



LAWYERS ALERT

STRATEGIC PLAN MATRIX

For the period

2018- 2020

JANUARY, 2018

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ACRONYMS

AIDs: Acquired Immune Deficiency Syndrome

ATR: African Traditional Religion

FCT: Federal Capital Territory

GDP: Gross Domestic Product

HIV: Human Immuno Deficiency Virus

HROD: Human Resources and Organizational Development

ICT: Information, Communication Technology

IT: Information Technology

M & E: Monitoring and Evaluation

MDGs: Millennium Development Goals

MOV: Means of Verification

NGOs: Non-Governmental Organisation

OECD: Organisation of Economic Cooperation and Development

OVC: Orphans and Vulnerable Children

OVI: Objectively Verifiable Indicators

SDGs: Sustainable Development Goals

UNAIDs;

UNDP: United Nations Development Programme

FOREWORD

Lawyers Alert is delighted to present its Strategic Plan for the period 2018-2020. This plan clearly outlines the strategic vision and goals collectively identified by the Staff, board and Management of the Organization with a view towards realizing the organization's full potentials and fulfilling its vision and mission to the world in a more efficient and effective manner.

The process of formulating this new strategic document has afforded us the opportunity to take stock of our past including our successes and failures. It has also helped us to determine what we have been doing right or wrong 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 and in order to be an active and participating agent in the collective quest for solution to social challenges especially in the Human Rights Sector in Nigeria.

Our thematic focal areas and their attendant results attests 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, Children 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 for 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 the Board of Trustees, Governing Board, Management and Staff whose valuable input has been incorporated in this document. Let me take this opportunity to thank all of them 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 Management and board 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 global communities. May I thank you heartily for taking an interest in the future of Lawyers Alert and the communities we serve.

President.

January, 2018.

ACKNOWLEDGEMENTS

Writing the Lawyers Alert Strategic Plan for the 2018-2020 period required input, wisdom and contributions from many individuals. A sincere thank you to the Consultant Mr. Tive Denedo, for providing the framework and structure for Strategic Planning process; the Board of Trustees for their guidance, counselling and Fiduciary support, the Governing board for their advise and direction in policy and strategic matters and most of all for its valid contributions during the design of this document. We also appreciate the management of Lawyers Alert for providing the serene atmosphere in which this strategic plan was developed. We also acknowledge the wonderful contributions of the staff of Lawyers Alert from both the Makurdi and Abuja offices for the quality contributions and tireless efforts within the days spent in developing this document and its planning process.

We offer special acknowledgement to our funders, partners, friends and well wishers who have supported Lawyers Alert in one way or the other which has directly or indirectly led to the pathway for this plan.

January, 2018.

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. As the name indicates, Lawyers Alert is a Non Governmental Organisation (NGO) made up of lawyers and other professionals who work daily on the alert of violations of rights of vulnerable and marginalised Nigeria with special bias for women and girls. The vision of the organisation is “a developed Nigeria where women and vulnerable groups are free from injustice” and the mission is “the empowerment of the citizenry especially women and other vulnerable groups through knowledge of their rights and accessible means of enforcing same in a secure environment”.

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 Nigeria 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 foresee a society anchored on an empowered citizenry that will guarantee sustainable and balanced development.

The organisation lives by the values of Transparency and Accountability; Integrity & Ethics, Respect, Professionalism.

Lawyers Alert is the foremost Civil Society Organisation (CSO) in Northern Nigeria deploying lawyers to offer free legal services in the promotion and defence 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 for the organisation, it has become a niche area for it. The free legal services have given it massive credibility that can be used for community mobilisation and empowerment. Their reputation precedes them 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 half, Lawyers Alert has implemented programmes that revolve around its core area of Sexual and Reproductive Health Rights, Economic empowerment of vulnerable groups, capacity building, and good governance among others.

This strategic plan is the third strategic plan since the establishment of the organization. The leadership and management of Lawyers Alert recognized the need for a new strategic direction for the organization which will provide a deliberate calculated and tactical guide in its operation from 2018-2020. The strategy document serves a second purpose of being the programme of

action to be taken by Lawyers Alert to achieve the objectives of setting up the organization, fulfill its mission and vision as well as to sustain the values it has pledged to live by in the course of its existence.

The strategy took into consideration the dynamics of both the international and national context within which Lawyers Alert operates. The plan proposes what Lawyers Alert will do and provide a schematic for performance and monitoring. The strategic plan was developed through a highly participatory process which involved the board, management and staff of Lawyers Alert.

Apparently, that the global promotion and protection of the poor, marginalized and vulnerable groups/communities 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 has 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 they are in agreement that the interpretation of development are influenced by history, discipline, ideological orientation and training

The pace and strides of development has 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 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.

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, 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 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 reproductive health 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 and been actively involved in the work to enthrone a virile democracy in Nigeria.

Lawyers Alert has been a consistent and committed voice in disability issues, water and sanitation, nutrition, health and had participated effectively in transparency, open budgets, legal reforms and education not only in Northern Nigeria but in Nigeria as a whole. Right from the beginning Lawyers Alert has demonstrated that its in-built capabilities will enable it make 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 twenty three states of the federation. It has a workforce of diversified, experienced, passionate, and committed workforce that has demonstrated an ability to manage programmes and its finances. .

However, despite the outstanding attainments, impeccable attributes and sterling qualities Lawyers Alert has an Achilles heel that can reverse all the years of excellent work. Its operation in projecting itself to the world is abysmally poor. Especially worrisome is the inadequacy of its publicity and visibility programme. The coordination and streamlining of its internal communication process is unable to effectively project the image and the reputation it has garnered over the year. There is a lack of strategic and an effective application of its communication strategy; which could totally undermine all of the strengths enumerated above.

The organization also suffers a complex reversal of its assets becoming liabilities. The core staff which should be an invaluable advantage in the management of the organization'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 has failed to live up to the desired expectations. The organization lacks a robust system of human resource and organizational management especially a dependable succession plan.

With the opportunities available to Lawyers Alert, these challenges can be easily 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 rights, economic empowerment of vulnerable groups, capacity building, redressing human rights violation, education, 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. 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 education curriculum as an enabling right and a tool for citizens' empowerment; empower citizens to demand for their rights, promote gender equality, create awareness on, monitor, document and publicize violations against Persons Living With, Affected By & Most at Risk of HIV Infection, eradicate discrimination in all its forms among vulnerable groups/communities, 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, organizations, government institutions, networks and coalitions that will help in achieving the objectives of the organization.

In order to successfully execute the new strategic plan, Lawyers Alert will be repositioned and re-energised in the areas of perceived and real weaknesses. The Board of Trustees will provide strategic leadership and policy direction for 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, episodic or as the need arises. The governance of Lawyers Alert will be enhanced. The management of the organization will continue to be inspired, motivated and led by the President/Executive Director and management staff.

There is the need to pay greater attention to the quality of programs and finance staff. During the strategy period, an M & E Director will be recruited or the in-house staff in charge of M & E will have upgrade from the present level of understanding. The Human Resource and Organizational Development (HROD) system will be further strengthened. The current system of staff appraisal and 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 be enhanced. Every new staff will be given comprehensive induction on the strategic plan and programme focus on the organization as well as the systems and procedures in the organization.

The values of the organization will be operationalized to ensure that staff fully understand and internalize the mission, vision and 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. Staff appraisal process will be standardized and capacity building will be given priority. Staff will be trained on fund raising, 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 organization. Institutional development for Lawyers Alert is crucial in making this strategy to 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 organization will be made better through strategic communication and external relations. Lawyers Alert is aware that there are huge gaps that need strengthening in order to optimize its use of communication and publicity tools. The Lawyers Alert library/Information and Communication Technology (ICT) unit should be stocked with contemporary e-books, magazines and software to enhance quality of knowledge available to staff and board members. These areas should be managed by proven and competent professionals.

The ICT unit should have a permanent staff who will be in charge of all issues related to ICT and provide regular guidance on the use of tools that will enhance competencies of the staff and organization in this area. Staff training will also bring about the understanding of key communication principles that will increase publicity and visibility of the organization and its project as they will be more widely disseminated including use of scholarly publications and all forms of communications commonly available.

