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## FOREWORD

I am pleased to present the FIDA Nigeria strategic plan for 2021 -2025. In the pages that follow, we update you on the progress we have made in implementing our 2015 - 2020 strategy. We also outlined the steps we took to expand our reach in the enhancement and promotion of the welfare of women and children as pillars on which the strength and happiness of the home and society depend.

In the past, our strategic review and planning process for FIDA NIGERIA produced a 5-Year Strategic Plan (2021 - 2026) which was conceived as an essential component that will strengthen FIDA Nigeria's programmatic and organizational capacities and position which also played a key role in delivering effective legal aid services for women and children but also position it to ably perform similar community mobilization, legislative advocacy, and activities to increase women's participation in governance and decision making at all levels.

A growing share of our strategic plans is now starting to take root in our partnership with international and local organizations as we work together in fostering women's rights and protection of indigent women and addressing issues relating to gender equality in Nigeria through our various interventions in the elimination of gender-based violence against women and girls, the mitigation of gender-based violence through the training of community paralegals in the Federal Capital Territory, and work with gatekeepers including women leaders, youth, religious leaders and traditional rulers to address social norms that negatively affect the status of women and entrench violence against women and girls.

It is important to highlight that the 5-year strategic plan of FIDA Nigeria seeks to address the institutional and technical gaps of the organization in the next 5 years under review through strengthened legal frameworks that protect, promote, and preserve the rights and interests of women and children, and improved organizational effectiveness and efficiency that demonstrates leadership, innovation, and impact, complete access to justice for indigent women and children including women and children living with disabilities, and improved participation of women and youths in governance, formal and informal decision-making institutions and spaces. I affirm that we will continue to invest in evaluating our work so that we can continue to learn from what we do and improve further.

Underpinning these various initiatives, work has begun on modernizing our HR practices and streamlining some of our standard operating practices, and a lot has been done on strengthening the monitoring and evaluation policies of FIDA Nigeria. These are key elements in meeting our current and future goals of creating a more agile organization that is entrenched with a culture that supports innovation and continuous improvement.

Finally, I want to acknowledge the extraordinary efforts made by our staff and the over 4,000 members across the states. I believe that together we can usher in a new era that is more just, resilient, and inclusive of all in the next 5 years.

Rhoda Prevail Tyoden  
Country Vice-President/National President

# FIDA NATIONAL EXECUTIVE COMMITTEE 2019 - 2021



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# EXECUTIVE SUMMARY

FIDA NIGERIA's 1st strategic Policy was published in 2015 and expired in 2020. A second strategic plan is now put together to position FIDA NIGERIA as a leading gender-based organization.

It sets out a policy framework for FIDA NIGERIA's approach to the promotion, protection, and preservation of the rights of women and children, it includes strategies and recommended areas of intervention to advance its implementation. The policy's goal is to “support the achievement of gender equality as an essential component of sustainable human development.”

The objectives of the policy are to:

- Effectively implement legal frameworks to protect, promote and preserve the rights and interests of women and children eliminate gender inequalities in access to, control of and benefit from resources and services.
- Improve managerial capabilities of the leaders and members for effective management of FIDA Nigeria.
- Improve access to justice for women, children and persons living with disabilities.
- Improve participation of women, youths and persons with disabilities in governance at all levels.
- Strengthen grassroots presence.

Adopting these objectives, the policy then outlines activities/strategies such as policy dialogue, general budget support, sector-wide approaches, area-based programmes, partnerships with civil society organisations, working with multilateral organisations, institutional development, and capacity building for partners and members to be applied.

# SECTION 1

## 1.1 BACKGROUND

### FIDA'S COMPARATIVE ADVANTAGE

1. WE ARE LAWYERS.
2. WE ARE PROFESSIONAL WOMEN COMMITTED TO SERVING.
3. NATIONAL SPREAD (MEMBERSHIP).
4. ACCESS TO PROFESSIONAL NETWORKS.

The International Federation of Women Lawyers known as Federacion Internacional De Abogados (FIDA) was founded in 1944 in Mexico. It was established in Nigeria 57 years ago as a non-governmental organization (NGO), with the main objective of promoting, protecting, and preserving the rights of women and children as pillars on which the strength and happiness of the home and society depend. Over the years, the organization has engaged in the promotion of the principles and aims of the United Nations, as well as proffered advice to the Nigerian government in cases relating to women and children. It has also, through its legal and social activities, established friendly international relations based on equality and mutual respect for all people, as it promotes the study of comparative law.

In carrying out her mandate, FIDA uses its platform to render voluntary humanitarian services to a broad spectrum of the society, especially women and children who lack the economic and financial means to fight for their rights when the need arises. As an organization made up of women lawyers, it offers pro bono services to indigent women and children and engages in advocacy, policy campaigns and sensitization activities on issues affecting women, children, and the family. For example, FIDA participated in the advocacy for the passage of the Violence Against Persons Prohibition (VAPP) Act in 2015 by serving as the Secretariat for the Legislative Advocacy Coalition on Violence against Women (LACVAW). FIDA Nigeria also engages in counselling, education, moderation and training.

### GOAL

To protect, promote and preserve the rights, interests and well being of women and children in Nigeria.

### VISION STATEMENT

Peaceful and equitable Nigerian society where women and children's rights and interests are guaranteed and protected, and they have the freedom to choose and live their future.

### PURPOSE

To enhance the rights, interests and wellbeing of women & children and reduce all forms of discrimination, violence, abuse using legal means and relevant structures in Nigeria.

### MISSION STATEMENT

**FIDA Nigeria's mission is to promote, protect and preserve the rights, interests and well-being of women and children using the legal means to ensure that they live free from all forms of discrimination, violence and abuse to achieve egalitarian and equitable society.**

## 1.2 LEGAL STATUS

FIDA Nigeria was registered with the Corporate Affairs Commission on 31st July 1987 with registration number; 4645 and registered with the Special Control Unit Against Money Laundering (SCUML) on 30th January 2013. FIDA Nigeria has Observer Status at the African Commission on Human and People's Rights.

