



**HEADFORT
FOUNDATION
FOR JUSTICE**

STRATEGIC PLAN 2025-2028



**BUILDING A JUST NIGERIA THROUGH ACCESS
TO JUSTICE, HUMAN RIGHTS PROTECTION,
AND SYSTEMS CHANGE**

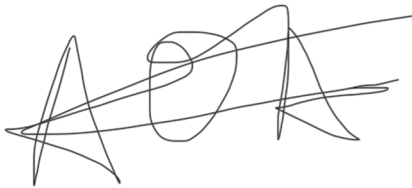
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STRATEGIC PLAN APPROVAL

This Strategic Plan (2025-2028) was reviewed and approved by the Board of Directors of Headfort Foundation for Justice and shall guide the strategic direction, operations, and growth of the organization during the period covered by this plan.

Approved on: 24/11/2024



ADESOLA OLUWATOYIN ADEYEMI
(Board Chairperson)



OLUYEMI ORIJIA
(Executive Director)

EXECUTIVE SUMMARY

Headfort Foundation for Justice is a Nigerian non-profit organization committed to improving access to justice, promoting human rights, strengthening democratic participation, and advocating for systemic reforms within Nigeria's justice sector.

Since its establishment in 2019, the organization has emerged as a leading voice in the access to-justice ecosystem, providing legal aid services to thousands of indigent Nigerians, facilitating the release of over 1,147 individuals from detention, educating more than 5 million Nigerians on human rights, and supporting reforms aimed at strengthening accountability and fairness within the justice system.

This Strategic Plan sets out the Foundation's priorities and growth trajectory for the period 2025-2028. It provides a roadmap for expanding impact, strengthening institutional sustainability, deepening partnerships, leveraging technology, and advancing systemic reforms that ensure all Nigerians can access justice regardless of their social or economic status.

The plan is anchored on five strategic pillars: Access to Justice, Human Rights Education and Civic Engagement, Rehabilitation and Reintegration, Systems Change and Policy Reform, and Organizational Sustainability and Growth.



OUR VISION

To see a Nigeria where everyone has easy access to justice regardless of their social and economic status.



OUR MISSION

To significantly improve access to justice in Nigeria through legal aid provision, human rights and policy advocacy, systems-change interventions, and innovative technology solutions.

OUR CORE VALUES

Justice. Accountability. Partnership.

GOVERNANCE AND LEADERSHIP

Headfort Foundation operates a strong governance structure that ensures effective leadership, accountability, and successful delivery of its 2025-2028 strategic plan. The Board of Trustees provides strategic oversight and fiduciary guidance, while the Executive Director and management team lead day-to-day implementation across key program and operational areas, including legal aid, advocacy, and human rights education. Supported by advisory networks and strategic partners, the organization maintains a commitment to transparency, monitoring and evaluation, and responsible stewardship of resources to drive measurable impact.

OUR THEORY OF CHANGE

Headfort Foundation believes that when individuals understand their rights, have access to legal support, and can effectively engage institutions designed to protect those rights, they are better positioned to challenge injustice and demand accountability. Furthermore, when justice institutions are strengthened through policy reform, stakeholder engagement, and evidence-based advocacy, they become more responsive, accessible, and equitable.

STRATEGIC CONTEXT

Nigeria continues to face significant justice-sector challenges, including prolonged pretrial detention, limited access to legal representation, weak civic awareness, human rights violations, prison congestion, and barriers that prevent vulnerable populations from obtaining justice. For many Nigerians, access to justice remains dependent on economic status. Indigent individuals often lack the resources to secure legal representation, understand legal processes, or pursue remedies when their rights are violated.

At the same time, rapid technological advancement presents new opportunities for expanding access to legal services, civic education, and human rights protection. Headfort Foundation recognizes the need to leverage innovation while continuing to address systemic barriers within the justice sector.