Lawyers Alert also need to put in place a comprehensive and formalized information management system, 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. Lawyers Alert need to develop a strategy to guide its staff during 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 will pledge to operationalize the monitoring and evaluation framework through routine data collection, surveys, progress monitoring, management review, stakeholder meetings and annual reviews.

Organizational Description

SECTION ONE: INTRODUCTION

1.1 Background

Lawyers Alert was established in 2002. The headquarters is in Makurdi, Benue state in North Central Nigeria with another office in Abuja, FCT. The organization 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

The vision of Lawyers Alert is a developed Nigeria where women and vulnerable groups are free from injustice.

1.3 Mission

The mission of Lawyers Alert is the empowerment of the citizenry especially women and other vulnerable groups through knowledge of their rights and accessible means of enforcing same in a secure environment.

1.4 Values

Lawyers Alert shall be guided by the values of

Transparency and Accountability;

Integrity & Ethics,

Respect

Professionalism,

1.5 Purpose of the Strategy

Since its establishment in 2002, Lawyers Alert has been implementing programs especially in the areas of gender based violence, sexual reproductive health 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 third 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 2018-2020. This strategic plan has been developed based on examination of 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 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.

1.6 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 – Chairman
2. Ms. Roseline Oghenebrume -Secretary
3. Olayemi Agoro Member
4. Bamidele Jacobs Member
5. Lazarus M. Ahangba Member

The organization then appointed an external strategic plan consultant (Mr. Tive Denedo) to facilitate the process. From 22nd-24th January, 2018, Lawyers Alert organized a strategic plan retreat for the board and staff of the organization in Akwanga, Nassarawa 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 26th January, 2018. The validation conference was attended by members of Board of Trustees, Staff, stakeholders, donors and peer NGOs.

The final copy was approved by the Board of Trustees on

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 has 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 are influenced by history, discipline, ideological orientation and training¹

The pace and strides of development has 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.² 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 United Nations Development Programme (UNDP) in its 1998 report indicated that the three richest people in the world have assets that exceeded the combined Gross Domestic Product (GDP) of the forty-eight least developed countries of the world. In 2014, the eighty five richest people in the world had a combined wealth as the poorest fifty percent estimated at about 3.4 billion people. In just a year later, the purse of the rich has increased and making the richest eighty people in the world to have the same amount of wealth with the poorest fifty percent of the world population.

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.³ On the average, the income of the richest 10 percent of the world is about nine times that of the poorest 10 percent. 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 Brundlund report titled Our Common Future³. It is an idea with which governments, civil society, politicians and the international community worked for in upwards of two decades. The established definition of sustainable development is “development which meets the needs of the present without compromising the ability of future generation to meet their own needs”⁵.

The second component of the report showed that almost all countries of the world experienced steady and significant growth in human development based on the Human Development Index (HDI) of life expectancy, schooling and income except for only three of the One hundred and thirty five countries studied in the period under review. These three countries namely;

Democratic Republic of Congo, Zambia and Zimbabwe, have a lower HDI in 2010 than in 1970. The retrogression was astonishing. Thirdly, the report insisted that there is hardly any relationship between economic growth and improvement in the health and education of citizens which simply means that economic growth can occur without the improvement in the health and education of citizens. It sets straight and supports the claims and belief that with the right policy, innovation and citizens' participation there can be extensive improvement in the lives of citizens even without fast growth.

The fourth dimension to the report is the fact that strong institutions are very crucial determinants of human development. The report stated however that "the policies and reforms compatible with progress vary widely across institutional settings and depend on structural and political constraints."⁶ The report raised concerns that markets are very bad at ensuring the provision of public goods, such as security, stability, health and education. Fifthly, the report explained that human development should not only be about health, education and income but rather about people being actively engaged in shaping the lives they want to live and have reasons to value with a view for equity and sustainability⁷.

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 were 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. The SDGs which enumerates new indicators, targets and goals are the framework for UN members' agenda and political policies from 2015 to 2030.

2.1.2 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 Benin Republic, on the South by the Coast of Guinea and on the North by Niger Republic. It occupies a land mass 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, Fresh water swamp, Equatorial rain and the Monsoon or Deciduous forest belt.

With a very 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 grouped into six geographical zones in the South south, South east, South west, North east, North west and North central.

2.1.3 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 Mohamadu Buhari, who was also a military head of state from 1983-1984 was elected president.

2.1.4 Economic Context

The state of the Nigeria 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 thirteen in the world. She also has the largest deposit of gas in Africa at 190 trillion standard cubic feet, a large expanse of arable land and a huge human resource. Nigeria is home to the third largest number of poor people after China and 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 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 completely 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.

2.1.5 Social Context

In the global ranking of nations, Nigeria occupies an abysmally and depressingly low position for all its resources. The Human Development Report published by UNDP in 2013 ranked Nigeria at 156 out of 187 countries. The nation has not fared any better with the international corruption watch group; Transparency International (TI) which has consistently ranked Nigeria amongst the world most corrupt countries in its Corruption Perception Index. In the December 2012 report Nigeria was ranked 143 out of 183 countries under review. In its 2015 report Nigeria

was ranked 136 out of 170 countries. 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. Any where there is conflict and insecurity, it is expected that poverty will increase. This increase in poverty provides further fodder for insecurity thrive and the vicious cycle is repeated over and over again. Studies from The Brookings Institute explained that only 10 percent of the global poor live in stable, low income countries while 40 percent live in fragile and conflict-affected countries and 50 percent in middle income countries. It implies that poverty is low in stable low income countries but high in countries where conflict is being experienced. There is also the correlation that the prevalence of inequality engenders poverty in middle income countries.

2.1.6 Technological Context

Nigeria is a technologically challenged country which lacks the basic requirements of a developing nation in the twenty first century. Nigeria has even 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, majority of the hardware including the computers, phones and accessories are all imported. Nigeria currently has a 150 million 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 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 which uses Social Media for democratising 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 cyber world has created a consciousness about their rights in several issues including health, politics and business.

SECTION THREE: ORGANISATIONAL ASSESSMENT

3.1 Historical Review of Lawyers Alert

Lawyers Alert was formed in 2002. Since inception, the activities of Lawyers Alert are focused towards the protection and the defence of the rights of vulnerable and marginalised citizenry especially girls and women. The activities include programme/project formulation and implementation, advocacy, mobilization, training, support, free legal services and general facilitation of issues, projects and programs for people, systems, and institutions in the areas of gender based violence, sexual reproductive health 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.

Lawyers Alert engages in research with a view to identifying the causes of human rights violations, and subsequently offers and solicits for local and international assistance towards

addressing the problems. The activities of Lawyers Alert is 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.

Lawyer Alert also provide paralegal training for its beneficiaries in order 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 capacity of the vulnerable groups and communities so that the country will be a place where women and vulnerable groups 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 defence of the rights of vulnerable and marginalised citizenry especially women and girls. The activities include programme/project formulation and implementation, advocacy, mobilization, training, support, free legal services and general facilitation of issues, projects and programs for people, systems, and institutions in the areas of gender based violence, sexual reproductive health 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 geo-political Zone where Lawyers Alert operates has a staggering level of poverty at 67.5% from the figures provided by the Central Bank of Nigeria and the National Bureau of Statistics. It is number 8 on the national statistics of HIV/AIDS with 5.6% infection rate. The Oxford Poverty Human Development Initiative put the North Central zone at 42.53%; making it the third poorest zone in the country. Benue state is currently the theatre of gross human rights violations in the wake of the wholesale killings of citizens in that state by cattle herdsmen. It is therefore compelling that promotion of human rights, sexual reproductive health rights, persons living with, affected by & most at risk of HIV infection, vulnerable and excluded groups/communities remains one of some of the focal areas of intervention.

Along with its numerous partners Lawyers Alert made 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 that were available to Lawyers Alert were for monitoring and documentation; Amplify Change, Legal Assistance; South Africa Litigation Center and Urgent Action Fund Africa, Legal Literacy; UNAIDs, Enda-Sante and AIDS Fond. There were also grants from Anonymous UK, Response Fund and Heartland Alliance.

3.3 Organisational Strengths and Weaknesses

Right from inception, Lawyers Alert has exhibited some strength which enabled it to achieve a lot within the short time span. The primary strength of Lawyers Alert is the reputational asset and commitment of the founders. In addition, Lawyers Alert has permanent office spaces,

experienced, passionate and committed staff; and a track record of programme and financial management.