## 1.3 ORGANIZATIONAL STRUCTURE

FIDA Nigeria has 36 branches in the 36 States of the Federation as well as the Federal Capital Territory, Abuja and there are Seven (7) trustees of the Organization. Each branch has a Secretariat while membership consists of women lawyers practicing in that jurisdiction; who have volunteered their time and services. These branches are led by duly elected State Officers.

The FIDA National Secretariat is in Abuja Nigeria and the National officers (also known as the National Executive Committee) consist of the Country Vice President/National President, Deputy Country Vice President, Secretary, Assistant Secretary, Treasurer, Financial Secretary, Publicity Secretary/Editor, Assistant Publicity Secretary/Assistant Editor and two (2) ex-officio members. The highest decision-making body of the organization is the National Executive Council which comprises the National Executive Committee, Branch Chairpersons and Secretaries, Past Branch Chairpersons and Past National Presidents and Secretaries.

The National Secretariat has the following departments: Programs, Administrative, Finance, Monitoring & Evaluation, Communications/IT and Litigation.

## 1.4 FIDA NIGERIA'S CORE VALUE

### NON-PARTISAN

We are an independent organization that function freely from any affiliation, bias, or designation with any religious, ethnic, or political group.

### TRANSPARENCY

We work in an accessible manner, recording and providing information, enlightenment to all stakeholders as and when required.

### ACCOUNTABILITY

We are accountable to our many clienteles and partners on the judicious use and management of all resources entrusted to us and hold government accountable for women and children's issues.

## MUTUAL RESPECT

We recognize the innate worth and dignity of all people and show respect for differences and hold such diversity and disparity in the highest esteem at all levels.

## SERVICE

We serve women and children, with a focus on those who are indigent, with concern and empathy to ensure that they have access to justice through the provision of legal aid.

## INTEGRITY

We are an organization devoted to maximum delivery on our objectives with an unflinching commitment to excellence.

### 1.5 WHY THE STRATEGIC PLAN?

## COMMITMENT


We dedicate our time and our skills to ensure that all women and children have the right to protection and a life free from all forms of discrimination, violence, exploitation, and abuse.

## PARTNERSHIP

We value partnership, engage with other key actors including civil societies, government, and the private sector. Together we are working to contest and challenge the systems and structures that perpetuate inequality and injustice.

## TEAMWORK

We are a formidable team of women with diverse skills who are willing and dedicated to work together to ensure the promotion, protection, and preservation of the rights of women and children.



The first five-year strategic plan was developed to strengthen the institutional and technical capacity of FIDA NIGERIA to improve access to justice for indigent women and children in Nigeria. It was expected that at the end of the plan, a strengthened FIDA Nigeria will translate into a better organization with increased efficiency to provide access to justice for indigent women and children in Nigeria.

In 2021, FIDA Nigeria commissioned a 15 member committee to appraise the 2015- 2020 Strategic plan and develop a new 5-year strategic plan, with technology from a consultant. The purpose of the appraisal was to measure the targets set up in the previous five-year strategic plan through an assessment survey administered to all branches and partners. The result of the survey showed that 60% of the targets were met.

The 2021-2026 Strategic plan strives to remedy the identified lapses in the implementation of the last strategic plan and to further strengthen the Organization's capacity in line with the innovations occasioned by the COVID-19 pandemic. The plan will guide the organization's activities to ensure strict adherence to the objectives of FIDA Nigeria and technical strengthening of the organization through training in project planning/implementation and Alternative Dispute Resolution (ADR). The five-year period will be a time of assessing and deepening FIDA's approaches to its work.

FIDA NIGERIA's 2021- 2026 strategic plan was developed through a three-month intensive process of intelligence gathering which included internal and external evaluations, online meetings, technical sessions and consultant's review.







# SECTION 2:

## 2.1 RISK ANALYSIS

### KEY STRATEGIC AREAS 2021 – 2026

FIDA Nigeria in developing the 2021 – 2026 strategic plan considers the impact of the following factors. The fall-out of the development of these factors will inform strategies for effective pro-active response in the forms of leveraging the opportunities they bring. These factors are:

- Alternative Dispute Resolution
- Media & Visibility
- Pro Bono Services
- Law Reforms
- Advocacy
- Functional Branch Secretariats
- Participation of Women and Youths in Politics

1. **Socio-cultural factors:** These are factors that affect the beliefs, values, attitudes, opinions, and lifestyles of people in the organization's external environment. Such will include religious views on marriage and reproductive issues, practices and beliefs that hinder girls' education, male dominance of the economic and political space, status of women, taboos, and myths. All these will affect people's reception to messages and services of FIDA NIGERIA and the results to be achieved.
2. **Technological factors:** These will include access to the internet, social media networks and mobile telephone services; its availability and digitalization of operations.
3. **Economic factors:** FIDA NIGERIA's work may be affected by the performance of the economy at national and state levels, unemployment, poverty rate, state of social infrastructures (facilities, electricity, roads etc.). In addition, is the issue of gender-responsive budget and financial discipline or the lack of it. These developments have potentials for both positive and negative effects on FIDA NIGERIA and its activities depending on the direction of government on the economy.
4. **Political factors:** The political position on social security; government response to communal, ethnic, and religious crisis; investment in girls education and literacy of women; inclusive governance; investment in the legal and judicial sector; unity of the country; constitution amendment that may affect equality; global and national agenda for development in addition to the political will to implement laws and treaties adopted, may affect the success of our work.

## 2.2 ORGANIZATIONAL ASSESSMENT - SWOT ANALYSIS OF FIDA NIGERIA

An analysis of FIDA NIGERIA'S Strengths, Weaknesses, Opportunities and Threats (SWOT) is necessary to address internal organizational issues.

