

These risks are deepening inequality, reversing development gains, and weakening Africa’s ability to respond to crises; compromising public safety through rising insecurity, strained emergency services, and growing displacement. It also hinders progress in digital health, as underfunded systems struggle to scale innovations needed for disease surveillance, remote care, and climate-sensitive health responses.

At a deeper level, the global commitment to protecting the poor, marginalized, and vulnerable—core to development efforts—faces unprecedented challenges. While all

societies possess mechanisms for growth, the actual pace and quality of development often fall short of the investments made. Scholars and practitioners continue to debate the true meaning of development, recognizing that its interpretation is shaped by history, ideology, discipline, and training.

Over the past five decades, the world has seen remarkable economic growth: global wealth has increased sevenfold, and average incomes have tripled. Yet, paradoxically, poverty continues to spiral, disproportionately affecting billions. This contradiction is largely fueled by extreme wealth concentration. A small elite controls a vast share of the world's resources, while the majority live in grinding poverty.

To illustrate, as of February 2020, data from financial website [Learnbonds.com](https://www.learnbonds.com) revealed that the combined wealth of the world's ten richest individuals exceeds the total GDP of the 85 poorest countries combined. This stark imbalance underscores the urgent need for more inclusive, equitable development strategies.

It is reported that in the Organisation for Economic Co-operation (OECD) Countries income inequality has been at its highest level in the past fifty years.<sup>iv</sup> Poverty has become a global scourge that must be decisively addressed and surmounted. To frontally confront the blight of poverty and ensure sustainable development, the United Nations Millennium Declaration was adopted in September 2000 at a momentous gathering of Heads of States where all countries of the world committed to do all that is possible to eradicate poverty, promote human dignity and equality, achieve peace, sustain democracy and environmental stability. They were lofty but attainable goals including those dedicated to improving universal primary education, eradicating poverty, promoting gender equality and women empowerment, reducing child mortality, improving maternal health, combating HIV/AIDS, malaria and other diseases ravaging mankind as well as developing a global partnership for development.

Following the inabilities of the Millennium Development Goals (MDGs) to meet the challenges of global development plans, a new concept; Sustainable Development became the norm for meeting the needs for development drive. The plan became popular with the 1987 publication of the Brundtland report titled *Our Common Future*.<sup>v</sup> It is an idea with which governments, civil society, politicians, and the international community worked for upwards of two decades. The established definition of sustainable development as “development which meets the needs of the present without compromising the ability of future generation to meet their own needs”.<sup>vi</sup>

It is pertinent to note that after several decades of deploying and operating the scheme the results have been underwhelming and not commensurate with expectations. The Sustainable Development Goals (SDGs) are therefore a global attempt at tweaking the operations and implementation of sustainable development. The MDGs which ended in 2015 was expected to be the silver bullet that would kill the incidences afflicting over one billion people living on the World Bank measure of poverty of less than \$1.25 a day.<sup>vii</sup> The SDGs which enumerates new indicators, targets and goals are the frameworks for UN members' agenda and political policies from 2015 to 2030.

## **2.2 National Context**

The geographical expression referred to as Nigeria is situated on the West Coast of Africa, on latitudes 4° north of the Equator and latitudes 3° and 14° on the East of the Greenwich Meridian. It is bordered on the East by Cameroon and Chad, on the West by the Benin Republic, on the South by the Coast of Guinea and on the North by the Niger Republic. It occupies a landmass of 923,768 square kilometres with an estimated population of 140,431,790 million according to the 2006 population census. The estimated population figure in 2010 was 154,728,892 million while it is estimated that 182,000,000 million is the population figure in 2017. The vegetation is made up of different belts such as the Mangrove swamp, Freshwater swamp, Equatorial rain and the Monsoon or Deciduous forest belt.

With an extraordinarily rich ethnic and linguistic diversity Nigeria has over 250 ethnic groups and four hundred languages and dialects. Nigeria is multi-religious with Christianity, Islam, and African Traditional Religion (ATR) being the main religious affiliations. The country is a federation of thirty-six states and a Federal Capital Territory (FCT). There are 774 Local Government Areas in the States and six Area Councils in the FCT for ease of administration. The thirty-six states are further grouped into six geographical zones in the South-south, Southeast, Southwest, Northeast, Northwest and Northcentral.

### **2.2 Political Context**

As the country with the largest concentration of black people in the world and the most populous country in Africa, Nigeria stands in a special position in continental and international affairs. The country which became independent in October 1960 and became a republic in 1963 has had political experiences that covered both the parliamentary and presidential system of government as well as military interregnums in the past 57 years. The military has ruled for 30 of those 57 years which had led the country to be both politically and economically adrift and susceptible to militancy, despotism, lawlessness, lack of transparency and accountability, disrespect for the rule of law, poor governance, economic instability and gross human rights violations. Nigeria has in the past 57 years had eight military Heads of State and six civilian presidents.

The return to participatory democracy began in 1999 with the administration of Chief Olusegun Obasanjo; a retired military general who once ruled the nation from 1976-1979. He was re-elected in 2003. He was replaced by Alhaji Umaru Musa Yar'Adua following the April 2007 elections. Yar'Adua who died in office was replaced by his Vice President, Dr Goodluck Jonathan. When elections were held in April 2011, Dr Jonathan was elected President in an election that was regarded by both local and international observers to be free, fair, and credible.

However, the elections were marred by post-election violence. In 2015, President Muhammadu Buhari, who was also a military Head of State from 1983-1984 was elected President.

President Muhammadu Buhari was re-elected in 2019 but the political and electoral gains that were made in 2015 were reversed as the elections were marred by massive voter apathy as many citizens refused to show up to perform their civic duties apparently in protest against what they believe was the interference in the electoral process by the ruling party.

President Bola Ahmed Tinubu was elected in 2023 with his “Renewed Hope Agenda” which has brought both progress and challenges in addressing public safety and security in Nigeria. On the positive side, increased defense spending, mass police recruitment, and the creation of specialized security units have led to some successes. However, the impact remains uneven, as persistent violence in states like Benue and Plateau, continued kidnappings, and slow implementation of police reforms and public safety insights highlight deep-rooted structural issues. While Tinubu’s efforts signal a commitment to improving security, the mixed results underscore the need for more inclusive, accountable, and community-based approaches.

The prevailing challenges to public safety and security in Nigeria are deeply intertwined with the country's current political climate, which is marked by governance deficits, weak institutional accountability, and widespread public disillusionment. Despite political promises of reform and security sector overhaul, successive administrations have struggled to address the root causes of insecurity—such as corruption, political interference in law enforcement, and lack of coordination among security agencies. The growing perception that security is politicized or selectively enforced has eroded citizens' confidence in the government’s ability to protect them. This has not only increased the legitimacy crisis facing political leaders but also fueled voter apathy, especially in conflict-prone regions where electoral violence and intimidation remain rampant.

Moreover, the political neglect of marginalized and high-risk communities has created a vacuum that non-state actors, including armed groups and vigilantes, are increasingly filling. The failure to implement inclusive and community-driven security strategies has allowed these groups to gain control, sometimes with tacit political backing, thereby undermining state authority. This breakdown in state monopoly over the use of force is symptomatic of a broader governance crisis that threatens national unity and democratic consolidation. As political actors prepare for upcoming elections and transitions, addressing public safety must move beyond rhetoric to meaningful institutional reforms, or the country risks deeper instability and prolonged insecurity.

### **2.2.1 Economic Context**

The state of the Nigerian economy is perplexing and bewildering. The state of widespread and wholesale poverty and lack in the midst of plenty is incomprehensible. With the production of more than 2.4 million barrels of oil per day, the nation is the largest producer of crude oil in Africa and the thirteenth in the world. She also has the largest deposit of gas in Africa at 190 trillion standard cubic feet, a large expanse of arable land and a huge human resource. Nigeria is home to the second-largest number of poor people after India. The year 2000-2015 saw a significant growth of 6-8 percent in the GDP from 2-3 percent recorded from 1990-1999.

Nigeria's economic condition remains in a state of distress because the country has implemented poor economic policies over a long stretch of time. The country has been economically unstable even in periods of slight economic growth. It has a mono-culture economy that relies solely on oil that accounts for 99 percent of export revenues, 78 percent of government revenues and 38.8 percent of GDP. The years of over-reliance on oil destroyed the attempt to diversify the economy. With the crash in prices of oil and the resulting drop in foreign exchange earnings, the country has fallen into recession and has struggled to deliver on the basic needs of the people.

### **2.2.2 Social Context**

In the global ranking of nations, Nigeria occupies an abysmally and depressingly low position for all its resources. The Human Development Report published by UNDP in 2013 ranked Nigeria at 156 out of 187 countries. The nation has not fared any better with the international corruption watch group; Transparency International (TI) which has consistently ranked Nigeria amongst the world most corrupt countries in its Corruption Perception Index. In the December 2012 report, Nigeria was ranked 143 out of 183 countries under review. In its 2015 report, Nigeria was ranked 136 out of 170 Countries. In February 2020 Nigeria was ranked 146 most corrupt country out of 180. It is two levels of 144 lower than the ranking of 2018. The level of sleaze in financial dealings in the Country is monumental with large scale corruption leading to the ever-increasing incidence of poverty.

Apparently, there is a direct relationship between increasing poverty and insecurity. Anywhere there is conflict and insecurity, it is expected that poverty will increase. This increase in poverty provides further fodder for insecurity to thrive, and the vicious cycle is repeated. Studies from The Brookings Institute explained that only 10 percent of the global poor live in stable, low-income countries, while 40 percent live in fragile and conflict- affected countries, and 50 percent in middle-income countries. It implies that poverty is low in stable low-income countries but high in countries where conflict is being experienced. There

is also the correlation that the prevalence of inequality engenders poverty in middle-income countries.

### **2.2.3 Technological Context**

Nigeria is a technologically challenged country that lacks the basic requirements of a developing nation in the twenty-first century. Nigeria has so little to show by way of intervention in growing a technology culture. Nigeria is unable to produce the equipment needed for Her core industries like oil production and agriculture. One technology sector where significant progress has been made is in Information Communication Technology (ICT) and the use of the Global System for Mobile Communication (GSM). Although Nigeria provided a robust enabling environment for the sector to bloom, the majority of the hardware, including the computers, phones, and accessories are all imported. Nigeria currently has 125,728,328 connected lines and a teledensity of 107 percent.

The Phenomenal growth is due mainly to the strong presence of the private sector which has made a huge investment in the past decade and greatly impacted the growth, especially in GSM usage. This has opened the communication space with an active population that uses social media for democratizing information exchange. The huge number of Nigerians on social media platforms is estimated to be about 16 million at the end of February 2016. The presence of Nigerians in the cyber world has created a consciousness about their rights in several issues including health, politics, and business.

The rise of digital health technologies in Nigeria—such as mobile health applications, telemedicine platforms, and electronic medical records has created new opportunities to improve healthcare access, especially in remote and underserved communities. According to a 2023 report by the Nigeria Health Watch, over 60% of Nigerians now use some form of digital health tool, ranging from WhatsApp consultations to mobile health reminders. However, this digital transition has outpaced regulatory safeguards, exposing citizens to risks such as data breaches, unauthorized sharing of personal health information, and lack of informed consent. For vulnerable populations including people living with HIV, survivors of gender-based violence, and persons with disabilities, these breaches can lead to stigma, discrimination, and loss of trust in healthcare systems. Additionally, low digital literacy and unequal access to internet services mean that rural and low-income citizens are often excluded from the benefits of digital health innovations. This underscores the urgent need to advocate for rights-based digital health policies, public legal awareness, and protections that ensure all Nigerians can access digital health services safely, equitably, and without fear of rights violations.

#### **2.2.4 Health (COVID-19) Context**

Coronavirus disease 2019 (COVID-19), xiii which was previously known as a 2019-novel coronavirus (2019- nCoV), was first reported in Wuhan, China in December 2019. The disease evolved into a serious global emergency, leading to its declaration as a pandemic.

The index case, xiv in Nigeria was recorded in February 2020, with an increasing number of cases daily till it began to flatten out in August 2020. The initial forecast for Nigeria was gloomy with an expectation of the worse effects of the disease by the end of the pandemic. The projection was based on the fragile health systems in the country, which was believed and rightly too, will not be capable of responding adequately. The outbreak of the pandemic redefined all social, economic, and political plans in the country.

An economy that was already in recession, bottomed out and there was hardly a response that could cater for the new demands especially for the vulnerable populations. The telecommunication sector could not effectively handle remote system of work, the physical distancing protocols and wearing of face masks to minimize the spread were obeyed in the breach. This was a source of concern, especially in the event of increased outbreaks. The pandemic has grave implications for work with and for vulnerable and marginalized groups who do not have access to resources to live the new normal of remote work, virtual spaces, unhindered access to care or relief and the observance of the myriad protocols of COVID-19.

### **SECTION THREE: ORGANISATIONAL ASSESSMENT**

#### **3.1 Historical Review of Lawyers Alert**

Lawyers Alert was formed in 2002. Since its inception, the activities of Lawyers Alert are focused on the protection and the defense of the rights of vulnerable and marginalised citizens especially women and girls. The activities include programme/project formulation and implementation, advocacy, mobilization, training, support, free legal services and general facilitation of issues, for people, systems, and institutions in the areas of gender-based violence, sexual and reproductive health and rights, persons living with, affected by & most at risk of HIV infection, vulnerable and excluded groups, strengthening the legal system as well as in the broad thematic areas of elections, constitutional amendment, open budgets in ways that serve marginalized and vulnerable groups. Although all the above remains the organisation's core area of programmes, this strategic plan will focus on issues SRHR, TB, Human Trafficking and Petty Offences related violations towards evidence- based advocacy with a focus on vulnerable groups.

Lawyers Alert engages in research with a view to identifying the causes of human

rights violations, and subsequently, offer and solicit for local and international assistance towards addressing these problems. The activities of Lawyers Alert are largely pro-poor with the offer of free legal services to the great majority of persons whose rights are breached almost every day across the length and breadth of Nigeria. Lawyers Alert identifies through research, the most effective ways of rendering direct assistance and support towards protecting and defending the rights of vulnerable and marginalised people especially girls and women.