But there are some issues that have served as a draw back since the organization was established in 2002. These include inadequate documentation of its work; publicity and visibility; 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 be repositioned as a leading NGO to the issues of free legal assistance, human rights monitoring and documentation, sexual reproductive and health rights, gender based violence, transparency, open budgets and in the broad thematic areas of elections, constitutional amendment, open budgets in ways that serve marginalized and vulnerable groups not only in Nigeria but in the whole of Africa. There is increasing poverty in Nigeria with widening gap between the rich and the poor.

The insurgency in Northern Nigeria has aggravated poverty in Nigeria. The increasing number of Internally Displaced Persons (IDPs) arising from the continuing acts of insurgency from Boko Haram extremists demands the organisation's intervention. In addition, development partners are becoming more interested in addressing the challenges facing Nigeria especially in Northern Nigeria. There is therefore a great opportunity for Lawyers Alert being an NGO that is well managed with systems and mechanisms as well as track record of delivering results for about two decades. The organisation can leverage on 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 threat to the work of the organization. First, is the continuing security challenge in Northern Nigeria. 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 organization has been faced with many challenges. There are times when the funding of the organization is very low and the founder must use personal funds to run the organization. In all, the organisation has stayed strong. 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 willingness of development partners to engage the region.

This strategic plan is intended to seize these opportunities and focus on strategic direction that will impact on the development trajectory of Nigeria. Lawyers Alert will therefore focus on issues that will be catalytic and impactful on the development of Nigeria. Among other issues, Lawyers Alert will focus on issues that will lead to properly responding to the needs of persons living with, affected by & most at risk of HIV infection, vulnerable and excluded groups/communities, strengthening the legal system, repositioning the organisation, gender based violence, capacity of vulnerable and excluded groups/communities to demand and enjoy their rights including 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 organization.

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 organization 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 organization's activities will be regularly informed and carried along.

Section Four: Strategic Priorities

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

- To re-organize and reposition Lawyers Alert to empower citizens and offer support to promote and defend human rights.
- To research, document violations, intervene and carry out advocacy on women rights with focus on Gender Based Violence and SRHR.
- To create awareness on, monitor, document, and publicize violations against Persons Living With, Affected By & Most at Risk of HIV Infection in Nigeria.
- To build capacity of vulnerable and excluded groups/communities to demand and enjoy their rights including provision of free legal services.
- To work with government at all levels to promote policies and practices that strengthen the legal system and guarantee a free and independent Justice Sector.
- To increase the visibility of Lawyers Alert through 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.

3.1 Key Actions and Outcomes

Strategic Objective One: To re-organize and reposition Lawyers Alert to empower citizens and offer support to promote and defend human rights.

Key Actions

- Conduct training needs assessment for staff.
- Improve implementation of strategies and policies with regards to Fund raising, Communication, Documentation, IT, Gender, Youth, Human Resource and Organizational Development (HROD), Finance, etc.
- Improve gender equality and raise gender sensitivity throughout the organization.
- Improve financial management and administrative systems.
- Review and update the existing operational plan for the 2018-2020 SP.
- Implant and implement the current strategic plan.
- Continuous monitoring and evaluation of the 2018-2020 strategic plan.

Key Outcomes

- Improved staff performance.
- Strengthened systems and mechanism.
- Improved communication and documentation.
- Improved human resource management.
- Improved gender sensitivity.
- Improved financial management.
- Clinical implementation of strategy.
- Emergence of a viable Lawyers Alert with strengths in sustainability and integrity.
- Improved impact profile of Lawyers Alert interventions and initiatives, comparable to the best anywhere in the world.

Strategic Objective Two: Research, document violations, intervene and carry out advocacy on women rights with focus on Gender Based Violence and SRHR.

Key Actions:

- Capacity building, sensitization and awareness programmes on Gender Based Violence and SRHR.
- Provide relevant resource materials on women rights especially on GBV and SRHR.
- Engage in relevant research, documentation and advocacy on Gender Based Violence and SRHR.
- Advocacy on rights and protection on Gender Based Violence and SRHR
- Ensure gender mainstreaming in all thematic areas of the organization.

Outcomes:

- Increased awareness about Gender Based Violence and SRHR.
- Deepened understanding of Gender Based Violence and SRHR.
- Improved access to inclusive legal training on Gender Based Violence and SRHR.
- Increased number of women accessing free legal services with regards to Gender Based Violence and SRHR.

Strategic Objective Three: To create awareness on, monitor, document, and publicize violations against Persons Living With, Affected By & Most at Risk of HIV Infection in Nigeria.

Key Actions:

- Capacity building, sensitization and awareness programs for Persons Living With, Affected By & Most at Risk of HIV Infection in Nigeria.
- Provide relevant resource materials for Persons Living With, Affected By & Most at Risk of HIV Infection in Nigeria.
- Engage in research, documentation and advocacy on rights of Key and Affected Populations.
- Advocacy on rights and protection of Persons Living With, Affected By & Most at Risk of HIV Infection in Nigeria.

Outcomes:

- Availability of reliable and dependable information and data on Persons Living With, Affected By & Most at Risk of HIV Infection in Nigeria.
- Increased awareness about Persons Living With, Affected By & Most at Risk of HIV Infection in Nigeria.
- Deepened understanding of rights of Persons Living With, Affected By & Most at Risk of HIV Infection in Nigeria.
- Increased number of Persons Living With, Affected By & Most at Risk of HIV Infection in Nigeria accessing free legal services.

Strategic Objective Four: To build capacity of vulnerable and excluded groups/communities to demand and enjoy their rights including provision of free legal services.

Key Actions

- Capacity building programs for vulnerable and excluded groups on their rights.
- Create programs for enhanced legal awareness for vulnerable and excluded groups (legal literacy).
- Engage in research, documentation and advocacy on rights of Key and Affected Populations.
- Create awareness about the violation of rights of KAPs.
- Build capacity of KAPs to understand their rights and how to protect them.
- Provision of free legal services and expansion of the network of lawyers working on free legal services for KAPs.
- Advocacy on rights and protection of vulnerable groups including KAPs.

Outcome

- Increased awareness about rights among poor and excluded groups.
- Deepened understanding of the knowledge of legal matters among vulnerable and excluded groups.

- Improved access to affordable and inclusive legal training for vulnerable and excluded groups.
- Improved understanding by vulnerable and excluded groups to use legal tools in promoting and protecting their rights and increased usage of legal tools by vulnerable groups.
- Increased number of KAPs with better understanding of their rights and how to demand for them.
- Increased number of KAPs accessing free legal services in support and defense of their rights.
- Increased number of lawyers providing free legal services.
- Improved awareness about the violation of rights of KAPs.
- Change/passage of Pro-KAPs/Vulnerable groups policies and laws.

Strategic Objective Five: To work with government at all levels to promote policies and practices that strengthen the legal system and guarantee a free and independent Justice Sector.

Key Actions

- Advocate for policies and practices that strengthen judicial institutions to support the rights of poor and excluded people.
- Engage in research and documentation on the right of poor and excluded people to have access to free legal services.
- Collaborate with the Justice Sector to provide training for Justice Sector officers on strong and effective Justice Sector in Nigeria.
- Use of existing judicial channels to get legal resources to support the provision of free legal services to poor and excluded people.
- Prison decongestion in six (6) Prisons across Nigeria.

Outcome

- Strengthened capacity of Justice Sector on strong, effective and independent Justice Sector in Nigeria.
- Deepened understanding of poor and excluded people on the use of judicial institutions to contribute to the governance process.
- Enhanced technical support for judicial officers in the promotion of free legal access for poor and excluded people.
- Improved condition of poor and excluded people through the use of free legal services.
- Less congested prisons in six (6) Prisons in Nigeria.

Strategic Objective Six: To increase the visibility of Lawyers Alert through improved engagement in social and traditional media platforms.

Actions

- Actively promote Lawyers Alert work, events and activities through both traditional and social media platforms.
- Build a publicity component to every event and activity of Lawyers Alert.
- Design an internal framework that encourages staff to publicise the activities and events of Lawyers Alert in the media.

Outcomes

- Improved publicity for the activities, events, projects and campaigns of Lawyers Alert.
- Increased visibility for the projects and campaigns of Lawyers Alert.
- Improved understanding of the work and campaign of Lawyers Alert.
- Broadened acceptance and appreciation of the campaigns of Lawyers Alert.

