



Promoting Human Rights

LAWYERS ALERT STRATEGIC PLAN 2021-2025

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ACRONYMS

ACJA: Administration of Criminal Justice Act

AIDs: Acquired Immune Deficiency Syndrome

ATR: African Traditional Religion

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

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

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 2021-2025. 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, 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 empowers them to actively demand the enforcement of their rights and privileges as enshrined in the local, regional and International instruments. We strongly believe that the protection and defense of 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-trainings, 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, 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 to build 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

January 2021.



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 Human Rights, Non-Governmental Organisation (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 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 instrumentality of 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 indisputably the foremost Civil Society Organisation (CSO) in Nigeria deploying lawyers to offer free legal services in the promotion and defense of human rights. It is ordinarily an engagement that is conjectured as impossible but through the effectiveness and efficiency of the Organisation, it has not only generated sufficient goodwill and social capital for the Organisation, it has become a niche area for it in close to two decades. 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 about a decade and eight years 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 fourth 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 2021-2025 as it prepares to launch its activities beyond Nigeria through partnerships that will take its brand of engagement in human rights into the West African sub-region, the continent of Africa and the rest of the world. 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 translate 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 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.

The SDGs are a new, universal set of goals, targets, and indicators that the UN Member States will be expected to use to frame their agendas and political policies over a period of fifteen years (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 close to 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 infection, contributed to the update of policies and practices around access to information, worked on 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 workforce that has demonstrated an ability to manage programs and its finances.

However, despite the outstanding attainments, impeccable attributes and sterling qualities, Lawyers Alert has a few internal issues that can reverse all the years of excellent work. Its operation is projecting itself to the world that can be improved upon. Especially worrisome is the inadequacy of its publicity and visibility program especially with the trove of information and data that it has generated over the years. The coordination and streamlining of its internal communication process are unable to effectively project the image and the reputation it has garnered thus far. There is a lack of strategic and effective application of its communication plans, which could totally undermine all the strengths enumerated above.

The Organisation also suffers a complex reversal of its assets becoming liabilities. The core staff which should be an invaluable advantage in the management of the Organisation's assets, ensuring speedy and proper documentation, communicating its gains and in consistently maintaining and sustaining its relationship with its numerous partners around the world have not performed up to the desired expectations. The Organisation is still working to stabilize its system of Human Resource and Organisational Management especially on providing a succession template and a motivational and incentivization plan for the staff.

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.

Undoubtedly, there is the ever-rising threat of poverty across Nigeria with the gulf between the rich and the poor widening every day with Nigeria being declared the World Poverty Capital. The insurgency in Northern Nigeria, the new threat of rampant and gruesome murder of defenseless villagers in Benue by cattle herdsman has 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 from 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 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 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 understands 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 efficiently take charge of issues related to ICT and provide regular guidance on the use of tools that will enhance 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. With the high level of insecurity in Nigeria, Lawyers Alert need to develop a strategy to guide its Staff during an incidence of abduction or kidnapping as it is aware of its operation in a region that is hostile and volatile.

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, management reviews, stakeholder meetings and annual reviews.

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 & Ethics,

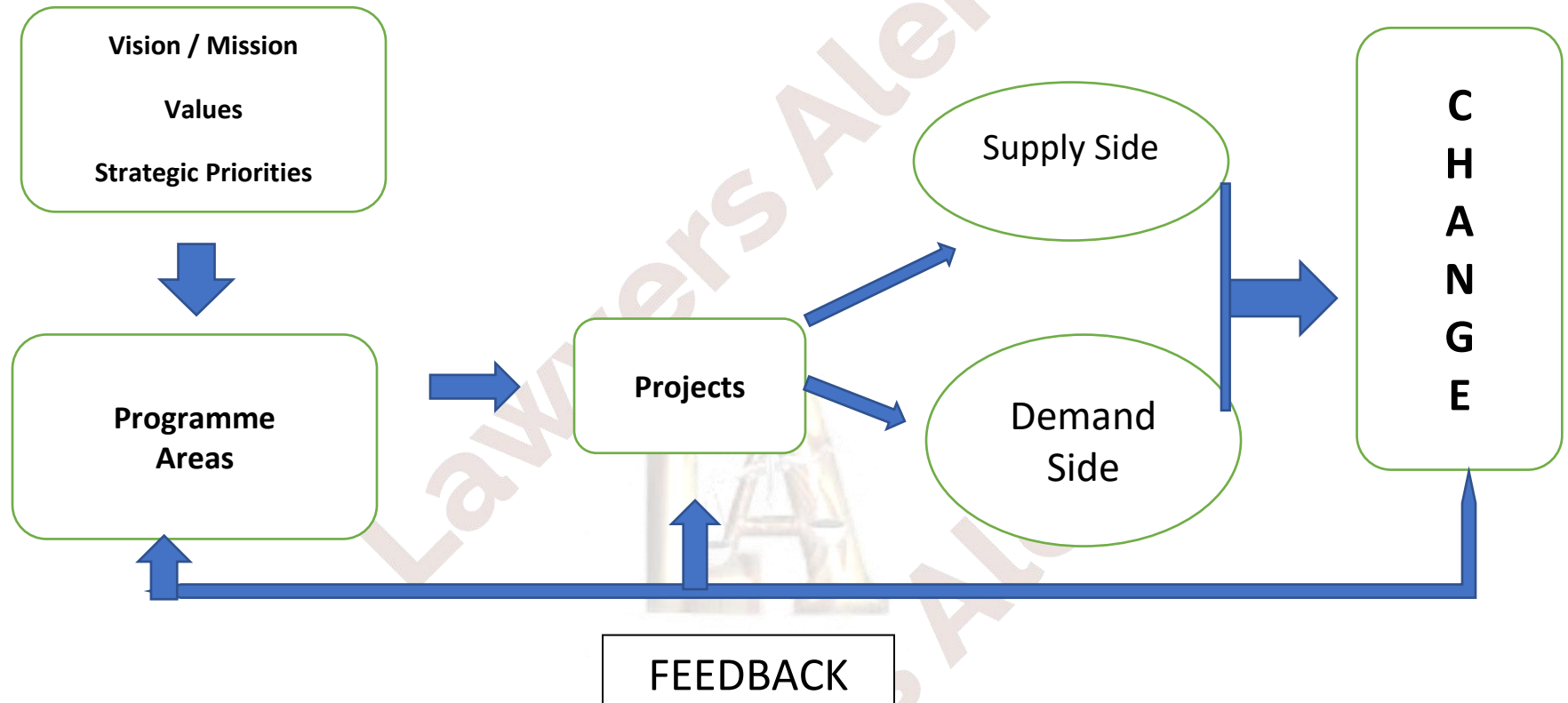
Professionalism,

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:

- | | | |
|-------------------------------|---|-----------|
| 1. Mr. Rommy Mom | - | Chair |
| 2. Ms. Doris Innocent | - | Secretary |
| 3. Ms. Roseline Oghenebrume | - | Member |
| 4. Mr. Yemi Agoro | - | Member |
| 5. Mr. Bamidele Jacobs | - | Member |
| 6. Ms. Chigoziem Ellen Onugha | - | Member |

- | | | |
|---------------------|---|--------|
| 7. Mr. Victor Eboh | - | Member |
| 8. Ms. Jerome Uneje | - | Member |

The Organisation then appointed an external *Strategic Plan Facilitator* (**Mr Tive Denedo**) to facilitate the process. From Monday 19th October till Wednesday 22nd October 2020, Lawyers Alert organized a strategic plan retreat for the board and staff of the organization in Double K Resort, Otukpo, Benue State. The retreat was organized to review the vision, mission, and values of Lawyers Alert, analyse the context in which the organization is operating; analyse the stakeholders and propose strategic direction for the organization.

The draft strategy produced was subjected to validation by stakeholders on the 31st of October, 2020. 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 8th of January 2021.

SECTION TWO: THE CONTEXT

2.1 International Context

The global promotion and protection of the poor, marginalised and vulnerable which translate 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 if the strides and pace of development have 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 but there is agreement that the interpretation of development is influenced by history, discipline, ideological orientation, and training.ⁱ

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.ⁱⁱ However on the flip side there has been a confounding and disproportionate spiraling 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.

The figures compiled by financial website [Learnbonds.com](https://www.learnbonds.com),ⁱⁱⁱ in February 2020 indicated that the combined wealth of the world's top ten billionaires is greater than the total GDP of the 85 poorest countries on earth. Their

cumulative wealth is even higher than the GDP of developed countries such as Sweden and Belgium and the oil-exporting powerhouse of Saudi Arabia. If converted to GDP, the top ten billionaires' combined \$858 billion wealth would make them the 18th-richest country in the world.

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.^{iv} 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. ^v 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”.^{vi}

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. ^{vii} 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.

2.2.1 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.

2.2.2 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. ^{viii}, 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.

2.2.3 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^{vi} 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^{xi} 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.

2.2.4 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 ^{xii} 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.

2.2.5 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 fifteen 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. ^{xv} 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 AmplifyChange UK, South Africa Litigation Center (SALC), Urgent Action Fund Africa (UAFA), Joint United Nations Programme on HIV/AIDS (UNAIDS), Enda-Sante, Rapid Response Fund, AIDS and Rights Alliance for Southern Africa (ARASA), Open Society Initiative for West Africa (OSIWA). 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 and the absence of a succession plan.

Despite the challenges identified above, there are opportunities for Lawyers Alert to look beyond Nigeria and to the world at large 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 has 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. There were times when the funding of the organisation became incredibly low, and the founder had to use personal

funds to run the organisation. In other times, there have been issues of inadequate staffing to implement organisation's programs as well as matters of poor internal communications which created poor administrative support for activities. 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, 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 close 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 Draft 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 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 engage government and other stakeholders using existing and new laws towards a pro-poor justice system that is affordable and user friendly in the dispensation of justice.
- To increase the visibility of Lawyers Alert through programs and improved engagement in social and traditional media platforms.
- To engage and intervene in 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 in other African countries and the world at large.

