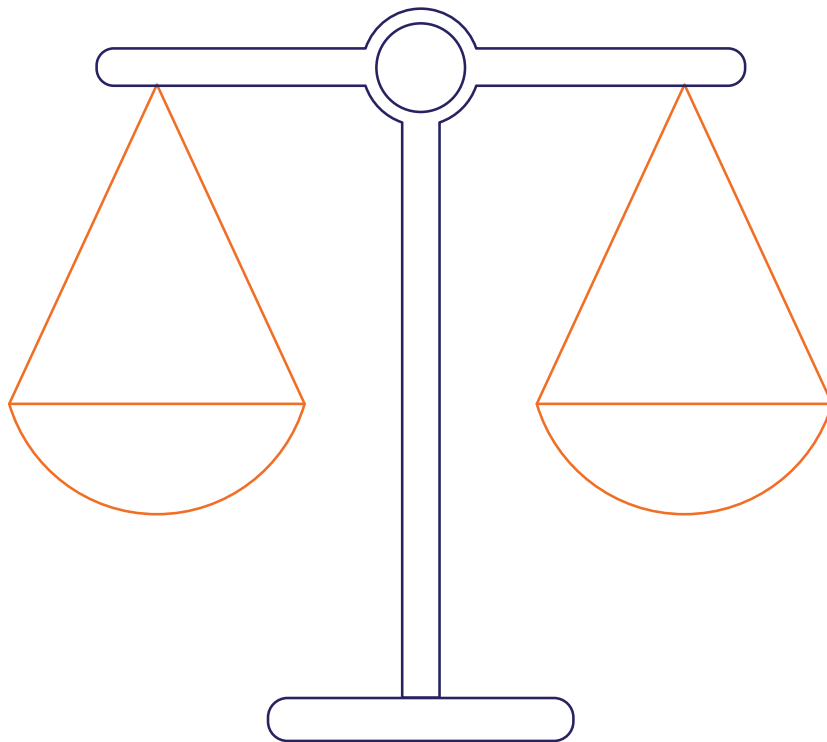


Strategy Document



Civil Justice Transformation in Ogun State



Foreword

Business and justice are not usually viewed from the same perspective, yet they are interwoven. The importance of effective dispute resolution and justice administration in the business environment cannot be overemphasized in any community. Where injustice thrives and is left unaddressed, it will have a negative impact on business growth and investment attraction.

It is our vision for Ogun State to be the safest place to live, work and do business. There is no gainsaying the fact that a user-friendly justice process would improve investor confidence, encourage the growth of local business owners and generally create an enabling environment for people to live, work and do business.

This document marks a significant milestone in the journey to make our vision a reality. By specifically zooming in on how the administration of civil justice relates to the ease of doing business, this body of work complements what is already being achieved in the area of administration of justice in Nigeria. In a bid to ensure effective and efficient administration of both civil and criminal justice in the State, the Ogun State Government has set up the following notable initiatives or reforms, amongst others:

- I. The **Ogun State Public Interest Law Partnership (OPILP)**, a partnership between the State Government and private sector through the Nigerian Bar Association for the purpose of providing free legal services to indigent citizens in Ogun State by linking persons unable to afford legal services with legal practitioners willing to provide same on a pro bono basis.
- II. The **Police Duty Solicitors Scheme (PDSS)**, an initiative that attaches a Duty Solicitor to each police station. The Duty Solicitor is enjoined and empowered to visit each police station to which he or she is attached to review the number of detainees, length of detention and whether or not legal representation has been provided to the detainees.

III. Correctional Information Management System (CIMS) and Custody Monitoring Dashboard to track the length of time detainees are held at correctional centres and police stations respectively.

IV. Justice Clock, a digital tracker for the time spent on attending to criminal matters in the Ministry of Justice.

V. Small Claims Court, to provide easy access to informal, inexpensive and speedy resolution of simple matters such as, debt recovery disputes, demands and damages that do not exceed N1,000,000.00 (One Million Naira), to further bring justice closer to the people at the grassroots level.

As part of the efforts to entrench user-friendly justice in Ogun State, it became important to hold the Ogun State Civil Transformation Lab, a series of Stakeholder Dialogue sessions targeted at *making people-centered justice happen* in the State.

Throughout the Civil Justice Transformation Lab, stakeholders representing many aspects of the civil justice ecosystem in the State came together to identify challenges and proffer recommendations that will enable the delivery of better solutions for people's justice problems and the ease of doing business in Ogun State. At the forefront of our minds were the frustrations and hurdles experienced by everyday Nigerians and Ogun people specifically.

We challenged ourselves to step away from the business-as-usual approaches that may not be sufficient in addressing the justice needs of the average person in Ogun State. Strategic choices were made, creative sequencing mapped out and in-depth discussions held around the enabling environment required to realise transformation to our people-centred vision. In addition to formal and institutional responses, these preliminary pathways could bring about more effective justice outcomes for the people of Ogun State.

There is now much to do to translate this vision into action. Before we get to work, let us take this moment to acknowledge and celebrate this first remarkable stride in making people-centred civil justice a reality in Ogun State. Ogun State renews its commitment to the global community striving to achieve Sustainable Development Goal, target 16.3: equal access to justice for all by 2030.

I am extremely grateful to all who made this possible, including the Dutch Ministry of Foreign Affairs for their generous funding, the Hague Institute for the Innovation of Law (Hiil) for facilitating the dialogues and all participants of the Civil Justice Transformation Lab in Ogun State.

Akingbolahan Adeniran
Attorney-General and Commissioner
for Justice Ogun State

Table of contents

Foreword	2
Abbreviations	5
Executive Summary	6
Context Analysis	9
The Civil Justice Gap in Nigeria	9
The Civil Justice Gap in the Ogun State	13
The Ogun State Civil Justice Transformation Lab	15
The Civil Justice Transformation Strategy	24
The Civil Justice Transformation Goals	24
Achieving Civil Justice Transformation Goal 1: Land	26
Achieving Civil Justice Transformation Goal 2: Neighbour	28
Achieving Civil Justice Transformation Goal 3: Family (Divorce)	30
Achieving Civil Justice Transformation Goal 4: Family (Domestic Violence)	32
Achieving goals through gamechanging pathways: measures, indicators, targets, enablers and resources	34
Gamechanging Pathway 1 – Ibi Isadi Rapid Response Services	35
Gamechanging Pathway 2 – (i) e-filing (ii) e-registry	37
Gamechanging Pathway 3 – Local Dispute Resolution & Marriage Dispute Resolution	39
Next Steps and Recommendations	42
Appendix 1 - Composition of the Stakeholder Team	44
About our work	46

Abbreviations

CDA - Community Development Associations

CDC - Community Development Committee

CRD - Citizens Rights Department

OMDC - Ogun Multi-Door Courthouse (OMDC)

SZ - Senatorial Zones

LGA - Local Government Areas

LDR - Local Dispute Resolution

MDR - Marriage Dispute Resolution

Moj - Ministry of Justice

MWASD - Ministry of Women and Social Development

Executive Summary

We are living through the *Decade of Action*, according to the Sustainable Development Agenda. Critical to the global 2030 promise is making SDG16.3, equal justice for all, a reality. As governments, civil society and businesses are mobilised and global momentum builds, this Justice Transformation Strategy shines a light on how Ogun State is playing an impressive role within this movement.