Strategic Objective Seven: 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.

Key Actions:

- Identification of challenges around the broad thematic area of elections, constitutional amendments, open budgets in ways that serve marginalised and vulnerable groups in Nigeria.
- Conduct advocacy on the broad thematic area of elections, constitutional amendments, open budgets in ways that serve marginalised and vulnerable groups in Nigeria.
- Conduct community dialogues on the broad thematic area of elections, constitutional amendments, open budgets in ways that serve marginalised and vulnerable groups in Nigeria.
- Promote gender integration among networking organizations the broad thematic area of elections, constitutional amendments, open budgets in ways that serve marginalised and vulnerable groups in Nigeria.

Outcomes:

- Increased awareness on the broad thematic area of elections, constitutional amendments, open budgets in ways that serve marginalised and vulnerable groups in Nigeria.
- Increased access to resources for the broad thematic area of elections, constitutional amendments, open budgets in ways that serve marginalised and vulnerable groups in Nigeria.
- Improved relations and commitments to the broad thematic area of elections, constitutional amendments, open budgets in ways that serve marginalised and vulnerable groups in Nigeria.

- Pro-poor constitutional and electoral amendments in Nigeria.

SECTION FIVE: ORGANISATIONAL IMPLICATIONS

5.1 Governance

The Board of Trustees will provide strategic leadership and policy direction for 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 staff. 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. 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. 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 staffs 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. Staff appraisal process will be standardized and capacity building will be given priority. Staff will be trained on fund raising, project management, advocacy and monitoring and evaluation.

5.4 Resource Mobilization 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 staff will be trained on resource mobilization and proposal writing as well as on financial system and processes. 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 external auditor. 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.

5.5 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 a perilous times in the history of the Benue in particular and Nigeria in general.

5.6 Information and Communication Technology

To facilitate efficient communication and documentation, Lawyers Alert will improve on the deployment and utilization of ICT. A competent and professional IT staff must be hired to make the use of IT resources an integral part of the workforce for Lawyers Alert. The capacity of staff will be built on the deployment and utilization of ICT. It will be deployed 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.

5.7 Documentation

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

5.8 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 based on assessment of the environment of operations and develop mitigation strategy to be implemented by management.

<i>No</i>	<i>Risk</i>	<i>Probability</i>	<i>Impact</i>	<i>Comments/Mitigation Strategy</i>
<i>Programmatic Risks</i>				
1	Policy makers not receptive to advocacy	High	Medium	Lawyers Alert will evidence based advocacy, goodwill and track record of the organisation
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 the Lawyers Alert • Implement the strategic plan • Work in partnerships

4	Dwindling donor funding as a result of global political changes	Medium	Low	<ul style="list-style-type: none"> Keep abreast of changes in aid architecture Maintain cordial relations with donors Showcase the track record of Lawyers Alert
<i>Political and Security Risks</i>				
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 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.

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. 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
<p>To re-organise & reposition Lawyers Alert to empower citizens & offer support to promote and defend human rights.</p>	<p><i>Number of training needs assessment</i></p> <p><i>Number of staff members trained.</i></p> <p><i>Number of new strategies and policies.</i></p> <p><i>Numbers of citizens empowered.</i></p> <p><i>Evidence of improved communication and documentation.</i></p> <p><i>No of personnel expressing satisfaction with improvements in Lawyers Alert's work environment, infrastructure and operations.</i></p> <p><i>No of personnel</i></p>	<p>Training needs assessment reports</p> <p>Training Reports/Attendance Register. Photos/Videos</p> <p>New strategies and Policies</p> <p>Publications</p> <p>Survey report</p>	<p>Board members, management and staff are willing to support the re-organisation and re-positioning.</p>

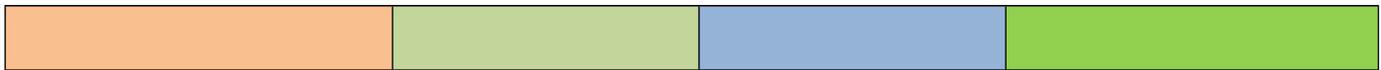
	<p><i>expressing satisfaction with Lawyers Alert human resource management, staff development, discipline and welfare.</i></p> <p><i>Existence and implementation of a gender policy</i></p> <p><i>Existence and utilization of M and E plans and tools for monitoring and evaluation of the new strategy</i></p>	<p>Database</p> <p>Staff survey</p> <p>Gender Policy</p> <p>Programme reports</p> <p>Financial reports</p>	
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		M and E reports	
		Media reports	
To research, document violations, intervene and carry out advocacy on women rights with focus on Gender Based Violence and SRHR.	<p><i>Existence of research agenda on women rights, gender based violence and SRHR.</i></p> <p><i>No of persons (by sex and location) trained on women rights, gender based violence and SRHR</i></p> <p><i>Existence of advocacy briefs on women rights, gender based violence and SRHR.</i></p> <p><i>Number of poor and excluded persons benefiting from women rights, gender based violence and SRHR intervention programmes.</i></p>	<p>Research agenda report</p> <p>Training reports</p> <p>SDG Report</p> <p>Advocacy reports</p> <p>Project reports</p>	Poor and excluded groups/communities are willing to participate in Lawyers Alert programmes
To create awareness on, monitor, document, and publicize violations against Persons Living With, Affected By & Most at	<i>Existence and implementation of projects on violation for Persons Living With, Affected By &</i>	Implementation report	<i>Persons Living With, Affected By & Most at Risk of HIV Infection in Nigeria are willing to engage in Lawyers Alert</i>

<p>Risk of HIV Infection in Nigeria.</p>	<p><i>Most at Risk of HIV Infection in Nigeria.</i></p> <p><i>No of violations against Persons Living With, Affected By & Most at Risk of HIV Infection in Nigeria.</i></p> <p><i>Existence of advocacy briefs for Persons Living With, Affected By & Most at Risk of HIV Infection in Nigeria.</i></p> <p><i>Number of Persons Living With, Affected By & Most at Risk of HIV Infection in Nigeria benefiting from intervention programmes</i></p>	<p>Monitoring report</p> <p>Advocacy reports</p> <p>Project reports</p>	<p><i>programmes. .</i></p>
<p>To build capacity of vulnerable and excluded groups/communities to demand and enjoy their rights including provision of free legal services.</p>	<p><i>No of vulnerable & excluded groups/communities (by sex and location) trained to demand their rights.</i></p> <p><i>No of vulnerable & excluded groups/communities (by sex and location)who accessed free legal services</i></p>	<p>Research agenda report</p> <p>Training reports</p>	<p>Poor and excluded groups/communities are willing to demand for their rights & also access free legal services.</p>

	<p><i>Existence of advocacy briefs on human rights for vulnerable & excluded communities especially for women & girls.</i></p> <p><i>Number of poor and excluded persons benefiting from women rights, gender based violence and SRHR intervention programmes.</i></p>	<p>Advocacy reports</p> <p>Project reports</p>	
<p>To work with government at all levels to promote policies and practices that strengthen the legal system and guarantee a free and independent Justice Sector.</p>	<p><i>Number of legal issues identified</i></p> <p><i>Advocacy to legal stakeholders.</i></p> <p><i>Number of sensitizations conducted.</i></p>	<p>Reports</p> <p>Pictures/Videos</p> <p>Attendance register</p>	<p>Policy makers are willing to cooperate to strengthen the legal system</p>
<p>To increase the visibility of Lawyers Alert through improved engagement in social and traditional media platforms.</p>	<p><i>Evidence of improved visibility</i></p> <p><i>No of personnel expressing satisfaction with improve visibility for Lawyers Alert.</i></p> <p><i>Advocacy to media</i></p>	<p>Media reports</p> <p>Google Analytics</p> <p>Pictures/Videos</p>	<p>The media is willing to publicise Lawyers Alert programmes and the staff are able to use social media to publicise their activities and events.</p>

	<i>groups.</i>		
<p>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.</p>	<p><i>Numbers of elections, constitutional and open budget issues identified.</i></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>.</i></p> <p><i>Number of inter-governmental dialogue organized.</i></p> <p><i>Number of elections monitored incorporating marginalised and vulnerable groups.</i></p> <p><i>Numbers of Open budgets programmes organised</i></p>	<p>Research agenda 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>Photos/Videos</p>	<p>Political stability is assured.</p>