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 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

Strategic Objective Three:

To engage government and other stakeholders using existing and new laws towards an affordable justice system that is user friendly in the dispensation of justice.

Key Actions:

- Capacity building, sensitization, provision of relevant resources materials and awareness programs for our target groups.
- 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:

- Availability of reliable and dependable information and data for target groups.
- Increased awareness about existing and new laws for target groups.
- Deepened understanding of rights by target groups.
- Domestication and implementation of ACJ and VAPP laws in all 36 States of Nigeria.

Strategic Objective Four:

To deepen Lawyers Alert engagement with the underserved population and increase visibility through programs and media relations.

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 advocate for good governance in Nigeria across the broad thematic areas of Elections, Security, 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 as it affects the rights of poor and excluded population.
- Engage with the legislature towards making new laws and amending existing ones in a human rights-compliant manner, with a focus on the poor and excluded population.
- Collaborate with the Justice Sector to provide training for justice sector officers on a strong and effective Justice Sector in Nigeria.
- To engage state and non-state actors towards the signing up on the Open Government Partnership, developing and implementing State Action Plans.
- 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.

Outcomes

- Strengthened capacity of the justice sector to deliver favourable judgments on issues that affect the poor and vulnerable groups in Nigeria.
- Empowered vulnerable population aware of their rights including the judicial processes of seeking reliefs.
- Enhanced technical support for judicial officers in the promotion of free legal services for the poor and excluded population.
- Decongested Prisons across Nigeria.

- All states across Nigeria have signed up to the Open Government Partnership, developing and implementing State Action Plans (SAPs).
- Informed stakeholders on issues of safety, security, and access to justice with an emphasis on community policing, accountability, and human rights-focused State policing.

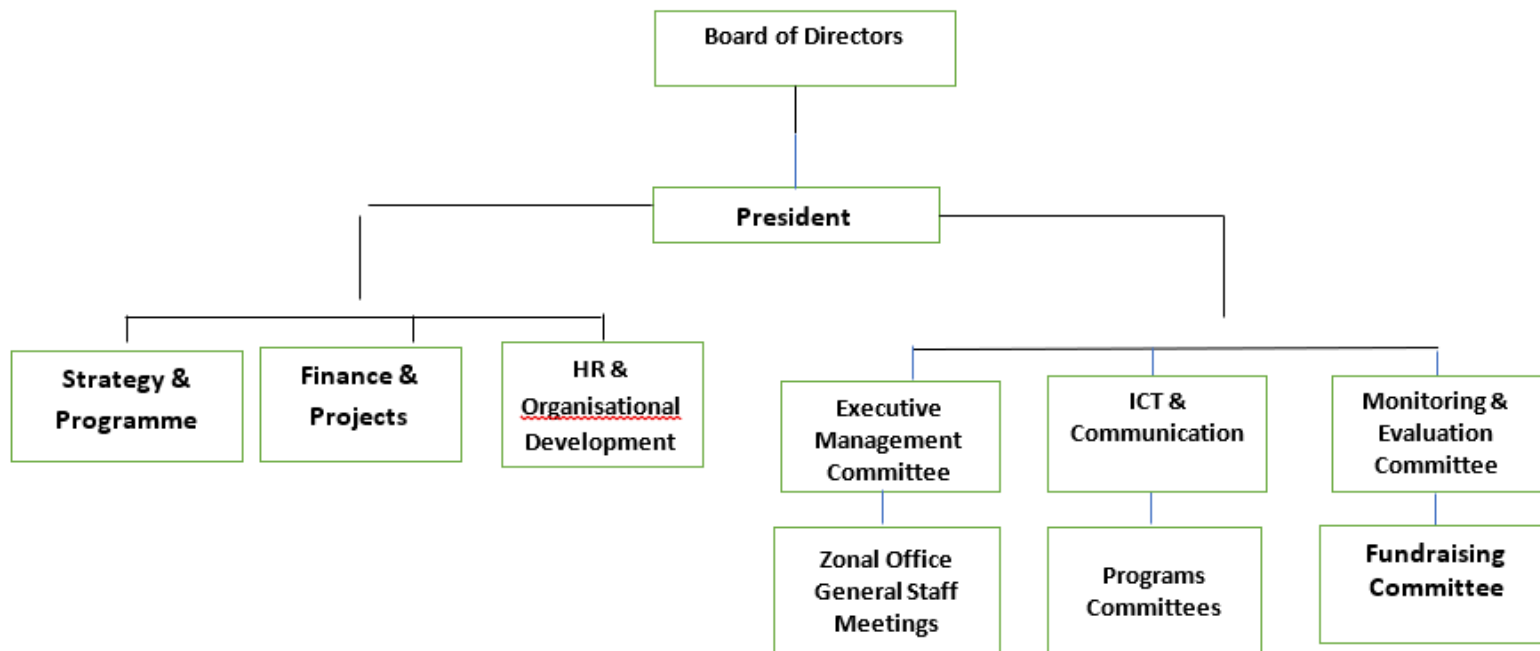
SECTION FIVE: ORGANISATIONAL IMPLICATIONS

5.1 Governance

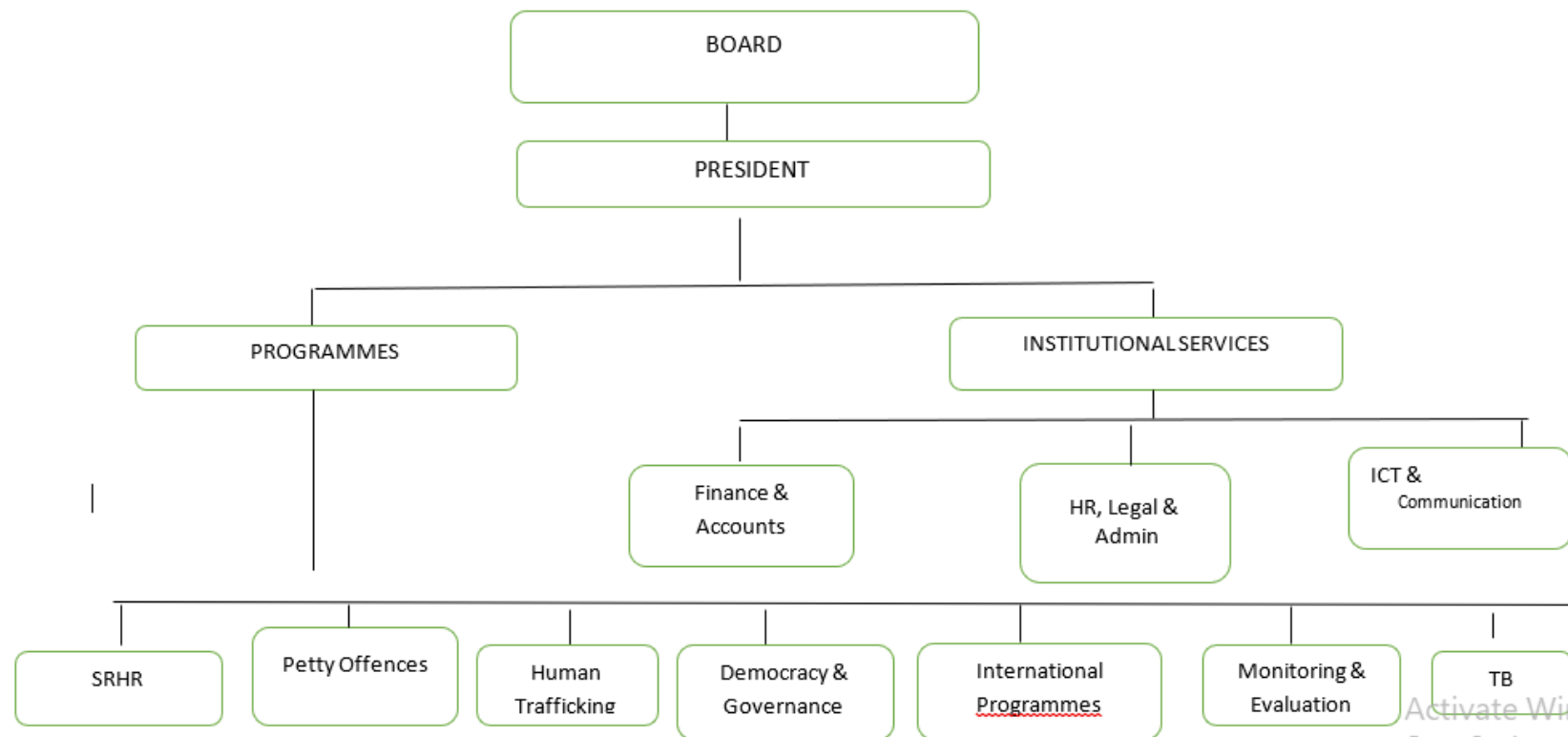
The Board of Trustees will provide strategic leadership and policy direction for the work of the organization and implementation of this strategic plan. Within the strategy period, the meetings of the Board of Trustees will be regularly held or as the need arises. The governance of Lawyers Alert will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



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.