The 2025-2028 period presents a unique opportunity to scale proven interventions, strengthen institutional partnerships, and develop innovative solutions that make justice more accessible and inclusive

ACCESS TO JUSTICE



GOAL

**EXPAND ACCESS TO
QUALITY LEGAL SERVICES
FOR VULNERABLE AND
MARGINALIZED NIGERIANS.**

STRATEGIC PRIORITIES

Headfort Foundation will strengthen and expand its legal aid programmes to ensure that individuals who cannot afford legal representation receive timely legal support. The Foundation will continue operating and expanding its Justice Hub model, providing legal representation, legal advice, case referrals, court support, and rights-based interventions.

The Foundation will scale its LawyersNowNow digital platform to connect individuals with lawyers who can provide legal assistance, particularly in cases involving human rights violations, unlawful detention, police misconduct, and other justice-related concerns.

The Foundation will strengthen its toll-free legal assistance line, enabling victims of human rights violations and individuals facing legal challenges to access immediate legal support regardless of their location.

STRATEGIC TARGETS (2025-2028)

- Provide legal aid services to at least **20,000 Nigerians**.
- Secure the release of at least **1,000 indigent detainees**.
- Expand Justice Hubs to three additional states.
- Scale LawyersNowNow into a nationally recognized access-to-justice platform.
- Position LawyersNowNow as a revenue-generating platform as it scales nationally, contributing to **30% of our annual income**.
- Increase usage of the toll-free legal assistance line by at least **300%**

STRATEGIC PILLAR

HUMAN RIGHTS EDUCATION AND CIVIC ENGAGEMENT



GOAL

BUILD A MORE INFORMED AND RIGHTS-CONSCIOUS CITIZENRY CAPABLE OF PROMOTING ACCOUNTABILITY AND DEMOCRATIC PARTICIPATION.

STRATEGIC PRIORITIES

The Foundation will strengthen community-based human rights education programmes and expand Human Rights Clubs within schools. It will develop innovative civic education initiatives that promote constitutional literacy, active citizenship, democratic participation, and youth leadership.

The Foundation will establish a national Youth Democracy and Justice Fellowship to develop future leaders committed to human rights, accountability, and rule of law.

STRATEGIC TARGETS (2025-2028)

- Reach an additional **10 million** Nigerians with rights education.
- Engage the Lagos State Ministry of Education towards the adoption of the Human Rights Club into the secondary school curriculum.
- Establish Human Rights Clubs in **15 more schools**.
- Train **300 youth leaders** on human rights and democratic participation.
- Develop a national network of youth advocates and civic leaders.



STRATEGIC PILLAR

REHABILITATION REINTEGRATION AND HUMAN DEVELOPMENT



GOAL

SUPPORT JUSTICE-IMPACTED INDIVIDUALS IN REBUILDING THEIR LIVES AND REDUCING RECIDIVISM.

STRATEGIC PRIORITIES

The Foundation will expand rehabilitation and reintegration initiatives within correctional facilities and juvenile institutions. Programmes including Education Behind Bars, Tech Behind Bars, Wellness Behind Bars, and Dignity from Waste will be strengthened and expanded.

The organisation will increase access to education, vocational skills, digital literacy, entrepreneurship training, mental health support, and livelihood opportunities for incarcerated and formerly incarcerated individuals

STRATEGIC TARGETS (2025-2028)

- > Reach at least **8,000 incarcerated and justice-impacted individuals** with healthcare and wellness interventions.
- > Conduct annual medical and mental health outreach programmes in correctional facilities.
- > Support at least **500 incarcerated individuals** and justice-impacted children with educational opportunities. Sponsor examination registration fees for at least **500 learners**.
- > Train at least **500 justice-impacted individuals** in digital and technology-related skills.
- > Establish technology learning hubs in at least two correctional or juvenile facilities.
- > Train at least **1,000 incarcerated individuals** in sustainable livelihood and vocational skills.
- > Divert at least **20,000 kilograms** of textile waste from landfills through upcycling initiatives.
- > Support the production and sale of sustainable products that generate reintegration savings for participating inmates.