Lawyers Alert also provides paralegal training for its beneficiaries to broaden their level of legal literacy and to deepen their understanding of the judicial system and use it to demand for their rights. Overall, the Organisation engages in all these activities with the aim of enhancing the capacity of the vulnerable population so that the Country and by extension, the world will be a place where vulnerable populations especially women and girls are free from injustice.

### **3.2 Achievements of Lawyers Alert**

Since its establishment over twenty years ago, Lawyers Alert has recorded a lot of achievements in the protection and the defense of the rights of vulnerable and marginalised citizenry especially women and girls. The activities include program/project formulation and implementation, advocacy, mobilization, training, support, free legal services and general facilitation of issues, for people, systems, and institutions in the areas of Gender-Based violence, sexual and reproductive health and rights, persons living with, affected by & most at risk of HIV infection, vulnerable and excluded groups/communities, strengthening the legal system as well as in the broad thematic areas of elections, constitutional amendment, open budgets in ways that serve marginalized and vulnerable groups.

The North Central geopolitical Zone where Lawyers Alert operates has a staggering level of poverty at 45.7% from the figures provided by the Central Bank of Nigeria and the National Bureau of Statistics. <sup>xv</sup> It is number 2 on the National Statistics of HIV/AIDS with a 2.0% infection rate. The Oxford Poverty Human Development Initiative put the North Central zone at 0.413-0.4782 making it the third poorest zone in the Country. Benue State became the theatre of gross human rights violations in the wake of the wholesale killings of citizens in that State by cattle herdsman between 2018 and 2019. The economic and social effects of all those attacks carried out since 2009 still lingers across the region. It is therefore compelling that the promotion of human rights, sexual and reproductive health and rights, issues with persons living with, affected by & most at risk of HIV infection, vulnerable and excluded groups/communities remain some of the focal areas of intervention.

Along with its numerous partners, Lawyers Alert made a tremendous impact in its areas of engagement. It has created milestones that are impacting and will continue to provide innovative ways of responding to the crisis in the health sector, governance system and the judicial sector. The grants accessed by

Lawyers Alert in the last strategic period were from the following donors OSF, StopTB Partnership, Gender Equality Fund, Afya na Haki, Solidarity Centre, CIVICUS, Situation Room, Palladium-SCALE, RAES, REDRESS Trust, Grand Challenge, Elton John Foundation, AmplifyChange UK, South Africa Litigation Center (SALC), Open Society Initiative for West Africa (OSIWA), etc. There were also grants from Anonymous funders.

### **3.3 Organisational Strengths and Weaknesses**

Lawyers Alert from inception has exhibited some strength which enabled it to achieve a lot within a short time span. The primary strength of Lawyers Alert is the reputational asset and commitment of the founders. In addition, Lawyers Alert has office spaces in Makurdi, the headquarters and Abuja. It also has experienced, passionate, and committed staff; and a track record of efficient and effective programme and financial management.

But there are some issues that have served as a drawback since the organisation was established in 2002. These include at the beginning, inadequate documentation of its work; publicity and visibility; which has been redressed and lately, lack of strategic communication, lack of systematic human resource and organizational management.

Despite the challenges identified above, there are opportunities for Lawyers Alert to move beyond Africa on SRHR, TB, Human Trafficking and Petty Offences related violations towards evidence-based advocacy with a focus on vulnerable groups, human rights monitoring and documentation, sexual and reproductive health and rights, gender-based violence, transparency and in the broad thematic areas of elections, constitutional amendment, open budgets in ways that serve marginalized and vulnerable groups.

The insurgency in Northern Nigeria and the pandemic have further aggravated poverty in Nigeria. The increasing number of Internally Displaced Persons (IDPs) arising from the continuing acts of insurgency from Boko Haram demands the Organisation's intervention. In addition, development partners are becoming more interested in addressing the challenges facing Nigeria, especially in the North. There is therefore a great opportunity for Lawyers Alert being an NGO that is professionally managed with systems and mechanisms as well as a track record of delivering results in about two decades. The Organisation can leverage the network of the founding fathers with different tiers of government and development partners.

It has been recognized, however, that there are certain factors that can serve as a threat to the work of the organization. First, is the continuing security challenge in Northern Nigeria, self-determination in South West and Eastern Nigeria and cases of resource control agitations in the South-south. Related to this is the threat of political instability occasioned by increasing insecurity and mass poverty. Finally, corruption is widespread and undermining effective governance

in the country.

### **3.4 Key Challenges, Opportunities and Strategic Choices**

As noted above, since its establishment, the Organisation has been faced with a couple of challenges. But in all, the organisation has stayed dedicated to its mission and vision, remained strong and proved to be resilient and elastic enough to stay above the problems plaguing NGOs in Nigeria. Meanwhile, the fund-raising strategy lacks a systematic approach to resource mobilization. However, there are a lot of opportunities including the increasing developmental challenges in Northern Nigeria and the Country to enable it to raise funds even for activities in the region and in the continent. Another motivation to work is the willingness of Development Partners to engage in the core issues of the organisation.

This Strategic Plan is intended to seize these opportunities and focus on strategic direction that will impact the development trajectory of vulnerable populations in Nigeria. Lawyers Alert will therefore focus on issues that will be catalytic and impactful on the development of Nigeria with an eye for serving the vulnerable and marginalized population across the world.

Lawyers Alert will focus on issues that will make it respond appropriately on SRHR, TB, Public Safety, Public Health and Digital Rights, Human Trafficking and Petty Offences related violations towards evidence-based advocacy with a focus on vulnerable groups, provision of free legal services as well as working to improve the lapses noticeable in broad thematic areas of elections, constitutional amendment, open budgets in ways that serve marginalized and vulnerable groups.

### **3.5 Stakeholder Analysis and Strategic Focus**

For over two decades, Lawyers Alert has interacted with multiple stakeholders, including the Board of Trustees, Development Partners, Federal, State and Local Governments in Nigeria, civil society organizations, project beneficiaries, legislators, media, religious leaders, community leaders, private companies, philanthropists and former staff of the organisation.

Some of the stakeholders have significant powers and have a high level of interest in Lawyers Alert activities such as the founding fathers, board of trustees, and development partners. In the coming years, Lawyers Alert must engage these stakeholders fully in its decisions and actions. The organisation will also engage robustly with some of the other stakeholders such as CSOs, media and researchers who are crucial for the implementation of this strategic plan. Other stakeholders such as beneficiaries and former staff who show a lot of interest and support for the organisation's activities will be regularly informed and carried along.

## SECTION FOUR: STRATEGIC PRIORITIES

### Lawyers Alert Strategic Priorities

In line with the contextual analysis, vision, and mission, the strategic objectives of Lawyers Alert will be as follows:

- To enhance staff capacity towards repositioning Lawyers Alert for the delivery of its programs and mandate in other African countries and the world at large.
- To enhance access to justice, public safety by empowering communities to own their safety outcomes, thereby enhancing security sector accountability.
- To promote the safeguarding of public and digital health and the enforcement of rights and privileges as enshrined in the local, regional, and International instruments.
- To research, monitor, document, and create awareness on SRHR, TB, Human Trafficking, and Petty Offences related violations towards evidence-based advocacy with a focus on vulnerable groups.
- To promote and advocate for good governance in Nigeria across the broad thematic areas of Elections, Constitutional Amendment, Open Budgets in ways that serve marginalized and vulnerable groups.

#### 4.1 Key Actions and Outcomes Strategic Objective One:

To enhance staff capacity towards repositioning Lawyers Alert for the delivery of its programs and mandate.

##### Key Actions

- Conduct capacity needs assessment, training and re-training for staff including exposure to international best practices.
- Conduct training and re-training for staff on Fundraising, Communication, Documentation, IT, Gender, Youth, Human Resource and Organizational Development (HROD), Finance, etc.
- Operationalize the values of the organisation through periodic appraisals.
- Provision of relevant resources for staff to implement the knowledge gained from training

##### Key Outcomes

- Improved staff performance.
- Improved communication and documentation.
- Improved human resource management.
- Improved financial management.
- Clinical implementation of the strategy.
- The emergence of a viable Lawyers Alert with strengths in sustainability and integrity.

## **Strategic Objective Two:**

To enhance access to justice, public safety by empowering communities to own their safety outcomes, thereby enhancing security sector accountability.

### **Key Actions:**

- Work with stakeholders on issues of safety, security, and access to justice with an emphasis on community policing, accountability, and human rights-focused state policing.
- Conduct legal literacy, provide free legal services, strategic impact litigation, and carry out joint programs, including incorporating the underserved population in project implementation teams.
- Promote community-led safety through inclusive dialogues, local watch groups, and training on digital and physical reporting tools.
- Enhance security sector accountability by strengthening oversight bodies, enabling citizen-led monitoring and scorecards, and advocating reforms on use-of-force, detention, and oversight laws.
- Engage in research, documentation, and advocacy on the rights of our target groups.
- Facilitate the domestication, implementation, and monitoring of key aspects of compliance with the ACJ and VAPP laws at the States and Federal level.

### **Outcomes:**

- Enhanced Community-Led Safety with reduced local violence, increased trust, and shared responsibility between citizens and security providers.
- Strengthened Accountability with security institutions more responsive, transparent, and subject to civilian oversight.
- Improved Access to Justice for marginalized populations, particularly women, youth, vulnerable and key communities.
- Increase awareness, improve inclusive rights empowerment for vulnerable groups, and effective interventions on Gender-Based Violence, SRHR, TB, Human Trafficking, and Petty Offences, while advancing effective nationwide movements.
- Domestication and implementation of ACJ and VAPP laws in all 36 States of Nigeria.

## **Strategic Objective Three:**

To promote the safeguarding of public and digital health and actively demand the enforcement of rights and privileges as enshrined in the local, regional and International instruments.

## **Key Actions**

- Conduct Public and Digital Health Rights Education by raising awareness through campaigns, workshops, and digital platforms to empower individuals with knowledge of their health rights.
- Monitor and Document Violations - Systematically track and report public and digital health rights violations to inform advocacy and accountability efforts.
- Advocate for inclusive, equitable access to digital health technologies, use of TRIPS Flexibilities, and pressure government to adopt and operationalize compulsory licensing.
- Push for IP Law Reforms, campaign for amendments of laws to include strong public health safeguards and patent opposition procedures.
- Provide Legal Support to Local Manufacturers, offer legal aid to small local pharma firms navigating IP barriers, patent registration, or licensing negotiations.

## **Outcomes**

- Improved public health outcomes through sustained drug availability and access, reduced medicine stockouts, and counterfeit drug circulation.
- Improved patient adherence and treatment outcomes via digital interventions.
- Enhanced government and public trust in pharmaceutical-digital health partnerships.
- Greater public and political pressure to use TRIPS flexibilities for local drug production
- Increased local pharma structural capacity to produce affordable, life-saving medicines
- Stronger community and legal infrastructure to challenge unjust IP restrictions

## **Strategic Objective Four:**

To research, monitor, document and create awareness on SRHR, TB, Human Trafficking and Petty Offences related violations towards evidence-based advocacy with a focus on vulnerable groups.

## **Key Actions:**

- Capacity building, sensitization, and awareness programs on Gender-Based Violence and SRHR for small and medium-size organisations across the Country.
- Provide relevant resource materials on women rights especially on Gender-Based Violence and SRHR.
- Engage in relevant research, documentation, and advocacy on Gender-Based Violence, SRHR, TB, Human Trafficking and Petty Offences.
- Building an effective SRHR movement in Nigeria, and the region to advocate on rights and protection on Gender-Based Violence and influencing laws, policies and resources allocation to and on SRHR issues.
- Building an effective petty offences movement in Nigeria to advocate for the decriminalization of petty offences.

**Outcomes:**

- Increased awareness on Gender-Based Violence, SRHR, TB, Human Trafficking and Petty Offences.
- Deepened understanding of Gender-Based Violence, SRHR, TB, Human Trafficking and Petty Offences.
- Improved access to inclusive legal training for vulnerable groups on Gender-Based Violence, SRHR, TB, Human Trafficking and Petty Offences.
- Effective nationwide movements on Petty Offences that are linked to the regional movement.
- Effective SRHR movement in Nigeria and the region

**Key Actions**

- Continuous monitoring and evaluation of the 2021-2025 strategic plan.
- Developing projects and programs with action plans in collaboration with the underserved population.
- Conduct program needs assessment for small and medium-size CSOs.
- Conduct legal literacy, provide free legal services and carry out joint programs, including incorporating underserved population in project implementation teams.
- Training the media on the reportage of and owning the issues of SRHR, Petty offences, Human Trafficking, budget, OGP, and other Lawyers Alert program areas.

**Outcomes**

- Effective and efficient delivery of the five (5) years strategic plan.
- Deepened engagement on projects and programs that focus on issues directly affecting the underserved population.
- Developed capacity building plan for small and medium-sized CSOs.
- Empowered underserved population accessing resources and services.
- Informed populace on issues of SRHR, Petty offences, human trafficking, budget, OGP, and other Lawyers Alert program areas.

**Strategic Objective Five:**

To promote and advocate for good governance in Nigeria across the broad thematic areas of Elections, Constitutional Amendment, Open Budgets in ways that serve marginalized and vulnerable groups.

**Key Actions**

- Advocate for policies and practices that strengthen judicial institutions to support Human Rights, especially for the poor and excluded population.
- Engage with the legislature to make new laws and amend existing ones in a human rights-compliant manner, focused on the poor and excluded.
- Engage state and non-state actors towards signing onto the Open Government Partnership (OGP) and developing/implementing State Action Plans (SAPs).
- To engage state and non-state actors towards the signing up on the Open Government Partnership, developing and implementing State Action Plans.

- Promote electoral reforms, civic participation, and inclusive electoral processes that protect the rights of citizens.
- Advocate for transparent governance through constitutional reforms, open budgeting, and strengthened accountability mechanisms at all levels.