Between January to March 2021, the Ogun State Attorney General and Commissioner of Justice, Akingbolahan Adeniran, convened 21 distinguished justice leaders in the State's first Civil Justice Transformation Lab. The task ahead was ambitious but clear: to deliver a vision on civil justice in Ogun State where people can safely live, work and do business. Leaders met both virtually and in person over the course of three dialogues and examined how embracing a people-centred approach to justice would strengthen the ways people and businesses prevent and resolve their most pressing justice needs. Evidence-based, collaborative problem-solving took shape and strategic choices and resilient solutions were crafted.

Four goals and the gamechanging pathways to achieving them were outlined, always keeping the people of Ogun and the outcomes they need at the centre. These are decisive steps which align with

the National Policy on Justice 2017 and complement what is already being done in the state to domesticate the Administration of Criminal Justice Act. Under the esteemed leadership of the Attorney General, Ogun State now sets itself on a clear path to seeing people-centred justice happen.

On 28 April, 2021, a public launch offers a moment to share the success of the Civil Justice Transformation Lab more widely and communicate concretely what has been achieved. Throughout the process, justice leaders of the Civil Justice Transformation Lab have demonstrated their ownership of justice transformation and have pledged their commitment beyond the publication of this document. For the work of this strategy to be truly felt by people, businesses and investors, no single institution of leadership can be responsible. Instead, the success will depend on a cohort of dedicated individuals taking personal and collective responsibility for follow-up and implementation. In this next decade of action, Ogun State can set out confidently on its mission to deliver SD16.3: equal access to justice for all by 2030.

Strategic Overview

This body of work is both ambitious and visionary while also being grounded by specific measures of success in order for Ogun people and businesses to see and experience tangible results. **Land, neighbour and family disputes** were identified as the most pressing civil justice needs that Ogun people face. To address these, **four Civil Justice Transformation Goals** were developed with accompanying indicators and targets to quantify what could realistically be achieved within a two to three year timeframe.

- **Goal 1:** Ogun people will make land title registration more flexible, transparent and technologically driven to prevent land disputes.
- **Goal 2:** Ogun people will increase their use of informal and local dispute resolution mechanisms to resolve neighbour issues.
- **Goal 3:** Ogun people will have access to improved resolution of family disputes.
- **Goal 4:** Ogun people will have fast and effective access to protection in the event of domestic violence.

Acknowledging that the environment shall inevitably play some role in enabling or hindering the success of the goals, **three gamechanging pathways** were selected. These took into account the existing and foreseeable context and mapped out some possible routes to achieving the vision of one or more specific goals. Notably, they were prioritised and selected based on which ones were seen to have the potential to make a big difference in delivering effective justice and which could reach the most people.



These gamechanging pathways thus offer strategies on how to reach the goals by:

- Focusing on increasing citizen access to justice by collating data from the traditional institutions on land ownership and traditional marriages. These data when authenticated would then be uploaded to a digital platform providing access to citizens in real time.
- Using local/traditional know-how to support Alternative Dispute Resolutions (ADR) tailored to address those who opt for this mechanism for dispute resolution for land, neighbour and family disputes. These resolution services would be available via ADR centres located in each of the 20 Local Government Areas.
- Offering a one-stop shop for victims of domestic violence to access seven rapid response services.

All three gamechanging pathways have the capacity to positively impact the ease of doing business in Ogun State both directly and indirectly by increasing access to easy and affordable people-centred justice. This ease would make it possible for Ogun State to be a place where investors would like to live, work and do business.

What we see in the results of this document is that Ogun State leaders took a systemic, collaborative and experimental approach to civil justice transformation. Each step of the journey was taken with outcomes for people in mind. The stakeholders have a conviction for what needs to be done to bring civil justice closer to the people, while positively influencing the ease of doing business across the state. Concrete commitments seen here guide the next steps for the coming year and provide additional confirmation that the foundations for making user-friendly civil justice happen in Ogun State have been firmly set. Beyond the foundations, the stakeholders are responsible for taking the mapped out strategies forward to test assumptions and pilot the pathways and ideas to aid achievement of the civil justice transformation goals. It is important that this document is approached as a living document. It is expected to be modified, challenged and enhanced to meet the ever changing needs and realities of an increasingly unpredictable world.

“This is a people-centred process: We are here to determine the way forward to ensure justice is delivered to the indigenes of Ogun State.”

Context Analysis

In 2021, the Ogun State Government *announced that this year's budget will aim for annual growth of 25% to make Ogun the fastest growing economy in Nigeria*. This will require strategic prioritisation, as well as resources and innovation to encourage robust economic activity. Amidst the talk about figures and investment opportunity, a clear link to people-centred justice is imperative to attract the necessary foreign direct investment, in addition to boosting local business and entrepreneurship development even further.

Healthy businesses cannot thrive and the economy will not sustainably grow where injustices are commonplace. Ensuring that people and businesses have easy and affordable access to justice thus becomes critical to realising the vision of making Ogun State the safest place to live, work and do business.

Great achievements are already seen in the area of the administration of criminal justice. Amongst the notable initiatives, the Ogun State Public Interest Partnership has been established and a *Custody Monitoring Dashboard* has been implemented. These interventions adopt a people-centred approach to justice across

the state. With the administration of civil justice, the focus of Ogun State leadership was on ensuring people and businesses flourish, and in so doing, actively contribute to the ambitious growth target set. The starting point was having a better understanding of people's civil justice needs in order to define more effective outcomes that contribute to the wider transformation towards people-centred justice.