### STRENGTHS

- ? Female legal professionals skilled in diverse areas
- ? National spread.
- ? focused on women and children
- ? Numerical strength
- ? Excellent reputation
- ? Passion to serve.
- ? Religious tolerance.
- ? International affiliation
- ? Institutionalized system
- ? Non- partisan.
- ? Strong Networking and Partnership.
- ? A large presence in the Federal and State Ministries of Justice.
- ? Paralegal Presence in communities.
- ? Increased excellence and productivity.
- ? Committed staff

### WEAKNESSES

- ? Lack of visibility
- ? Data management
- ? Inadequate funding
- ? Monitoring and evaluation
- ? Inadequate commitment
- ? Inept leadership

### OPPORTUNITIES

- ? Professional leverage
- ? Consultative status with ECOSOC
- ? Widespread presence in MDAs and private sectors.
- ? Open to more donor funding/ projects
- ? Strategic Collaborations and Partnerships
- ? Leveraging on technical knowledge
- ? Community engagement
- ? Trained Paralegals.

### THREATS

- ? Patriarchy bias
- ? Stereotypes and sexism
- ? Insensitivity of Criminal justice actors on issues of gender.
- ? Lack of trust in the justice system.
- ? Dependence on donor funding.

## 2.3. HUMAN RESOURCES

Target groups, beneficiaries, collaborators, and partners are individuals, groups, organizations, and institutions who will either benefit from or provide support to programs and services to be implemented and offered by FIDA NIGERIA. These groups also include those whose positions and actions, or decisions will significantly influence the way things are done at all levels.

The direct beneficiaries are usually selected using the following criteria:

- Must be women or children,
- Resident in FIDA Nigeria program areas.

### Target Groups/ Beneficiaries/ Collaborators

- a. Women Lawyers
- b. Nigerian Bar Association
- c. Women and children
- d. Youths
- e. Persons with disabilities (PWDs)
- f. Government
- g. Nigerian Bar Association
- h. Persons with disabilities (PWDs)
- i. Judiciary
- j. Legislature
- k. Community and traditional Leaders
- l. Ministry of Women Affairs
- m. Development Partners (Local and International)
- n. Police and other Law Enforcement Agencies  
CSOs, FBOs and CBOs.

# SECTION 3

## 3.1 WHAT NEXT?

In this strategic Plan, FIDA NIGERIA has five (5) goals. The goals have been used to design the strategic framework for this plan. The framework has a set of main activities that will be implemented to achieve the strategic objectives of the plan and makes provisions for targets to be achieved in five years. Also in the plan, performance indicators have been defined against each strategic objective.

### OUR GOALS 2021 - 2023

**GOAL 1**  
EFFECTIVE IMPLEMENTATION OF  
LEGAL FRAMEWORKS

**GOAL 2**  
INNOVATIVE AND IMPACTFUL  
ORGANIZATION

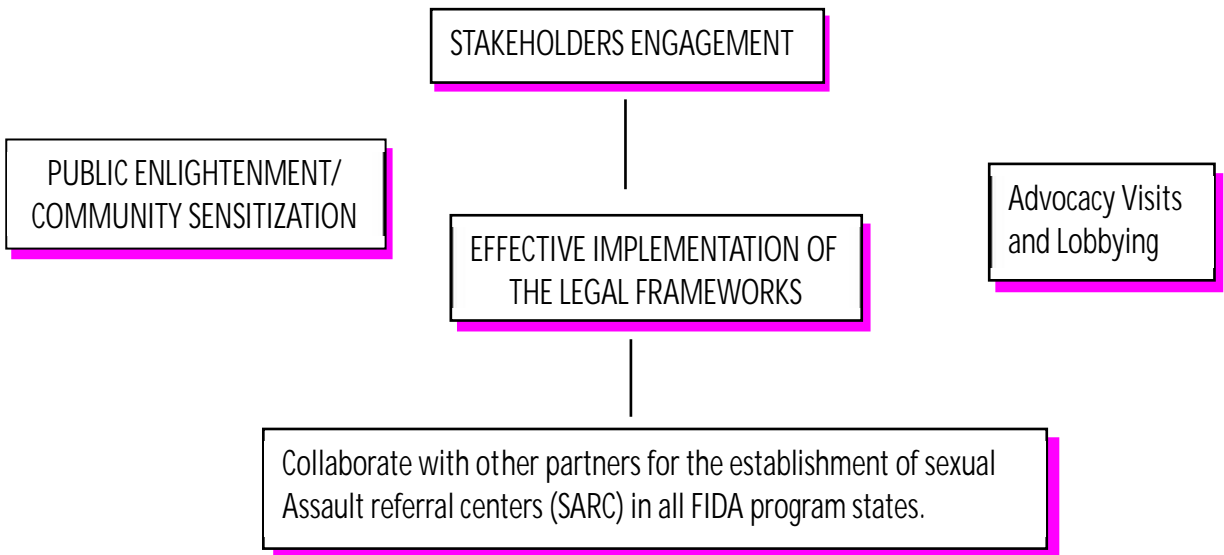
**GOAL 3**  
IMPROVED ACCESS TO JUSTICE FOR  
WOMEN, CHILDREN AND  
DISABILITIES