### **Outcomes**

- Strengthened the capacity of the justice sector to deliver favourable judgments on issues that affect the poor and vulnerable groups in Nigeria.
- Enhanced technical support for judicial officers in the promotion of free legal services for the poor and excluded population.
- Decongested correctional and custodian facilities across Nigeria due to improved judicial handling of cases and alternatives to detention.
- All states across Nigeria have signed up to the Open Government Partnership and are actively developing and implementing SAPs.
- Improved transparency and accountability in governance processes through citizen participation and open budgeting.
- Inclusive and credible elections with increased participation of marginalized populations.
- Improved government transparency and accountability benefiting vulnerable communities.

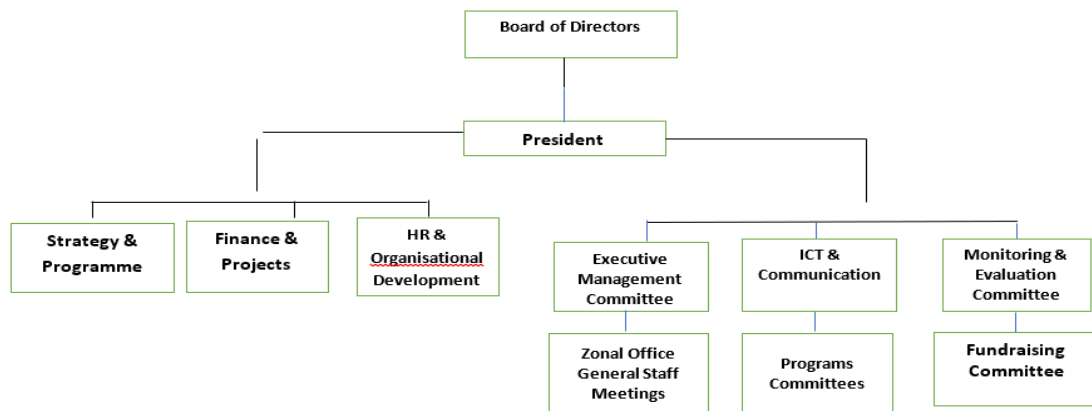
## **SECTION FIVE: ORGANISATIONAL IMPLICATIONS**

### **5.1 Governance**

The Board of Trustees will provide strategic leadership and policy direction for the work of the organization and implementation of this strategic plan. Within the strategy period, the meetings of the Board of Trustees will be regularly held or as the need arises. The governance of Lawyers Alert will be enhanced.

### **5.2 Management**

The management of the organization will be led by the President and management staff. Attention will be paid to the quality of programs and finance. During the strategy period, the staff in charge of M & E will have her skills updated through further training. The Human Resource and Organizational Development (HROD) system will be strengthened through compliance with the report of the HR Consultant. A system of staff appraisal and capacity development will be put in place.

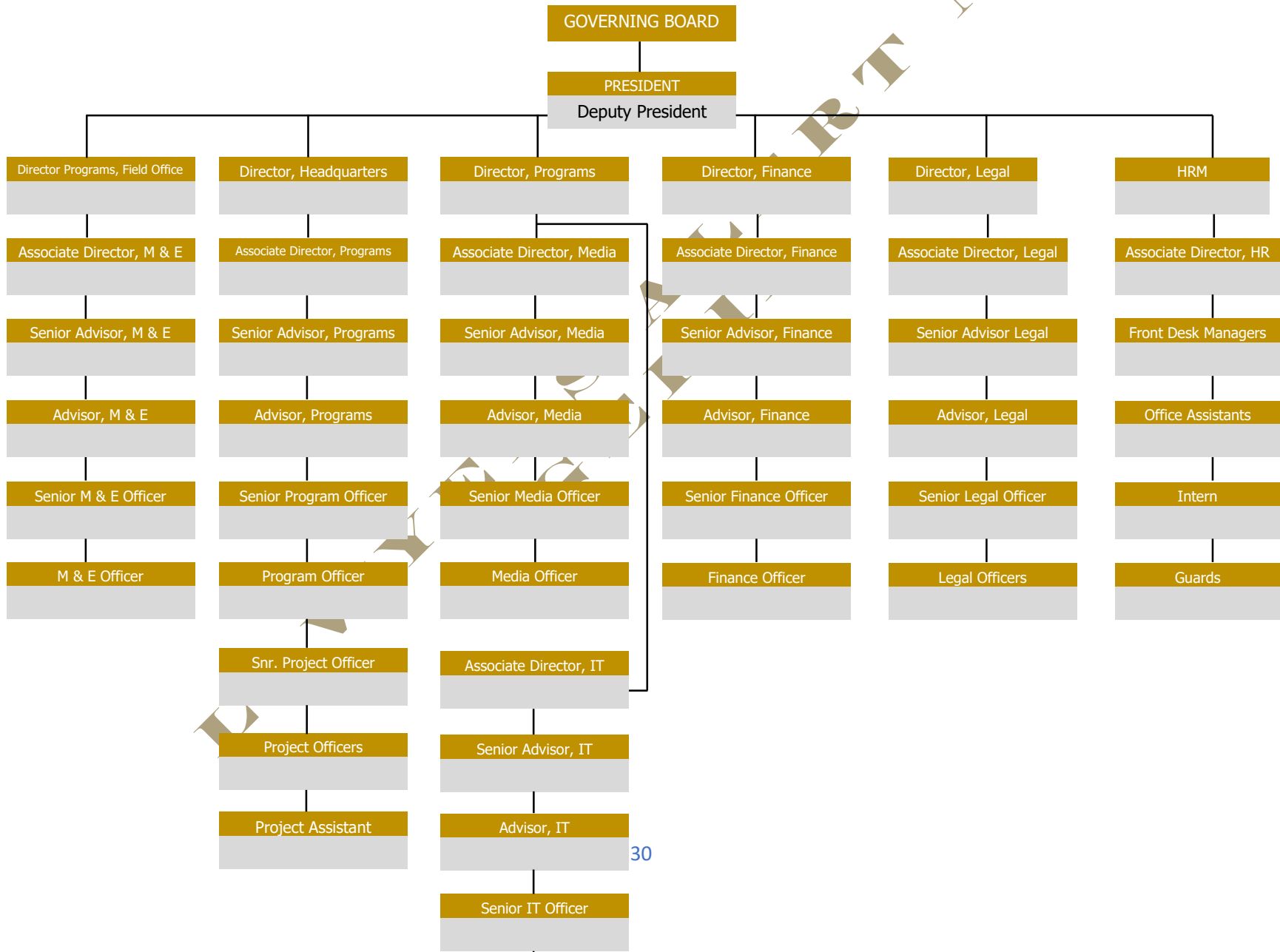


The proposed organogram is shown below:

LAWYERS ALLERIA  
GERIA



# LAWYERS ALERT' ORGANOGRAM



### **5.3 Human Resource and Organizational Development**

Human resource and organizational development will be a key priority with this strategy. The staff quality will be enhanced through a new work plan from HR. Every new staff will be given comprehensive induction on the strategic plan and programme focus of the organization as well as the systems and procedures in the organization. The values of the organization will be operationalized to ensure that staff internalize the core values of the organization.

The staff of the organization will be trained to implement the strategic plan focusing on strategy, people, and work plans. The staff appraisal process will be standardized, and capacity building will be given priority. Staff will be trained on fundraising, project management, advocacy and monitoring and evaluation.

### **5.4 Communication**

The quality of communication will be improved. Both internal and external communications will be enhanced. Communication between the board of trustees, management and staff will be improved. The use of mainstream and social media in communication will not only be enhanced but will be fully optimised. The visibility of the organization will be enhanced through strategic communication and external relations. The organisation must tell the story of the great work it has done and is doing so that the local and international community will share in their unique experience, buy into it and offer support for the work to continue at such perilous times in the history of the Benue in particular, Nigeria and the world in general.

### **5.5 Information and Communication Technology**

To facilitate efficient communication and documentation, Lawyers Alert will improve on the deployment and utilization of ICT. The ICT staff must continue to use the resources available in the organization to boost the visibility of Lawyers Alert within Nigeria and the world at large. The ICT staff can conduct regular training to enhance the capacity of staff on the deployment and utilization of ICT. This will assist in the deployment of resources for communication, documentation, campaigns and advocacy. In addition, Lawyers Alert will establish a library/ICT unit which will be managed by a professional librarian and a duly qualified information scientist to serve as the information officer.

### **5.6 Documentation**

The quality of documentation in Lawyers Alert will be improved through enhanced staff capacity. Reports of projects will be widely disseminated including the use of scholarly publications. Systematic filing, archiving and retrieval of documents will be formalized to ensure knowledge management. This will form part of the scope of work of the librarian/ICT officer.

### **5.7 Risk Management**

There are risks inherent in the type of work that Lawyers Alert carries out. It is, therefore, necessary to develop a risk register base on assessment of the environment of operations and develop a mitigation strategy to be implemented by management.

**LAWYERS ALERT NI  
GERIA**

| <b>No</b>                           | <b>Risks</b>                                                              | <b>Probability</b> | <b>Impact</b> | <b>Comments/Mitigation Strategy</b>                                                                                                                                                                     |
|-------------------------------------|---------------------------------------------------------------------------|--------------------|---------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Programmatic Risks</b>           |                                                                           |                    |               |                                                                                                                                                                                                         |
| <b>1</b>                            | Policy makers not receptive to advocacy                                   | High               | Medium        | Lawyers Alert will evidence-based advocacy, goodwill, and track record of the organization.                                                                                                             |
| <b>2</b>                            | Apathy and lack of interest in Lawyers Alert activities                   | Medium             | Low           | Institute participatory approaches to get citizens and other local NGOs involved in activities.                                                                                                         |
| <b>3</b>                            | Proliferation of CSOs                                                     | Medium             | Low           | <ul style="list-style-type: none"> <li>• Focus on the niche of Lawyers Alert</li> <li>• Implement the strategic plan</li> <li>• Work in partnerships</li> </ul>                                         |
| <b>4</b>                            | Dwindling donor funding because of global political changes               | Medium             | Low           | <ul style="list-style-type: none"> <li>• Keep abreast of changes to aid architecture</li> <li>• Maintain cordial relations with donors</li> <li>• Showcase the track record of Lawyers Alert</li> </ul> |
| <b>Political and Security Risks</b> |                                                                           |                    |               |                                                                                                                                                                                                         |
| <b>5</b>                            | Insecurity in Northern Nigeria as a result of terrorism and other attacks | High               | Medium        | <ul style="list-style-type: none"> <li>• Put a comprehensive security system in place, with an early warning system and contingency plans.</li> </ul>                                                   |
| <b>6</b>                            | Political Instability                                                     | Medium             | Medium        | <ul style="list-style-type: none"> <li>• Work to strengthen democratic institutions</li> </ul>                                                                                                          |
| <b>Fiduciary Risk</b>               |                                                                           |                    |               |                                                                                                                                                                                                         |
| <b>7</b>                            | Incidence of corruption and fraud.                                        | Medium             | High          | Develop appropriate measures to reduce fiduciary risk.                                                                                                                                                  |
| <b>Information Risk</b>             |                                                                           |                    |               |                                                                                                                                                                                                         |
| <b>8</b>                            | Information theft or loss                                                 | Low                | High          | <ul style="list-style-type: none"> <li>• Put in place security measures to protect Lawyers Alert from cyber attacks</li> <li>• Create backup of files in both cloud storage and local drives</li> </ul> |

Strategies to develop capabilities and expertise



| OBJECTIVES                                                                 | ACTIVITIES                                                                                                                                                                                                                                                                                                                             | OUTPUT                                                                                                                                                                                                                                                                                                               | PERFORMANCE INDICATORS                                                                                                                                                                                                                                       |
|----------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><i>Establish a properly structured Human Resource Unit</i></p>          | <p>Implementation of the report of the HR consultant</p> <p>Organise Human Resource-specific training for the new staff.</p> <p>Regularly update HR officer's knowledge about new trends in HR management.</p>                                                                                                                         | <p>Staff knowledgeable in HR management.</p> <p>Staff demonstrate the capability for efficiency in the HR office.</p>                                                                                                                                                                                                | <p>At least 60% of Lawyers Alert staff are satisfied with the handling of HR issues.</p> <p>Regular and frequent feedback to staff on staff-related issues in the office.</p> <p>Successful implementation of the revised performance management system.</p> |
| <p><i>Enhance the competence and expertise of Lawyers Alert staff.</i></p> | <p>Develop a competence matrix and conduct a training needs assessment for all staff.</p> <p>Develop an annual training calendar for all staff.</p> <p>Ensure that all staff are trained in their respective areas of engagement in the office.</p> <p>Introduce &amp; implement a performance appraisal system with bonuses &amp;</p> | <p>Attainment of the Lawyers Alert distinctive competence for all employees.</p> <p>Annual training for all staff.</p> <p>Training manuals and modules developed and utilized.</p> <p>Performance appraisal system in place &amp; utilized.</p> <p>Knowledge sharing session held monthly or as the need arises.</p> | <p>Training level meets the quality and relevance desired for Lawyers Alert work areas.</p> <p>Implementation of budget-backed staff training to achieve a sixty percent level.</p> <p>Application of post-training knowledge.</p>                           |

|                                                                                        |                                                                                                                                                                                                    |                                                                                                                                                                                               |                                                                                                                                                                                                                               |
|----------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                        | <p>incentives as well as value for money component for trained staff.</p> <p>Revive the in-house knowledge sessions for staff.</p>                                                                 |                                                                                                                                                                                               |                                                                                                                                                                                                                               |
| <i>Internship–build capacity of beneficiaries and CSOs</i>                             | <p>Plan and implement an annual internship calendar.</p> <p>Develop the internship.</p> <p>Advertise the internship program.</p>                                                                   | <p>A detailed internship calendar.</p> <p>An internship curriculum.</p> <p>Annual intake of new interns.</p>                                                                                  | <p>The target number of CSOs successfully trained.</p> <p>The target number of poor, vulnerable, and marginalized citizens successfully trained.</p>                                                                          |
| <i>The internal cadre of skilled staff to drive consultancy projects and training.</i> | <p>Develop a curriculum for safety on SRHR, GBV, TB, Human Trafficking and Petty Offences.</p> <p>Hold train-the-trainer sessions for staff.</p> <p>Expose staff to development opportunities.</p> | <p>Staff trained to facilitate Lawyers Alert curriculum.</p> <p>Staff trained in project management and consulting.</p> <p>Staff demonstrate capabilities from development opportunities.</p> | <p>The number of staff certified as facilitators/trainers.</p> <p>The number of staff involved in consultancy projects.</p> <p>The number of staff demonstrating capabilities acquired through development opportunities.</p> |

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## 5.8 Resource Mobilisation and Financial Management

Lawyers Alert will produce a complementary strategy that will focus on mobilizing resources from development partners, governments, and philanthropists who share the vision and mission of the organization. The resource mobilization strategy will ensure diversification of its funding base and prioritise multi-year funding for the core mandate of Lawyers Alert. All staff will be involved and trained on resource mobilization and proposal writing, as well as on the financial system and processes. The strategy will include elements of timely responses to the request for proposals/grants, training and consultancy, crowdsourced funding, sale of publications, reference point, and networking.