STRATEGIC PILLARS

SYSTEMS CHANGE AND POLICY REFORM



GOAL

**STRENGTHEN INSTITUTIONS, LAWS,
AND POLICIES THAT PROMOTE
JUSTICE, ACCOUNTABILITY,
AND HUMAN RIGHTS**

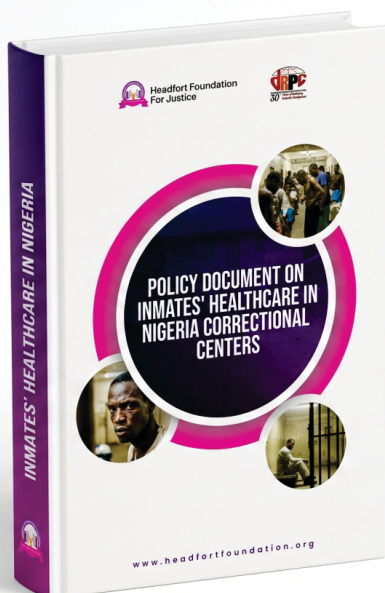
STRATEGIC PRIORITIES

The Foundation will deepen its engagement with policy makers, justice institutions, and civil society actors to advance reforms that improve access to justice. The Foundation will produce research, policy recommendations, and evidence-based advocacy aimed at addressing systemic barriers within Nigeria's justice sector.

Special attention will be given to prison reform, legal aid reform, police accountability, juvenile justice, civic space protection, and implementation of correctional legislation.

STRATEGIC TARGETS (2025-2028)

- Influence at least ten policy or institutional reforms.
- Publish annual justice-sector reports and policy briefs.
- Facilitate multi-stakeholder dialogues on justice reform.
- Strengthen partnerships with government institutions and civil society organizations.



ORGANIZATIONAL SUSTAINABILITY AND GROWTH



GOAL

**BUILD A RESILIENT, SUSTAINABLE,
AND HIGH-PERFORMING
INSTITUTION CAPABLE OF
ACHIEVING LONG TERM IMPACT**

STRATEGIC PRIORITIES

The Foundation will strengthen governance systems, financial sustainability, monitoring and evaluation frameworks, staff development, volunteer management, and organizational learning.

Revenue diversification will be prioritized through grant funding, strategic partnerships, philanthropy, fundraising campaigns, corporate engagement, and social enterprise opportunities.

Technology and digital transformation will be integrated across programmes and operations to improve efficiency and scale.

STRATEGIC TARGETS (2025-2028)

- Increase annual organizational income by at least **200%**.
- Develop a diversified funding portfolio.
- Strengthen institutional systems and operational capacity.
- Grow the volunteer network and staff capacity



EXECUTIVE DIRECTOR'S VISION FOR 2030



By 2030, Headfort Foundation for Justice envisions becoming one of Africa's leading access to-justice and human rights organizations, demonstrating how innovative, people-centered approaches can transform justice systems and improve the lives of millions of vulnerable people.

Our vision extends beyond providing legal aid. We seek to build a justice ecosystem where every Nigerian, regardless of social or economic status, can understand their rights, access legal support, hold institutions accountable, and obtain justice without facing financial, geographical, or systemic barriers.

By 2030, we envision LawyersNowNow becoming Nigeria's leading digital access-to-justice platform, connecting thousands of individuals annually to legal support creating a technology-driven pathway for reporting and addressing human rights violations. We also envision our toll-free legal assistance line becoming a trusted national resource for individuals seeking urgent legal guidance and intervention. We aspire to expand our Justice Hub model across multiple states, creating community-based access points where vulnerable populations can obtain legal assistance, rights education, and referrals to essential support services. Within the correctional system, we aim to become a leading force for rehabilitation and reintegration by expanding initiatives such as Education Behind Bars, Tech Behind Bars, Wellness Behind Bars, and Dignity from Waste to correctional facilities across Nigeria.

We also envision a generation of young Nigerians equipped to lead democratic change, advocate for human rights, and strengthen accountability through civic participation. Through initiatives such as the Youth Democracy and Justice Fellowship, Human Rights Clubs, and civic education programmes, we seek to nurture future leaders who will champion justice and democratic governance. By 2030, Headfort Foundation seeks to contribute to a Nigeria where justice is no longer a privilege reserved for those who can afford it, but a right that is genuinely accessible to all.



FINANCIAL SUSTAINABILITY AND RESOURCE MOBILIZATION ROADMAP

Headfort Foundation recognizes that achieving sustainable impact requires sustainable financing. Over the 2025-2028 strategic period, the Foundation will implement a diversified resource mobilization strategy designed to reduce dependence on any single funding source while strengthening long-term institutional resilience.