**GOAL 4**  
PARTICIPATION OF WOMEN, YOUTHS AND  
PERSONS WITH DISABILITIES IN GOVERNANCE  
AT ALL LEVELS

**GOAL 5**  
GRASSROOT PRESENCE FOR IMPACT

### 3.2 GOAL 1: EFFECTIVE IMPLEMENTATION OF THE LEGAL FRAMEWORKS:

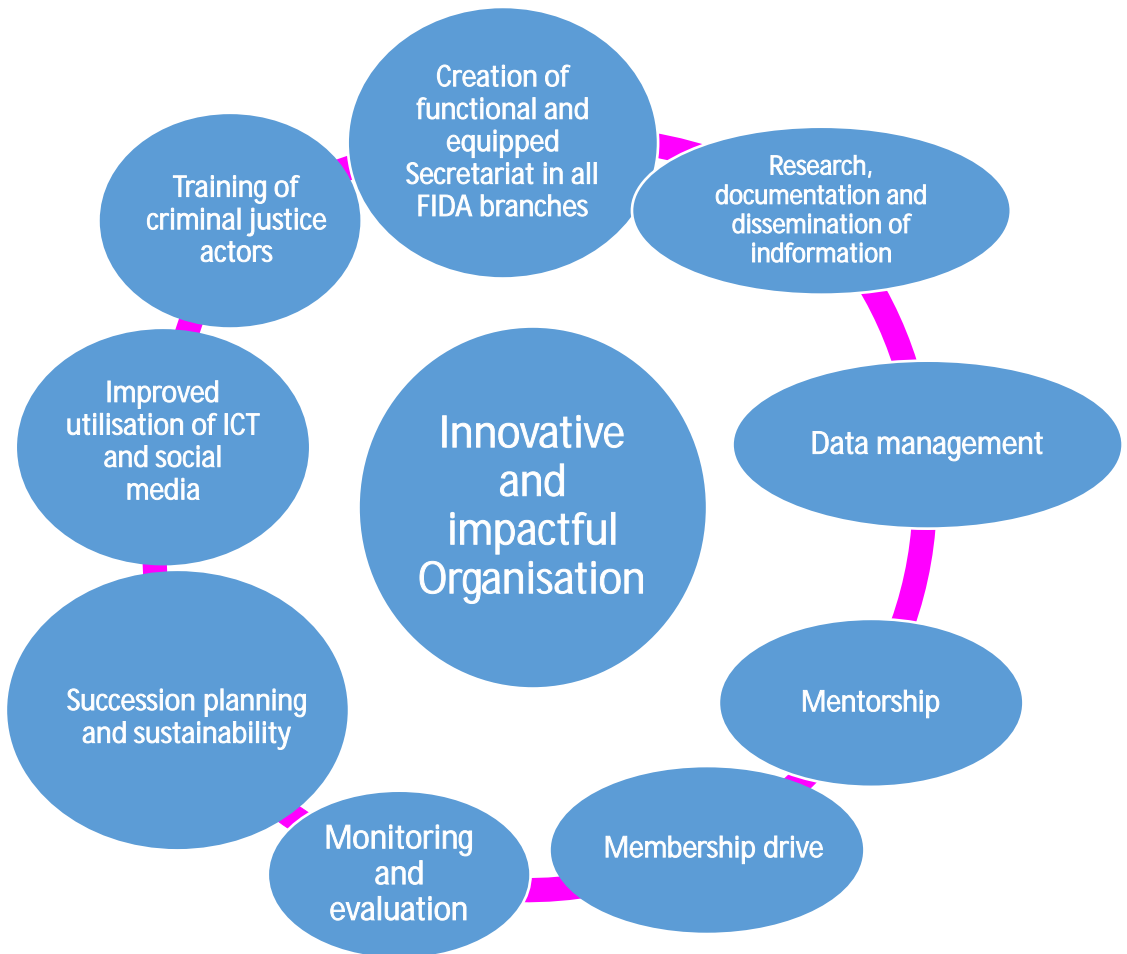
The lack of knowledge of the existence of the relevant laws that protect, promote, and preserve the rights of women and children and its provisions is a major setback. This inadequate information denies people the ability to make informed decisions when their rights are being infringed and how to seek redress. There is a need to give more publicity about these laws and further advocate for their effective implementation.



Outcome 1 - Effective implementation of legal frameworks to protect, promote and preserve the rights and interests of women and children				
Main Activities	Performance Indicators	Means of Verification	Target	Time frame
Legislative advocacy to sensitize lawmakers on the need to review laws/ policies that advance women and children's rights.	?The number of legislators and occasions where advocacy visits were conducted. ?The number of laws/ policies reviewed.	?Branch Reports, social media posts and pictures.  ?Copy of the laws.	Estimates of at least one visit per quarter	2021-2026
Judicial advocacy for effective implementation of laws (CRA, VAPP & CONSTITUTION, ACJA). ?Transparency of case administration.	?The number of Judicial officers and staff reached. ?No. of cases prosecuted under these laws. ?No. institutions/ committees set up.	Case reports, Branch Reports, Social media posts and pictures	Estimates of at least one visit per quarter	2021-2026
Public enlightenment/ sensitization for women and children on their rights.	?The number of people reached with information on their rights. ?The number of sensitization events and media engagements.	Participant lists and preand postest.  Recordings.	Estimates of at least 2000 women and children are reached with information on their rights each year.	2021-2026.
Convene National and Local dialogues fostering links to advance action on gender equality and women's empowerment.	The number of partners, stakeholders and groups reached.	Participant list, media links and Resolution	At least one summit per quarter	2022-2026.
?Producing and distributing IEC/BCC materials in simplified and indigenous languages. ?Produce branded items to audiences as information reference materials on the provisions of the laws.	No. of IEC/BCC materials printed and distributed.  No. of communities/ individuals reached with the materials.	Types and Copies of IEC/BCC materials and items distributed	Communities and Individuals.	2022-2026

### 3.3 GOAL 2: INNOVATIVE AND IMPACTFUL ORGANIZATION

This is geared towards an impressive practical implementation of leadership ideas that features new methods of rendering effective services in FIDA Nigeria using the following framework