The organization will improve its financial management to ensure appropriate resource allocation, budget monitoring, and control. Audit and control functions will be strengthened through the involvement of an external auditor. Under this strategic plan period, financial management will be strengthened by ensuring strict adherence to the financial policy. In addition, the finance and admin department will improve its communication with staff, upgrade its financial architecture, improve the procurement process, and respond timely to finance and admin issues.

Furthermore, the finance and admin team will organize finance training for non-finance managers. There will be regular assessment and review of risk management. The goal of fundraising in the strategy period is to build a diversified funding base. Donor mapping will be carried out, and a strategic relationship will be built with donors.

In the last five years, the funding of the Organisation has grown as shown in the table below.

### Income for the last five years

### Expected inflow during the strategy period

| <b>INFLOW FROM 2021 – 2025</b> | <b>INFLOW FROM 2026 – 2030</b> |
|--------------------------------|--------------------------------|
| Year 2021 – NGN 414,631,057    | Year 2026 – NGN 1,559,684,000  |
| Year 2022 – NGN 434,631,057    | Year 2027 – NGN 1,909,695,000  |
| Year 2023 – NGN 724,879,901    | Year 2028 – NGN 2,109,742,000  |
| Year 2024 – NGN 734,471,427    | Year 2029 – NGN 2,524,872,000  |
| Year 2025 – NGN 1,309,684,000  | Year 2030 – NGN 2,750,673,000  |

During this plan period, there will be an intensification of fundraising and a substantial increase in the revenue inflows into the organization, as can be seen from the table below.

## Fund Raising and Diversification Strategies

### 6.1 Introduction

A key step towards the institutionalization of monitoring and evaluation in Lawyers Alert is the development of a Monitoring and Evaluation (M&E) framework for this strategic plan. Monitoring and Evaluation are key functions of management. It starts from the strategy process where key indicators are determined to be monitored and evaluated from the actions to be undertaken. This monitoring and evaluation framework will help in the implementation of this strategic plan. The framework used for this strategy highlights the strategic objectives, indicators, means of verification and assumptions.

Management will operationalize the monitoring and evaluation framework through routine data collection, surveys, progress monitoring, management review, stakeholder meetings and annual reviews.

| <b>STRATEGIC PRIORITIES</b>                                                                                                                                   | <b>OBJECTIVELY VERIFIABLE INDICATORS (OVI)</b>                                                                                                                      | <b>MEANS OF VERIFICATION (MOV)</b>                                                                            | <b>ASSUMPTIONS</b>                                                                                                                                   |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------|
| To enhance staff capacity towards repositioning Lawyers Alert for the delivery of its programs and mandate in other African countries and the world at large. | <i>Number of training needs assessment</i><br><i>Number of staff members trained.</i><br><i>Number of activities carried out in other African countries and the</i> | Training needs assessment reports<br>Staff survey<br>Training report<br>Attendance Register.<br>Photos/Videos | Board members, management and staff are willing to support the re-positioning of Lawyers Alert to deliver its programs and mandate across the world. |

|                                                                                                                                                              |                                                                                                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                                                            |                                                                                                                                                                                                                                                 |
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|                                                                                                                                                              | <p><i>world at large.</i></p> <p><i>Number of new partners engaged there</i></p> <p><i>Evidence of external engagement with programs in other African countries and the world at large.</i></p> <p><i>No of personnel expressing satisfaction with Lawyers Alert work in other African countries and the world at large.</i></p> | <p>Reports of activities carried out in other African countries and the world at large.</p> <p>List of new partners</p> <p>Programme reports</p> <p>Financial reports</p> <p>M and E reports</p> <p>Media reports</p> <p>Survey report</p> <p>Database</p> |                                                                                                                                                                                                                                                 |
| <p>To enhance access to justice, public safety by empowering communities to own their safety outcomes, thereby enhancing security sector accountability.</p> | <p># increase in marginalized individuals accessing legal aid services</p> <p>% increase in community participation in safety and security initiatives</p> <p>Level of trust (measured via perception surveys) between citizens and security providers</p> <p># citizen complaints against security actors addressed</p>         | <p>Violations reports</p> <p>Complaint register</p> <p>Photos, narrative reports, signed attendance sheets, beneficiaries' testimonials, and copies of laws</p>                                                                                            | <p>The political and social climate in Nigeria will continue to allow civil society to operate freely and engage with communities and government actors</p> <p>Vulnerable populations are willing to participate in Lawyers Alert programs.</p> |

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|                                                                                                                                                                                                 | <p>through formal accountability channels</p> <p># reduction in reported cases of local/community violence</p>                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                   |                                                                                                                                                                                                      |
| <p>To promote the safeguarding of public and digital health and actively demand the enforcement of rights and privileges as enshrined in the local, regional and International instruments.</p> | <p># public and digital health rights education sessions conducted and individuals reached through awareness campaigns (media engagements, workshops, online content)</p> <p># health rights violations documented and verified</p> <p># advocacy actions undertaken, including meetings held and policy briefs or position papers developed and submitted, to promote the use of TRIPS flexibilities and compulsory licensing</p> <p># public declarations or government actions reflecting TRIPS flexibilities or compulsory licensing use</p> | <p>Meeting reports, violations report, photos, signed attendance sheets, government declaration on TRIPS, media analytics report, media links</p> | <p>The government and other relevant stakeholders are willing to collaborate with Lawyers Alert in leveraging existing and new laws to create an affordable and accessible public health system.</p> |

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|                                                                                                                                                                                                    | <p># public health-focused IP amendments tabled or debated in the legislature</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                       |                                                                                                                                  |
| <p>To research, monitor, document and create awareness on SRHR, TB, Human Trafficking and Petty Offences related violations towards evidence-based advocacy with a focus on vulnerable groups.</p> | <p># thematic research studies conducted on SRHR, TB, Human Trafficking, and Petty Offences violations.</p> <p># rights violation cases documented and verified, disaggregated by issue and population group, including the percentage involving vulnerable populations (e.g., women, adolescents, key populations).</p> <p># documented cases used to inform advocacy, legal actions, or policy dialogue, and the number of resulting positive policy changes or institutional responses.</p> <p># of awareness campaigns conducted on SRHR, TB, Human Trafficking, and Petty Offences.</p> <p># of individuals reached through awareness initiatives (e.g., radio programs,</p> | <p>Meeting reports, violations report, photos, signed attendance sheets, copy of policies influenced, media links</p> | <p>Lawyers Alert has technical capacity to undertake interventions that leads to the achievement of the strategic objective.</p> |

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|                                                                                                                                                                                                           | <p>community outreaches, digital platforms).</p> <p># of advocacy briefs or policy papers developed based on documented violations.</p> <p># of targeted interventions designed specifically for vulnerable or marginalized communities.</p>                                                                                                                                                                                                                                                                                      |                                                                                                            |                                                                                                                                             |
| <p>To promote and advocate for good governance in Nigeria across the broad thematic areas of Elections, Constitutional Amendment, Open Budgets in ways that serve marginalized and vulnerable groups.</p> | <p>% increase in voter registration and turnout among marginalized groups (e.g., women, youth, PWDs)</p> <p># constitutional or legislative reform proposals co-created with vulnerable groups submitted or supported</p> <p># states/local governments adopting open budget practices supported by Lawyers Alert</p> <p># government commitments or policy shifts influenced by Lawyers Alert's advocacy</p> <p># accountability mechanisms established or strengthened (e.g., public hearings, citizen oversight platforms)</p> | <p>Meeting reports</p> <p>Photos, legislative reforms proposals, media links, signed attendance sheets</p> | <p>Policymakers are willing to cooperate on institutionalizing good governance processes that serve marginalized and vulnerable groups.</p> |



## Lawyers Alert 5-Year Annual Plan Breakdown (2026–2030)

### Year 1 – 2026

| <i>Related Objective</i>                                                                                                                                                          | <i>Action to take</i>                                                                                                                                                                                          | <i>Desired Yearly Target</i>                                                                                                                                                                                                                                                                                                                                                                                                                                           | <i>Start Date</i> | <i>End Date</i> | <i>Resources</i>                              |
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| To enhance the capacity of at least 25% of staff towards repositioning Lawyers Alert for the delivery of its programs and mandate in at least 2 Anglophone West African Countries | Conduct staff capacity needs assessment                                                                                                                                                                        | 1 baseline assessment                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Jan 2026          | Dec 2026        | 1 month; 3 staff                              |
|                                                                                                                                                                                   | Conduct training (fundraising, IT, etc.)                                                                                                                                                                       | Train all staff in 4 themes                                                                                                                                                                                                                                                                                                                                                                                                                                            | Jan 2026          | Dec 2026        | Quarterly; All program & admin staff          |
|                                                                                                                                                                                   | Conduct performance appraisal                                                                                                                                                                                  | Review 100% staff                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Jan 2026          | Dec 2026        | 1 month; HR/Admin unit                        |
|                                                                                                                                                                                   | Provide work tools after training                                                                                                                                                                              | Tools issued within 3 months post-training                                                                                                                                                                                                                                                                                                                                                                                                                             | Jan 2026          | Dec 2026        | As needed per training; Admin/IT unit         |
| To enhance access to justice, public safety by empowering communities to own their safety outcomes, thereby enhancing security sector accountability                              | <ul style="list-style-type: none"> <li>▪ To deepen our work on community policing in Guma, Katsina-Ala LGAs of Benue State</li> <li>▪ To establish CPC in Agatu and support CPCs across the Country</li> </ul> | <ul style="list-style-type: none"> <li>▪ Establishment of baseline and indicators to measure success for the next 4 years</li> <li>▪ Review, re-strategize, establish, and build the capacity of the CPCs</li> <li>▪ Development of an all-inclusive plan for the CPCs</li> <li>▪ Establish linkages between the CPCs and security oversight bodies, including the PSC</li> <li>▪ Establish financial, administrative, and technical structures of the CPCs</li> </ul> | Jan 2026          | Dec 2026        | Lawyers Alert, Communities, Partners & Donors |

|  |                                                                                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |          |          |                                                                      |
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|  |                                                                                                                                                                                                  | <ul style="list-style-type: none"> <li>▪ Establish partnership with National, Regional, and Global actors</li> <li>▪ To deepen the cohesiveness of the CPC as a team, including strengthening relationships with security agencies</li> <li>▪ Establish clear communication and feedback channels between the CPCs and the Communities</li> <li>▪ Establish learning and lesson-sharing platforms/pathways amongst the CPCs in the States, and the region</li> </ul> |          |          |                                                                      |
|  | Promote community-led safety through inclusive dialogues, local watch groups, and training on digital and physical reporting tools.                                                              | 3 CPCs/local watch groups, 2 digital tools developed, 3 training sessions                                                                                                                                                                                                                                                                                                                                                                                            | Jan 2026 | Dec 2026 | Lawyers, CoLAHR, LSN & Partner Human Rights Advocates/ Organizations |
|  | Enhance security sector accountability by strengthening oversight bodies, enabling citizen-led monitoring and scorecards, and advocating reforms on use-of-force, detention, and oversight laws. | 10 outreach events, 1 scorecard.                                                                                                                                                                                                                                                                                                                                                                                                                                     | Jan 2026 | Dec 2026 | Lawyers, CoLAHR, LSN & Partner Human Rights Advocates/ Organizations |
|  | Conduct legal literacy, provide free legal services, strategic impact litigation, and carry out joint programs, including incorporating the underserved                                          | Institute at least 2 SILs, provide free legal services to at least 500 persons, 50% cumulative reach (20% vulnerable communities)                                                                                                                                                                                                                                                                                                                                    | Jan 2026 | Dec 2026 | Lawyers, CoLAHR, LSN & Partner Human Rights Advocates/ Organizations |

|                                                                                                                                                                           |                                                                                                                                                                                               |                                                                                             |          |          |                                                                      |
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|                                                                                                                                                                           | population in project implementation teams.                                                                                                                                                   |                                                                                             |          |          |                                                                      |
|                                                                                                                                                                           | Engage in research, documentation, and advocacy on the rights of our target groups.                                                                                                           | 2 research documents,                                                                       | Jan 2026 | Dec 2026 | Lawyers, CoLAHR, LSN & Partner Human Rights Advocates/ Organizations |
|                                                                                                                                                                           | Facilitate the domestication, implementation, and monitoring of key aspects of compliance with the ACJ and VAPP laws at the state and Federal level.                                          | 2 states domesticate VAPPL                                                                  | Jan 2026 | Dec 2026 | Lawyers, CoLAHR, LSN & Partner Human Rights Advocates/ Organizations |
| To promote the safeguarding of public and digital health and the enforcement of rights and privileges as enshrined in the local, regional, and International instruments. | Conduct a broad-based situational analysis to determine the issues                                                                                                                            | Legal landscape and socioeconomic determinants to public health and digital rights          | Jan 2026 | Dec 2026 | Program & Admin                                                      |
|                                                                                                                                                                           | Development of a Public and Digital Health Rights manual to raise awareness through campaigns, workshops, and digital platforms to empower individuals with knowledge of their health rights. | Development of a manual on public health and digital rights                                 | Jan 2026 | Dec 2026 | Program & Admin                                                      |
|                                                                                                                                                                           | Development of a monitoring and documentation template to track and report public and digital health rights violations to inform advocacy and accountability efforts.                         | Development of a monitoring and documentation template for public health and digital rights | Jan 2026 | Dec 2026 | Program & Admin                                                      |
|                                                                                                                                                                           | Development of policy brief for inclusive, equitable access to digital health technologies, use of TRIPS Flexibilities                                                                        | Development of an inclusive advocacy plan                                                   | Jan 2026 | Dec 2026 | Program & Admin                                                      |
|                                                                                                                                                                           | Provide Legal Support to Local Manufacturers, offer legal aid                                                                                                                                 | Legal memos and briefs                                                                      | Jan 2026 | Dec 2026 | Program & Admin                                                      |