Year 1 (Dates: January – December, 2018)

<i>Action to take</i>	<i>Related Objective</i>	<i>Desired Yearly Target</i>	<i>Start Date</i>	<i>End Date</i>
✓ Conduct training needs assessment for staff.	To re-organize and reposition Lawyers Alert to empower citizens and offer support to promote and defend human rights. <i>SP related</i>	<i>All Key Staff</i>	<i>Jan 2018</i>	<i>March, 2018</i>
✓ Improve implementation of strategies and policies with regards to Fund raising, Communication, Documentation, IT, Gender, Youth, Human Resource and Organizational Development (HROD), Finance, etc		<i>Annual performance Evaluation Report in all areas</i>	<i>Jan 2018</i>	<i>Dec, 2018</i>
✓ Improve gender equality and raise gender sensitivity throughout the organization		<i>Conduct gender equality & sensitivity survey throughout the Org.</i>	<i>Jan 2018</i>	<i>June 2018</i>
✓ Improve financial management and administrative systems.		<i>Provision, updates & periodic financial reports</i>	<i>Jan 2018</i>	<i>Apr, 2018</i>
✓ Review and update the existing operational plan for the 2018-2020 SP.		<i>Quarterly SP evaluation report</i>	<i>Jan 2018</i>	<i>Dec., 2018</i>
✓ Implant and implement the current strategic plan.		<i>Activity reports</i>	<i>Jan 2018</i>	<i>Dec., 2018</i>
✓ Continuous monitoring and evaluation of the 2018-2020 strategic plan.		<i>Design of M/E toolkit & reports</i>	<i>Jan 2018</i>	<i>Dec., 2018</i>
✓ Capacity building, sensitization and awareness programmes on Gender Based	Research, document	<i>Build the capacity of 2000</i>	<i>Jan 2018</i>	<i>Dec, 2018</i>

<p>Violence and SRHR.</p> <ul style="list-style-type: none"> ✓ Provide relevant resource materials on women rights especially on GBV and SRHR. ✓ Engage in relevant research, documentation and advocacy on Gender Based Violence and SRHR. ✓ Advocacy on rights and protection on Gender Based Violence and SRHR ✓ Ensure gender mainstreaming in all thematic areas of the organization. 	<p>violations, intervene and carry out advocacy on women rights with focus on Gender Based Violence and SRHR.</p>	<p><i>Women on GBV & SRHR in 17 States, produce 4 Jingles, 2000 fliers & 2000 posters, 1000 T Shirts, 1000 wristbands etc</i></p> <p><i>Produce 2000 Training Manuals & 2000 Handbooks on GBV & SRHR</i></p> <p><i>Document, analyze and publish 1000 copies of SRHR & GBV finding</i></p> <p><i>Plan & implement 5 no. key advocacy strategies in every quarter of the year (Visits, IEC materials, SIL).</i></p> <p><i>Design & implement at least 1 gender based activity in all thematic areas.</i></p>	<p><i>Jan 2018</i></p> <p><i>Jan 2018</i></p> <p><i>Jan 2018</i></p> <p><i>Jan 2018</i></p>	<p><i>Dec 2018</i></p> <p><i>Dec 2018</i></p> <p><i>Dec 2018</i></p> <p><i>Dec 2018</i></p>
<ul style="list-style-type: none"> ✓ Capacity building, sensitization and awareness programs for Persons Living With, Affected By & Most at Risk of HIV Infection in Nigeria. 	<p>To create awareness on, monitor, document, and publicize violations against Persons Living With, Affected By & Most at Risk of HIV Infection in</p>	<p><i>Build the capacity of 2000 PLWHAs in 17 States, produce 4 Jingles, 2000 fliers & 2000 posters, 1000 T-Shirts, 1000 wristbands etc)</i></p>	<p><i>Jan 2018</i></p>	<p><i>Dec 2018</i></p>

<ul style="list-style-type: none"> ✓ Provide relevant resource materials for Persons Living With, Affected By & Most at Risk of HIV Infection in Nigeria. ✓ Engage in research, documentation and advocacy on rights of Key and Affected Populations. ✓ Advocacy on rights and protection of Persons Living With, Affected By & Most at Risk of HIV Infection in Nigeria. 	<p>Nigeria.</p>	<p><i>Produce 2000 Training Manuals & 2000 Handbooks on GBV & SRHR Document, analyze and publish 1000 copies of KAP Rights violations</i></p> <p><i>Plan & implement 5 no. key advocacy strategies in every quarter of the year (Visits, IEC materials, SIL etc)</i></p>	<p><i>Jan2018</i></p> <p><i>Jan 2018</i></p> <p><i>Jan 2018</i></p> <p><i>Jan 2018</i></p>	<p><i>Dec 2018</i></p> <p><i>Dec 2018</i></p> <p><i>Dec 2018</i></p> <p><i>Dec 2018</i></p>
<ul style="list-style-type: none"> • Capacity building programs for vulnerable and excluded groups on their rights. • Create programs for enhanced legal awareness for vulnerable and excluded groups (legal literacy). • Engage in research, documentation and advocacy on rights of Key and Affected Populations. • Create awareness about the violation of rights of KAPs. 	<p>To build capacity of vulnerable and excluded groups/communities to demand and enjoy their rights including provision of free legal services.</p>	<p><i>Build the capacity of 68 KAP Groups in 17 States at 4 groups per State.</i></p> <p><i>Design & carry out legal literacy sessions for at least 68 vulnerable & excluded groups in 17 States.</i></p> <p><i>Research, Document, analyze & publish 1000 copies of KAP Rights violations</i></p> <p><i>Produce 4 Jingles, 10000 fliers & 10000 posters,</i></p>	<p><i>Jan, 2018</i></p> <p><i>Jan., 2018</i></p> <p><i>Jan., 2018</i></p> <p><i>Jan., 2018</i></p>	<p><i>Dec 2018</i></p> <p><i>Dec., 2018</i></p> <p><i>Dec., 2018</i></p> <p><i>Dec., 2018</i></p>

<ul style="list-style-type: none"> • Build capacity of KAPs to understand their rights and how to protect them. • Provision of free legal services and expansion of the network of lawyers working on free legal services for KAPs. • Advocacy on rights and protection of vulnerable groups including KAPs. 		<p><i>3400 T -Shirts, 10000 wristbands etc) towards awareness creation</i></p> <p><i>Build the capacity of 68 KAP Groups in 17 States at 4 groups per State</i></p> <p><i>Provide pro bono services for 850 KAPs in 17 States</i></p> <p><i>Plan & implement 5 no. key advocacy strategies in every quarter of the year (Visits, IEC materials, SIL etc)</i></p>	<p><i>Jan., 2018</i></p> <p><i>Jan., 2018</i></p> <p><i>Jan., 2018</i></p>	<p><i>Dec., 2018</i></p> <p><i>Dec., 2018</i></p> <p><i>Dec., 2018</i></p>
<ul style="list-style-type: none"> ✓ Advocate for policies and practices that strengthen judicial institutions to support the rights of poor and excluded people. ✓ Engage in research and documentation on the right of poor and excluded people to have access to free legal services. ✓ Collaborate with the Justice Sector to provide training for Justice Sector officers on strong and effective Justice 	<p>To work with government at all levels to promote policies and practices that strengthen the legal system and guarantee a free and independent Justice Sector.</p>	<p><i>Plan & carry out 10 advocacy activities towards strengthening judicial institutions for the support of the poor & excluded People.</i></p> <p><i>Research, Document, analyze & publish 1000 copies of violations of the rights of the poor & excluded.</i></p> <p><i>Collaborate with the Justice Sector to conduct ToT</i></p>	<p><i>Jan., 2018</i></p> <p><i>Jan., 2018</i></p> <p><i>Jan., 2018</i></p>	<p><i>Dec., 2018</i></p> <p><i>Dec., 2018</i></p> <p><i>Dec., 2018</i></p>