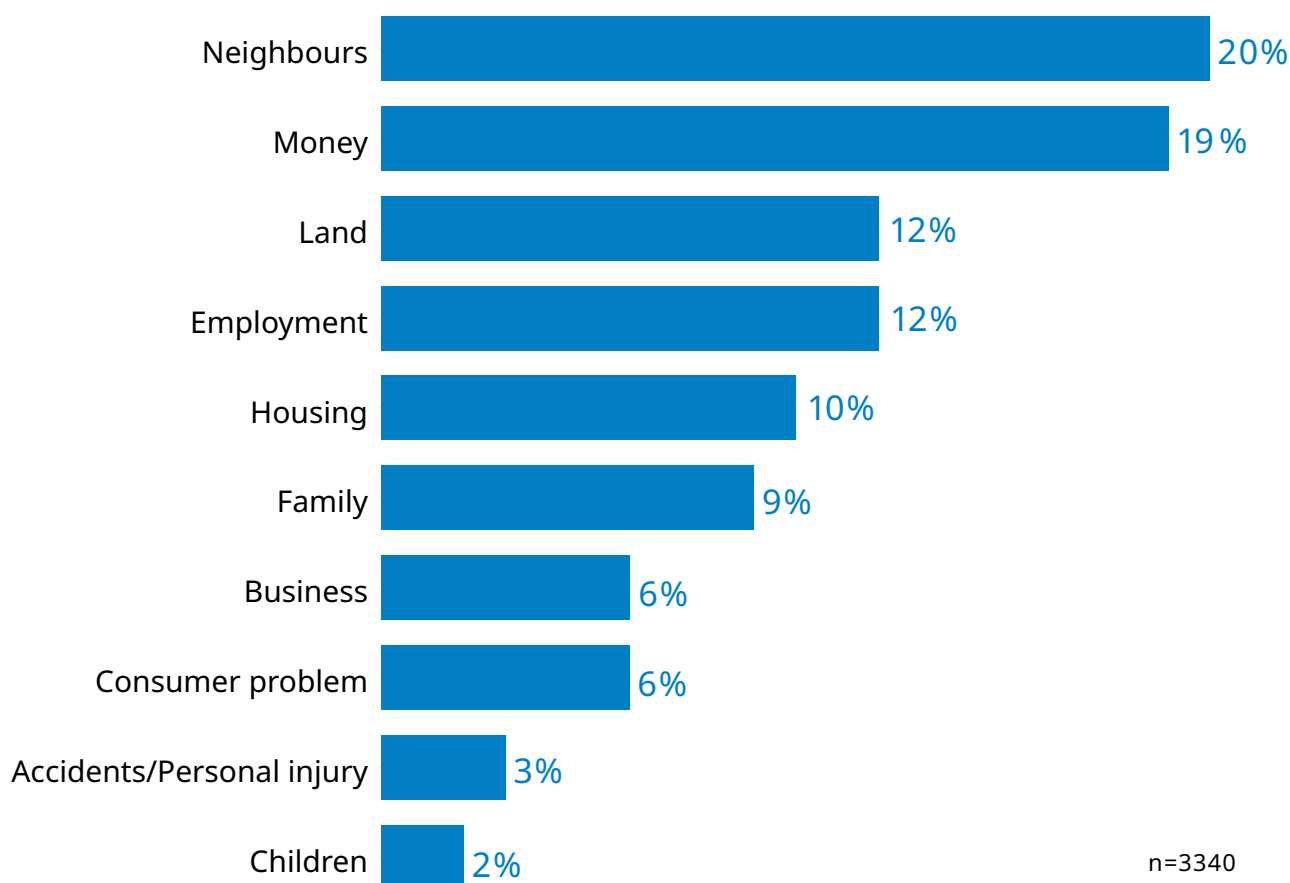
The Civil Justice Gap in Nigeria

Data collected shows that there is a significant justice gap in Nigeria. Whether it is in civil or criminal cases, too many people across the country lack the means to prevent or resolve their most pressing justice needs.

In 2018, HiiL carried out a *Justice Needs and Satisfaction survey* (JNS) to depict access to justice as the people of Nigeria experience it in their daily lives. The JNS was conducted across 18 states¹, in the country's six geopolitical regions. 6,130 Nigerians were interviewed at their homes about their needs for and satisfaction with justice.

The data predicts that **25 million people face a new legal problem in Nigeria every year. Out of these 25 million people, around 85% face problems in the civil justice sphere.** Given this high number of civil justice problems, effective resolutions when found can have a massive impact on improving access to justice in Nigeria.

Most frequently occurring problems



¹ The data collected in 2018 is a nationally representative study. Ogun State was not one of the states included in the data collection, as the sample aimed to be proportional to federal Nigeria rather than individual states. Hence the JNS results cannot be interpreted as results of the Ogun State and its citizens. They do, however, provide a general impression of people's needs and experiences in accessing justice across the country. Additional data collected specifically in Ogun State (see below) appears to sync with the patterns identified by the JNS.

A legal problem in the study was defined as a situation of serious dispute, disagreement, or grievance.

In order to qualify as a legal problem in the survey, the problem must be solvable through legal action.

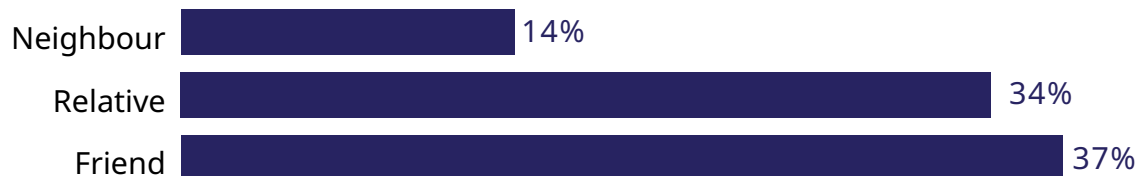
However, in the survey design it did not matter whether the respondent recognised the legal aspect of the problem or not.

It also did not matter whether the individual respondent formulated legal or non-legal strategies in response to the problem. Legal problems covered in the survey are only situations in which the individual respondent was directly involved. The problems should be serious and not trivial; what constitutes a serious problem was left up to the particular respondent.

A good justice system prevents and resolves legal problems. What really matters is whether people in Nigeria have access to mechanisms that resolve their problems fairly and allow them to continue further with their lives.