|                                                                                                                                                                                             |                                                                                                                                     |                                                                                                                                                                                                                                        |          |          |                 |
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|                                                                                                                                                                                             | to small local pharma firms navigating IP barriers, patent registration, or licensing negotiations.                                 |                                                                                                                                                                                                                                        |          |          |                 |
| To research, monitor, document and create awareness on SRHR, TB, Human Trafficking and Petty Offences related violations towards evidence-based advocacy with a focus on vulnerable groups. | SRHR awareness for SMOs/CSOs                                                                                                        | 12 Online/Offline Awareness sessions                                                                                                                                                                                                   | Jan 2026 | Dec 2026 | Program & Admin |
|                                                                                                                                                                                             | Capacity building on Gender-Based Violence and SRHR for small and medium-sized organisations across the Country.                    | <ul style="list-style-type: none"> <li>▪ 12 training sessions across 6 geopolitical zones.</li> <li>▪ 100 small and medium-sized organisations sensitized on GBV and SRHR.</li> <li>▪ 3,000 individual beneficiaries reach.</li> </ul> | Jan 2026 | Dec 2026 | Program & Admin |
|                                                                                                                                                                                             | Provide relevant resource materials on women's rights, especially on Gender-Based Violence and SRHR.                                | <ul style="list-style-type: none"> <li>▪ 5 key resource materials or toolkits (e.g., fact sheets, legal guides, referral directories).</li> <li>▪ 5,000 copies developed and printed.</li> </ul>                                       | Jan 2026 | Dec 2026 | Program & Admin |
|                                                                                                                                                                                             | Engage in relevant research, documentation, and advocacy on Gender-Based Violence, SRHR, TB, Human Trafficking, and Petty Offences. | <ul style="list-style-type: none"> <li>▪ 2 research studies or assessments on key thematic issues.</li> <li>▪ 100 verified cases of rights violations across the thematic areas.</li> <li>▪ 2 advocacy briefs</li> </ul>               | Jan 2026 | Dec 2026 | Program & Admin |
|                                                                                                                                                                                             | Building an effective SRHR movement in Nigeria, and the region to advocate on rights and protection on Gender-                      | <ul style="list-style-type: none"> <li>▪ 3 national or regional convenings for SRHR stakeholders and organizations.</li> </ul>                                                                                                         | Jan 2026 | Dec 2026 | Program & Admin |

|                                                                                                                                                                                                    |                                                                                                                                                     |                                                                                                                                                                                                                                                                      |          |          |                            |
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|                                                                                                                                                                                                    | Based Violence and influencing laws, policies and resources allocation to and on SRHR issues.                                                       | <ul style="list-style-type: none"> <li>▪ 20 new member organizations across Movements.</li> <li>▪ 1 national SRHR conference</li> </ul>                                                                                                                              |          |          |                            |
|                                                                                                                                                                                                    | Building an effective petty offences movement in Nigeria to advocate for the decriminalization of petty offences.                                   | 1 national-level advocacy campaign targeting law reform or policy changes on the decriminalization of petty offences.                                                                                                                                                | Jan 2026 | Dec 2026 | Quarterly, program & admin |
| To promote and advocate for good governance in Nigeria across the broad thematic areas of Elections, Constitutional Amendment, Open Budgets in ways that serve marginalized and vulnerable groups. | Engage judiciary & legislature                                                                                                                      | Facilitate 5 engagements                                                                                                                                                                                                                                             | Jan 2026 | Dec 2026 | Quarterly, program & admin |
|                                                                                                                                                                                                    | Advocate for policies and practices that strengthen judicial institutions to support Human Rights, especially for the poor and excluded population. | <ul style="list-style-type: none"> <li>▪ 4 strategic policy dialogues with judicial actors and human rights institutions.</li> <li>▪ 2 policy briefs or memos on judicial reforms.</li> <li>▪ Technical strengthening for 100 judicial officers or actors</li> </ul> | Jan 2026 | Dec 2026 | Program & Admin            |
|                                                                                                                                                                                                    | Engage with the legislature to make new laws and amend existing ones in a human rights-compliant manner, focused on the poor and excluded.          | <ul style="list-style-type: none"> <li>▪ 6 engagements with legislators or legislative committees at state and national levels.</li> <li>▪ 2 bills or legal frameworks addressing rights of the poor and excluded drafted/amended</li> </ul>                         | Jan 2026 | Dec 2026 | Quarterly, program & admin |
|                                                                                                                                                                                                    | Engage state and non-state actors towards signing onto the Open Government Partnership (OGP) and developing/implementing State Action Plans (SAPs). | <ul style="list-style-type: none"> <li>▪ Initiate and update State Action Plans (2 states).</li> <li>▪ 3 multi-stakeholder forums on transparency, open governance, and accountability.</li> </ul>                                                                   | Jan 2026 | Dec 2026 | Quarterly, program & admin |

|  |                                                                                                                                               |                                                                                                                                                                                                                                                                                                                             |          |          |                            |
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|  | Promote electoral reforms, civic participation, and inclusive electoral processes that protect the rights of citizens.                        | <ul style="list-style-type: none"> <li>▪ 3 advocacy campaigns on inclusive electoral reforms.</li> <li>▪ INEC and relevant stakeholders discuss reforms and access for marginalized groups in 5 states</li> <li>▪ 5,000 individuals (women, youth, and PWDs) with civic education messages.</li> </ul>                      | Jan 2026 | Dec 2026 | Quarterly, program & admin |
|  | Advocate for transparent governance through constitutional reforms, open budgeting, and strengthened accountability mechanisms at all levels. | <ul style="list-style-type: none"> <li>▪ 2 policy papers on constitutional or budgetary reforms.</li> <li>▪ 5 state governments or MDAs engaged on budget transparency and citizen participation.</li> <li>▪ Create 3 community-based accountability platforms (e.g., budget monitoring teams, public hearings).</li> </ul> | Jan 2026 | Dec 2026 | Quarterly, program & admin |

LAWYERS GUILD

## Lawyers Alert 5-Year Annual Plan Breakdown (2026–2030)

### Year 2 – 2027

| <i>Related Objective</i>                                                                                                                                                          | <i>Action to take</i>                                                                                                                                         | <i>Desired Yearly Target</i>                                                                                                                                                                                                                                                                                                                                                                                                           | <i>Start Date</i> | <i>End Date</i> | <i>Resources</i>                              |
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| To enhance the capacity of at least 25% of staff towards repositioning Lawyers Alert for the delivery of its programs and mandate in at least 2 Anglophone West African Countries | Conduct staff capacity needs assessment                                                                                                                       | 1 baseline assessment                                                                                                                                                                                                                                                                                                                                                                                                                  | Jan 2026          | Dec 2026        | 1 month; 3 staff                              |
|                                                                                                                                                                                   | Conduct training (fundraising, IT, etc.)                                                                                                                      | Train all staff in 4 themes                                                                                                                                                                                                                                                                                                                                                                                                            | Jan 2026          | Dec 2026        | Quarterly; All program & admin staff          |
|                                                                                                                                                                                   | Conduct performance appraisal                                                                                                                                 | Review 100% staff                                                                                                                                                                                                                                                                                                                                                                                                                      | Jan 2026          | Dec 2026        | 1 month; HR/Admin unit                        |
|                                                                                                                                                                                   | Provide work tools after training                                                                                                                             | Tools issued within 3 months post-training                                                                                                                                                                                                                                                                                                                                                                                             | Jan 2026          | Dec 2026        | As needed per training; Admin/IT unit         |
| To enhance access to justice, public safety by empowering communities to own their safety outcomes, thereby enhancing security sector accountability                              | <p>To deepen our work on community policing in Guma, Katsina-Ala LGAs of Benue State</p> <p>To establish CPC in Agatu and support CPCs across the Country</p> | <ul style="list-style-type: none"> <li>▪ Continuous assessment and capacity building of the CPCs</li> <li>▪ Implementation of the all-inclusive advocacy plan (legislature, executive, etc)</li> <li>▪ Continuous learning and lesson-sharing platforms/pathways amongst the CPCs in the States</li> <li>▪ strengthening linkages between the CPCs, national actors, which include security agencies, oversight bodies, and</li> </ul> | Jan 2026          | Dec 2026        | Lawyers Alert, Communities, Partners & Donors |

|  |                                                                                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |          |          |                                                                     |
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|  |                                                                                                                                                                                                  | <p>intergovernmental bodies, etc</p> <ul style="list-style-type: none"> <li>▪ Storytelling, sharing of successes/challenges, and deepening of partnerships at national and regional levels.</li> <li>▪ Strengthening the financial, administrative, and technical support to the CPCs</li> <li>▪ Deepening partnership with National, Regional, and Global actors</li> <li>▪ To deepen the cohesiveness of the CPC as a team, including strengthening relationships with security agencies</li> <li>▪ Strengthening clear communication and feedback channels between the CPCs and the Communities</li> </ul> |          |          |                                                                     |
|  | Promote community-led safety through inclusive dialogues, local watch groups, and training on digital and physical reporting tools.                                                              | 3 CPCs/local watch groups, 2 digital tools developed, 3 training sessions                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Jan 2026 | Dec 2026 | Lawyers, CoLAHR, LSN & Partner Human Rights Advocates/Organizations |
|  | Enhance security sector accountability by strengthening oversight bodies, enabling citizen-led monitoring and scorecards, and advocating reforms on use-of-force, detention, and oversight laws. | 10 outreach events, 1 scorecard.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Jan 2026 | Dec 2026 | Lawyers, CoLAHR, LSN & Partner Human Rights Advocates/Organizations |
|  | Conduct legal literacy, provide free legal services, strategic                                                                                                                                   | Institute at least 2 SILs, provide free legal services to at least 500                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Jan 2026 | Dec 2026 | Lawyers, CoLAHR, LSN & Partner Human                                |

|                                                                                                                                                                      |                                                                                                                                                                                           |                                                                                                                                                                                                                                             |          |          |                                                                         |
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|                                                                                                                                                                      | impact litigation, and carry out joint programs, including incorporating the underserved population in project implementation teams.                                                      | persons, 50% cumulative reach (20% vulnerable communities)                                                                                                                                                                                  |          |          | Rights Advocates/<br>Organizations                                      |
|                                                                                                                                                                      | Engage in research, documentation, and advocacy on the rights of our target groups.                                                                                                       | 2 research documents,                                                                                                                                                                                                                       | Jan 2026 | Dec 2026 | Lawyers, CoLAHR, LSN & Partner Human Rights Advocates/<br>Organizations |
|                                                                                                                                                                      | Facilitate the domestication, implementation, and monitoring of key aspects of compliance with the ACJ and VAPP laws at the state and Federal level.                                      | 2 states domesticate VAPPL                                                                                                                                                                                                                  | Jan 2026 | Dec 2026 | Lawyers, CoLAHR, LSN & Partner Human Rights Advocates/<br>Organizations |
| To promote the safeguarding of public and digital health and enforcement of rights and privileges as enshrined in the local, regional and International instruments. | Conduct Public and Digital Health Rights Education by raising awareness through campaigns, workshops, and digital platforms to empower individuals with knowledge of their health rights. | <ul style="list-style-type: none"> <li>▪ 10 awareness campaigns (including workshops, media, and digital platforms) conducted across at least 5 states.</li> <li>▪ Reach at least 15,000 individuals</li> </ul>                             | Jan 2026 | Dec 2026 | Program & Admin                                                         |
|                                                                                                                                                                      | Monitor and Document Violations - Systematically track and report public and digital health rights violations to inform advocacy and accountability efforts.                              | 100 cases of public and digital health rights violations documented and verified.                                                                                                                                                           | Jan 2026 | Dec 2026 | Program & Admin                                                         |
|                                                                                                                                                                      | Advocate for inclusive, equitable access to digital health technologies, use of TRIPS Flexibilities, and pressure government to adopt and operationalize compulsory licensing             | <ul style="list-style-type: none"> <li>▪ 6 high-level advocacy engagements with relevant government ministries, agencies, and stakeholders (e.g., Ministry of Health, National Office for Technology Acquisition and Promotion).</li> </ul> | Jan 2026 | Dec 2026 | Program & Admin                                                         |

|                                                                                                                                                                                             |                                                                                                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                              |          |          |                 |
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|                                                                                                                                                                                             |                                                                                                                                                                   | <ul style="list-style-type: none"> <li>▪ 2 policy briefs or position papers developed and submitted on TRIPS flexibilities and compulsory licensing.</li> <li>▪ 2 legal reform proposals drafted and submitted to the legislature or relevant agencies.</li> <li>▪ Host or co-host 3 multi-stakeholder forums to build consensus around IP reforms with public health safeguards.</li> </ul> |          |          |                 |
|                                                                                                                                                                                             | Provide Legal Support to Local Manufacturers, offer legal aid to small local pharma firms navigating IP barriers, patent registration, or licensing negotiations. | <ul style="list-style-type: none"> <li>▪ 3 local pharmaceutical firms provided with legal support related to IP, licensing, or patent registration.</li> <li>▪ At least 5 successful outcomes (e.g., licenses negotiated, patent opposition filed, registration facilitated).</li> </ul>                                                                                                     | Jan 2026 | Dec 2026 | Program & Admin |
| To research, monitor, document and create awareness on SRHR, TB, Human Trafficking and Petty Offences related violations towards evidence-based advocacy with a focus on vulnerable groups. | SRHR awareness for SMOs/CSOs                                                                                                                                      | 12 Online/Offline Awareness sessions                                                                                                                                                                                                                                                                                                                                                         | Jan 2026 | Dec 2026 | Program & Admin |
|                                                                                                                                                                                             | Capacity building on Gender-Based Violence and SRHR for small and medium-size organisations across the Country.                                                   | <ul style="list-style-type: none"> <li>▪ 12 training sessions across 6 geopolitical zones.</li> <li>▪ 100 small and medium-sized organisations sensitized on GBV and SRHR.</li> <li>▪ 3,000 individual beneficiaries reach.</li> </ul>                                                                                                                                                       | Jan 2026 | Dec 2026 | Program & Admin |