<p>Sector in Nigeria.</p> <p>✓ Use of existing judicial channels to get legal resources to support the provision of free legal services to poor and excluded people.</p> <p>✓ Prison decongestion in six (6) Prisons across Nigeria</p>		<p><i>for Justice sector officers on strong & effective Justice sector in 17 States across Nigeria</i></p> <p><i>Identify and establish at least 4 judicial channels in each State towards the provision of free legal services</i></p> <p><i>Secure the release of at least 300 inmates from 6 Prisons across Nigeria</i></p>	<p><i>Jan., 2018</i></p> <p><i>Jan, 2018</i></p>	<p><i>Dec., 2018</i></p> <p><i>Dec 2018</i></p>
<p>✓ Actively promote Lawyers Alert work, events and activities through both traditional and social media platforms.</p> <p>✓ Build a publicity component to every event and activity of Lawyers Alert.</p> <p>✓ Design an internal framework that encourages staff to publicise the activities and events of Lawyers Alert in the media.</p>	<p>To increase the visibility of Lawyers Alert through improved engagement in social and traditional media platforms.</p>	<p><i>Weekly publication of Articles, events, work & other LA Activities on all social media platforms</i></p> <p><i>Prepare & publicize at least 1 media based report for all events, activities of LA.</i></p> <p><i>Institute a policy that mandates all staff to prepare & publish all activities on media platforms</i></p>	<p><i>Jan, 2018</i></p> <p><i>Jan, 2018</i></p> <p><i>Jan, 2018</i></p>	<p><i>Dec 2018</i></p> <p><i>Dec 2018</i></p> <p><i>Dec, 2018</i></p>
<p>✓ Identification of challenges around the broad thematic area of elections,</p>	<p>To engage and intervene in good</p>	<p><i>Identify at least 1 issue per quarter</i></p>	<p><i>Jan, 2018</i></p>	<p><i>Dec, 2018</i></p>

<p>constitutional amendments, open budgets in ways that serve marginalised and vulnerable groups in Nigeria.</p>	<p>governance in Nigeria across the broad thematic areas of Elections, Constitutional Amendment, Open Budgets in ways that serve marginalized and vulnerable groups</p>	<p><i>in all core thematic areas especially elections, constitutional amendments etc with proposed interventions for each issue identified</i></p>		
<p>✓ Conduct advocacy on the broad thematic area of elections, constitutional amendments, open budgets in ways that serve marginalised and vulnerable groups in Nigeria.</p>		<p><i>Plan & implement 5 no. key advocacy strategies in every quarter of the year (Visits, IEC materials, SIL etc).</i></p>	<p><i>Jan, 2018</i></p>	<p><i>Dec, 2018</i></p>
<p>✓ Conduct community dialogues on the broad thematic area of elections, constitutional amendments, open budgets in ways that serve marginalised and vulnerable groups in Nigeria.</p>		<p><i>Carry out at least 1 community dialogue per quarter on elections, open budgets, constitutional amendments etc</i></p>	<p><i>Jan, 2018</i></p>	<p><i>Dec, 2018</i></p>
<p>✓ Promote gender integration among networking organizations the broad thematic area of elections, constitutional amendments, open budgets in ways that serve marginalised and vulnerable groups in Nigeria</p>		<p><i>Design & implement at least 1 gender mainstreaming advocacy activity among Networking organizations in all thematic areas.</i></p>	<p><i>Jan 2018</i></p>	<p><i>Dec, 2018</i></p>

Year 2 (Dates: January – December, 2019)

<i>Action to take</i>	<i>Related Objective</i>	<i>Desired Yearly Target</i>	<i>Start Date</i>	<i>End Date</i>
✓ Conduct training needs assessment for staff.	To re-organize and reposition Lawyers Alert to empower citizens and offer support to promote and defend human rights.	<i>All Key Staff</i>	<i>Jan 2019</i>	<i>March, 2019</i>
✓ Improve implementation of strategies and policies with regards to Fund raising, Communication, Documentation, IT, Gender, Youth, Human Resource and Organizational Development (HROD), Finance, etc		<i>Annual performance Evaluation Report in all areas</i>	<i>Jan 2019</i>	<i>Dec, 2019</i>
✓ Improve gender equality and raise gender sensitivity throughout the organization		<i>Conduct gender equality & sensitivity survey throughout the Org.</i>	<i>Jan 2019</i>	<i>June 2019</i>
✓ Improve financial management and administrative systems.		<i>Provision, updates & periodic financial reports</i>	<i>Jan 2019</i>	<i>Apr, 2019</i>
✓ Review and update the existing operational plan for the 2018-2020 SP.		<i>Quarterly SP evaluation report</i>	<i>Jan 2019</i>	<i>Dec., 2019</i>
✓ Implant and implement the current strategic plan.		<i>Activity reports</i>	<i>Jan 2019</i>	<i>Dec., 2019</i>
✓ Continuous monitoring and evaluation of the 2018-2020 strategic plan.		<i>Design of M/E toolkit & reports</i>	<i>Jan 2019</i>	<i>Dec., 2019</i>
✓ Capacity building, sensitization and awareness programmes on Gender Based Violence and SRHR.	Research, document violations, intervene and carry out advocacy on women rights with focus on Gender Based Violence and SRHR.	<i>Build the capacity of 2000 Women on GBV & SRHR in 17 States, produce 4 Jingles, 2000 fliers & 2000 posters, 1000 T Shirts, 1000 wristbands etc</i>	<i>Jan 2019</i>	<i>Dec, 2019</i>

<ul style="list-style-type: none"> ✓ Provide relevant resource materials on women rights especially on GBV and SRHR. ✓ Engage in relevant research, documentation and advocacy on Gender Based Violence and SRHR. ✓ Advocacy on rights and protection on Gender Based Violence and SRHR ✓ Ensure gender mainstreaming in all thematic areas of the organization. 		<p><i>Produce 2000 Training Manuals & 2000 Handbooks on GBV & SRHR</i></p> <p><i>Document, analyze and publish 1000 copies of SRHR & GBV finding</i></p> <p><i>Plan & implement 5 no. key advocacy strategies in every quarter of the year (Visits, IEC materials, SIL etc).</i></p> <p><i>Design & implement at least 1 gender based activity in all thematic areas.</i></p>	<p><i>Jan 2019</i></p> <p><i>Jan 2019</i></p> <p><i>Jan 2019</i></p> <p><i>Jan 2019</i></p>	<p><i>Dec 2019</i></p> <p><i>Dec 2019</i></p> <p><i>Dec 2019</i></p> <p><i>Dec 2019</i></p>
<ul style="list-style-type: none"> ✓ Capacity building, sensitization and awareness programs for Persons Living With, Affected By & Most at Risk of HIV Infection in Nigeria. ✓ Provide relevant resource materials for Persons Living With, Affected By & Most at Risk of HIV Infection in Nigeria. ✓ Engage in research, documentation and advocacy on rights of Key and Affected 	<p>To create awareness on, monitor, document, and publicize violations against Persons Living With, Affected By & Most at Risk of HIV Infection in Nigeria.</p>	<p><i>Build the capacity of 2000 PLWHAs in 17 States, produce 4 Jingles, 2000 fliers & 2000 posters, 1000 T-Shirts, 1000 wristbands etc)</i></p> <p><i>Produce 2000 Training Manuals & 2000 Handbooks on GBV & SRHR</i></p> <p><i>Document, analyze and</i></p>	<p><i>Jan 2019</i></p> <p><i>Jan 2019</i></p> <p><i>Jan 2019</i></p>	<p><i>Dec 2019</i></p> <p><i>Dec 2019</i></p> <p><i>Dec 2019</i></p>

<p>Populations.</p> <p>✓ Advocacy on rights and protection of Persons Living With, Affected By & Most at Risk of HIV Infection in Nigeria.</p>		<p><i>publish 1000 copies of KAP Rights violations.</i></p> <p><i>Plan & implement 5 no. key advocacy strategies in every quarter of the year (Visits, IEC materials, SIL etc)</i></p>	<p><i>Jan 2019</i></p>	<p><i>Dec 2019</i></p>
<ul style="list-style-type: none"> • Capacity building programs for vulnerable and excluded groups on their rights. • Create programs for enhanced legal awareness for vulnerable and excluded groups (legal literacy). • Engage in research, documentation and advocacy on rights of Key and Affected Populations. • Create awareness about the violation of rights of KAPs. • Build capacity of KAPs to understand 	<p>To build capacity of vulnerable and excluded groups/communities to demand and enjoy their rights including provision of free legal services.</p>	<p><i>Build the capacity of 68 KAP Groups in 17 States at 4 groups per State.</i></p> <p><i>Design & carry out legal literacy sessions for at least 68 vulnerable & excluded groups in 17 States.</i></p> <p><i>Research, Document, analyze & publish 1000 copies of KAP Rights violations</i></p> <p><i>Produce 4 Jingles, 10000 fliers & 10000 posters, 3400 T-Shirts, 10000 wristbands etc) towards awareness creation</i></p> <p><i>Build the capacity of 68</i></p>	<p><i>Jan, 2019</i></p> <p><i>Jan., 2019</i></p> <p><i>Jan., 2019</i></p> <p><i>Jan., 2019</i></p>	<p><i>Dec 2019</i></p> <p><i>Dec., 2019</i></p> <p><i>Dec., 2019</i></p> <p><i>Dec., 2019</i></p>