Most common sources of information & advice

Social Network



Institution

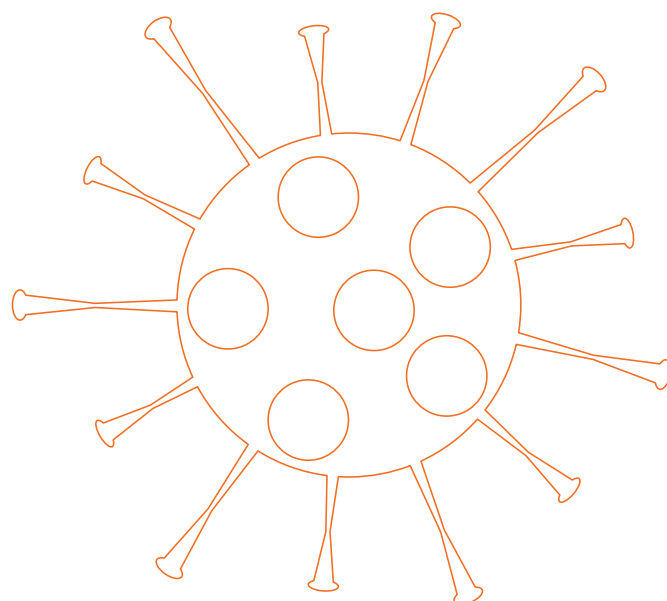
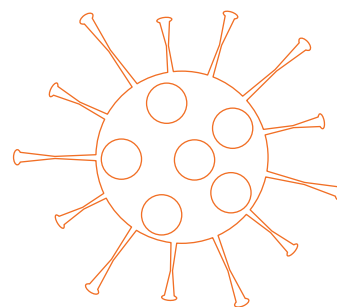


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Fair and effective outcomes for civil justice problems are provided in many places: courtrooms, police rooms, or in open air in the community. The JNS data shows that less than 10% of people tried to resolve their problem through lawyers. This means that nine out of ten people sought justice elsewhere. Many negotiated directly with the other party. Others sought formal and informal justice providers such as family members, friends, police or local public authorities.

75% of people whose most serious problem was a civil justice problem took action to resolve this problem. 38% of these people had not (yet) resolved their problem at the time of the interview, including 14% of people who had completely stopped trying to resolve it. **This data shows that almost 12 million people in Nigeria are left with unresolved civil justice legal problems per year.** Especially people with lower incomes are unlikely to resolve their civil justice problems.

The Covid-19 pandemic and ensuing economic crisis has only served to bring the justice gap into even sharper focus. The demand for justice is higher than ever. While the nationwide findings represented above have been able to showcase patterns at the federal level, additional Ogun State-specific data was collected by interviewing local key stakeholders.



² The full dataset explores both dimensions of justice, criminal and civil. As this document and project have focused on civil justice only, criminal justice has been filtered from the dataset for the purpose of this document.

The Civil Justice Gap in Ogun State

Ogun State has been in the eye of the Covid-19 storm in Nigeria, due to its proximity to Lagos, the commercial capital of Nigeria and the main port of entry into the country. As both people and businesses look to recover from Covid-19's fallout, we are reminded that their needs are not always so different. Complementary to the federal data collected in the JNS, qualitative interviews in Ogun gathered the insights of stakeholders on civil justice needs in the State specifically. Their experiences echoed the findings of the nationwide survey: they identified that the civil justice problems in Ogun State follow similar patterns as those identified for Nigeria as a whole, with disputes related to neighbours, money, employment, land and family being common occurrences.

Setting the focus: land, family and neighbour problems

In the qualitative interviews referenced above, the subtle ways that business and justice are intricately interwoven appeared. When asked how the stakeholders would prioritise the civil justice needs of Ogun State people, justice leaders prioritised land, family, neighbours, chieftaincy and business problems as the most important ones to address in order to improve people's lives. To help Ogun State become the fastest growing economy in Nigeria, the ease of doing business would need to be addressed. Wider access to effective civil justice will not only improve the quality of life for citizens, but also create an environment where businesses can flourish.

Land

During the interviews there were three recurring themes as to why land disputes were prevalent in Ogun State.

1. The stakeholders mentioned Ogun State's proximity to Lagos, the commercial capital of Nigeria. This means that land is a highly valued resource for factories and investors, as well as individuals who work in Lagos and need a cost-effective residential option.
2. Fraudsters and land grabbers (commonly known as omonile) take advantage of the lack of secured land registry and records, to intimidate people over rightful ownership.
3. The stakeholders believe that most of the neighbour and family disputes can be traced to land matters.

Land

Family

The topic of family emerged during the prioritisation of civil justice needs because of three prevailing factors:

1. Ogun has a faster resolution rate for divorce matters than any other state in Nigeria. However, the quality of the process needs work. The increase in common-law marriages has given rise to a new dimension in uncharted waters with regards to dissolution of such customary marriages. Customs and traditions pose major challenges in family dispute resolution processes.
2. During the Covid-19 pandemic there has been a perceived increase in the number of both domestic violence and sexual abuse cases. Gender-Based Violence (GBV) usually leads to unresolved or delayed civil disputes.
3. Estate and Last Will-related issues continue to be on the rise; with being met with outdated laws and some traditional mindsets that have not proven helpful.

Family

Neighbours

The stakeholders who identified neighbour disputes as a pressing civil justice need that impedes ease of doing business in Ogun State did so for two reasons: firstly, the high number of chieftaincy (title) disputes in court and secondly, business-related issues were attributed to be mostly neighbour-based conflicts.

Neighbours

The findings from both quantitative JNS data and the stakeholder interviews in Ogun State tell us that people need improved solutions to their justice problems.

From data to action

Informed by data findings, justice leaders have the necessary foundation to critically explore why, despite the best intentions, today's responses fall short of offering solutions to daily legal problems in a manner that is affordable, accessible and easy to understand. Responding adequately to the vast justice gap remains a struggle for many leaders today.

Vibrant conversations are already taking place at the highest level, however, acknowledging the challenge at hand and considering judicial reform and other possible measures to ensure faster dispensation of justice. In July 2020, the Supreme Court ruled that virtual court proceedings are constitutional. Since then, many judgements, rulings and court proceedings have moved online. The Attorney General of Ogun State was involved in bringing the suit forward that led to the ruling. Across the state, other additional new bills have been passed, and bureaux have been set up as part of ongoing efforts to develop more coordinated, efficient and digitally equipped administrative organs. Ogun State and its justice stakeholders have taken notice of the civil justice gap and a movement to action has emerged.