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|                                                                                                                                                                                                    | Provide relevant resource materials on women rights especially on Gender-Based Violence and SRHR.                                                                                                           | <ul style="list-style-type: none"> <li>▪ 5 key resource materials or toolkits (e.g., fact sheets, legal guides, referral directories).</li> <li>▪ 5,000 copies developed and printed.</li> </ul>                              | Jan 2026 | Dec 2026 | Program & Admin            |
|                                                                                                                                                                                                    | Engage in relevant research, documentation, and advocacy on Gender-Based Violence, SRHR, TB, Human Trafficking and Petty Offences.                                                                          | <ul style="list-style-type: none"> <li>▪ 2 research studies or assessments on key thematic issues.</li> <li>▪ 100 verified cases of rights violations across the thematic areas.</li> <li>▪ 2 advocacy briefs</li> </ul>      | Jan 2026 | Dec 2026 | Program & Admin            |
|                                                                                                                                                                                                    | Building an effective SRHR movement in Nigeria, and the region to advocate on rights and protection on Gender-Based Violence and influencing laws, policies and resources allocation to and on SRHR issues. | <ul style="list-style-type: none"> <li>▪ 3 national or regional convenings for SRHR stakeholders and organizations.</li> <li>▪ 20 new member organizations across Movements.</li> <li>▪ 1 national SRHR conference</li> </ul> | Jan 2026 | Dec 2026 | Program & Admin            |
|                                                                                                                                                                                                    | Building an effective petty offences movement in Nigeria to advocate for the decriminalization of petty offences.                                                                                           | 1 national-level advocacy campaign targeting law reform or policy changes on the decriminalization of petty offences.                                                                                                         | Jan 2026 | Dec 2026 | Quarterly, program & admin |
| To promote and advocate for good governance in Nigeria across the broad thematic areas of Elections, Constitutional Amendment, Open Budgets in ways that serve marginalized and vulnerable groups. | Engage judiciary & legislature                                                                                                                                                                              | Facilitate 5 engagements                                                                                                                                                                                                      | Jan 2026 | Dec 2026 | Quarterly, program & admin |
|                                                                                                                                                                                                    | Advocate for policies and practices that strengthen judicial institutions to support Human Rights, especially for                                                                                           | <ul style="list-style-type: none"> <li>▪ 4 strategic policy dialogues with judicial actors and human rights institutions.</li> </ul>                                                                                          | Jan 2026 | Dec 2026 | Program & Admin            |

|  |                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                             |          |          |                            |
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|  | the poor and excluded population.                                                                                                                   | <ul style="list-style-type: none"> <li>▪ 2 policy briefs or memos on judicial reforms.</li> <li>▪ Technical strengthening for 100 judicial officers or actors</li> </ul>                                                                                                                                                    |          |          |                            |
|  | Engage with the legislature to make new laws and amend existing ones in a human rights-compliant manner, focused on the poor and excluded.          | <ul style="list-style-type: none"> <li>▪ 6 engagements with legislators or legislative committees at state and national levels.</li> <li>▪ 2 bills or legal frameworks addressing the rights of the poor and excluded drafted/amended</li> </ul>                                                                            | Jan 2026 | Dec 2026 | Quarterly, program & admin |
|  | Engage state and non-state actors towards signing onto the Open Government Partnership (OGP) and developing/implementing State Action Plans (SAPs). | <ul style="list-style-type: none"> <li>▪ Initiate and update State Action Plans (2 states).</li> <li>▪ 3 multi-stakeholder forums on transparency, open governance, and accountability.</li> </ul>                                                                                                                          | Jan 2026 | Dec 2026 | Quarterly, program & admin |
|  | Promote electoral reforms, civic participation, and inclusive electoral processes that protect the rights of citizens.                              | <ul style="list-style-type: none"> <li>▪ 3 advocacy campaigns on inclusive electoral reforms.</li> <li>▪ INEC and relevant stakeholders discuss reforms and access for marginalized groups in 5 states</li> <li>▪ 5,000 individuals (women, youth, and PWDs) with civic education messages.</li> </ul>                      | Jan 2026 | Dec 2026 | Quarterly, program & admin |
|  | Advocate for transparent governance through constitutional reforms, open budgeting, and strengthened accountability mechanisms at all levels.       | <ul style="list-style-type: none"> <li>• 2 policy papers on constitutional or budgetary reforms.</li> <li>• 5 state governments or MDAs engaged in budget transparency and citizen participation.</li> <li>• Create 3 community-based accountability platforms (e.g., budget monitoring teams, public hearings).</li> </ul> | Jan 2026 | Dec 2026 | Quarterly, program & admin |

## Lawyers Alert 5-Year Annual Plan Breakdown (2026–2030)

### Year 3 – 2028

| <i>Related Objective</i>                                                                                                                                                          | <i>Action to take</i>                                                                                                                                         | <i>Desired Yearly Target</i>                                                                                                                                                                                                                                                                                                                                                                        | <i>Start Date</i> | <i>End Date</i> | <i>Resources</i>                              |
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| To enhance the capacity of at least 25% of staff towards repositioning Lawyers Alert for the delivery of its programs and mandate in at least 2 Anglophone West African Countries | Conduct staff capacity needs assessment                                                                                                                       | 1 baseline assessment                                                                                                                                                                                                                                                                                                                                                                               | Jan 2026          | Dec 2026        | 1 month; 3 staff                              |
|                                                                                                                                                                                   | Conduct training (fundraising, IT, etc.)                                                                                                                      | Train all staff in 4 themes                                                                                                                                                                                                                                                                                                                                                                         | Jan 2026          | Dec 2026        | Quarterly; All program & admin staff          |
|                                                                                                                                                                                   | Conduct performance appraisal                                                                                                                                 | Review 100% staff                                                                                                                                                                                                                                                                                                                                                                                   | Jan 2026          | Dec 2026        | 1 month; HR/Admin unit                        |
|                                                                                                                                                                                   | Provide work tools after training                                                                                                                             | Tools issued within 3 months post-training                                                                                                                                                                                                                                                                                                                                                          | Jan 2026          | Dec 2026        | As needed per training; Admin/IT unit         |
| To enhance access to justice, public safety by empowering communities to own their safety outcomes thereby enhancing security sector accountability                               | <p>To deepen our work on community policing in Guma, Katsina-Ala LGAs of Benue State</p> <p>To establish CPC in Agatu and support CPCs across the Country</p> | <ul style="list-style-type: none"> <li>▪ Midline evaluation against set indicators</li> <li>▪ Documentation of lessons, challenges, successes</li> <li>▪ Continuous capacity building of the CPCs</li> <li>▪ Continuous learning and lesson-sharing platforms/pathways amongst the CPCs in the States</li> <li>▪ Strengthening linkages between the CPCs, national actors, which include</li> </ul> | Jan 2026          | Dec 2026        | Lawyers Alert, Communities, Partners & Donors |

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|  |                                                                                                                                                                                                  | <p>security agencies, oversight bodies, and intergovernmental bodies, etc</p> <ul style="list-style-type: none"> <li>▪ Storytelling, sharing of successes/challenges, and deepening of partnerships at national and regional levels.</li> <li>▪ Strengthening the financial, administrative, and technical support to the CPCs</li> <li>▪ Deepening partnership with National, Regional, and Global actors</li> <li>▪ To deepen the cohesiveness of the CPC as a team, including strengthening relationships with security agencies</li> <li>▪ Strengthening clear communication and feedback channels between the CPCs and the Communities</li> </ul> |          |          |                                                                      |
|  | Promote community-led safety through inclusive dialogues, local watch groups, and training on digital and physical reporting tools.                                                              | 3 CPCs/local watch groups, 2 digital tools developed, 3 training sessions                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Jan 2026 | Dec 2026 | Lawyers, CoLAHR, LSN & Partner Human Rights Advocates/ Organizations |
|  | Enhance security sector accountability by strengthening oversight bodies, enabling citizen-led monitoring and scorecards, and advocating reforms on use-of-force, detention, and oversight laws. | 10 outreach events, 1 scorecard.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Jan 2026 | Dec 2026 | Lawyers, CoLAHR, LSN & Partner Human Rights Advocates/ Organizations |

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|                                                                                                                                                                      | Conduct legal literacy, provide free legal services, strategic impact litigation, and carry out joint programs, including incorporating the underserved population in project implementation teams. | Institute at least 2 SILs, provide free legal services to at least 500 persons, 50% cumulative reach (20% vulnerable communities)                                                                               | Jan 2026 | Dec 2026 | Lawyers, CoLAHR, LSN & Partner Human Rights Advocates/ Organizations |
|                                                                                                                                                                      | Engage in research, documentation, and advocacy on the rights of our target groups.                                                                                                                 | 2 research documents,                                                                                                                                                                                           | Jan 2026 | Dec 2026 | Lawyers, CoLAHR, LSN & Partner Human Rights Advocates/ Organizations |
|                                                                                                                                                                      | Facilitate the domestication, implementation, and monitoring of key aspects of compliance with the ACJ and VAPP laws at the state and Federal level.                                                | 2 states domesticate VAPPL                                                                                                                                                                                      | Jan 2026 | Dec 2026 | Lawyers, CoLAHR, LSN & Partner Human Rights Advocates/ Organizations |
| To promote the safeguarding of public and digital health and enforcement of rights and privileges as enshrined in the local, regional and International instruments. | Continuous Public and Digital Health Rights Education by raising awareness through campaigns, workshops, and digital platforms to empower individuals with knowledge of their health rights.        |                                                                                                                                                                                                                 | Jan 2026 | Dec 2026 | Program & Admin                                                      |
|                                                                                                                                                                      | Monitor and Document Violations - Systematically track and report public and digital health rights violations to inform advocacy and accountability efforts.                                        | <ul style="list-style-type: none"> <li>▪ 10 awareness campaigns (including workshops, media, and digital platforms) conducted across at least 5 states.</li> <li>▪ Reach at least 15,000 individuals</li> </ul> | Jan 2026 | Dec 2026 | Program & Admin                                                      |
|                                                                                                                                                                      | Continuous advocacy for inclusive, equitable access to digital health technologies, use of TRIPS Flexibilities, and pressure government to adopt and operationalize compulsory licensing            | 100 cases of public and digital health rights violations documented and verified.                                                                                                                               | Jan 2026 | Dec 2026 | Program & Admin                                                      |

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|                                                                                                                                                                                             | Advocate for inclusive, equitable access to digital health technologies, use of TRIPS Flexibilities, and pressure government to adopt and operationalize compulsory licensing.    | <ul style="list-style-type: none"> <li>▪ 6 high-level advocacy engagements with relevant government ministries, agencies, and stakeholders (e.g., Ministry of Health, National Office for Technology Acquisition and Promotion).</li> <li>▪ 2 policy briefs or position papers developed and submitted on TRIPS flexibilities and compulsory licensing.</li> <li>▪ 2 legal reform proposals drafted and submitted to the legislature or relevant agencies.</li> <li>▪ Host or co-host 3 multi-stakeholder forums to build consensus around IP reforms with public health safeguards.</li> </ul> | Jan 2026 | Dec 2026 | Program & Admin |
|                                                                                                                                                                                             | Continuous provision of Legal Support to Local Manufacturers, offer legal aid to small local pharma firms navigating IP barriers, patent registration, or licensing negotiations. | <ul style="list-style-type: none"> <li>▪ 3 local pharmaceutical firms provided with legal support related to IP, licensing, or patent registration.</li> <li>▪ At least 5 successful outcomes (e.g., licenses negotiated, patent opposition filed, registration facilitated).</li> </ul>                                                                                                                                                                                                                                                                                                        | Jan 2026 | Dec 2026 | Program & Admin |
| To research, monitor, document and create awareness on SRHR, TB, Human Trafficking and Petty Offences related violations towards evidence-based advocacy with a focus on vulnerable groups. | SRHR awareness for SMOs/CSOs                                                                                                                                                      | 12 Online/Offline Awareness sessions                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Jan 2026 | Dec 2026 | Program & Admin |

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|                                                                                                                                                          | Capacity building on Gender-Based Violence and SRHR for small and medium-size organisations across the Country.                                                                                             | <ul style="list-style-type: none"> <li>▪ 12 training sessions across 6 geopolitical zones.</li> <li>▪ 100 small and medium-sized organisations sensitized on GBV and SRHR.</li> <li>▪ 3,000 individual beneficiaries reach.</li> </ul> | Jan 2026 | Dec 2026 | Program & Admin            |
|                                                                                                                                                          | Provide relevant resource materials on women rights especially on Gender-Based Violence and SRHR.                                                                                                           | <ul style="list-style-type: none"> <li>▪ 5 key resource materials or toolkits (e.g., fact sheets, legal guides, referral directories).</li> <li>▪ 5,000 copies developed and printed.</li> </ul>                                       | Jan 2026 | Dec 2026 | Program & Admin            |
|                                                                                                                                                          | Engage in relevant research, documentation, and advocacy on Gender-Based Violence, SRHR, TB, Human Trafficking, and Petty Offences.                                                                         | <ul style="list-style-type: none"> <li>▪ 2 research studies or assessments on key thematic issues.</li> <li>▪ 100 verified cases of rights violations across the thematic areas.</li> <li>▪ 2 advocacy briefs</li> </ul>               | Jan 2026 | Dec 2026 | Program & Admin            |
|                                                                                                                                                          | Building an effective SRHR movement in Nigeria, and the region to advocate on rights and protection on Gender-Based Violence and influencing laws, policies and resources allocation to and on SRHR issues. | <ul style="list-style-type: none"> <li>▪ 3 national or regional convenings for SRHR stakeholders and organizations.</li> <li>▪ 20 new member organizations across Movements.</li> <li>▪ 1 national SRHR conference</li> </ul>          | Jan 2026 | Dec 2026 | Program & Admin            |
|                                                                                                                                                          | Building an effective petty offences movement in Nigeria to advocate for the decriminalization of petty offences.                                                                                           | 1 national-level advocacy campaign targeting law reform or policy changes on the decriminalization of petty offences.                                                                                                                  | Jan 2026 | Dec 2026 | Quarterly, program & admin |
| To promote and advocate for good governance in Nigeria across the broad thematic areas of Elections, Constitutional Amendment, Open Budgets in ways that | Engage judiciary & legislature                                                                                                                                                                              | Facilitate 5 engagements                                                                                                                                                                                                               | Jan 2026 | Dec 2026 | Quarterly, program & admin |