<p>their rights and how to protect them.</p> <ul style="list-style-type: none"> • Provision of free legal services and expansion of the network of lawyers working on free legal services for KAPs. • Advocacy on rights and protection of vulnerable groups including KAPs. 		<p><i>KAP Groups in 17 States at 4 groups per State</i></p> <p><i>Provide pro bono services for 850 KAPs in 17 States</i></p> <p><i>Plan & implement 5 no. key advocacy strategies in every quarter of the year (Visits, IEC materials, SIL etc)</i></p>	<p><i>Jan., 2019</i></p> <p><i>Jan., 2019</i></p> <p><i>Jan., 2019</i></p>	<p><i>Dec., 2019</i></p> <p><i>Dec., 2019</i></p> <p><i>Dec., 2019</i></p>
<ul style="list-style-type: none"> ✓ Advocate for policies and practices that strengthen judicial institutions to support the rights of poor and excluded people. ✓ Engage in research and documentation on the right of poor and excluded people to have access to free legal services. ✓ Collaborate with the Justice Sector to provide training for Justice Sector officers on strong and effective Justice Sector in Nigeria. ✓ Use of existing judicial channels to get legal resources to support the provision of free legal services to poor and excluded people. 	<p>To work with government at all levels to promote policies and practices that strengthen the legal system and guarantee a free and independent Justice Sector.</p>	<p><i>Plan & carry out 10 advocacy activities towards strengthening judicial institutions for the support of the poor & excluded People.</i></p> <p><i>Research, Document, analyze & publish 1000 copies of violations of the rights of the poor & excluded.</i></p> <p><i>Collaborate with the Justice Sector to conduct ToT for Justice sector officers on strong & effective Justice sector in 17 States across Nigeria.</i></p> <p><i>Identify and establish at least 4 judicial</i></p>	<p><i>Jan., 2019</i></p> <p><i>Jan., 2019</i></p> <p><i>Jan., 2018</i></p> <p><i>Jan., 2019</i></p>	<p><i>Dec., 2019</i></p> <p><i>Dec., 2019</i></p> <p><i>Dec., 2018</i></p> <p><i>Dec., 2019</i></p>

<p>✓ Prison decongestion in six (6) Prisons across Nigeria</p>		<p><i>channels in each State towards the provision of free legal services</i></p> <p><i>Secure the release of at least 300 inmates from 6 Prisons across Nigeria</i></p>	<p><i>Jan, 2019</i></p>	<p><i>Dec 2019</i></p>
<p>✓ Actively promote Lawyers Alert work, events and activities through both traditional and social media platforms.</p> <p>✓ Build a publicity component to every event and activity of Lawyers Alert.</p> <p>✓ Design an internal framework that encourages staff to publicise the activities and events of Lawyers Alert in the media.</p>	<p>To increase the visibility of Lawyers Alert through improved engagement in social and traditional media platforms.</p>	<p><i>Weekly publication of Articles, events, work & other LA Activities on all social media platforms</i></p> <p><i>Prepare & publicize at least 1 media based report for all events, activities of LA.</i></p> <p><i>Institute a policy that mandates all staff to prepare & publish all activities on media platforms</i></p>	<p><i>Jan, 2019</i></p> <p><i>Jan, 2019</i></p> <p><i>Jan, 2019</i></p>	<p><i>Dec 2019</i></p> <p><i>Dec 2019</i></p> <p><i>Dec, 2019</i></p>
<p>✓ Identification of challenges around the broad thematic area of elections, constitutional amendments, open budgets in ways that serve marginalised and vulnerable groups in Nigeria.</p> <p>✓ Conduct advocacy on the broad thematic</p>	<p>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</p>	<p><i>Identify at least 1 issue per quarter in all core thematic areas especially elections, constitutional amendments etc with proposed interventions for each issue identified</i></p> <p><i>Plan &</i></p>	<p><i>Jan, 2019</i></p>	<p><i>Dec, 2019</i></p>

<p>area of elections, constitutional amendments, open budgets in ways that serve marginalised and vulnerable groups in Nigeria.</p>	<p>vulnerable groups</p>	<p><i>implement 5 no. key advocacy strategies in every quarter of the year (Visits, IEC materials, SIL etc).</i></p>	<p><i>Jan, 2019</i></p>	<p><i>Dec, 2019</i></p>
<p>✓ Conduct community dialogues on the broad thematic area of elections, constitutional amendments, open budgets in ways that serve marginalised and vulnerable groups in Nigeria.</p>		<p><i>Carry out at least 1 community dialogue per quarter on elections, open budgets, constitutional amendments etc</i></p>	<p><i>Jan, 2019</i></p>	<p><i>Dec, 2019</i></p>
<p>✓ Promote gender integration among networking organizations the broad thematic area of elections, constitutional amendments, open budgets in ways that serve marginalised and vulnerable groups in Nigeria</p>		<p><i>Design & implement at least 1 gender mainstreaming advocacy activity among Networking organizations in all thematic areas.</i></p>	<p><i>Jan 2019</i></p>	<p><i>Dec, 2019</i></p>

<p>Year 3 (Dates: January – December, 2020)</p>				
<p><i>Action to take</i></p>	<p><i>Related Objective</i></p>	<p><i>Desired Yearly Target</i></p>	<p><i>Start Date</i></p>	<p><i>End Date</i></p>

<ul style="list-style-type: none"> ✓ Conduct training needs assessment for staff. ✓ Improve implementation of strategies and policies with regards to Fund raising, Communication, Documentation, IT, Gender, Youth, Human Resource and Organizational Development (HROD), Finance, etc ✓ Improve gender equality and raise gender sensitivity throughout the organization ✓ Improve financial management and administrative systems. ✓ Review and update the existing operational plan for the 2018-2020 SP. ✓ Implant and implement the current strategic plan. ✓ Continuous monitoring and evaluation of the 2018-2020 strategic plan. 	<p>To re-organize and reposition Lawyers Alert to empower citizens and offer support to promote and defend human rights.</p>	<p><i>All Key Staff</i></p> <p><i>Annual performance Evaluation Report in all areas</i></p> <p><i>Conduct gender equality & sensitivity survey throughout the Org.</i></p> <p><i>Provision, updates & periodic financial reports</i></p> <p><i>Quarterly SP evaluation report</i></p> <p><i>Activity reports</i></p> <p><i>Design of M/E toolkit & reports</i></p>	<p><i>Jan 2020</i></p>	<p><i>March, 2020</i></p> <p><i>Dec., 2020</i></p> <p><i>June 2020</i></p> <p><i>Apr, 2020</i></p> <p><i>Dec., 2020</i></p> <p><i>Dec., 2020</i></p> <p><i>Dec., 2020</i></p>
<ul style="list-style-type: none"> ✓ Capacity building, sensitization and awareness programmes on Gender Based Violence and SRHR. ✓ Provide relevant resource materials on women rights especially on GBV and SRHR. ✓ Engage in relevant research, 	<p>Research, document violations, intervene and carry out advocacy on women rights with focus on Gender Based Violence and SRHR.</p>	<p><i>Build the capacity of 2000 Women on GBV & SRHR in 17 States, produce 4 Jingles, 2000 fliers & 2000 posters, 1000 T Shirts, 1000 wristbands etc</i></p> <p><i>Produce 2000 Training Manuals & 2000 Handbooks on GBV & SRHR</i></p>	<p><i>Jan 2020</i></p> <p><i>Jan 2020</i></p>	<p><i>Dec, 2020</i></p> <p><i>Dec 2020</i></p>