No	Risks	Probability	Impact	Comments/Mitigation Strategy
Programmatic Risks				
1	Policy makers not receptive to advocacy	High	Medium	Lawyers Alert will evidence-based advocacy, goodwill, and track record of the organization.
2	Apathy and lack of interest in Lawyers Alert activities	Medium	Low	Institute participatory approaches to get citizens and other local NGOs involved in activities.
3	Proliferation of CSOs	Medium	Low	<ul style="list-style-type: none"> • Focus on the niche of Lawyers Alert • Implement the strategic plan • Work in partnerships
4	Dwindling donor funding because of global political changes	Medium	Low	<ul style="list-style-type: none"> • Keep abreast of changes to aid architecture • Maintain cordial relations with donors • Showcase the track record of Lawyers Alert
Political and Security Risks				
5	Insecurity in Northern Nigeria as a result of terrorism and other attacks	High	Medium	<ul style="list-style-type: none"> • Put a comprehensive security system in place, with an early warning system and contingency plans.
6	Political Instability	Medium	Medium	<ul style="list-style-type: none"> • Work to strengthen democratic institutions

<i>Fiduciary Risk</i>				
7	Incidence of corruption and fraud.	Medium	High	Develop appropriate measures to reduce fiduciary risk.
<i>Information Risk</i>				
8.	Information theft or loss	Low	High	<ul style="list-style-type: none"> • Put in place security measures to protect Lawyers Alert from cyber attacks • Create back up of files in both cloud storage and local drives

Strategies to develop capabilities and expertise

OBJECTIVES	ACTIVITIES	OUTPUT	PERFORMANCE INDICATORS
Establish a properly structured Human Resource Unit	Implementation of the report of the HR consultant	<p>Staff knowledgeable in HR management.</p> <p>Staff demonstrates the capability for efficiency in the HR office.</p>	At least 60% of Lawyers Alert staff are satisfied with the handling of HR issues.

	<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>Regular and frequent feedback to staff on staff-related issues in the office.</p> <p>Successful implementation of the revised performance management system.</p>
Enhance the competence and expertise of Lawyers Alert staff.	<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 & implement a performance appraisal system with bonuses & incentives as well as value for money component for trained staff.</p> <p>Revive the in-house knowledge sessions for staff.</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 & 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 sixty percent level.</p> <p>Application of post-training knowledge.</p>

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

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 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 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

INFLOW FROM 2016 – 2020	INFLOW FROM 2021 – 2025
Year 2016 – NGN 129,222,966	Year 2021 – NGN 414,631,057
Year 2017 – NGN 192,093,845	Year 2022 – NGN 434,631,057
Year 2018 – NGN 305,664,158	Year 2023 – NGN Not available
Year 2019 – NGN 208,000,134	Year 2024 – NGN Not available
Year 2020 – NGN 364,896,572	Year 2025 – NGN Not available

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

OBJECTIVES	OUTPUT	PERFORMANCE INDICATORS
Strategy 1: GRANTS		

<p>Existing Donors: Sustain and deepen project funding partnership</p>	<p>New areas of collaboration are agreed to with all present donors prior to the expiration of current grants.</p> <p>Lawyers Alert secures at least five grants from new first-time donors in the next five years.</p> <p>At least one large project worth N25, 000,000 is secured in each of the five project areas within the next five years.</p> <p>Lawyers Alert successfully bids for and secures grants from MDAs and philanthropists.</p>	<p>Funding stability for projects and operations</p> <p>Ability to propose new ideas to funders and collaboratively develop projects.</p> <p>Lawyers Alert is consulted and participates actively in strategic review processes of partner organizations.</p>
<p>Strategy 2: TRAINING & CONSULTANCY</p>		
<p>Training Curriculum: Deploy specific tailored and innovative curricula on SRHR, GBV, TB, Human Trafficking and Petty Offences training for the client on a fee-paying basis.</p> <p>Consultancy Work: Bid and execute professional consultancy assignments to organizations working in SRHR, GBV, TB, Human Trafficking and Petty Offences</p> <p>Professional Development: Lawyers Alert staff bid for and execute professional</p>	<p>At least one training on each program every quarter.</p> <p>Lawyers Alert bids for consultancies as frequently as it bids for project grants.</p> <p>Lawyers Alert staff are mentored and supervised by the board and management to bid for and execute consultancies.</p>	<p>Lawyers Alert is regularly contracted to develop and deploy training modules for clients.</p> <p>Recognition as a lead institutional consultant in programming on SRHR, GBV, TB, Human Trafficking and Petty Offences.</p> <p>Senior-level staff recognized and rewarded for their successful consultancies.</p>

consultancies in research, training on SRHR, GBV, TB, Human Trafficking and Petty Offences		Significant income generated from training and consultancies to defray overhead costs.
Strategy 3: CROWD SOURCED FUNDING		
<p>Receipt of Donations: Open an account like PayPal capable of receiving online payments.</p> <p>Donations/Support: Link the online payment portal to the Organisation's website and other internet platforms of donations.</p> <p>Advertising of Online payment: Refer to online payment portals regularly in all channels of communications.</p> <p>Create "Friends of Lawyers Alert": framework Conditions & Benefits</p>	<p>Lawyers Alert can deploy modern ICT tools for effective fundraising.</p> <p>The web-payment portal is to link Lawyers Alert into charity and fundraising campaigns.</p> <p>A group of individuals with paid subscriptions to "Friends of Lawyers Alert" who donates regularly to the Organization's initiatives.</p>	<p>The web-based payment portal is popularized & used regularly for receiving donations and support.</p> <p>Lawyers Alert provides facilities and encouragement for individuals to support its activities through donations.</p> <p>Lawyers Alert and its work enjoys greater visibility and is better appreciated in the development sector through participation in more fundraising campaigns.</p>
Strategy 4: REFERENCE POINT		
Facilitate use of Lawyers Alert's database by researchers via paid insertion of questions into the SRHR, GBV, TB, Human Trafficking and Petty Offences surveys.	<p>Functionality in each database to query even using new questions.</p> <p>Automatic alert to partners of opportunity to insert supplementary questions on a fee for service basis before each survey is conducted. (Questions must be provided in line</p>	<p>Survey datasets are valuable assets and profitable to the Centre.</p> <p>Survey data feed into all related major studies in Nigeria and other countries studied.</p>

<p>Provide paid access to Lawyers Alert's database-with strict criteria applied- to prevent the abuse of data.</p> <p>Sell published and customized data-based reports to interested parties.</p>	<p>with Lawyers Alert's guiding principles).</p> <p>At least the partners granted paid access to each dataset while other stakeholders like partner CSOs, local tertiary institutions and researchers are granted free access.</p>	<p>Lawyers Alert's data is recognized and cited in published reports and articles.</p>
Strategy 5: NETWORKING		
<p>Funding: Members of Board and Management facilitate contact and fundraising opportunities with high ranking individuals and representatives of donor agencies and other potential funders.</p> <p>Awareness: Staff profile the work and vision of the organization during public fora and identify leads for follow up fundraising discussions.</p> <p>Database: Lawyers Alert develops a database of potential funders and partners in different countries for possible visits, networking, cooperation, and collaboration.</p> <p>Annual Fund-Raising Dinner: Lawyers Alert hosts an Annual Fund-Raising Dinner to network</p>	<p>Board members, Management and other staff participate actively in the fundraising efforts of Lawyers Alert.</p> <p>Staff are inspired and motivated to explore opportunities for partnership and collaboration with other stakeholders.</p> <p>Lawyers Alert is known in the donor community and its fundraising efforts receiving the popular endorsement.</p>	<p>Lawyers Alert generates sufficient funds for overhead costs and to sustain its recurrent activities.</p> <p>Lawyers Alert develops and retains a crop of staff who are not only experts in program development and implementation but also, in fundraising and collaborations.</p> <p>Lawyers Alert is recognized as an attractive recipient for individual donations, corporate CSR, consortiums, collaborations, and other joint bids.</p>

and raise fund for the endowment.		
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SECTION SIX: MONITORING AND EVALUATION FRAMEWORK

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.

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

<p>African countries and the world at large.</p>	<p><i>African countries and the world at large.</i></p> <p><i>Number of new partners engaged in 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>Attendance Register. Photos/Videos</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>	
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<p>To research, monitor, document and create awareness on SRHR, GBV, TB, Human Trafficking and Petty Offences related violations towards evidence-based advocacy with a focus on vulnerable groups.</p>	<p><i>Existence of research agenda on SRHR, GBV, TB, Human Trafficking, and Petty Offences.</i></p> <p><i>No of persons (by sex and location) trained on SRHR, GBV, TB, Human Trafficking, and Petty Offences.</i></p> <p><i>Existence of advocacy briefs on SRHR, GBV, TB, Human Trafficking, and Petty Offences.</i></p> <p><i>The number of vulnerable populations benefiting from SRHR, GBV, TB, Human Trafficking, and Petty Offences intervention programs.</i></p>	<p>Research agenda report</p> <p>Research work</p> <p>Research validation reports</p> <p>Training reports</p> <p>Media Report</p> <p>Advocacy reports</p> <p>Project reports</p>	<p>Vulnerable populations are willing to participate in Lawyers Alert programs.</p>
<p>To engage government and other stakeholders using existing and new laws towards an affordable justice system that is user</p>	<p><i>The number of engagements with government and other stakeholders in the use of existing laws for creating</i></p>	<p>Implementation report</p>	<p><i>Government and other stakeholders are willing to work with Lawyers Alert in the use of existing and new laws to create an affordable</i></p>

friendly in the dispensation of justice.	<p><i>an affordable justice system.</i></p> <p><i>The number of engagements with government and other stakeholders in the use of new laws for creating an affordable justice system.</i></p> <p><i>The number of government officials engaged in the use of existing and new laws to bring about an affordable justice system.</i></p> <p><i>The number of other stakeholders engaged in the use of existing and new laws to create an affordable justice system.</i></p> <p><i>Existence of advocacy briefs on existing and new laws for the required engagement in creating</i></p>	<p>Monitoring report</p> <p>Advocacy reports</p> <p>Project reports</p>	<i>justice system that is user friendly in the dispensation of justice.</i>
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	<i>an affordable justice system</i>		
To deepen Lawyers Alert engagement with the underserved population and increase visibility through programs and media relations.	<p><i>The number of engagements with an underserved population.</i></p> <p><i>Number of the underserved population (by sex and location) engaged by Lawyers Alert.</i></p> <p><i>The number of programs carried out by Lawyers Alert to which the media is invited.</i></p> <p><i>The number of engagements with the media.</i></p> <p><i>Existence of media advocacy program in Lawyers Alert.</i></p>	<p>Reports of engagement with the media on programs with underserved populations.</p> <p>Training reports</p> <p>Advocacy reports</p> <p>Project reports</p> <p>Media reports</p> <p>Financial reports</p>	The willingness of the media to engage with Lawyers Alert to increase visibility for programs focusing on an underserved population.
To advocate for good governance in Nigeria across the broad thematic areas of Elections, Security, Constitutional Amendment, Open	<i>Numbers of elections, constitutional Amendment and open budget issues identified.</i>	<p>Reports</p> <p>Pictures/Videos</p> <p>Attendance register</p>	Policymakers are willing to cooperate on institutionalizing good governance processes that