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| serve marginalized and vulnerable groups. |                                                                                                                                                     |                                                                                                                                                                                                                                                                                                        |          |          |                            |
|                                           | Advocate for policies and practices that strengthen judicial institutions to support Human Rights, especially for the poor and excluded population. | <ul style="list-style-type: none"> <li>▪ 4 strategic policy dialogues with judicial actors and human rights institutions.</li> <li>▪ 2 policy briefs or memos on judicial reforms.</li> <li>▪ Technical strengthening for 100 judicial officers or actors</li> </ul>                                   | Jan 2026 | Dec 2026 | Program & Admin            |
|                                           | Engage with the legislature to make new laws and amend existing ones in a human rights-compliant manner, focused on the poor and excluded.          | <p>6 engagements with legislators or legislative committees at state and national levels.</p> <p>2 bills or legal frameworks addressing rights of the poor and excluded drafted/amended</p>                                                                                                            | Jan 2026 | Dec 2026 | Quarterly, program & admin |
|                                           | Engage state and non-state actors towards signing onto the Open Government Partnership (OGP) and developing/implementing State Action Plans (SAPs). | <ul style="list-style-type: none"> <li>▪ Initiate and update State Action Plans (2 states).</li> <li>▪ 3 multi-stakeholder forums on transparency, open governance, and accountability.</li> </ul>                                                                                                     | Jan 2026 | Dec 2026 | Quarterly, program & admin |
|                                           | Promote electoral reforms, civic participation, and inclusive electoral processes that protect the rights of citizens.                              | <ul style="list-style-type: none"> <li>▪ 3 advocacy campaigns on inclusive electoral reforms.</li> <li>▪ INEC and relevant stakeholders discuss reforms and access for marginalized groups in 5 states</li> <li>▪ 5,000 individuals (women, youth, and PWDs) with civic education messages.</li> </ul> | Jan 2026 | Dec 2026 | Quarterly, program & admin |
|                                           | Advocate for transparent governance through constitutional reforms, open budgeting, and strengthened                                                | <ul style="list-style-type: none"> <li>▪ 2 policy papers on constitutional or budgetary reforms.</li> </ul>                                                                                                                                                                                            | Jan 2026 | Dec 2026 | Quarterly, program & admin |

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|  | <p>accountability mechanisms at all levels.</p> | <ul style="list-style-type: none"> <li>▪ 5 state governments or MDAs engaged on budget transparency and citizen participation.</li> <li>▪ Create 3 community-based accountability platforms (e.g., budget monitoring teams, public hearings).</li> </ul> |  |  |  |
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LAWYERS ALERT  
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## Lawyers Alert 5-Year Annual Plan Breakdown (2026–2030)

### Year 4 – 2029

| <i>Related Objective</i>                                                                                                                                                          | <i>Action to take</i>                                                                                                                              | <i>Desired Yearly Target</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                             | <i>Start Date</i> | <i>End Date</i> | <i>Resources</i>                              |
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| To enhance the capacity of at least 25% of staff towards repositioning Lawyers Alert for the delivery of its programs and mandate in at least 2 Anglophone West African Countries | Conduct staff capacity needs assessment                                                                                                            | 1 baseline assessment                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Jan 2026          | Dec 2026        | 1 month; 3 staff                              |
|                                                                                                                                                                                   | Conduct training (fundraising, IT, etc.)                                                                                                           | Train all staff in 4 themes                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Jan 2026          | Dec 2026        | Quarterly; All program & admin staff          |
|                                                                                                                                                                                   | Conduct performance appraisal                                                                                                                      | Review 100% staff                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Jan 2026          | Dec 2026        | 1 month; HR/Admin unit                        |
|                                                                                                                                                                                   | Provide work tools after training                                                                                                                  | Tools issued within 3 months post-training                                                                                                                                                                                                                                                                                                                                                                                                                                               | Jan 2026          | Dec 2026        | As needed per training; Admin/IT unit         |
| To enhance access to justice, public safety by empowering communities to own their safety outcomes thereby enhancing security sector accountability                               | To deepen our work on community policing in Guma, Katsina-Ala LGAs of Benue State<br>To establish CPC in Agatu and support CPCs across the Country | <ul style="list-style-type: none"> <li>▪ Learning and lesson-sharing at the regional and global level with like public and safety actors/mechanisms</li> <li>▪ Continuous documentation of lessons, challenges, successes</li> <li>▪ Continuous capacity building of the CPCs</li> <li>▪ Continuous learning and lesson-sharing platforms/pathways amongst the CPCs in the States</li> <li>▪ Strengthening linkages between the CPCs, national actors, which include security</li> </ul> | Jan 2026          | Dec 2026        | Lawyers Alert, Communities, Partners & Donors |

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|  |                                                                                                                                                                                                  | <p>agencies, oversight bodies, and intergovernmental bodies, etc</p> <ul style="list-style-type: none"> <li>▪ Storytelling, sharing of successes/challenges, and deepening of partnerships at national and regional levels.</li> <li>▪ Strengthening the financial, administrative, and technical support to the CPCs</li> <li>▪ Deepening partnership with National, Regional, and Global actors</li> <li>▪ To deepen the cohesiveness of the CPC as a team, including strengthening relationships with security agencies</li> <li>▪ Strengthening clear communication and feedback channels between the CPCs and the Communities</li> </ul> |          |          |                                                                     |
|  | Promote community-led safety through inclusive dialogues, local watch groups, and training on digital and physical reporting tools.                                                              | 3 CPCs/local watch groups, 2 digital tools developed, 3 training sessions                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Jan 2026 | Dec 2026 | Lawyers, CoLAHR, LSN & Partner Human Rights Advocates/Organizations |
|  | Enhance security sector accountability by strengthening oversight bodies, enabling citizen-led monitoring and scorecards, and advocating reforms on use-of-force, detention, and oversight laws. | 10 outreach events, 1 scorecard.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Jan 2026 | Dec 2026 | Lawyers, CoLAHR, LSN & Partner Human Rights Advocates/Organizations |
|  | Conduct legal literacy, provide free legal services, strategic impact litigation, and carry                                                                                                      | Institute at least 2 SILs, provide free legal services to at least 500                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Jan 2026 | Dec 2026 | Lawyers, CoLAHR, LSN & Partner Human                                |

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|                                                                                                                                                                      | out joint programs, including incorporating the underserved population in project implementation teams.                                                                                      | persons, 50% cumulative reach (20% vulnerable communities)                                                                                                                                                      |          |          | Rights Advocates/ Organizations                                      |
|                                                                                                                                                                      | Engage in research, documentation, and advocacy on the rights of our target groups.                                                                                                          | 2 research documents,                                                                                                                                                                                           | Jan 2026 | Dec 2026 | Lawyers, CoLAHR, LSN & Partner Human Rights Advocates/ Organizations |
|                                                                                                                                                                      | Facilitate the domestication, implementation, and monitoring of key aspects of compliance with the ACJ and VAPP laws at the state and Federal level.                                         | 2 states domesticate VAPPL                                                                                                                                                                                      | Jan 2026 | Dec 2026 | Lawyers, CoLAHR, LSN & Partner Human Rights Advocates/ Organizations |
| To promote the safeguarding of public and digital health and enforcement of rights and privileges as enshrined in the local, regional and International instruments. | Evaluation of the public and digital health and enforcement of rights and privileges program                                                                                                 | valuation report and review                                                                                                                                                                                     | Jan 2026 | Dec 2026 | Program & Admin                                                      |
|                                                                                                                                                                      | Review and possible redesign based on findings                                                                                                                                               | valuation report and review                                                                                                                                                                                     | Jan 2026 | Dec 2026 | Program & Admin                                                      |
|                                                                                                                                                                      | Sharing of learning and lessons at the national and regional level                                                                                                                           | 1 national/regional lesson-sharing event                                                                                                                                                                        | Jan 2026 | Dec 2026 | Program & Admin                                                      |
|                                                                                                                                                                      | Continuous Public and Digital Health Rights Education by raising awareness through campaigns, workshops, and digital platforms to empower individuals with knowledge of their health rights. | <ul style="list-style-type: none"> <li>▪ 10 awareness campaigns (including workshops, media, and digital platforms) conducted across at least 5 states.</li> <li>▪ Reach at least 15,000 individuals</li> </ul> | Jan 2026 | Dec 2026 | Program & Admin                                                      |
|                                                                                                                                                                      | Monitor and Document Violations - Systematically track and report public and digital health rights violations                                                                                | 100 cases of public and digital health rights violations documented and verified.                                                                                                                               | Jan 2026 | Dec 2026 | Program & Admin                                                      |

|                                                                                                                                  |                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |          |          |                 |
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|                                                                                                                                  | to inform advocacy and accountability efforts.                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |          |          |                 |
|                                                                                                                                  | Continuous advocacy for inclusive, equitable access to digital health technologies, use of TRIPS Flexibilities, and pressure government to adopt and operationalize compulsory licensing | <ul style="list-style-type: none"> <li>▪ 6 high-level advocacy engagements with relevant government ministries, agencies, and stakeholders (e.g., Ministry of Health, National Office for Technology Acquisition and Promotion).</li> <li>▪ 2 policy briefs or position papers developed and submitted on TRIPS flexibilities and compulsory licensing.</li> <li>▪ 2 legal reform proposals drafted and submitted to the legislature or relevant agencies.</li> <li>▪ Host or co-host 3 multi-stakeholder forums to build consensus around IP reforms with public health safeguards.</li> </ul> | Jan 2026 | Dec 2026 | Program & Admin |
|                                                                                                                                  | Continuous provision of Legal Support to Local Manufacturers, offer legal aid to small local pharma firms navigating IP barriers, patent registration, or licensing negotiations.        | <ul style="list-style-type: none"> <li>▪ 3 local pharmaceutical firms provided with legal support related to IP, licensing, or patent registration.</li> <li>▪ At least 5 successful outcomes (e.g., licenses negotiated, patent opposition filed, registration facilitated).</li> </ul>                                                                                                                                                                                                                                                                                                        | Jan 2026 | Dec 2026 | Program & Admin |
| To research, monitor, document and create awareness on SRHR, TB, Human Trafficking and Petty Offences related violations towards | SRHR awareness for SMOs/CSOs                                                                                                                                                             | 12 Online/Offline Awareness sessions                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Jan 2026 | Dec 2026 | Program & Admin |

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| evidence-based advocacy with a focus on vulnerable groups.                                                                     |                                                                                                                                                                                                             |                                                                                                                                                                                                                                        |          |          |                            |
|                                                                                                                                | Capacity building on Gender-Based Violence and SRHR for small and medium-size organisations across the Country.                                                                                             | <ul style="list-style-type: none"> <li>▪ 12 training sessions across 6 geopolitical zones.</li> <li>▪ 100 small and medium-sized organisations sensitized on GBV and SRHR.</li> <li>▪ 3,000 individual beneficiaries reach.</li> </ul> | Jan 2026 | Dec 2026 | Program & Admin            |
|                                                                                                                                | Provide relevant resource materials on women rights especially on Gender-Based Violence and SRHR.                                                                                                           | <ul style="list-style-type: none"> <li>▪ 5 key resource materials or toolkits (e.g., fact sheets, legal guides, referral directories).</li> <li>▪ 5,000 copies developed and printed.</li> </ul>                                       | Jan 2026 | Dec 2026 | Program & Admin            |
|                                                                                                                                | Engage in relevant research, documentation, and advocacy on Gender-Based Violence, SRHR, TB, Human Trafficking and Petty Offences.                                                                          | <ul style="list-style-type: none"> <li>▪ 2 research studies or assessments on key thematic issues.</li> <li>▪ 100 verified cases of rights violations across the thematic areas.</li> <li>▪ 2 advocacy briefs</li> </ul>               | Jan 2026 | Dec 2026 | Program & Admin            |
|                                                                                                                                | Building an effective SRHR movement in Nigeria, and the region to advocate on rights and protection on Gender-Based Violence and influencing laws, policies and resources allocation to and on SRHR issues. | <ul style="list-style-type: none"> <li>▪ 3 national or regional convenings for SRHR stakeholders and organizations.</li> <li>▪ 20 new member organizations across Movements.</li> <li>▪ 1 national SRHR conference</li> </ul>          | Jan 2026 | Dec 2026 | Program & Admin            |
|                                                                                                                                | Building an effective petty offences movement in Nigeria to advocate for the decriminalization of petty offences.                                                                                           | 1 national-level advocacy campaign targeting law reform or policy changes on the decriminalization of petty offences.                                                                                                                  | Jan 2026 | Dec 2026 | Quarterly, program & admin |
| To promote and advocate for good governance in Nigeria across the broad thematic areas of Elections, Constitutional Amendment, | Engage judiciary & legislature                                                                                                                                                                              | Facilitate 5 engagements                                                                                                                                                                                                               | Jan 2026 | Dec 2026 | Quarterly, program & admin |