documentation and advocacy on Gender Based Violence and SRHR.		<i>Document, analyze and publish 1000 copies of SRHR & GBV finding</i>	<i>Jan 2020</i>	<i>Dec 2020</i>
✓ Advocacy on rights and protection on Gender Based Violence and SRHR		<i>Plan & implement 5 no. key advocacy strategies in every quarter of the year (Visits, IEC materials, SIL etc).</i>	<i>Jan 2020</i>	<i>Dec 2020</i>
✓ Ensure gender mainstreaming in all thematic areas of the organization.		<i>Design & implement at least 1 gender based activity in all thematic areas.</i>	<i>Jan 2020</i>	<i>Dec 2020</i>
✓ Capacity building, sensitization and awareness programs for Persons Living With, Affected By & Most at Risk of HIV Infection in Nigeria.	To create awareness on, monitor, document, and publicize violations against Persons Living With, Affected By & Most at Risk of HIV Infection in Nigeria.	<i>Build the capacity of 2000 PLWHAs in 17 States, produce 4 Jingles, 2000 fliers & 2000 posters, 1000 T-Shirts, 1000 wristbands etc)</i>	<i>Jan 2020</i>	<i>Dec 2020</i>
✓ Provide relevant resource materials for Persons Living With, Affected By & Most at Risk of HIV Infection in Nigeria.		<i>Produce 2000 Training Manuals & 2000 Handbooks on GBV & SRHR.</i>	<i>Jan2020</i>	<i>Dec 2020</i>
✓ Engage in research, documentation and advocacy on rights of Key and Affected Populations.		<i>Document, analyze and publish 1000 copies of KAP Rights violations</i>	<i>Jan 2020</i>	<i>Dec 2020</i>
✓ Advocacy on rights and protection of Persons Living With, Affected By & Most at Risk of HIV Infection in Nigeria.		<i>Plan & implement 5 no. key advocacy strategies in every quarter of</i>	<i>Jan 2020</i>	<i>Dec 2020</i>

		<i>the year (Visits, IEC materials, SIL etc)</i>		
<ul style="list-style-type: none"> • Capacity building programs for vulnerable and excluded groups on their rights. 	<p>To build capacity of vulnerable and excluded groups/communities to demand and enjoy their rights including provision of free legal services.</p>	<i>Build the capacity of 68 KAP Groups in 17 States at 4 groups per State.</i>	<i>Jan, 2020</i>	<i>Dec 2020</i>
<ul style="list-style-type: none"> • Create programs for enhanced legal awareness for vulnerable and excluded groups (legal literacy). 		<i>Design & carry out legal literacy sessions for at least 68 vulnerable & excluded groups in 17 States.</i>	<i>Jan, 2020</i>	<i>Dec 2020</i>
<ul style="list-style-type: none"> • Engage in research, documentation and advocacy on rights of Key and Affected Populations. 		<i>Research, Document, analyze & publish 1000 copies of KAP Rights violations</i>	<i>Jan., 2020</i>	<i>Dec., 2020</i>
<ul style="list-style-type: none"> • Create awareness about the violation of rights of KAPs. 		<i>Produce 4 Jingles, 10000 fliers & 10000 posters, 3400 T-Shirts, 10000 wristbands etc) towards awareness creation</i>	<i>Jan., 2020</i>	<i>Dec., 2020</i>
<ul style="list-style-type: none"> • Build capacity of KAPs to understand their rights and how to protect them. 		<i>Build the capacity of 68 KAP Groups in 17 States at 4 groups per State</i>	<i>Jan., 2020</i>	<i>Dec., 2020</i>
<ul style="list-style-type: none"> • Provision of free legal services and expansion of the network of lawyers working on free legal services for KAPs. 		<i>Provide pro bono services for 850 KAPs in 17 States</i>	<i>Jan., 2020</i>	<i>Dec., 2020</i>
<ul style="list-style-type: none"> • Advocacy on rights and protection of 		<i>Plan & implement 5 no. key advocacy</i>		

vulnerable groups including KAPs.		<i>strategies in every quarter of the year (Visits, IEC materials, SIL etc</i>	<i>Jan., 2020</i>	<i>Dec., 2020</i>
<ul style="list-style-type: none"> ✓ Advocate for policies and practices that strengthen judicial institutions to support the rights of poor and excluded people. ✓ Engage in research and documentation on the right of poor and excluded people to have access to free legal services. ✓ Collaborate with the Justice Sector to provide training for Justice Sector officers on strong and effective Justice Sector in Nigeria. ✓ Use of existing judicial channels to get legal resources to support the provision of free legal services to poor and 	<p>To work with government at all levels to promote policies and practices that strengthen the legal system and guarantee a free and independent Justice Sector.</p>	<p><i>Plan & carry out 10 advocacy activities towards strengthening judicial institutions for the support of the poor & excluded People.</i></p> <p><i>Research, Document, analyze & publish 1000 copies of violations of the rights of the poor & excluded.</i></p> <p><i>Collaborate with the Justice Sector to conduct ToT for Justice sector officers on strong & effective Justice sector in 17 States across Nigeria</i></p> <p><i>Identify and establish at least 4 judicial</i></p>	<p><i>Jan., 2020</i></p> <p><i>Jan., 2020</i></p> <p><i>Jan., 2020</i></p> <p><i>Jan., 2020</i></p>	<p><i>Dec., 2020</i></p> <p><i>Dec., 2020</i></p> <p><i>Dec., 2020</i></p> <p><i>Dec., 2020</i></p>

<p>excluded people.</p> <p>✓ Prison decongestion in six (6) Prisons across Nigeria</p>		<p><i>channels in each State towards the provision of free legal services</i></p> <p><i>Secure the release of at least 300 inmates from 6 Prisons across Nigeria</i></p>	<p>Jan, 2020</p>	<p>Dec 2020</p>
<p>✓ Actively promote Lawyers Alert work, events and activities through both traditional and social media platforms.</p> <p>✓ Build a publicity component to every event and activity of Lawyers Alert.</p> <p>✓ Design an internal framework that encourages staff to publicise the activities and events of Lawyers Alert in the media.</p>	<p>To increase the visibility of Lawyers Alert through improved engagement in social and traditional media platforms.</p>	<p><i>Weekly publication of Articles, events, work & other LA Activities on all social media platforms</i></p> <p><i>Prepare & publicize at least 1 media based report for all events, activities of LA.</i></p> <p><i>Institute a policy that mandates all staff to prepare & publish all activities on media platforms</i></p>	<p>Jan, 2020</p> <p>Jan, 2020</p> <p>Jan, 2020</p>	<p>Dec 2020</p> <p>Dec 2020</p> <p>Dec, 2020</p>
<p>✓ Identification of challenges around the broad thematic area of elections, constitutional amendments, open budgets in ways that serve marginalised and vulnerable groups in Nigeria.</p> <p>✓ Conduct advocacy on the broad thematic area of elections, constitutional amendments, open budgets in ways that</p>	<p>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</p>	<p><i>Identify at least 1 issue per quarter in all core thematic areas especially elections, constitutional amendments etc with proposed interventions for each issue identified</i></p> <p><i>Plan & implement 5 no.</i></p>	<p>Jan, 2020</p> <p>Jan, 2020</p>	<p>Dec, 2020</p> <p>Dec, 2020</p>

<p>serve marginalised and vulnerable groups in Nigeria.</p> <p>✓ Conduct community dialogues on the broad thematic area of elections, constitutional amendments, open budgets in ways that serve marginalised and vulnerable groups in Nigeria.</p> <p>✓ Promote gender integration among networking organizations the broad thematic area of elections, constitutional amendments, open budgets in ways that serve marginalised and vulnerable groups in Nigeria</p>	<p>.</p>	<p><i>key advocacy strategies in every quarter of the year (Visits, IEC materials, SIL etc).</i></p> <p><i>Carry out at least 1 community dialogue per quarter on elections, open budgets, constitutional amendments etc</i></p> <p><i>Design & implement at least 1 gender mainstreaming advocacy activity among Networking organizations in all thematic areas.</i></p>	<p><i>Jan, 2020</i></p> <p><i>Jan 2020</i></p>	<p><i>Dec, 2020</i></p> <p><i>Dec, 2020</i></p>
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