The Foundation will continue pursuing grants from international development agencies, philanthropic foundations, bilateral donors, multilateral institutions, and corporate social responsibility programmes that align with its mission and strategic priorities. In addition, the Foundation will strengthen individual giving programmes and public fundraising campaigns, building a broader community of supporters committed to advancing access to justice and human rights in Nigeria. Annual fundraising campaigns and donor engagement initiatives will be institutionalized to increase unrestricted funding and strengthen public ownership of the Foundation's mission.

Strategic partnerships with law firms, corporate organizations, technology companies, educational institutions, and professional associations will also be expanded to support programme delivery and resource mobilization.

The Foundation will further explore mission-aligned earned-income opportunities that support its social impact objectives while generating resources for programme sustainability. This includes developing specialized training programmes, legal literacy courses, capacity-building services, and other social enterprise initiatives that leverage the organization's expertise in human rights, access to justice, civic education, and governance.

Technology will serve as a key enabler of sustainability. Investments in digital platforms, data management systems, online fundraising tools, and virtual programme delivery will help the organization expand its reach while improving cost efficiency. By 2028, Headfort Foundation aims to maintain a balanced funding portfolio that includes institutional grants, individual philanthropy, corporate partnerships, fundraising campaigns, and earned-income activities. This diversified approach will strengthen organizational resilience, support long-term growth, and ensure the Foundation remains capable of advancing its mission regardless of changes within the donor landscape. The Foundation's long-term objective is to establish a financially sustainable institution capable of delivering transformative justice-sector interventions while remaining independent, accountable, innovative, and responsive to the needs of the communities it serves.

COMMUNICATIONS AND VISIBILITY STRATEGY

GOAL

To strengthen Headfort Foundation's visibility, influence, stakeholder engagement, and resource mobilization by effectively communicating its impact, amplifying the voices of vulnerable populations, and positioning the organization as a leading authority on access to justice, human rights, and justice-sector reform in Nigeria.

STRATEGIC PRIORITIES

Headfort Foundation recognizes that communication is not merely a tool for visibility but a critical component of advocacy, accountability, fundraising, and systems change. Over the strategic period, the Foundation will invest in strategic communications to increase awareness of justice issues, influence public discourse, attract partnerships, and showcase the impact of its work.

The Foundation will strengthen its digital presence through its website, social media platforms, newsletters, podcasts, and other digital channels. Regular storytelling initiatives will be used to highlight beneficiary journeys, programme outcomes, policy wins, and lessons learned while maintaining ethical standards and protecting the dignity of beneficiaries.

Headfort Foundation will expand its engagement with traditional and digital media by building relationships with journalists, media organizations, content creators, and influencers who can amplify access-to-justice and human rights issues. The Foundation will publish annual impact reports, policy briefs, research publications, case studies, and thought leadership pieces to contribute to national conversations on justice reform, civic participation, and human rights protection.

STRATEGIC PRIORITIES (2025-2028)

- Reach at least **20 million Nigerians** through digital and traditional media campaigns.
- Publish annual impact reports documenting organizational achievements and lessons learned.
- Produce at least **12 policy briefs**, research reports, or thought leadership publications.
- Increase website traffic and social media engagement by at least **300%**.
- Establish strategic media partnerships with national and regional media organizations.
- Position Headfort Foundation as a recognized thought leader in access to justice, human rights, and justice-sector reform.

PARTNERSHIPS AND STAKEHOLDER ENGAGEMENT STRATEGY

GOAL

To strengthen collaboration with key stakeholders and build strategic partnerships that enhance impact, expand reach, influence policy, and support the sustainability of Headfort Foundation's programmes.

STRATEGIC PRIORITIES

Headfort Foundation recognizes that sustainable change within the justice sector requires collaboration among government institutions, civil society organizations, private sector actors, development partners, educational institutions, communities, and beneficiaries.