The Ogun State Civil Justice Transformation Lab

Towards Transformation in Nigeria

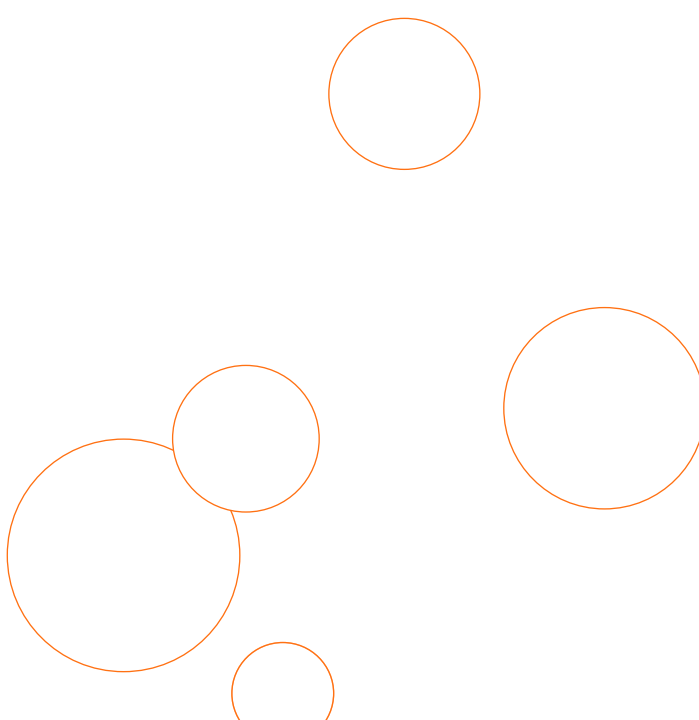
In March 2020, 100 individuals attended a forum in Abuja on “Making People-Centred Justice Happen in Nigeria.” The participants included institutional representatives from the Ministry of Justice, Office of the Vice-President, Nigeria Bar Association (NBA), Nigeria Police, Nigeria Correctional Service, private legal practitioners, Civil Society Organisations, as well as justice innovators. The forum reflected on the key findings of the 2018 Justice Needs and Satisfaction Report and undertook an exploration of what would be needed to bring more people-centred justice to Nigeria. It was also an opportunity for HiiL to connect with and learn from stakeholders who had a breadth of knowledge and expertise across the justice sector. Discussions were more broadly associated with the global movement to promote SDG 16.3, equal justice for all.

With the outcome of the forum in mind and after extensive consultations, a high-level group of seven visionary leaders were identified who agreed to act as a national body providing valuable guidance to the organisation of **Justice Transformation Labs (JTLs)** in Nigeria. These critical leaders, of which Attorney General Akingbolahan Adeniran was included, came to form the Core Convening Group.




During a Foundation Dialogue in June, the Core Convening Group advised on key parameters for the stakeholder dialogues. Together they created a template list of relevant institutions who need to be represented at any JTL. This took into consideration critical roles in key institutions and their capacity to take ownership of any future implementation.

The Core Convening Group agreed that a state-level JTL would better serve everyday Nigerians. There would be less bureaucratic bottlenecks in implementation and, by being closer to the realities of a given state, there would be a greater chance for the outcomes of the JTL to directly reach the people. Alongside Imo State and Kaduna State, Ogun State was recommended for the JTL in Nigeria.



In the **Justice Transformation Lab methodology**, justice leaders take a systemic, collaborative and experimental approach to problem-solving. Leaders are guided to look beyond standard responses from an institutional perspective and turn in the direction of innovation, and creating the enabling environment for alternative, informal or new ways of preventing or resolving disputes. This route to achieving people-centred justice, particularly for those furthest behind, is outlined on the next page.



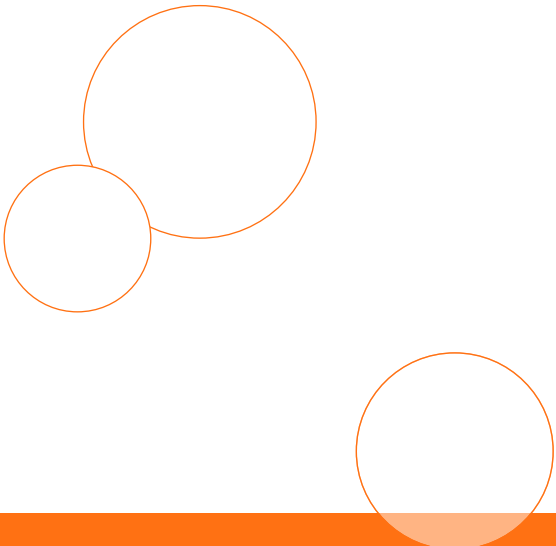
Setting up a Civil Justice Transformation Lab in Ogun State

Preliminary discussions with Attorney General Adeniran pointed to the need for a JTL focus on the administration of civil justice and its link to the ease of doing business. By late 2020, Ogun State had already initiated people-centred measures to address criminal justice using the guidelines from the [Administration of Civil Justice Law](#). Designing a process to make civil justice more user-friendly was seen as complementary and in fact would embolden what was already taking place. What followed kickstarted the Civil Justice Transformation Lab (CJTL) in Ogun State.

Convening a Stakeholder Team

30 stakeholders were nominated to form the Stakeholder Team, using the template developed at the federal level (found in the Appendix). To maintain the specialised focus of the CJTL, some institutions associated with criminal justice were omitted and others relevant to Ogun's civil justice focus were added.

These key justice leaders were briefed on the values underpinning the CJTL and were invited to an interview where they were asked about their own perspective on civil justice needs, challenges and opportunities in Ogun State. They also shared their views on how addressing these needs with a people-centred approach could improve the ease of doing business. These conversations were rich, deeply informative about the realities faced by Ogun people and highlighted potential areas for transformation. Through the process, the enthusiasm, profound commitment and determination to make people-centred civil justice a reality, became explicit.



The **Stakeholder Team** is recognised as an empowered coalition of justice leaders designing and ultimately overseeing implementation of the Civil Justice Transformation Strategy. The methodology aims to forge a meaningful connection between leaders and their personal motivations, and the goals and targets they define for meeting the civil justice needs of the population.

Formulating the Civil Justice Transformation Strategy

As part of the CJTL, the Stakeholder Team worked collaboratively over three dialogues of eight days in total. Together they collectively worked out a strategic way forward for Ogun State. Data in its various forms (from the JNS, the stakeholder interviews and other qualitative research) provided a continuous reality check during the dialogues. What was shared was knowledge of what works to prevent and resolve disputes in the different categories of top legal problems prevalent in Ogun State. To support stakeholders with their work on potential financing models, the main points of emphasis from the HiIL Trend Report 2020 entitled *Charging for Justice* were highlighted and guidance was drawn from the HiIL Trend Report 2021 entitled *Delivering Justice, Rigorously*.

Setting Goals

The Civil Justice Transformation Strategy starts with outlining the agreed most pressing legal problems from the JNS and then goes on to establish goals for each of those focus areas.

The goals are inspirational and visionary in their outlook. They are expressed as outcomes for people which can be quantified and monitored.

Indicators of Success and Targets

Indicators of success and their targets are designed to accompany each specific goal. These are to be specific, measurable, achievable, realistic and time-bound, as defined below. Targets can then support the design and implementation of innovative solutions to achieve the goals and measure to what extent the goals are achieved.