<p>Budgets in ways that serve marginalized and vulnerable groups.</p>	<p><i>Existence of advocacy briefs for the broad thematic areas of Elections, Constitutional Amendment, Open Budgets in ways that serve marginalized and vulnerable groups.</i></p> <p><i>The number of inter-governmental dialogue organized by Lawyers Alert.</i></p> <p><i>The number of elections monitored incorporating marginalised and vulnerable groups.</i></p> <p><i>Numbers of Open budgets programs organized by Lawyers Alert</i></p> <p><i>The number of legal and policy issues identified</i></p>	<p>Advocacy briefs</p> <p>Research agenda report.</p> <p>Media report</p> <p>Advocacy report</p> <p>Inter-governmental dialogue report.</p> <p>Election monitoring report.</p> <p>Programme reports.</p> <p>Attendance register.</p>	<p>serve marginalized and vulnerable groups.</p>
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	<p><i>and addressed in ways that serve marginalized and vulnerable groups.</i></p> <p><i>The number of advocacy visits to policymakers and relevant stakeholders on issues of good governance.</i></p> <p><i>The number of sensitizations conducted.</i></p>	Photos/Videos	
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LAWYERS ALERT ANNUAL PLAN

Year 1 (Dates: January – December, 2021)

Related Objective	Action to take	Desired Yearly Target	Start Date	End Date	Resources <i>Cost, time, people</i>
To enhance the capacity of at least 50% of staff towards repositioning Lawyers Alert for the delivery of its programs and mandate in at least 2 Anglophone West African countries	Conduct capacity needs assessment	<i>At least 50% of total staff</i>	<i>Jan. 15, 2021</i>	<i>Jan. 31, 2021</i>	<i>14 days, Staff</i>
	Training and re-training of staff in relevant areas including exposure to international best practices.	<i>At least 50% of total staff</i>	<i>Feb. 1, 2021</i>	<i>Dec. 17, 2021</i>	<i>11 months, Staff</i>
	Operationalize the values of the Organisation through periodic appraisals.	<i>Biannual performance Evaluation Report in all areas</i>	<i>Jan 15, 2021</i>	<i>Dec. 17, 2021</i>	<i>12 Months, Staff</i>

	Provision of resources was relevant for staff to implement the knowledge gained from training	<i>At least 2 Outputs recorded on all knowledge gained</i>	<i>Feb. 2021</i>	<i>Dec. 2021</i>	<i>11 months, Staff</i>
	Development and sharing of relevant reports	<i>Activity reports</i> <i>Quarterly SP evaluation report</i> <i>Design of M/E toolkit & reports</i>	<i>Jan 2021</i> <i>Jan 2021</i> <i>Jan 2021</i>	<i>Dec. 2021</i> <i>Dec. 2021</i> <i>Dec. 2021</i>	<i>12 months, Staff</i> <i>12 Months, Staff</i> <i>12 Months, Staff</i>
To influence the passage of at least 2 laws & 2 policy formulation processes on SRHR, TB, Human Trafficking and Petty Offences related violations through evidence-based advocacy.	Capacity building for small and medium-size organisations across the Country.	<i>At least 30 Small & Medium Size Organisations with 5 from each of the 6 Geopolitical Zones across the Country</i>	<i>Jan 2021</i>	<i>Dec 2021</i>	<i>12 Months, Staff</i>
	Sensitization, and awareness campaigns on Gender-Based Violence and SRHR for women and vulnerable groups across the Country.	<i>At least 1000 Women and vulnerable groups across the country sensitized and also produce 4 Jingles, 2000 fliers & 2000 posters, 1000 T-Shirts, 1000 wristbands etc</i>	<i>Jan 2021</i>	<i>Dec 2021</i>	<i>12 months, Staff</i>
	Provide relevant resource materials on women's rights,	<i>Produce at least 2000 Training</i>	<i>Jan 2021</i>	<i>Dec 2021</i>	<i>12 months, Staff</i>

	especially on Gender-Based Violence and SRHR.	<i>Manuals & 2000 Handbooks on GBV & SRHR</i>			
	Engage in relevant research, documentation, and advocacy on Gender-Based Violence, SRHR, TB, Human Trafficking and Petty Offences.	<ul style="list-style-type: none"> • At least 2 research reports produced and disseminated. • Publish at least 2 editions of SRHR, GBV & Petty Offenses findings 	<i>Jan 2021</i>	<i>Dec 2021</i>	<i>12 months, Staff</i>
	Strengthening and sustaining an effective SRHR movement in Nigeria towards advocacy on laws, policies and influencing resource allocation on GBV and SRHR issues.	<i>At least 100 CSOs Strengthened & sustained effective implementation of advocacy strategies in every quarter of the year (Visits, IEC materials, SIL).</i>	<i>Jan 2021</i>	<i>Dec 2021</i>	<i>12 months, Staff</i>
	Building an effective Regional SRHR movement to advocate on rights and protection on Gender-Based Violence and influencing laws, policies and resources allocation to and on SRHR issues.	<i>SRHR movement built in at least 2 Anglophone West African Countries</i>	<i>Jan 2021</i>	<i>Dec 2021</i>	<i>12 months, Staff</i>
	Strengthening the movement of petty offence in Nigeria to advocate for the	<i>Strengthened & sustained at least 50 State/ Non-State Actors</i>	<i>Jan 2021</i>	<i>Dec 2021</i>	<i>12 months, Staff</i>

	decriminalization of petty offences.	<i>towards declassification and decriminalization of Petty Offenses.</i>			
To increase access to justice for at least 60,000 beneficiaries directly and indirectly through engagement with government and other stakeholders using new and existing laws towards an affordable justice system that is user friendly	Capacity building for Persons Living with, Affected by or Most at risk of HIV Infection, this includes Women, PLHIV, Sexual Minorities, FSWs, PWIDs, PWDs in Nigeria.	<i>At least 1,200 beneficiaries with 200 from each target group</i>	<i>Jan. 2021</i>	<i>Dec. 2021</i>	<i>12 months, Staff</i>
	Provide free legal services to vulnerable and marginalized groups	<i>At least 500 direct and 20,000 indirect beneficiaries</i>	<i>Jan. 2021</i>	<i>Dec. 2021</i>	<i>12 months, Staff</i>
	Sensitization, and awareness campaigns on issues of rights and access to justice	<i>Produce at least 4 Jingles, 2000 fliers & 2000 posters, 1000 T-Shirts, 1000 wristbands etc)</i>	<i>Jan. 2021</i>	<i>Dec. 2021</i>	<i>12 months, Staff</i>
	Provide relevant resource materials on issues of rights and access to justice	<i>Produce at least 2000 copies of Training Manuals & 2000 Handbooks on rights and access to justice</i>	<i>Jan. 2021</i>	<i>Dec. 2021</i>	<i>12 months, Staff</i>
	Engage in relevant research, documentation, and advocacy on issues of rights and access to justice	<i>Publish at least 2 editions of researched issues on rights and access to justice</i>	<i>Jan. 2021</i>	<i>Dec. 2021</i>	<i>12 months, Staff</i>

	Engage in advocacy on rights and access to justice for our target groups.	<i>Plan & implement at least 3 no. key advocacy strategies in every quarter of the year (Visits, IEC materials, SIL etc)</i>	<i>Jan. 2021</i>	<i>Dec. 2021</i>	<i>12 months, Staff</i>
	Facilitate the domestication, implementation, and monitoring of key aspects of compliance with the ACJ and VAPP laws at the States and Federal level.	<i>Map, identify and push for the domestication & implementation of ACJ & VAPP Laws in at least 6 States with 1 State per zone</i>	<i>Jan. 2021</i>	<i>Dec. 2021</i>	<i>12 months, Staff</i>
To improve access to social services through deepened engagement with at least 500 beneficiaries from each of the underserved groups	Developing projects and programs with action plans in collaboration with the underserved population.	<i>At least 3000 KAPs accessing unfettered social services in project States</i>	<i>Jan. 2021</i>	<i>Dec. 2021</i>	<i>12 Months, Staff</i>
	Conduct legal literacy and provide free legal services for the underserved population	<i>Design & carry out at least 100 legal literacy sessions (both online & offline) for vulnerable & excluded groups</i>	<i>Jan. 2021</i>	<i>Dec. 2021</i>	<i>12 months, Staff</i>
	Carry out joint programs including incorporating underserved population in project implementation teams.	<i>Involvement of at least 1 representative of the underserved population in relevant projects</i>	<i>Jan. 2021</i>	<i>Dec. 2021</i>	<i>12 months, Staff</i>