## OUTCOME 2: INNOVATED AND IMPACTFUL MANAGEMENT EFFICIENCY OF FIDA NIGERIA.

Main Activities	Performance Indicators	Means of Verification	Target	Time frame
To improve managerial capabilities of the leaders and members for effective management of FIDA Nigeria				
Conduct training and orientation on leadership roles and responsibilities for members of FIDA Nigeria.	No. of members at the quarterly National Executive Council meeting. The number of members trained.	Training/ Narrative report; Attendance List	Training for all members quarterly.	2021 - 2026
Developing and implementing management policies and structures to guide the operation of the Organization.	The number of policies/structures developed, reviewed and being used	Copies of the documents developed or reviewed and uploaded at our website.	All 36 State branches inclusive of the FCT branch have access to the policy documents.	2021 - 2026
Conduct membership drive for female lawyers to join FIDA.	Number of new members	Members database	An annual increase in Membership	2022 - 2026
Conduct regular and effective meetings of members at the State level.	The number of meetings held.	Minutes of meetings and reports presented.	12 monthly meetings per annum.	2022 – 2026
Objective: To strengthen the technical capacity of FIDA Nigeria members for quality legal service delivery				
Conduct capacity building workshops for members.	The number of workshops held.	Narrative report of the workshop. Copies of the training manual; Attendance list; Media links.	Quarterly capacity building workshop	2022 - 2026

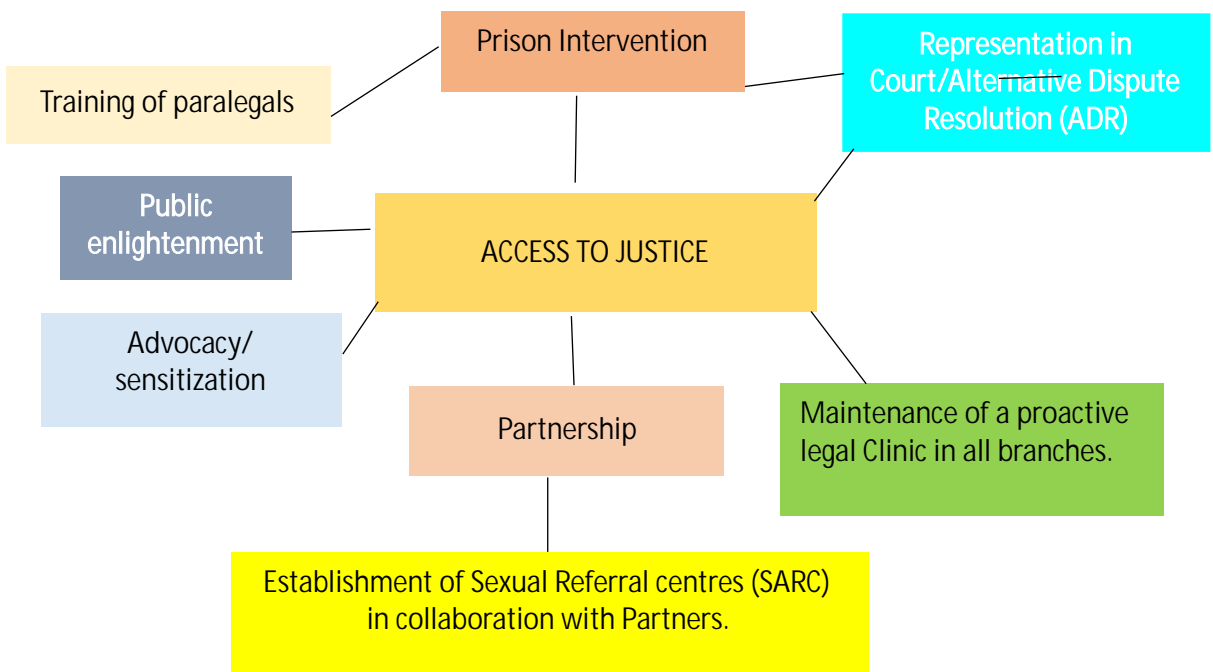
To mobilize sufficient funds from diverse sources for the Operation of FIDA Nigeria				
Conduct mapping of available donors, partners, training providers, scholarships opportunities and corporate bodies that can support the work of FIDA Nigeria	The number of donors, partners and training providers reached.	<ul style="list-style-type: none"> <li>- Copies of appeal for support letters written</li> <li>- Copies of proposals written</li> <li>- Grants/financial support received.</li> </ul>	1,000 grants/financial support/donations received annually across FIDA Nigeria branches	2022 – 2026
Research and develop proposals in collaboration with suitable partners.	No. of proposals submitted	Copies of proposals; Acknowledgement emails from proposal recipients.	Minimum of 2 proposals submitted by branches per year. Minimum of 5 proposals submitted by the National secretariat per year.	2022 – 2026
Organizing fundraising event	No. of fundraising events held;  Percentage increase in funds generated	Branch reports Pictures Media links	One fundraising event annually by the Branch.	2022 - 2026
Objective: To strengthen financial management practices at all levels of FIDA Nigeria				
Develop and implement financial policy to guide financial transactions in the State Branches.	One financial policy was developed, adopted and used.	Copy of Financial policy.	The financial policy is used at all branches.	2022 - 2026
Encourage State branches to develop their annual budget and monitor budget performance.	The number of Annual budgets presented by the State branches.	Copies of budgets received by the National Secretariat	One budget for each state every October.	2022 - 2026
Conduct financial audits by the Branches.	Number of audits conducted	Audited financial report	One audited report per tenure.	2022 - 2026

### 3.4 GOAL 3: ACCESS TO JUSTICE FOR WOMEN, CHILDREN, AND PERSONS WITH DISABILITIES

Equal access to justice should be guaranteed by every country (irrespective of social, political, culture, gender, economic, ethnic, religious, or other dividing lines among the citizens). In Nigeria, the presence of substantive and procedural mechanisms to ensure citizens can seek redress for violations and enforcement of rights is considered the main system of accessing justice. However, over the years this system has failed short of leading to real and substantive equal access to justice.