The Foundation will continue strengthening existing partnerships while actively pursuing new collaborations that align with its mission and strategic priorities. Particular emphasis will be placed on building relationships with justice-sector institutions, including the judiciary, correctional service, police, legal aid providers, ministries, and human rights institutions. The Foundation will deepen engagement with educational institutions to expand Human Rights Clubs, youth leadership programmes, civic engagement initiatives, and legal literacy campaigns. Partnerships with development agencies, donor organizations, foundations, and international institutions will be pursued to support programme growth, innovation, and sustainability.

The Foundation will also strengthen collaboration with corporate organizations through corporate social responsibility initiatives, employee engagement programmes, pro bono legal support, and resource mobilization efforts

STRATEGIC PRIORITIES (2025-2028)

- Formalize at least **20 strategic partnerships** that support programme implementation and sustainability.
- Expand collaboration with justice-sector institutions across multiple states in Nigeria.
- Strengthen partnerships with at least **15 schools** and educational institutions.
- Increase engagement with national and international development partners.
- Establish strategic collaborations with private sector organizations to support innovation, technology, and resource mobilization.
- Maintain active participation in national and international networks focused on human rights, access to justice, civic participation, and democratic governance.

MONITORING, EVALUATION, ACCOUNTABILITY, AND LEARNING (MEAL)

Headfort Foundation for Justice recognizes that achieving meaningful and sustainable impact requires strong systems for measuring results, learning from experience, and ensuring accountability to beneficiaries, partners, donors, and stakeholders. Over the 2025-2028 strategic period, the Foundation will strengthen its Monitoring, Evaluation, Accountability, and Learning (MEAL) framework to support evidence-based decision-making, continuous improvement, and organizational effectiveness.

The Foundation will establish a results-based management approach across all programmes and interventions. Each strategic pillar and programme area will have clearly defined indicators, targets, outcomes, and impact measures aligned with the objectives outlined in this Strategic Plan. Annual operational plans will be developed to translate strategic priorities into measurable activities and performance indicators. Monitoring activities will focus on tracking programme implementation, beneficiary reach, service delivery, outputs, and progress toward strategic targets. Data will be collected through case management systems, beneficiary registration records, attendance registers, surveys, assessments, interviews, focus group discussions, programme reports, and digital monitoring tools. Where appropriate, baseline and endline assessments will be conducted to measure changes in knowledge, attitudes, behaviours, and outcomes among programme participants.

Evaluation activities will assess the effectiveness, efficiency, relevance, sustainability, and impact of the Foundation's interventions. Mid-term and end-of-strategy reviews will be conducted to evaluate progress against strategic objectives, identify lessons learned, and inform future planning and decision-making. The Foundation will also periodically commission external evaluations where necessary to provide independent assessment of programme performance and organizational impact.

A key component of the MEAL framework will be accountability to beneficiaries and stakeholders. The Foundation will establish feedback mechanisms that enable beneficiaries, volunteers, partners, and community members to provide input on programme quality, relevance, accessibility, and effectiveness. Feedback received will be documented, reviewed, and used to improve programme design and implementation.

Learning will be embedded across the organization through regular reflection sessions, programme reviews, stakeholder consultations, learning briefs, impact reports, and knowledge sharing activities. Lessons learned from programme implementation will be

used to strengthen existing interventions, improve operational systems, and identify opportunities for innovation and scale.

BY 2028, HEADFORT FOUNDATION AIMS TO:

- > Establish a fully integrated organization-wide MEAL system covering all programme areas.
- > Develop annual impact reports demonstrating progress against strategic objectives.
- > Conduct annual programme reviews and a comprehensive end-of-strategy evaluation.
- > Strengthen data management and reporting systems to improve evidence-based decision making.
- > Institutionalize beneficiary feedback and accountability mechanisms across all programmes.
- > Utilize programme data and research findings to influence policy advocacy, programme design, fundraising, and strategic growth.

Headfort Foundation will ensure that its work remains transparent, accountable, adaptive, and focused on achieving measurable improvements in access to justice, human rights protection, rehabilitation, civic participation, and systems reform across Nigeria.

STRATEGIC RISKS AND MITIGATION MEASURES

Headfort Foundation recognizes that achieving its strategic objectives requires proactive identification, assessment, and management of risks that may affect programme delivery, organizational sustainability, stakeholder relationships, and long-term impact. The Foundation will regularly review and update its risk management framework to ensure resilience and adaptability in a changing operating environment.