To increase Lawyers Alert' visibility and strengthening media relations through the online publication of its programs and improved partnership with at least 5 new media outlets	Regular publication of programs/activities	At least 3 publication of LA program/activities per week	Jan. 2021	Dec. 2021	12 months, Staff
	Conduct regular meetings with media outlets	<ul style="list-style-type: none"> • At least 1 interactive forum with media outlets • At least 5 media publication per quarter 	Jan. 2021	Dec. 2021	12 months
To facilitate the growth of robust social institutions through advocacy for good governance in Nigeria in at least 1 thematic area of Elections, Security, Constitutional Amendment and Open Budgeting in ways that serve marginalized and vulnerable groups.	Advocate for policies and practices that strengthen judicial institutions to support Human Rights especially as it affects the rights of poor and excluded population.	Identify at least 1 issue per quarter in all core thematic areas with proposed interventions for each identified issue	Jan 2021	Dec 2021	12 Months, Staff
	Engage with the legislature at all levels towards making new laws and amending existing ones in a human rights-compliant manner with a focus on the poor and excluded population.	Plan & implement 5 no. key advocacy strategies in every quarter of the year (Visits, IEC materials, SIL etc)	Jan 2021	Dec 2021	12 Months, Staff
	Collaborate with and provide training for the Justice Sector Actors in Nigeria on building a strong and effective Justice System with	<ul style="list-style-type: none"> • At least 2 no interactive meetings with key Justice Sector Actors 	Jan 2021	Dec 2021	12 Months, Staff

	a focus on the poor and excluded population.	<i>towards the establishment of partnership</i> <ul style="list-style-type: none"> • <i>At least 2 no training for Justice Sector Actors in Nigeria</i> 			
	To mobilize Non-State Actors towards engaging State Actors to sign up to the Open Government Partnership, developing and implementing State Action Plans.	<ul style="list-style-type: none"> • <i>Map & identify States yet to sign up to the OGP</i> • <i>At least 1 State per Zone signs up to OGP</i> 	<i>Jan. 2021</i>	<i>Dec. 2021</i>	<i>12 Months, Staff</i>
	Work with stakeholders on issues of safety, security, and access to justice with an emphasis on community policing, accountability and human rights	<i>Carry out at least 1 community dialogue per quarter</i>	<i>Jan. 2021</i>	<i>Dec. 2021</i>	<i>12 Months, Staff</i>

LAWYERS ALERT ANNUAL PLAN

Year 2 (Dates: January – December 2022)					
Related Objective	Action to take	Desired Yearly Target	Start Date	End Date	Resources <i>Cost, time, people</i>
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 capacity needs assessment	<i>At least 25% of total staff</i>	<i>Jan. 2022</i>	<i>Jan. 2022</i>	<i>14 days, Staff</i>
	Training and re-training of staff in relevant areas including exposure to international best practices.	<i>At least 25% of total staff</i>	<i>Feb. 2022</i>	<i>Dec. 2022</i>	<i>11 months, Staff</i>
	Operationalize the values of the Organisation through periodic appraisals.	<i>Biannual performance Evaluation Report in all areas</i>	<i>Jan. 2022</i>	<i>Dec. 2022</i>	<i>12 Months, Staff</i>

	Provision of resources was relevant for staff to implement the knowledge gained from training	<i>At least 2 Outputs recorded on all knowledge gained</i>	<i>Feb. 2022</i>	<i>Dec. 2022</i>	<i>11 months, Staff</i>
	Development and sharing of relevant reports	<i>Activity reports</i>	<i>Jan. 2022</i>	<i>Dec. 2022</i>	<i>12 months, Staff</i>
		<i>Quarterly SP evaluation report</i>	<i>Jan. 2022</i>	<i>Dec. 2022</i>	<i>12 Months, Staff</i>
		<i>Design of M/E toolkit & reports</i>	<i>Jan. 2022</i>	<i>Dec. 2022</i>	<i>12 Months, Staff</i>
To influence the passage of at least 2 laws & 2 policy formulation processes on SRHR, TB, Human Trafficking and Petty Offences related violations through evidence-based advocacy.	Capacity building for small and medium-size organisations across the Country.	<i>At least 30 Small & Medium Size Organisations with 5 from each of the 6 Geopolitical Zones across the Country</i>	<i>Jan. 2022</i>	<i>Dec. 2022</i>	<i>12 Months, Staff</i>
	Sensitization, and awareness campaigns on Gender-Based Violence and SRHR for women and vulnerable groups across the Country.	<i>At least 1000 Women and vulnerable groups across the country sensitized and also produce 4 Jingles, 2000 fliers & 2000 posters, 1000 T-Shirts, 1000 wristbands etc</i>	<i>Jan. 2022</i>	<i>Dec. 2022</i>	<i>12 months, Staff</i>
	Provide relevant resource materials on women's rights,	<i>Produce at least 2000 Training Manuals & 2000</i>	<i>Jan. 2022</i>	<i>Dec. 2022</i>	<i>12 months, Staff</i>

	especially on Gender-Based Violence and SRHR.	<i>Handbooks on GBV & SRHR</i>			
	Engage in relevant research, documentation, and advocacy on Gender-Based Violence, SRHR, TB, Human Trafficking and Petty Offences.	<ul style="list-style-type: none"> • At least 2 research reports produced and disseminated. • Publish at least 2 editions of SRHR, GBV & Petty Offenses findings 	Jan. 2022	Dec. 2022	12 months, Staff
	Strengthening and sustaining an effective SRHR movement in Nigeria towards advocacy on laws, policies and influencing resource allocation on GBV and SRHR issues.	At least 100 CSOs Strengthened & sustained effective implementation of advocacy strategies in every quarter of the year (Visits, IEC materials, SIL).	Jan. 2022	Dec. 2022	12 months, Staff
	Building an effective Regional SRHR movement to advocate on rights and protection on Gender-Based Violence and influencing laws, policies and resources allocation to and on SRHR issues.	SRHR movement built in at least 2 Anglophone West African Countries	Jan. 2022	Dec. 2022	12 months, Staff
	Strengthening the movement of petty offence in Nigeria to advocate for the decriminalization of petty offences.	Strengthened & sustained at least 50 State/Non-State Actors towards	Jan. 2022	Dec. 2022	12 months, Staff

		<i>declassification and decriminalization of Petty Offenses.</i>			
To increase access to justice for at least 60,000 beneficiaries directly and indirectly through engagement with government and other stakeholders using new and existing laws towards an affordable justice system that is user friendly	Capacity building for Persons Living with, Affected by or Most at risk of HIV Infection, this includes Women, PLHIV, Sexual Minorities, FSWs, PWIDs, PWDs in Nigeria.	<i>At least 1,200 beneficiaries with 200 from each target group</i>	<i>Jan. 2022</i>	<i>Dec. 2022</i>	<i>12 months, Staff</i>
	Provide free legal services to vulnerable and marginalized groups	<i>At least 500 direct and 20,000 indirect beneficiaries</i>	<i>Jan. 2022</i>	<i>Dec. 2022</i>	<i>12 months, Staff</i>
	Sensitization, and awareness campaigns on issues of rights and access to justice	<i>Produce at least 4 Jingles, 2000 fliers & 2000 posters, 1000 T-Shirts, 1000 wristbands etc)</i>	<i>Jan. 2022</i>	<i>Dec. 2022</i>	<i>12 months, Staff</i>
	Provide relevant resource materials on issues of rights and access to justice	<i>Produce at least 2000 copies of Training Manuals & 2000 Handbooks on rights and access to justice</i>	<i>Jan. 2022</i>	<i>Dec. 2022</i>	<i>12 months, Staff</i>
	Engage in relevant research, documentation, and advocacy on issues of rights and access to justice	<i>Publish at least 2 editions of researched issues on rights and access to justice</i>	<i>Jan. 2022</i>	<i>Dec. 2022</i>	<i>12 months, Staff</i>

	Engage in advocacy on rights and access to justice for our target groups.	<i>Plan & implement at least 3 no. key advocacy strategies in every quarter of the year (Visits, IEC materials, SIL etc)</i>	<i>Jan. 2022</i>	<i>Dec. 2022</i>	<i>12 months, Staff</i>
	Facilitate the domestication, implementation, and monitoring of key aspects of compliance with the ACJ and VAPP laws at the States and Federal level.	<i>Push for the domestication & implementation of ACJ & VAPP Laws in at least 3 States with 1 State per zone</i>	<i>Jan. 2022</i>	<i>Dec. 2022</i>	<i>12 months, Staff</i>
To improve access to social services through deepened engagement with at least 500 beneficiaries from each of the underserved groups	Developing projects and programs with action plans in collaboration with the underserved population.	<i>At least 3000 KAPs accessing unfettered social services in project States</i>	<i>Jan. 2022</i>	<i>Dec. 2022</i>	<i>12 Months, Staff</i>
	Conduct legal literacy and provide free legal services for the underserved population	<i>Design & carry out at least 100 legal literacy sessions (both online & offline) for vulnerable & excluded groups</i>	<i>Jan. 2022</i>	<i>Dec. 2022</i>	<i>12 months, Staff</i>
	Carry out joint programs including incorporating underserved population in project implementation teams.	<i>Involvement of at least 1 representative of the underserved population in relevant projects</i>	<i>Jan. 2022</i>	<i>Dec. 2022</i>	<i>12 months, Staff</i>
To increase Lawyers Alert' visibility and strengthening media relations through the	Regular publication of programs/activities	<i>At least 3 publication of LA</i>	<i>Jan. 2022</i>	<i>Dec. 2022</i>	<i>12 months, Staff</i>

online publication of its programs and improved partnership with at least 5 new media outlets		<i>program/ activities per week</i>			
	Conduct regular meetings with media outlets	<ul style="list-style-type: none"> • At least 1 interactive forum with media outlets • At least 5 media publication per quarter 	Jan. 2022	Dec. 2022	12 months, Staff
To facilitate the growth of robust social institutions through advocacy for good governance in Nigeria in at least 1 thematic area of Elections, Security, Constitutional Amendment and Open Budgeting in ways that serve marginalized and vulnerable groups.	Advocate for policies and practices that strengthen judicial institutions to support Human Rights especially as it affects the rights of poor and excluded population.	Identify at least 1 issue per quarter in all core thematic areas with proposed interventions for each identified issue	Jan. 2022	Dec. 2022	12 Months, Staff
	Engage with the legislature at all levels towards making new laws and amending existing ones in a human rights-compliant manner with a focus on the poor and excluded population.	Plan & implement 5 no. key advocacy strategies in every quarter of the year (Visits, IEC materials, SIL etc).	Jan. 2022	Dec. 2022	12 Months, Staff
	Collaborate with and provide training for the Justice Sector Actors in Nigeria on building a strong and effective Justice System with a focus on the poor and excluded population.	<ul style="list-style-type: none"> • At least 2 no interactive meetings with key Justice Sector Actors towards the 	Jan. 2022	Dec. 2022	12 Months, Staff