To address this, FIDA Nigeri a has identified areas that need to be considered which includes.

- i. Effective and efficient dispensation of justice by actors in the justice sector.
- ii. Access to justice sector actors/services.
- iii. Access to free legal service and information.

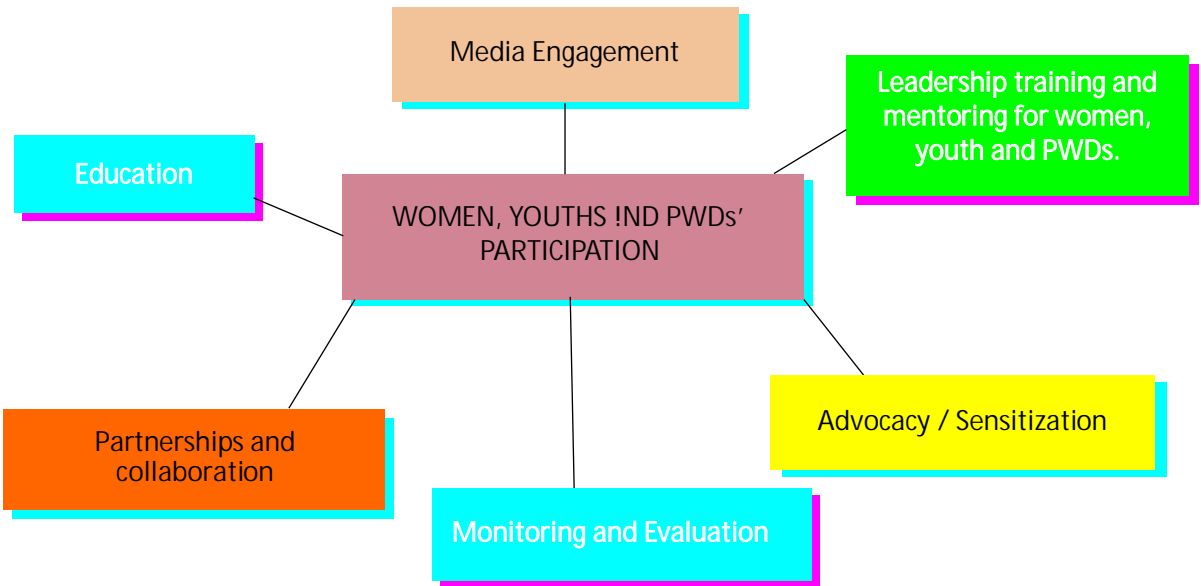


## Strategic Framework

OUTCOME 3: INCREASED ACCESS TO JUSTICE FOR WOMEN AND CHILDREN INCLUDING PERSONS LIVING WITH DISABILITIES.				
Main Activities	Performance Indicators	Means of Verification	Targets	Time frame
Establish legal clinics in all State branches.	The number of legal clinics established.	Reports from branches and pictures.	Legal clinics in all branches by 2026.	2022 - 2026
Compile a compendium of cases	No of cases reported in the compendium of cases.	compendium of cases	one compendium produced by 2024.	2021 - 2026
Training of Paralegals in all branches.	No. of the Paralegals trained	Training reports, pre and post-tests	1500 paralegals trained annually. 3000 persons accessing paralegal services annually.	2021 - 2026
Visits to Correctional centres	No. correctional centres visited. Number of inmates reached by FIDA Nigeria	Case reports Media links	36 correctional centres visited quarterly.	2021 - 2026
Advocacy and lobbying for the establishment of family courts and juvenile rehabilitation centres.	No. of family courts and juvenile rehabilitation centres established.	Reports	20 Advocacy visits annually	2022 - 2026
Referrals and linkages of cases involving women, children, and persons with disabilities.	No of the cases referred to other service providers	Referral documents	1000 referrals by branches annually.	2022 - 2026
Identify and honour gender champions by branches.	No. of champions honoured	Copies of Award Certificates	One gender champion is honoured annually by each branch.	2022 – 2026
Engage in strategic impact litigation	No. of cases instituted, prosecuted, or defended.	Case reports	3 strategic cases were handled in a year.	2022- 2026

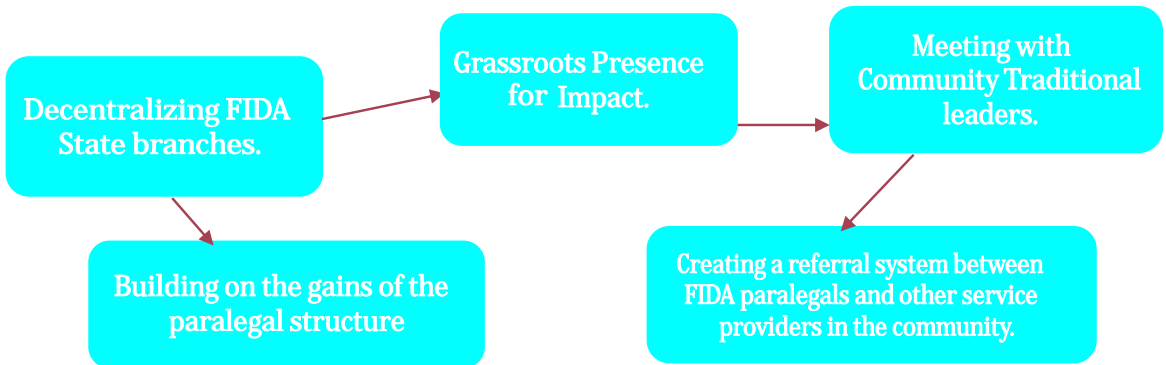
### 3.5 GOAL 4: PARTICIPATION OF WOMEN, YOUTHS AND PERSONS WITH DISABILITIES IN GOVERNANCE AT ALL LEVELS

Balanced and effective governance should involve women, youths, and persons with disabilities. This takes care of all contending interests and makes for an inclusive government which is crucial not only for a fairer society but also for a stronger economy and bridging the multi-levelled gaps of inequalities.