Gamechanging Pathways

Gamechanging pathways are then fully mapped. Pathways provide possible elements of the roadmap to achieving the goals, prioritising what to tackle first and subsequently. What is taken into account is the existing and foreseeable context, identifying available capacity, resources and enablers required to most effectively prevent and resolve the most pressing justice needs for as many people as possible. Importantly, the pathways can be specifically designed around one goal or they can be cross-cutting and offer a route to reaching various goals.

The elements that are considered when mapping the gamechanging pathways are described in the table found on the following page.



The gamechanging pathways introduce which possible innovative services or gamechangers, could realistically shift the trajectory towards more effective justice outcomes for the broadest number of people. The existing and foreseeable context is taken into account. These initial explorations can later be tested and further concretised as

more information becomes available during implementation. Ultimately, a gamechanger must be:

1. Able to deliver effective solutions to justice problems consistently;
2. Financially sustainable;
3. Scalable as a service.

International best practice has identified seven potential gamechangers which could drastically increase the number of people who have access to justice and are able to resolve a particular justice need. The list is found below.

The Potential Gamechangers



Community justice services that deliver solutions effectively and integrate formal and informal justice through: houses of justice; paralegals; justices of the peace; judicial facilitators; or community tribunals.



Services that provide safe, verified and user-friendly contracts (or other legal documents) to the masses, ensuring fairness in families, at work, among neighbours and between small businesses and their partners. These include services that provide easy access to these documents, which is often achieved through online platforms.



Tribunals or platforms that offer (binding) mandatory one-stop dispute resolution services for employment, family or other justice problems by connecting advice, negotiation, facilitation and adjudication in a seamless way. These services tend to be offered online and complement in-person services.



Problem-solving practices or courts that bring defendants, victims, lawyers, public defenders, community leaders and/or prosecutors together to address the underlying causes of crime. Key features of a problem-solving approach include rehabilitation, interdisciplinary collaboration, and accountability.



Claiming services that help people access vital public services, such as social security benefits, proof of personal identity or health care. These services are supported online, combined with help desks or local in-person assistance.



Prevention programmes or services that are supported by apps to ensure safety and security from violence, theft and fraud.



People-centred online information/advice and follow-up services that help people solve their justice problems in a step-by-step, fair and effective way that is consistent with their legal entitlements.

With gamechanging pathways to achieving the goals identified, justice leaders looked closer at the enabling environment required for the transformation towards people-centred justice. This included a review of contextual threats, opportunities and uncertainties, solutions, delivery models, financing models, as well as leadership and capacity. The stakeholders moved forward, informed by insights they developed, supported by the strategic work done in the dialogues and benefiting from knowledge within the group alongside data and research findings provided by HiiL.

DIGGING DEEPER

This strategy document is accompanied by a Deep Dive report that contains data on justice needs and research on “what works”. For each of the goals, and following the pathways set out by the stakeholders, the HiiL research team summarised relevant data. From justice needs surveys, the landscape of justice problems that Ogun State will have to manage each year can be predicted.

The report also contains experiences and insights on how other jurisdictions deal with these problems. Domestic violence, land conflicts, neighbor issues and family disputes are not unique to Ogun State. In other states and in neighbouring countries, similar approaches have been tried, tested and evaluated. Some interventions, such as mediation or land documentation, are being used in many countries of the world. Best practices and research exist, some of which have been shared with stakeholders during the dialogues and some of which have been added after the stakeholders refined the goals and pathways.

The findings in the report generally support the pathways that the stakeholders have developed. The findings also provide anchor points for the next steps towards implementation.

A Strategy Which Makes People-Centred Justice Happen in Ogun

The strategy reflects deep understanding and commitment by the stakeholders to accomplish these goals, knowing that this would have a substantial effect on the prevention and resolution rates for injustices experienced by Ogun people and others seeking civil justice redress. Stakeholders acknowledged that the integration between formal and informal justice systems is vital to comprehensive civil justice transformation.

What is shown in the following chapter directly reflects the vision to make Ogun a safe place for people to live, work and do business. The first steps towards transformation have already been taken. There will be many more outside the space provided by the CJTL. Through implementation, the ideas captured here will be tested and adapted to unfolding realities.



“It is everybody’s affair, all hands on deck to ensure what we do today reflects society.”

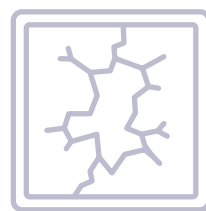
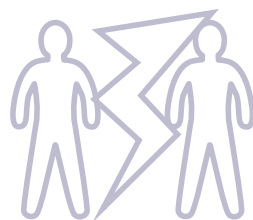
The Civil Justice Transformation Strategy

This section sets out the Civil Justice Transformation Strategy that has been developed by the stakeholders. The stakeholders selected three justice needs, worked on four civil justice transformation goals and formulated 19 SMART indicators of success with numeric targets. The three gamechanging pathways that emerged answered the question of ‘how’ the goals developed can be achieved.

The Civil Justice Transformation Goals

The four goals outlined in the following pages are visionary in their outlook and grounded by their corresponding SMART indicators of success and targets. They are written in terms of what Ogun people can expect as outcomes by 2023 and make explicit how they aim to contribute to the ease of doing business in the state. Throughout the design process, the Stakeholder Team focused on what could be achieved within two years, given existing capacity and resources to implement.

Agency for transformation rests primarily with the enabling actors and institutions identified, but is equally dependent on Ogun people themselves, knowing their rights and demanding user-friendly, people-centered civil justice services.



Our four Civil Justice Transformational Goals

1. Ogun people will make land title registration more flexible, transparent and technologically driven to prevent land disputes.
2. Ogun people will increase their use of informal and local dispute resolution mechanisms to resolve neighbour issues.
3. Ogun people will have access to improved resolution of family disputes.
4. Ogun people will have fast and effective access to protection in the event of domestic violence.



Achieving Civil Justice Transformation

Goal 1: Land

JUSTICE NEED: LAND DISPUTES

Civil Justice Transformation Goal 1: Ogun people will make land title registration more flexible, transparent and technologically driven, to prevent land disputes.



Link to Ease of Doing Business

Simplifying the process would aim to see an **increase in the number of titles registered** and a **reduction in time spent** to do so. The system would be made more **transparent**, easier to access and consequently **more attractive** to people wanting to operate and do business in Ogun State.

Land registration titles **provide assurance** and facilitate the steps required to establish a business presence, such as securing credit from the bank, planning construction work, setting up electricity and gas.