		<i>establishment of partnership</i> <ul style="list-style-type: none"> • At least 2 no training for Justice Sector Actors in Nigeria 			
	To mobilize Non-State Actors towards engaging State Actors to sign up to the Open Government Partnership, developing and implementing State Action Plans.	<ul style="list-style-type: none"> • Map & identify States yet to sign up to the OGP • At least 1 State per Zone signs up to OGP 	Jan. 2022	Dec. 2022	12 Months, Staff
	Work with stakeholders on issues of safety, security, and access to justice with an emphasis on community policing, accountability and human rights	Carry out at least 1 community dialogue per quarter	Jan. 2022	Dec. 2022	12 Months, Staff

LAWYERS ALERT ANNUAL PLAN

Year 3 (Dates: January – December 2023)					
Related Objective	Action to take	Desired Yearly Target	Start Date	End Date	Resources <i>Cost, time, people</i>
To enhance the capacity of at least 15% of staff towards repositioning Lawyers Alert for the delivery of its programs and mandate in at least 2 Anglophone West African countries	Conduct capacity needs assessment	<i>At least 15% of total staff</i>	<i>Jan. 2023</i>	<i>Jan. 2023</i>	<i>14 days, Staff</i>
	Training and re-training of staff in relevant areas including exposure to international best practices.	<i>At least 15% of total staff</i>	<i>Feb. 2023</i>	<i>Dec. 2023</i>	<i>11 months, Staff</i>
	Operationalize the values of the Organisation through periodic appraisals.	<i>Biannual performance Evaluation Report in all areas</i>	<i>Jan. 2023</i>	<i>Dec. 2023</i>	<i>12 Months, Staff</i>

	Provision of resources was relevant for staff to implement the knowledge gained from training	<i>At least 2 Outputs recorded on all knowledge gained</i>	<i>Feb. 2023</i>	<i>Dec. 2023</i>	<i>11 months, Staff</i>
	Development and sharing of relevant reports	<i>Activity reports</i>	<i>Jan. 2023</i>	<i>Dec. 2023</i>	<i>12 months, Staff</i>
		<i>Quarterly SP evaluation report</i>	<i>Jan. 2023</i>	<i>Dec. 2023</i>	<i>12 Months, Staff</i>
		<i>Design of M/E toolkit & reports</i>	<i>Jan. 2023</i>	<i>Dec. 2023</i>	<i>12 Months, Staff</i>
To influence the passage of at least 2 laws & 2 policy formulation processes on SRHR, TB, Human Trafficking and Petty Offences related violations through evidence-based advocacy.	Capacity building for small and medium-size organisations across the Country.	<i>At least 30 Small & Medium Size Organisations with 5 from each of the 6 Geopolitical Zones across the Country</i>	<i>Jan. 2023</i>	<i>Dec. 2023</i>	<i>12 Months, Staff</i>
	Sensitization, and awareness campaigns on Gender-Based Violence and SRHR for women and vulnerable groups across the Country.	<i>At least 1000 Women and vulnerable groups across the country sensitized and also produce 4 Jingles, 2000 fliers & 2000 posters, 1000 T-Shirts, 1000 wristbands etc</i>	<i>Jan. 2023</i>	<i>Dec. 2023</i>	<i>12 months, Staff</i>
	Provide relevant resource materials on women's rights,	<i>Produce at least 2000 Training Manuals & 2000</i>	<i>Jan. 2023</i>	<i>Dec. 2023</i>	<i>12 months, Staff</i>

	especially on Gender-Based Violence and SRHR.	<i>Handbooks on GBV & SRHR</i>			
	Engage in relevant research, documentation, and advocacy on Gender-Based Violence, SRHR, TB, Human Trafficking and Petty Offences.	<ul style="list-style-type: none"> • At least 2 research reports produced and disseminated. • Publish at least 2 editions of SRHR, GBV & Petty Offenses findings 	Jan. 2023	Dec. 2023	12 months, Staff
	Strengthening and sustaining an effective SRHR movement in Nigeria towards advocacy on laws, policies and influencing resource allocation on GBV and SRHR issues.	At least 100 CSOs Strengthened & sustained effective implementation of advocacy strategies in every quarter of the year (Visits, IEC materials, SIL).	Jan. 2023	Dec. 2023	12 months, Staff
	Building an effective Regional SRHR movement to advocate on rights and protection on Gender-Based Violence and influencing laws, policies and resources allocation to and on SRHR issues.	SRHR movement built in at least 2 Anglophone West African Countries	Jan. 2023	Dec. 2023	12 months, Staff
	Strengthening the movement of petty offence in Nigeria to advocate for the decriminalization of petty offences.	Strengthened & sustained at least 50 State/Non-State Actors towards	Jan. 2023	Dec. 2023	12 months, Staff

		<i>declassification and decriminalization of Petty Offenses.</i>			
To increase access to justice for at least 60,000 beneficiaries directly and indirectly through engagement with government and other stakeholders using new and existing laws towards an affordable justice system that is user friendly	Capacity building for Persons Living with, Affected by or Most at risk of HIV Infection, this includes Women, PLHIV, Sexual Minorities, FSWs, PWIDs, PWDs in Nigeria.	<i>At least 1,200 beneficiaries with 200 from each target group</i>	<i>Jan. 2023</i>	<i>Dec. 2023</i>	<i>12 months, Staff</i>
	Provide free legal services to vulnerable and marginalized groups	<i>At least 500 direct and 20,000 indirect beneficiaries</i>	<i>Jan. 2023</i>	<i>Dec. 2023</i>	<i>12 months, Staff</i>
	Sensitization, and awareness campaigns on issues of rights and access to justice	<i>Produce at least 4 Jingles, 2000 fliers & 2000 posters, 1000 T-Shirts, 1000 wristbands etc)</i>	<i>Jan. 2023</i>	<i>Dec. 2023</i>	<i>12 months, Staff</i>
	Provide relevant resource materials on issues of rights and access to justice	<i>Produce at least 2000 copies of Training Manuals & 2000 Handbooks on rights and access to justice</i>	<i>Jan. 2023</i>	<i>Dec. 2023</i>	<i>12 months, Staff</i>
	Engage in relevant research, documentation, and advocacy on issues of rights and access to justice	<i>Publish at least 2 editions of researched issues on rights and access to justice</i>	<i>Jan. 2023</i>	<i>Dec. 2023</i>	<i>12 months, Staff</i>

	Engage in advocacy on rights and access to justice for our target groups.	<i>Plan & implement at least 3 no. key advocacy strategies in every quarter of the year (Visits, IEC materials, SIL etc)</i>	<i>Jan. 2023</i>	<i>Dec. 2023</i>	<i>12 months, Staff</i>
	Facilitate the domestication, implementation, and monitoring of key aspects of compliance with the ACJ and VAPP laws at the States and Federal level.	<i>Push for the domestication & implementation of ACJ & VAPP Laws in at least 3 States with 1 State per zone</i>	<i>Jan. 2023</i>	<i>Dec. 2023</i>	<i>12 months, Staff</i>
To improve access to social services through deepened engagement with at least 500 beneficiaries from each of the underserved groups	Developing projects and programs with action plans in collaboration with the underserved population.	<i>At least 3000 KAPs accessing unfettered social services in project States</i>	<i>Jan. 2023</i>	<i>Dec. 2023</i>	<i>12 Months, Staff</i>
	Conduct legal literacy and provide free legal services for the underserved population	<i>Design & carry out at least 100 legal literacy sessions (both online & offline) for vulnerable & excluded groups</i>	<i>Jan. 2023</i>	<i>Dec. 2023</i>	<i>12 months, Staff</i>
	Carry out joint programs including incorporating underserved population in project implementation teams.	<i>Involvement of at least 1 representative of the underserved population in relevant projects</i>	<i>Jan. 2023</i>	<i>Dec. 2023</i>	<i>12 months, Staff</i>

To increase Lawyers Alert' visibility and strengthening media relations through the online publication of its programs and improved partnership with at least 5 new media outlets	Regular publication of programs/activities	<i>At least 3 publication of LA program/activities per week</i>	<i>Jan. 2023</i>	<i>Dec. 2023</i>	<i>12 months, Staff</i>
	Conduct regular meetings with media outlets	<ul style="list-style-type: none"> • <i>At least 1 interactive forum with media outlets</i> • <i>At least 5 media publication per quarter</i> 	<i>Jan. 2023</i>	<i>Dec. 2023</i>	<i>12 months, Staff</i>
To facilitate the growth of robust social institutions through advocacy for good governance in Nigeria in at least 1 thematic area of Elections, Security, Constitutional Amendment and Open Budgeting in ways that serve marginalized and vulnerable groups.	Advocate for policies and practices that strengthen judicial institutions to support Human Rights especially as it affects the rights of poor and excluded population.	<i>Identify at least 1 issue per quarter in all core thematic areas with proposed interventions for each identified issue</i>	<i>Jan. 2023</i>	<i>Dec. 2023</i>	<i>12 Months, Staff</i>
	Engage with the legislature at all levels towards making new laws and amending existing ones in a human rights-compliant manner with a focus on the poor and excluded population.	<i>Plan & implement 5 no. key advocacy strategies in every quarter of the year (Visits, IEC materials, SIL etc).</i>	<i>Jan. 2023</i>	<i>Dec. 2023</i>	<i>12 Months, Staff</i>
	Collaborate with and provide training for the Justice Sector Actors in Nigeria on building a strong and	<ul style="list-style-type: none"> • <i>At least 2 no interactive meetings with key Justice</i> 	<i>Jan. 2023</i>	<i>Dec. 2023</i>	<i>12 Months, Staff</i>

	effective Justice System with a focus on the poor and excluded population.	<i>Sector Actors towards the establishment of partnership</i> <ul style="list-style-type: none"> • <i>At least 2 no training for Justice Sector Actors in Nigeria</i> 			
	To mobilize Non-State Actors towards engaging State Actors to sign up to the Open Government Partnership, developing and implementing State Action Plans.	<ul style="list-style-type: none"> • <i>Map & identify States yet to sign up to the OGP</i> • <i>At least 1 State per Zone signs up to OGP</i> 	<i>Jan. 2023</i>	<i>Dec. 2023</i>	<i>12 Months, Staff</i>
	Work with stakeholders on issues of safety, security, and access to justice with an emphasis on community policing, accountability and human rights	<i>Carry out at least 1 community dialogue per quarter</i>	<i>Jan. 2023</i>	<i>Dec. 2023</i>	<i>12 Months, Staff</i>