OUTCOME 4: IMPROVED PARTICIPATION OF WOMEN, YOUTHS AND PERSONS WITH DISABILITIES IN GOVERNANCE AT ALL LEVELS				
Main Activities	Performance Indicators	Means of Verification	Target	Time frame
Conduct advocacy visits to stakeholders to encourage women's participation	No. of advocacy visits conducted	Narrative reports	2 advocacy visits by state branches quarterly	2022 - 2026
Conduct sensitization talks with Youths, PWDs and Women's participation in governance in identified communities.	Number of communities reached	Reports and pictures	2 sensitization talks annually	2022 - 2026
Conduct research and generate evidence to identify barriers and enablers to women, youths and PWD's participation in leadership.	Number of research conducted	The research report, Photographs and Media links	1 Research publication annually	2022 - 2026
Conduct advocacy visits to all stakeholders on the enactment/implementation of the Disability Act/Law.	No. advocacy visits were conducted.  No. of laws enacted	Attendance sheets and advocacy visit reports	1 disability law enacted annually.	
Legal representation/assistance for women whose mandate is critically at stake;	No of women in politics represented by FIDA	Case Report	5 legal representations in 2023 or other elections	2023 (or during other elections)

## GOAL 5: GRASSROOT PRESENCE FOR IMPACT



OUTCOME 5: STRENGTHENED GRASSROOTS PRESENCE. To provide access to justice in local communities of FIDA program areas				
Main Activities	Performance Indicator	Means of Verification	Target	Time frame
<b>1. Formation of FIDA branches and Centres</b>  <b>2. Inauguration of FIDA branches and Centres across States with a wide geographical spread</b>	No of FIDA branches and centres formed and inaugurated by 2026	<b>The membership list of these new branches and centres</b>  <b>Report and pictures of the inauguration ceremony</b>	10 States with a wide geographical spread	2022 – 2026
<b>3. Certification and printing of ID cards of FIDA community paralegals across the States</b>	No of the paralegals that are certified and issued ID cards	<b>List of certified paralegals, Pictures of certification ceremonies, contact list of paralegals</b>	1,000 paralegals across Communities in the 36 state branches	2022

<p><b>4. Setting up free paralegal clinics in communities</b></p> <p><b>5. Sensitization meeting with the Community/Traditional leader</b></p>	<p><b>No of paralegal clinics in communities</b></p> <p><b>No of Community/Traditional leaders that are sensitized</b></p>	<p><b>Case reports, paralegal report</b></p> <p><b>A narrative report, attendance sheet, pictures, media links</b></p>	<p><b>1,000 cases are handled in the paralegal clinics annually.</b></p>	<p><b>2022-2026</b></p>
<p><b>6. Development of service providers' directory for the paralegals</b></p>	<p><b>No of the service providers' directories collated.</b></p>	<p><b>Copies of directory</b></p>	<p><b>20 service providers supporting the paralegals in all FIDA branches</b></p>	<p><b>2022-2026</b></p>

## SECTION 4 MONITORING AND EVALUATION

### 4.1. Introduction

This section describes the detailed monitoring and evaluation activities and approaches within FIDA Nigeria. It also aims to standardize the regular collection and analysis of information to assist timely decision making, ensure accountability and provide the basis for evaluation and learning.

### 4.2. Activities

For Project implementations, monitoring activities shall take place at regular intervals, ideally, every quarter within the next five years. This will include routine project performance check, data gathering, validation, analysis and insight reporting. Project based evaluation will normally take place at project cease. While Organizational evaluation takes place biennially.

### 4.3. Budget and Staffing

The monitoring and evaluation budget is largely dependent on the projects being implemented across FIDA Nigeria branches. Adequate budget provision will be allotted for M&E activities during grants proposals. A certain budget percentage may be set within the policy of the organization.



The officer in the department will carry out all M&E activities during the project life cycle, while the organization hopes to increase the number of staff in the department to further strengthen the developmental intelligence gathering capacity of the organization.

#### 4.4. Log-frame

Part of the tools for efficient monitoring and evaluation is the log-frame. FIDA Nigeria shall develop log-frame for each implementing project using the template below.

	Project Description	Indicators	Source of verification	Assumption
Goal				
Objectives/ Outcomes				
Deliverables/ outputs				
Activities				

#### 4.5. ONE YEAR OPERATIONAL PLAN

GOAL: A STRUCTURED FIDA NIGERIA (For Example)

STRATEGIC OBJECTIVES	MAIN ACTIVITIES	SUB ACTIVITIES	INDICATORS	IMPLEMENTATION PERIOD												MEANS OF VERIFICATION		RESPONSIBLE	
				Year 1	Months														
To improve access to justice for women, children and persons living with disabilities.	Establishment of the legal clinic.	Consultation meeting with partners.	No. of Lawyers No. of Clients	1	2	3	4	5	6	7	8	9	10	11	12	List of lawyers	Branch Officers	Attendance sheet	

#### 4.6. MONITORING AND EVALUATION PLAN

*“70% of strategies fail due to ineffectiveness. They rarely fail due to lack of intelligence or vision.” – Ram Charan.*

The final step in any planning process is to monitor and evaluate progress. The same way you check the signposts along a road when completing a journey, it is similarly important to check that development is on track. FIDA NIGERIA will strengthen internal monitoring and reporting capacities, drawing from the results of the assessment of the 2015 -2020 strategic plan.

The management committee will use the quarterly reports against its annual operational plans to review progress towards meeting the strategic aims and objectives. Therefore, all branches must ensure that whoever is doing the work is keeping appropriate records so that progress can be assessed. This will indicate how well we are doing, hence, the need to use indicators or performance measures.