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| Open Budgets in ways that serve marginalized and vulnerable groups. |                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                             |          |          |                            |
|                                                                     | Advocate for policies and practices that strengthen judicial institutions to support Human Rights, especially for the poor and excluded population. | <ul style="list-style-type: none"> <li>▪ 4 strategic policy dialogues with judicial actors and human rights institutions.</li> <li>▪ 2 policy briefs or memos on judicial reforms.</li> <li>▪ Technical strengthening for 100 judicial officers or actors</li> </ul>                                                        | Jan 2026 | Dec 2026 | Program & Admin            |
|                                                                     | Engage with the legislature to make new laws and amend existing ones in a human rights-compliant manner, focused on the poor and excluded.          | <ul style="list-style-type: none"> <li>▪ 6 engagements with legislators or legislative committees at state and national levels.</li> <li>▪ 2 bills or legal frameworks addressing rights of the poor and excluded drafted/amended</li> </ul>                                                                                | Jan 2026 | Dec 2026 | Quarterly, program & admin |
|                                                                     | Engage state and non-state actors towards signing onto the Open Government Partnership (OGP) and developing/implementing State Action Plans (SAPs). | <ul style="list-style-type: none"> <li>▪ Initiate and update State Action Plans (2 states).</li> <li>▪ 3 multi-stakeholder forums on transparency, open governance, and accountability.</li> </ul>                                                                                                                          | Jan 2026 | Dec 2026 | Quarterly, program & admin |
|                                                                     | Promote electoral reforms, civic participation, and inclusive electoral processes that protect the rights of citizens.                              | <ul style="list-style-type: none"> <li>▪ 3 advocacy campaigns on inclusive electoral reforms.</li> <li>▪ INEC and relevant stakeholders discuss reforms and access for marginalized groups in 5 states</li> <li>▪ 5,000 individuals (women, youth, and PWDs) with civic education messages.</li> </ul>                      | Jan 2026 | Dec 2026 | Quarterly, program & admin |
|                                                                     | Advocate for transparent governance through constitutional reforms, open budgeting, and strengthened accountability mechanisms at all levels.       | <ul style="list-style-type: none"> <li>▪ 2 policy papers on constitutional or budgetary reforms.</li> <li>▪ 5 state governments or MDAs engaged on budget transparency and citizen participation.</li> <li>▪ Create 3 community-based accountability platforms (e.g., budget monitoring teams, public hearings).</li> </ul> | Jan 2026 | Dec 2026 | Quarterly, program & admin |

## Lawyers Alert 5-Year Annual Plan Breakdown (2026–2030)

### Year 5 – 2030

| <i>Related Objective</i>                                                                                                                                                          | <i>Action to take</i>                                                                                                                              | <i>Desired Yearly Target</i>                                                                                                                                                                                                                                                                                                                                                                 | <i>Start Date</i> | <i>End Date</i> | <i>Resources</i>                              |
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| To enhance the capacity of at least 25% of staff towards repositioning Lawyers Alert for the delivery of its programs and mandate in at least 2 Anglophone West African Countries | Conduct staff capacity needs assessment                                                                                                            | 1 baseline assessment                                                                                                                                                                                                                                                                                                                                                                        | Jan 2026          | Dec 2026        | 1 month; 3 staff                              |
|                                                                                                                                                                                   | Conduct training (fundraising, IT, etc.)                                                                                                           | Train all staff in 4 themes                                                                                                                                                                                                                                                                                                                                                                  | Jan 2026          | Dec 2026        | Quarterly; All program & admin staff          |
|                                                                                                                                                                                   | Conduct performance appraisal                                                                                                                      | Review 100% staff                                                                                                                                                                                                                                                                                                                                                                            | Jan 2026          | Dec 2026        | 1 month; HR/Admin unit                        |
|                                                                                                                                                                                   | Provide work tools after training                                                                                                                  | Tools issued within 3 months post-training                                                                                                                                                                                                                                                                                                                                                   | Jan 2026          | Dec 2026        | As needed per training; Admin/IT unit         |
| To enhance access to justice, public safety by empowering communities to own their safety outcomes thereby enhancing security sector accountability                               | To deepen our work on community policing in Guma, Katsina-Ala LGAs of Benue State<br>To establish CPC in Agatu and support CPCs across the Country | <ul style="list-style-type: none"> <li>▪ Learning and lesson-sharing at the regional and global level with like public and safety actors/mechanisms</li> <li>▪ Continuous documentation of lessons, challenges, successes</li> <li>▪ Continuous capacity building of the CPCs</li> <li>▪ Continuous learning and lesson-sharing platforms/pathways amongst the CPCs in the States</li> </ul> | Jan 2026          | Dec 2026        | Lawyers Alert, Communities, Partners & Donors |

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|  |                                                                                                                                     | <ul style="list-style-type: none"> <li>▪ Strengthening linkages between the CPCs, national actors, which include security agencies, oversight bodies, and intergovernmental bodies, etc</li> <li>▪ Storytelling, sharing of successes/challenges, and deepening of partnerships at national and regional levels.</li> <li>▪ Strengthening the financial, administrative, and technical support to the CPCs</li> <li>▪ Deepening partnership with National, Regional, and Global actors</li> <li>▪ To deepen the cohesiveness of the CPC as a team, including strengthening relationships with security agencies</li> <li>▪ Strengthening clear communication and feedback channels between the CPCs and the Communities</li> <li>▪ Endline evaluation against set indicators</li> </ul> |          |          |                                                                      |
|  | Promote community-led safety through inclusive dialogues, local watch groups, and training on digital and physical reporting tools. | 3 CPCs/local watch groups, 2 digital tools developed, 3 training sessions                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Jan 2026 | Dec 2026 | Lawyers, CoLAHR, LSN & Partner Human Rights Advocates/ Organizations |

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|                                                                                                                                                                      | Enhance security sector accountability by strengthening oversight bodies, enabling citizen-led monitoring and scorecards, and advocating reforms on use-of-force, detention, and oversight laws.    | 10 outreach events, 1 scorecard.                                                                                                  | Jan 2026 | Dec 2026 | Lawyers, CoLAHR, LSN & Partner Human Rights Advocates/ Organizations |
|                                                                                                                                                                      | Conduct legal literacy, provide free legal services, strategic impact litigation, and carry out joint programs, including incorporating the underserved population in project implementation teams. | Institute at least 2 SILs, provide free legal services to at least 500 persons, 50% cumulative reach (20% vulnerable communities) | Jan 2026 | Dec 2026 | Lawyers, CoLAHR, LSN & Partner Human Rights Advocates/ Organizations |
|                                                                                                                                                                      | Engage in research, documentation, and advocacy on the rights of our target groups.                                                                                                                 | 2 research documents,                                                                                                             | Jan 2026 | Dec 2026 | Lawyers, CoLAHR, LSN & Partner Human Rights Advocates/ Organizations |
|                                                                                                                                                                      | Facilitate the domestication, implementation, and monitoring of key aspects of compliance with the ACJ and VAPP laws at the state and Federal level.                                                | 2 states domesticate VAPPL                                                                                                        | Jan 2026 | Dec 2026 | Lawyers, CoLAHR, LSN & Partner Human Rights Advocates/ Organizations |
| To promote the safeguarding of public and digital health and enforcement of rights and privileges as enshrined in the local, regional and International instruments. | Sharing of learning and lessons at the national and regional level                                                                                                                                  | Legal landscape and socioeconomic determinants to public health and digital rights                                                | Jan 2026 | Dec 2026 | Program & Admin                                                      |
|                                                                                                                                                                      | Continuous Public and Digital Health Rights Education by raising awareness through campaigns, workshops, and digital platforms to empower                                                           | ▪ 10 awareness campaigns (including workshops, media, and digital platforms) conducted across at least 5 states.                  | Jan 2026 | Dec 2026 | Program & Admin                                                      |

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|  | individuals with knowledge of their health rights.                                                                                                                                       | <ul style="list-style-type: none"> <li>Reach at least 15,000 individuals</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |          |          |                 |
|  | Monitor and Document Violations - Systematically track and report public and digital health rights violations to inform advocacy and accountability efforts.                             | 100 cases of public and digital health rights violations documented and verified.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Jan 2026 | Dec 2026 | Program & Admin |
|  | Continuous advocacy for inclusive, equitable access to digital health technologies, use of TRIPS Flexibilities, and pressure government to adopt and operationalize compulsory licensing | <ul style="list-style-type: none"> <li>6 high-level advocacy engagements with relevant government ministries, agencies, and stakeholders (e.g., Ministry of Health, National Office for Technology Acquisition and Promotion).</li> <li>2 policy briefs or position papers developed and submitted on TRIPS flexibilities and compulsory licensing.</li> <li>2 legal reform proposals drafted and submitted to the legislature or relevant agencies.</li> <li>Host or co-host 3 multi-stakeholder forums to build consensus around IP reforms with public health safeguards.</li> </ul> | Jan 2026 | Dec 2026 | Program & Admin |
|  | Continuous provision of Legal Support to Local Manufacturers, offer legal aid to small local pharma firms navigating IP barriers, patent registration, or licensing negotiations.        | <ul style="list-style-type: none"> <li>3 local pharmaceutical firms provided with legal support related to IP, licensing, or patent registration.</li> <li>At least 5 successful outcomes (e.g., licenses negotiated,</li> </ul>                                                                                                                                                                                                                                                                                                                                                        | Jan 2026 | Dec 2026 | Program & Admin |

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|                                                                                                                                                                                             |                                                                                                                                                                                                             | patent opposition filed, registration facilitated).                                                                                                                                                                                    |          |          |                 |
| To research, monitor, document and create awareness on SRHR, TB, Human Trafficking and Petty Offences related violations towards evidence-based advocacy with a focus on vulnerable groups. | SRHR awareness for SMOs/CSOs                                                                                                                                                                                | 12 Online/Offline Awareness sessions                                                                                                                                                                                                   | Jan 2026 | Dec 2026 | Program & Admin |
|                                                                                                                                                                                             | Capacity building on Gender-Based Violence and SRHR for small and medium-size organisations across the Country.                                                                                             | <ul style="list-style-type: none"> <li>▪ 12 training sessions across 6 geopolitical zones.</li> <li>▪ 100 small and medium-sized organisations sensitized on GBV and SRHR.</li> <li>▪ 3,000 individual beneficiaries reach.</li> </ul> | Jan 2026 | Dec 2026 | Program & Admin |
|                                                                                                                                                                                             | Provide relevant resource materials on women rights especially on Gender-Based Violence and SRHR.                                                                                                           | <ul style="list-style-type: none"> <li>▪ 5 key resource materials or toolkits (e.g., fact sheets, legal guides, referral directories).</li> <li>▪ 5,000 copies developed and printed.</li> </ul>                                       | Jan 2026 | Dec 2026 | Program & Admin |
|                                                                                                                                                                                             | Engage in relevant research, documentation, and advocacy on Gender-Based Violence, SRHR, TB, Human Trafficking and Petty Offences.                                                                          | <ul style="list-style-type: none"> <li>▪ 2 research studies or assessments on key thematic issues.</li> <li>▪ 100 verified cases of rights violations across the thematic areas.</li> <li>▪ 2 advocacy briefs</li> </ul>               | Jan 2026 | Dec 2026 | Program & Admin |
|                                                                                                                                                                                             | Building an effective SRHR movement in Nigeria, and the region to advocate on rights and protection on Gender-Based Violence and influencing laws, policies and resources allocation to and on SRHR issues. | <ul style="list-style-type: none"> <li>▪ 3 national or regional convenings for SRHR stakeholders and organizations.</li> <li>▪ 20 new member organizations across Movements.</li> <li>▪ 1 national SRHR conference</li> </ul>          | Jan 2026 | Dec 2026 | Program & Admin |

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|                                                                                                                                                                                                    | Building an effective petty offences movement in Nigeria to advocate for the decriminalization of petty offences.                                   | 1 national-level advocacy campaign targeting law reform or policy changes on the decriminalization of petty offences.                                                                                                                                                | Jan 2026 | Dec 2026 | Quarterly, program & admin |
| To promote and advocate for good governance in Nigeria across the broad thematic areas of Elections, Constitutional Amendment, Open Budgets in ways that serve marginalized and vulnerable groups. | Engage the judiciary & legislature                                                                                                                  | Facilitate 5 engagements                                                                                                                                                                                                                                             | Jan 2026 | Dec 2026 | Quarterly, program & admin |
|                                                                                                                                                                                                    | Advocate for policies and practices that strengthen judicial institutions to support Human Rights, especially for the poor and excluded population. | <ul style="list-style-type: none"> <li>▪ 4 strategic policy dialogues with judicial actors and human rights institutions.</li> <li>▪ 2 policy briefs or memos on judicial reforms.</li> <li>▪ Technical strengthening for 100 judicial officers or actors</li> </ul> | Jan 2026 | Dec 2026 | Program & Admin            |
|                                                                                                                                                                                                    | Engage with the legislature to make new laws and amend existing ones in a human rights-compliant manner, focused on the poor and excluded.          | <ul style="list-style-type: none"> <li>▪ 6 engagements with legislators or legislative committees at state and national levels.</li> <li>▪ 2 bills or legal frameworks addressing rights of the poor and excluded drafted/amended</li> </ul>                         | Jan 2026 | Dec 2026 | Quarterly, program & admin |
|                                                                                                                                                                                                    | Engage state and non-state actors towards signing onto the Open Government Partnership (OGP) and developing/implementing State Action Plans (SAPs). | <ul style="list-style-type: none"> <li>▪ Initiate and update State Action Plans (2 states).</li> <li>▪ 3 multi-stakeholder forums on transparency, open governance, and accountability.</li> </ul>                                                                   | Jan 2026 | Dec 2026 | Quarterly, program & admin |
|                                                                                                                                                                                                    | Promote electoral reforms, civic participation, and inclusive electoral processes that protect the rights of citizens.                              | <ul style="list-style-type: none"> <li>▪ 3 advocacy campaigns on inclusive electoral reforms.</li> <li>▪ INEC and relevant stakeholders discuss reforms and access for marginalized groups in 5 states</li> </ul>                                                    | Jan 2026 | Dec 2026 | Quarterly, program & admin |

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|  |                                                                                                                                                      | <ul style="list-style-type: none"> <li>▪ 5,000 individuals (women, youth, and PWDs) with civic education messages.</li> </ul>                                                                                                                                                                                               |          |          |                            |
|  | <p>Advocate for transparent governance through constitutional reforms, open budgeting, and strengthened accountability mechanisms at all levels.</p> | <ul style="list-style-type: none"> <li>▪ 2 policy papers on constitutional or budgetary reforms.</li> <li>▪ 5 state governments or MDAs engaged in budget transparency and citizen participation.</li> <li>▪ Create 3 community-based accountability platforms (e.g., budget monitoring teams, public hearings).</li> </ul> | Jan 2026 | Dec 2026 | Quarterly, program & admin |

LAWYERS ALERT  
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