LAWYERS ALERT ANNUAL PLAN

Year 4 (Dates: January – December 2024)					
Related Objective	Action to take	Desired Yearly Target	Start Date	End Date	Resources <i>Cost, time, people</i>
To enhance the capacity of at least 5% of staff towards repositioning Lawyers Alert for the delivery of its programs and mandate in at least 2 Anglophone West African countries	Conduct capacity needs assessment	<i>At least 5% of total staff</i>	<i>Jan. 2024</i>	<i>Jan. 2024</i>	<i>14 days, Staff</i>
	Training and re-training of staff in relevant areas including exposure to international best practices.	<i>At least 5% of total staff</i>	<i>Feb. 2024</i>	<i>Dec. 2024</i>	<i>11 months, Staff</i>
	Operationalize the values of the Organisation through periodic appraisals.	<i>Biannual performance Evaluation Report in all areas</i>	<i>Jan. 2024</i>	<i>Dec. 2024</i>	<i>12 Months, Staff</i>

	Provision of resources was relevant for staff to implement the knowledge gained from training	<i>At least 2 Outputs recorded on all knowledge gained</i>	<i>Feb. 2024</i>	<i>Dec. 2024</i>	<i>11 months, Staff</i>
	Development and sharing of relevant reports	<i>Activity reports</i> <i>Quarterly SP evaluation report</i> <i>Design of M/E toolkit & reports</i>	<i>Jan. 2024</i> <i>Jan. 2024</i> <i>Jan. 2024</i>	<i>Dec. 2024</i> <i>Dec. 2024</i> <i>Dec. 2024</i>	<i>12 months, Staff</i> <i>12 Months, Staff</i> <i>12 Months, Staff</i>
To influence the passage of at least 2 laws & 2 policy formulation processes on SRHR, TB, Human Trafficking and Petty Offences related violations through evidence-based advocacy.	Capacity building for small and medium-size organisations across the Country.	<i>At least 30 Small & Medium Size Organisations with 5 from each of the 6 Geopolitical Zones across the Country</i>	<i>Jan. 2024</i>	<i>Dec. 2024</i>	<i>12 Months, Staff</i>
	Sensitization, and awareness campaigns on Gender-Based Violence and SRHR for women and vulnerable groups across the Country.	<i>At least 1000 Women and vulnerable groups across the country sensitized and also produce 4 Jingles, 2000 fliers & 2000 posters, 1000 T-Shirts, 1000 wristbands etc</i>	<i>Jan. 2024</i>	<i>Dec. 2024</i>	<i>12 months, Staff</i>
	Provide relevant resource materials on women's rights,	<i>Produce at least 2000 Training Manuals & 2000</i>	<i>Jan. 2024</i>	<i>Dec. 2024</i>	<i>12 months, Staff</i>

	especially on Gender-Based Violence and SRHR.	<i>Handbooks on GBV & SRHR</i>			
	Engage in relevant research, documentation, and advocacy on Gender-Based Violence, SRHR, TB, Human Trafficking and Petty Offences.	<ul style="list-style-type: none"> • At least 2 research reports produced and disseminated. • Publish at least 2 editions of SRHR, GBV & Petty Offenses findings 	Jan. 2024	Dec. 2024	12 months, Staff
	Strengthening and sustaining an effective SRHR movement in Nigeria towards advocacy on laws, policies and influencing resource allocation on GBV and SRHR issues.	At least 100 CSOs Strengthened & sustained effective implementation of advocacy strategies in every quarter of the year (Visits, IEC materials, SIL).	Jan. 2024	Dec. 2024	12 months, Staff
	Building an effective Regional SRHR movement to advocate on rights and protection on Gender-Based Violence and influencing laws, policies and resources allocation to and on SRHR issues.	SRHR movement built in at least 2 Anglophone West African Countries	Jan. 2024	Dec. 2024	12 months, Staff
	Strengthening the movement of petty offence in Nigeria to advocate for the decriminalization of petty offences.	Strengthened & sustained at least 50 State/Non-State Actors towards	Jan. 2024	Dec. 2024	12 months, Staff

		<i>declassification and decriminalization of Petty Offenses.</i>			
To increase access to justice for at least 60,000 beneficiaries directly and indirectly through engagement with government and other stakeholders using new and existing laws towards an affordable justice system that is user friendly	Capacity building for Persons Living with, Affected by or Most at risk of HIV Infection, this includes Women, PLHIV, Sexual Minorities, FSWs, PWIDs, PWDs in Nigeria.	<i>At least 1,200 beneficiaries with 200 from each target group</i>	<i>Jan. 2024</i>	<i>Dec. 2024</i>	<i>12 months, Staff</i>
	Provide free legal services to vulnerable and marginalized groups	<i>At least 500 direct and 20,000 indirect beneficiaries</i>	<i>Jan. 2024</i>	<i>Dec. 2024</i>	<i>12 months, Staff</i>
	Sensitization, and awareness campaigns on issues of rights and access to justice	<i>Produce at least 4 Jingles, 2000 fliers & 2000 posters, 1000 T-Shirts, 1000 wristbands etc)</i>	<i>Jan. 2024</i>	<i>Dec. 2024</i>	<i>12 months, Staff</i>
	Provide relevant resource materials on issues of rights and access to justice	<i>Produce at least 2000 copies of Training Manuals & 2000 Handbooks on rights and access to justice</i>	<i>Jan. 2024</i>	<i>Dec. 2024</i>	<i>12 months, Staff</i>
	Engage in relevant research, documentation, and advocacy on issues of rights and access to justice	<i>Publish at least 2 editions of researched issues on rights and access to justice</i>	<i>Jan. 2024</i>	<i>Dec. 2024</i>	<i>12 months, Staff</i>

	Engage in advocacy on rights and access to justice for our target groups.	<i>Plan & implement at least 3 no. key advocacy strategies in every quarter of the year (Visits, IEC materials, SIL etc)</i>	<i>Jan. 2024</i>	<i>Dec. 2024</i>	<i>12 months, Staff</i>
	Facilitate the domestication, implementation, and monitoring of key aspects of compliance with the ACJ and VAPP laws at the States and Federal level.	<i>Push for the domestication & implementation of ACJ & VAPP Laws in at least 3 States with 1 State per zone</i>	<i>Jan. 2024</i>	<i>Dec. 2024</i>	<i>12 months, Staff</i>
To improve access to social services through deepened engagement with at least 500 beneficiaries from each of the underserved groups	Developing projects and programs with action plans in collaboration with the underserved population.	<i>At least 3000 KAPs accessing unfettered social services in project States</i>	<i>Jan. 2024</i>	<i>Dec. 2024</i>	<i>12 Months, Staff</i>
	Conduct legal literacy and provide free legal services for the underserved population	<i>Design & carry out at least 100 legal literacy sessions (both online & offline) for vulnerable & excluded groups</i>	<i>Jan. 2024</i>	<i>Dec. 2024</i>	<i>12 months, Staff</i>
	Carry out joint programs including incorporating underserved population in project implementation teams.	<i>Involvement of at least 1 representative of the underserved population in relevant projects</i>	<i>Jan. 2024</i>	<i>Dec. 2024</i>	<i>12 months, Staff</i>
To increase Lawyers Alert' visibility and strengthening media relations through the	Regular publication of programs/activities	<i>At least 3 publication of LA</i>	<i>Jan. 2024</i>	<i>Dec. 2024</i>	<i>12 months, Staff</i>

online publication of its programs and improved partnership with at least 5 new media outlets		<i>program/ activities per week</i>			
	Conduct regular meetings with media outlets	<ul style="list-style-type: none"> • At least 1 interactive forum with media outlets • At least 5 media publication per quarter 	Jan. 2024	Dec. 2024	12 months, Staff
To facilitate the growth of robust social institutions through advocacy for good governance in Nigeria in at least 1 thematic area of Elections, Security, Constitutional Amendment and Open Budgeting in ways that serve marginalized and vulnerable groups.	Advocate for policies and practices that strengthen judicial institutions to support Human Rights especially as it affects the rights of poor and excluded population.	Identify at least 1 issue per quarter in all core thematic areas with proposed interventions for each identified issue	Jan. 2024	Dec. 2024	12 Months, Staff
	Engage with the legislature at all levels towards making new laws and amending existing ones in a human rights-compliant manner with a focus on the poor and excluded population.	Plan & implement 5 no. key advocacy strategies in every quarter of the year (Visits, IEC materials, SIL etc).	Jan. 2024	Dec. 2024	12 Months, Staff
	Collaborate with and provide training for the Justice Sector Actors in Nigeria on building a strong and effective Justice System with a focus on the poor and excluded population.	<ul style="list-style-type: none"> • At least 2 no interactive meetings with key Justice Sector Actors towards the 	Jan. 2024	Dec. 2024	12 Months, Staff

		<i>establishment of partnership</i> <ul style="list-style-type: none"> • At least 2 no training for Justice Sector Actors in Nigeria 			
	To mobilize Non-State Actors towards engaging State Actors to sign up to the Open Government Partnership, developing and implementing State Action Plans.	<ul style="list-style-type: none"> • Map & identify States yet to sign up to the OGP • At least 1 State per Zone signs up to OGP 	Jan. 2024	Dec. 2024	12 Months, Staff
	Work with stakeholders on issues of safety, security, and access to justice with an emphasis on community policing, accountability and human rights	Carry out at least 1 community dialogue per quarter	Jan. 2024	Dec. 2024	12 Months, Staff