SUCCESS INDICATORS WITH THEIR TARGETS

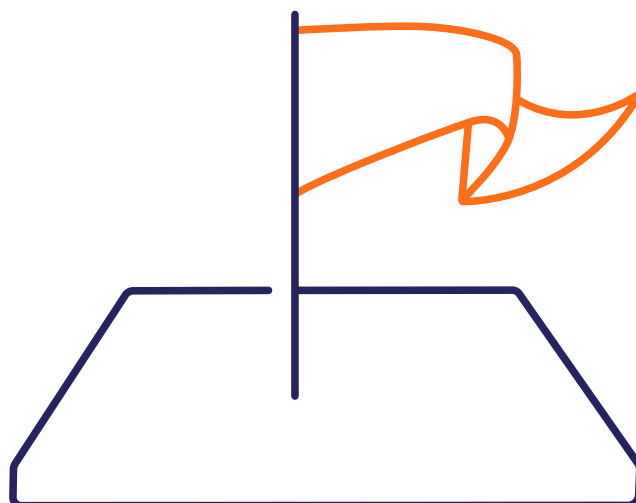
1. Creation of record offices in every local community (20) within 6 months (e.g. town halls, Baale/Obas, Palaces etc).
2. Establish a localised land management system (pilot) in 10 local communities within one year.
3. The appointment of 10 local record-keeping officials via communal agreement within 12 months.
4. Enhancing the synergy between the Land Registry and Traditional Rulers.
 - 4.1. # bodies established encompassing traditional rulers and the Bureau of Lands to ascertain land ownership in various communities.
 - 4.1.1. Target: 1 (By 31 August 2021).

DIGGING DEEPER

In Ogun State, the yearly expected number of land disputes is at least 100,000. Disputes over boundaries/access, land titles/ownership, use of land and land grabbing are most frequent. Standardising the interventions to resolve land disputes is very much supported by the literature. Fit for purpose land registration is a tested approach, with many best practices identified. Local record keeping, and solving land disputes locally, is recommended.

The Deep Dive report mentions examples of similar programmes. Although the costs of such programmes are substantial, they offer a pragmatic alternative to centralised land registration systems. These programmes can provide adequate protection to people living on the land, whilst balancing the interests of investors and government agencies. Interesting best practices include the use of 'halfway-documents', dialogues and support with filling out standard forms by neutral persons. The literature recommends affordable and consistent record keeping of all tenure forms, locally grounded land records in close proximity to communities and reflecting the situation on the ground.

Besides recommending alternative dispute resolution, there are also many findings about the way this can be organised, informed by (contradicting) evidence and preserving future relationships between disputing parties.



Achieving Civil Justice Transformation

Goal 2: Neighbour

JUSTICE NEED: NEIGHBOUR DISPUTES

Civil Justice Transformation Goal 2: Ogun people will increase their use of informal and local dispute resolution mechanisms to resolve neighbour issues.



Link to Ease of Doing Business

Increasing the resolution rate of neighbourhood disputes would **contribute to more peaceful societies** and more prosperous daily life. **Investors would be attracted** to such areas and see further **opportunity to conduct business.**

Increasing the use of informal and local dispute resolution mechanisms to resolve such disputes will consequently see a **reduction of cases handled** in the court. This will **reduce the courts' burden** and **increase their capacity** to handle more serious matters (including business cases) in a timely manner. As the performance of the courts grows, so too will investor confidence.

SUCCESS INDICATORS WITH THEIR TARGETS

- 1. Increased awareness of local communities regarding neighbour rights and duties.**
 - 1.1. % of CDA and village heads to be educated/trained within 12 months.
 - 1.1.1. Target: 40.
 - 1.2. # of LGAs with media awareness campaigns within six months
 - 1.2.1. Target: 6.
 - 1.3. # of local traditional authorities trained on how to mediate and resolve neighbour disputes within 6 months.
 - 1.3.1. Target: 3.
 - 1.4. % of CDAs to attend meetings for education in rights/duties of neighbours within 12 months.
 - 1.4.1. Target: 20.
- 2. Increased use of informal/local dispute resolution mechanisms for neighbour disputes.**
 - 2.1. % increase in neighbour disputes recorded to the CRD.
 - 2.1.1. Target: 40 (200 cases within 3 months).
 - 2.2. % increase in the number of NDs using the informal resolution mechanism of neighbour disputes within 12 months.*
 - 2.2.1. Target: 40 (200 cases within 3 months).
 - 2.3. % increase in number of NDs reporting disputes to OPD within one quarter.
 - 2.3.1. Target: 40.
- 3. Decreased number of neighbourhood disputes filed in Courts**
 - 3.1. % decrease in neighbour disputes filed in court within 12 months.
 - 3.1.1. Target: 35.
 - 3.2. % decrease in NDs filed within courts within one quarter (to correspond with increase in NDs using informal mechanism).
 - 3.2.1. Target: 35.

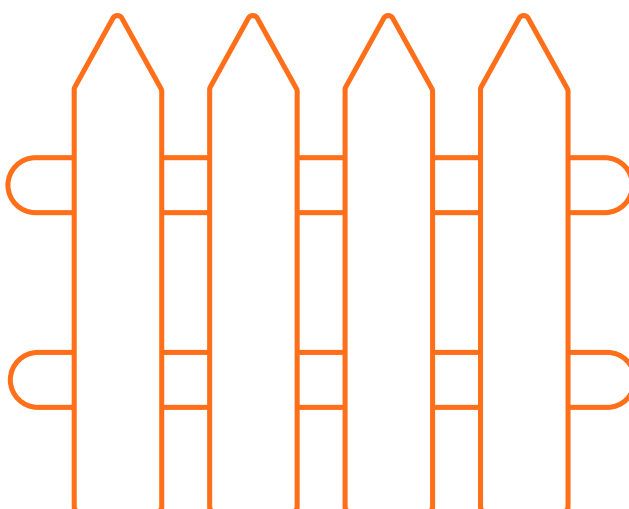
* CRD/OMDC to collect/collate baseline data.

DIGGING DEEPER

In Ogun State, 250,000 neighbor disputes can be expected every year. For such disputes, community justice services using ADR are recommended, which is fully in line with the pathways set out by the stakeholders.

The Deep Dive report mentions a number of models for local dispute resolution services that can be considered. One important issue identified by the stakeholders is how to entice disputants to use such services. Programmes in other countries have discovered a number of good practices for inviting the other party to the dispute. The report also shows how other jurisdictions have dealt with conflicts about noise and found out the particular forms of mediation that work for neighbor disputes. Another issue brought up by the stakeholders is the one of enforcement. Several ways to improve compliance with (negotiated) decisions have been tried and tested. Linking informal justice in communities to a supervisory role of the courts can be done in different ways.