Monitoring & Evaluation Plan							
Activities	Indicator	Indicator Definition & unit of measurement	Data Collection Methods/ Sources	Frequency & Schedule	Status of Activity	Statistics Personnel	Information Use
GOAL:							
OUTPUT 1: A cohort of trained community leaders, traditional rulers and women leaders leading the discourse on altering social norms within their community structures							
Assumption 1.							
OUTPUT 2: Communities have developed a shared understanding of the need to abandon/transform social norms/practices that subjugate and/or are harmful to women							
Assumption 2							

#### 4.7. FIDA NIGERIA M AND E DATA USAGE

The data collected through the FIDA Nigeria's M & E system will be used in a variety of ways, some are listed below:

- **Management:** Data collected and analyzed will be primarily used as a management tool at all levels of the system, with the ability to reveal issues that should be reexamined in the process of implementation. Data will inform the management at the national and state levels about whether implementation strategies should be adjusted. Overall, the results produced through the M&E system will indicate what has or has not been accomplished in the process of project implementation.
- **Reporting:** Data will be used for reporting at all levels. The M&E system will provide specified data needed for reporting FIDA Nigeria's activities.
- **Accountability to Beneficiaries:** The data can be used to provide information to communities directly affected by the projects of FIDA Nigeria. Information from the M&E system will be shared with these groups, particularly in updating them on the progress that is being made on the services they receive through the various components of the program.
- **Evaluation:** Data collected during the project implementation will set the stage for comprehensive evaluation and assessment of project impact.

## Glossary of Terms

**Activity** Any action is undertaken, or work performed to transform inputs into measurable outputs.

**Beneficiaries** Individuals, entities or groups which may be targeted or not and which may benefit directly or indirectly from a programme, project, or another undertaking.

**Effectiveness** The extent to which a programme, project or other undertaking achieves its planned results (outputs outcomes and/or goals).

**Efficiency** The cost-effectiveness of transforming actions into outputs, taking into consideration alternative paths.

**Evaluation** The systematic assessment of the design, implementation and/or results of a programme, project, activity, policy, strategy, or another undertaking. Evaluation intends to provide credible and useful information, given determining the worth or significance of the undertaking, incorporating lessons learned into decision-making and enhancing the overall quality of the organization's programmes.

**Event (or activity-event)** A major activity organized in the form of a briefing, conference, course, fellowship programme, lecture, meeting, seminar, workshop, side-event, webinar etc. and announced on the organization's online socials.

**Indicator** A quantitative or qualitative measure of programme performance that is used to demonstrate change and which details the extent to which results are being or have been achieved.

**Impact** The totality and/or long-term effects of an undertaking. Effects may be positive or negative, intended, or unintended.

**Lessons learned-** A generalization derived from an evaluation and applicable to a generic rather than a specific situation.

**Monitoring -** The routine process of collecting and recording information to track progress towards expected results.

**Output -** Final products or services delivered.

**Project -** A set of planned and interrelated activities designed to achieve specific objectives within a given budget, time, and operating framework.

**Programme -** A set of sub-programmes, projects and/or activities producing outputs and accomplishments with a defined budget and under a set of specific objectives linked to the Institute's mandate and organizational goals.

## LIST OF ACRONYMS AND ABBREVIATIONS

CBO	-	Community-Based Organization
CSO	-	Civil Society Organization
FIDA	-	International Federation of Women Lawyers
ICT	-	Information, Communication and Technology
IEC	-	Information, Education and Communication
M&E	-	Monitoring and Evaluation
MDA	-	Ministries, Departments and Agencies (of governments)
MIS	-	Management Information System
NGO	-	Non-Governmental Organization
OD	-	Organizational Development
SP	-	Strategic Plan
SWOT	-	Strength, Weakness, Opportunities, Threat

## ACKNOWLEDGMENTS

The development of this plan was in consultation with the First Rate Consultants. We would like to thank the Appraisal/ Drafting committee for their commitment and sacrifice of their time and resources in developing this plan.

We also thank the Executive committee of FIDA NIGERIA (2019-2021), Ms. Ezinwa the Administrative Manager, Mr. Rasheed Ajao, the Monitoring and Evaluation Officer and Mr. Horsfall Ugboji, the Communication officer, all of FIDA NIGERIA.

We acknowledge the support of ActionAid Nigeria in financing this project.

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# FIDA NIGERIA ANTHEM

## Verse 1

FIDA serves to bring Liberation.

To all men in Contemplation

To enhance our world together

Is our noble goal for a richer life?

## Verse 2

We bring light, through Education.

To dislodge deeds of ignorance

With the tools of right Conviction

By the Law and Equity combined

## Verse 3

FIDA stands for all the Children.

FIDA stands for equal Justice.

FIDA stands for all our Women.

Who will rise to have their best for all

Who will rise to have their best for all

who will rise.....to have their beST...FOR...ALL!

# WOMEN ANTHEM

- 1. All Across The Nation  
All Around The World  
Women Are Longing To Be Free  
No Longer In The Shadows  
Forced To Stay Behind  
But Side By Side In True Equality  
Refrain**

**So Sing A Song For Women Everywhere  
Let It Ring Around The World And Never, Never Cease,  
So Sing A Song For Women Everywhere,  
Equality, Development And Peace**
- 2. Women Can't Be Silent  
When Around The World  
People Hurt And Hungry Children Cry  
We'll Sing Out Now For Justice And Development  
And Hold The Rights Of All The People High  
Refrain**
- 3. Women Now Are Working To Build A Better World  
Where The Love Of Peace Can Rest On Every Shore  
Where Men Lay Down Their Weapons And Learn To Love And Share  
And People Work To Bring An End To War  
Refrain (2) To End**