LAWYERS ALERT ANNUAL PLAN

Year 5 (Dates: January – December 2025)					
Related Objective	Action to take	Desired Yearly Target	Start Date	End Date	Resources <i>Cost, time, people</i>
To enhance the capacity of at least 5% of staff towards repositioning Lawyers Alert for the delivery of its programs and mandate in at least 2 Anglophone West African countries	Conduct capacity needs assessment	<i>At least 5% of total staff</i>	<i>Jan., 2025</i>	<i>Jan. 2025</i>	<i>14 days, Staff</i>
	Training and re-training of staff in relevant areas including exposure to international best practices.	<i>At least 5% of total staff</i>	<i>Feb. 2025</i>	<i>Dec. 2025</i>	<i>11 months, Staff</i>
	Operationalize the values of the Organisation through periodic appraisals.	<i>Biannual performance Evaluation Report in all areas</i>	<i>Jan. 2025</i>	<i>Dec. 2025</i>	<i>12 Months, Staff</i>

	Provision of resources was relevant for staff to implement the knowledge gained from training	<i>At least 2 Outputs recorded on all knowledge gained</i>	<i>Feb. 2025</i>	<i>Dec. 2025</i>	<i>11 months, Staff</i>
	Development and sharing of relevant reports	<i>Activity reports</i> <i>Quarterly SP evaluation report</i> <i>Design of M/E toolkit & reports</i>	<i>Jan. 2025</i> <i>Jan. 2025</i> <i>Jan. 2025</i>	<i>Dec. 2025</i> <i>Dec. 2025</i> <i>Dec. 2025</i>	<i>12 months, Staff</i> <i>12 Months, Staff</i> <i>12 Months, Staff</i>
To influence the passage of at least 2 laws & 2 policy formulation processes on SRHR, TB, Human Trafficking and Petty Offences related violations through evidence-based advocacy.	Capacity building for small and medium-size organisations across the Country.	<i>At least 30 Small & Medium Size Organisations with 5 from each of the 6 Geopolitical Zones across the Country</i>	<i>Jan. 2025</i>	<i>Dec. 2025</i>	<i>12 Months, Staff</i>
	Sensitization, and awareness campaigns on Gender-Based Violence and SRHR for women and vulnerable groups across the Country.	<i>At least 1000 Women and vulnerable groups across the country sensitized and also produce 4 Jingles, 2000 fliers & 2000 posters, 1000 T-Shirts, 1000 wristbands etc</i>	<i>Jan. 2025</i>	<i>Dec. 2025</i>	<i>12 months, Staff</i>
	Provide relevant resource materials on women's rights,	<i>Produce at least 2000 Training Manuals & 2000</i>	<i>Jan. 2025</i>	<i>Dec. 2025</i>	<i>12 months, Staff</i>

	especially on Gender-Based Violence and SRHR.	<i>Handbooks on GBV & SRHR</i>			
	Engage in relevant research, documentation, and advocacy on Gender-Based Violence, SRHR, TB, Human Trafficking and Petty Offences.	<ul style="list-style-type: none"> • At least 2 research reports produced and disseminated. • Publish at least 2 editions of SRHR, GBV & Petty Offenses findings 	Jan. 2025	Dec. 2025	12 months, Staff
	Strengthening and sustaining an effective SRHR movement in Nigeria towards advocacy on laws, policies and influencing resource allocation on GBV and SRHR issues.	At least 100 CSOs Strengthened & sustained effective implementation of advocacy strategies in every quarter of the year (Visits, IEC materials, SIL).	Jan. 2025	Dec. 2025	12 months, Staff
	Building an effective Regional SRHR movement to advocate on rights and protection on Gender-Based Violence and influencing laws, policies and resources allocation to and on SRHR issues.	SRHR movement built in at least 2 Anglophone West African Countries	Jan. 2025	Dec. 2025	12 months, Staff
	Strengthening the movement of petty offence in Nigeria to advocate for the decriminalization of petty offences.	Strengthened & sustained at least 50 State/Non-State Actors towards	Jan. 2025	Dec. 2025	12 months, Staff

		<i>declassification and decriminalization of Petty Offenses.</i>			
To increase access to justice for at least 60,000 beneficiaries directly and indirectly through engagement with government and other stakeholders using new and existing laws towards an affordable justice system that is user friendly	Capacity building for Persons Living with, Affected by or Most at risk of HIV Infection this includes Women, PLHIV, Sexual Minorities, FSWs, PWIDs, PWDs in Nigeria.	<i>At least 1,200 beneficiaries with 200 from each target group</i>	<i>Jan. 2025</i>	<i>Dec. 2025</i>	<i>12 months, Staff</i>
	Provide free legal services to vulnerable and marginalized groups	<i>At least 500 direct and 20,000 indirect beneficiaries</i>	<i>Jan. 2025</i>	<i>Dec. 2025</i>	<i>12 months, Staff</i>
	Sensitization, and awareness campaigns on issues of rights and access to justice	<i>Produce at least 4 Jingles, 2000 fliers & 2000 posters, 1000 T-Shirts, 1000 wristbands etc)</i>	<i>Jan. 2025</i>	<i>Dec. 2025</i>	<i>12 months, Staff</i>
	Provide relevant resource materials on issues of rights and access to justice	<i>Produce at least 2000 copies of Training Manuals & 2000 Handbooks on rights and access to justice</i>	<i>Jan. 2025</i>	<i>Dec. 2025</i>	<i>12 months, Staff</i>
	Engage in relevant research, documentation, and advocacy on issues of rights and access to justice	<i>Publish at least 2 editions of researched issues on rights and access to justice</i>	<i>Jan. 2024</i>	<i>Dec. 2024</i>	<i>12 months, Staff</i>

	Engage in advocacy on rights and access to justice for our target groups.	<i>Plan & implement at least 3 no. key advocacy strategies in every quarter of the year (Visits, IEC materials, SIL etc)</i>	<i>Jan. 2025</i>	<i>Dec. 2025</i>	<i>12 months, Staff</i>
	Facilitate the domestication, implementation, and monitoring of key aspects of compliance with the ACJ and VAPP laws at the States and Federal level.	<i>Push for the domestication & implementation of ACJ & VAPP Laws in at least 3 States with 1 State per zone</i>	<i>Jan. 2025</i>	<i>Dec. 2025</i>	<i>12 months, Staff</i>
To improve access to social services through deepened engagement with at least 500 beneficiaries from each of the underserved groups	Developing projects and programs with action plans in collaboration with the underserved population.	<i>At least 3000 KAPs accessing unfettered social services in project States</i>	<i>Jan. 2025</i>	<i>Dec. 2025</i>	<i>12 Months, Staff</i>
	Conduct legal literacy and provide free legal services for the underserved population	<i>Design & carry out at least 100 legal literacy sessions (both online & offline) for vulnerable & excluded groups</i>	<i>Jan. 2025</i>	<i>Dec. 2025</i>	<i>12 months, Staff</i>
	Carry out joint programs including incorporating underserved population in project implementation teams.	<i>Involvement of at least 1 representative of the underserved population in relevant projects</i>	<i>Jan. 2025</i>	<i>Dec. 2025</i>	<i>12 months, Staff</i>

To increase Lawyers Alert' visibility and strengthening media relations through the online publication of its programs and improved partnership with at least 5 new media outlets	Regular publication of programs/activities	<i>At least 3 publication of LA program/activities per week</i>	<i>Jan. 2025</i>	<i>Dec. 2025</i>	<i>12 months, Staff</i>
	Conduct regular meetings with media outlets	<ul style="list-style-type: none"> • <i>At least 1 interactive forum with media outlets</i> • <i>At least 5 media publication per quarter</i> 	<i>Jan. 2025</i>	<i>Dec. 2025</i>	<i>12 months, Staff</i>
To facilitate the growth of robust social institutions through advocacy for good governance in Nigeria in at least 1 thematic area of Elections, Security, Constitutional Amendment and Open Budgeting in ways that serve marginalized and vulnerable groups.	Advocate for policies and practices that strengthen judicial institutions to support Human Rights especially as it affects the rights of poor and excluded population.	<i>Identify at least 1 issue per quarter in all core thematic areas with proposed interventions for each identified issue</i>	<i>Jan. 2025</i>	<i>Dec. 2025</i>	<i>12 Months, Staff</i>
	Engage with the legislature at all levels towards making new laws and amending existing ones in a human rights-compliant manner with a focus on the poor and excluded population.	<i>Plan & implement 5 no. key advocacy strategies in every quarter of the year (Visits, IEC materials, SIL etc).</i>	<i>Jan. 2025</i>	<i>Dec. 2025</i>	<i>12 Months, Staff</i>
	Collaborate with and provide training for the Justice Sector Actors in Nigeria on building a strong and	<ul style="list-style-type: none"> • <i>At least 2 no interactive meetings with key Justice</i> 	<i>Jan. 2025</i>	<i>Dec. 2025</i>	<i>12 Months, Staff</i>

	effective Justice System with a focus on the poor and excluded population.	<i>Sector Actors towards the establishment of partnership</i> <ul style="list-style-type: none"> • <i>At least 2 no training for Justice Sector Actors in Nigeria</i> 			
	To mobilize Non-State Actors towards engaging State Actors to sign up to the Open Government Partnership, developing and implementing State Action Plans.	<ul style="list-style-type: none"> • <i>Map & identify States yet to sign up to the OGP</i> • <i>At least 1 State per Zone signs up to OGP</i> 	<i>Jan. 2025</i>	<i>Dec. 2025</i>	<i>12 Months, Staff</i>
	Work with stakeholders on issues of safety, security, and access to justice with an emphasis on community policing, accountability and human rights	<i>Carry out at least 1 community dialogue per quarter</i>	<i>Jan. 2025</i>	<i>Dec. 2025</i>	<i>12 Months, Staff</i>

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