STRATEGIC RISK	POTENTIAL IMPACT	MITIGATION MEASURES
Shrinking donor funding and changes in funding priorities	Reduced programme implementation capacity and sustainability challenges	Diversify funding sources through grants, corporate partnerships, individual giving, fundraising campaigns, social enterprise initiatives, and strategic resource mobilization efforts.

Political and regulatory changes affecting civic space and advocacy work	Restrictions on programme implementation, advocacy efforts, or stakeholder engagement	Maintain a non-partisan approach, strengthen engagement with government institutions, ensure regulatory compliance, and participate in sector-wide advocacy networks.
Economic instability, inflation, and currency fluctuations	Increased operational costs and reduced programme efficiency	Conduct periodic budget reviews, strengthen financial planning, prioritize cost-effective interventions, and explore alternative revenue streams.
Staff turnover and volunteer attrition	Loss of institutional knowledge and disruptions in programme delivery	Invest in staff development, volunteer engagement, staff welfare, and knowledge management systems
Technology failures, cybersecurity threats, and data breaches	Loss of sensitive information, operational disruptions, and reputational damage	Strengthen cybersecurity protocols, implement data protection policies, maintain secure backups, and conduct regular technology audits.
Security challenges in project locations	Restricted access to beneficiaries, implementation delays, and safety concerns	Conduct security assessments, establish safety protocols, leverage local partnerships, and adopt flexible implementation approaches where necessary

Reputational risks arising from misinformation, public criticism, or stakeholder concerns	Loss of stakeholder confidence, reduced partnerships, and fundraising challenges	Maintain transparency, strengthen communications and stakeholder engagement, uphold ethical standards, and implement crisis communication procedures
Overdependence on key individuals or leadership transitions	Operational disruptions and leadership gaps	Develop leadership pipelines, strengthen delegation, institutionalize processes, and implement succession planning measures.
Weak partnership engagement or stakeholder disengagement	Reduced programme effectiveness and limited opportunities for collaboration	Maintain regular stakeholder communication, establish clear partnership frameworks, and continuously nurture strategic relationships.
Changes in legal or regulatory requirements affecting non-profit organizations	Compliance risks and operational disruptions	Regularly monitor legal developments, strengthen governance systems, and seek professional legal and regulatory guidance when required.

Headfort Foundation will conduct periodic risk assessments and review mitigation measures annually to ensure the organization remains responsive, resilient, and capable of achieving its strategic objectives despite emerging challenges.



CONCLUSION

Access to justice is one of the most powerful foundations of a fair, inclusive, and prosperous society. Yet for millions of Nigerians, justice remains out of reach due to poverty, limited awareness of rights, systemic barriers, and unequal access to legal support. Headfort Foundation for Justice was established to confront these challenges and to ensure that justice is not a privilege reserved for a few, but a right that is accessible to all.

This Strategic Plan 2025-2028 represents more than a roadmap for organizational growth; it is a commitment to deepening impact, expanding opportunities, and strengthening systems that protect human dignity and uphold the rule of law. Through legal aid, human rights education, civic engagement, rehabilitation programmes, policy advocacy, and innovative technology solutions, the Foundation seeks to address both the immediate needs of vulnerable populations and the systemic issues that perpetuate injustice.

Over the next four years, Headfort Foundation will build on its achievements while pursuing bold new opportunities to transform lives, influence policy, strengthen institutions, and empower communities. The Foundation will continue to leverage partnerships, innovation, evidence-based advocacy, and community-driven approaches to create sustainable change at scale. The journey ahead will require collaboration, resilience, and commitment. While challenges remain, we are confident that with the support of our staff, volunteers, partners, donors, beneficiaries, and stakeholders, we can accelerate progress toward a Nigeria where every person regardless of social or economic status has access to justice, dignity, and opportunity.

As we look toward 2028 and beyond, Headfort Foundation remains steadfast in its belief that lasting change is possible when people are empowered, institutions are accountable, and justice is accessible to all. Together, we will continue building a more just, equitable, and inclusive Nigeria.

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