During the implementation phase, this know-how can inform the design of standardised “treatments” for the many inevitable neighbor disputes that are likely to occur in Ogun State.



Achieving Civil Justice Transformation

Goal 3: Family (Divorce)

JUSTICE NEED: FAMILY DISPUTES (DIVORCE)

Civil Justice Transformation Goal 3: Ogun people will have access to improved resolution of family disputes.



Link to Ease of Doing Business

Reducing the number of family dispute cases in courts will **increase the capacity of the courts to handle more serious cases** (including business cases) in a timely manner. As the performance of the courts grows, so too will investor confidence.

Avenues such as 'asset protection' and 'contract enforcement' can be introduced during ADR and in prenuptial agreements. To see the uptake of such avenues could preserve businesses and reduce the risk that domestic issues affect work conduct and environment.

SUCCESS INDICATORS WITH THEIR TARGETS

1. Increase in the use of ADR

- 1.1. % increase in the use of ADR to resolve family disputes.
- 1.1.1 Target: 20.

2. Awareness of prenuptial agreements: basis of understanding and emotional sensitivity to couples

- 2.1. % of couples will have access to information about prenuptial agreements.
- 2.1.1. Target: 20.

3. Creation of a specialised family court

- 3.1. # specialised family court created for marriages under the Act within 6 months (August 2021).
- 3.1.1. Target: 1.
- 3.2. % of new divorce cases will be moved to the specialised courts.
- 3.2.1. Target: 100 (70% by August 2021).

4. Increase in data collation

- 4.1. % of data on family disputes will be collated* within 1 year.
- 4.1.1. Target: 70.
- 4.2 % of collated data will be digitised.
- 4.2.1. Target: 20 within 18 months.
- 4.2.2. Target: 80 within 24 months.

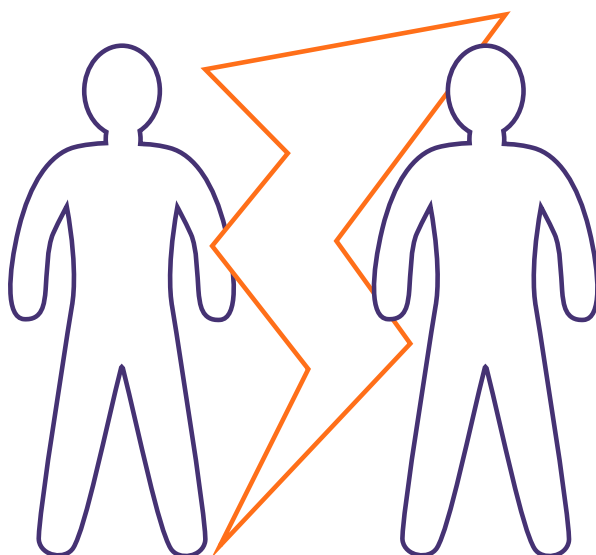
* The word 'collated' has been used as not everything is ready yet for digitisation

DIGGING DEEPER

Family disputes in Ogun State are mostly related to divorce and separation. The number of divorce cases going to Ogun State courts is in the hundreds, whereas 15,000 separation disputes can be expected based on survey data. Both formal marriages and informal family relationships are often dissolved.

The Deep Dive report confirms the need for specialised family justice services. It summarises high quality studies, including very valuable ones by Nigerian researchers. One study details nine outcomes of “good divorce law,” such as preserving the sanctity of marriage and the stability of the family; saving marriages that are salvable; reducing the bitterness associated with divorce; and protection for the economically weaker spouse, victims of domestic violence and the children of the marriage.

Many international good practices of “dispute system design” are described, including the tendency towards a mandatory mediation process. For mediation, guides and training manuals list the techniques and interventions that can be used, which already have been adapted to the Nigerian context. HiiL and others worked on recommendations for justice practitioners for the key dilemmas they identified in their family justice practices. When implementing local justice services for separation and divorce (see below in the Pathways Section), a sound financial and organisational model will be needed. In this way, justice services to families can be of consistent and good quality.



Achieving Civil Justice Transformation Goal 4: Family (Domestic Violence)

JUSTICE NEED: FAMILY DISPUTES (DOMESTIC VIOLENCE)

Civil Justice Transformation Goal 4: Ogun people will have fast and effective access to protection in the event of domestic violence.



Link to Ease of Doing Business

Preventing and resolving cases of domestic violence is important to making Ogun State a safe place to live and work. By creating an environment which has victim support services in place, investor and local business owner confidence will grow.

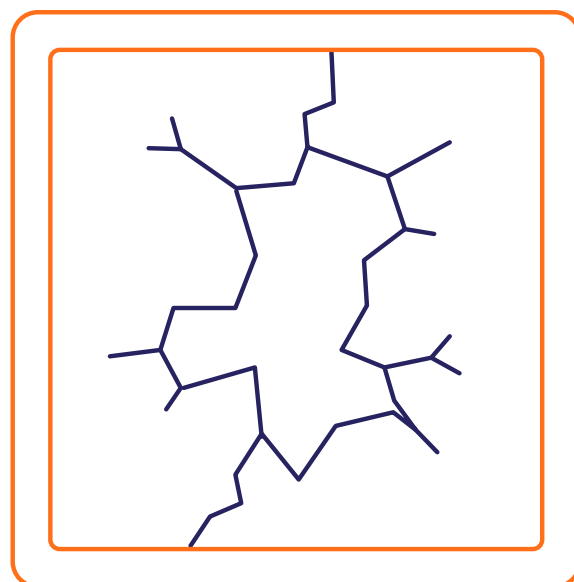
SUCCESS INDICATORS WITH THEIR TARGETS

- 1. Establishment of a Domestic Violence Rapid Response Team**
 - 1.1. # of Domestic Violence Rapid Response Teams Established.
 - 1.1.1 Target: 1 by June 2022.
 - 1.2. # of toll free line connected to the Domestic Violence Rapid Response network.
 - 1.2.2 Target: 1 by June 2022.
- 2. Awareness raising of domestic violence response system, resolution procedure and procedure for obtaining compensation**
 - 2.1. % increase in awareness raising of citizens by number of community awareness campaigns.
 - 2.1.1 Target: 50 by Dec 2022.
- 3. Increase in resolution of domestic violence matters**
 - 3.1. % increase in domestic violence matters resolved.
 - 3.1.1 Target: 50.

DIGGING DEEPER

On the basis of the Nigeria JNS survey, the expected yearly number of domestic violence problems in Ogun state is 15,000. But domestic violence is likely to be underreported. The Deep Dive report provides access to the vast literature on domestic violence worldwide. There are 100s of studies on domestic violence in Nigeria in particular.

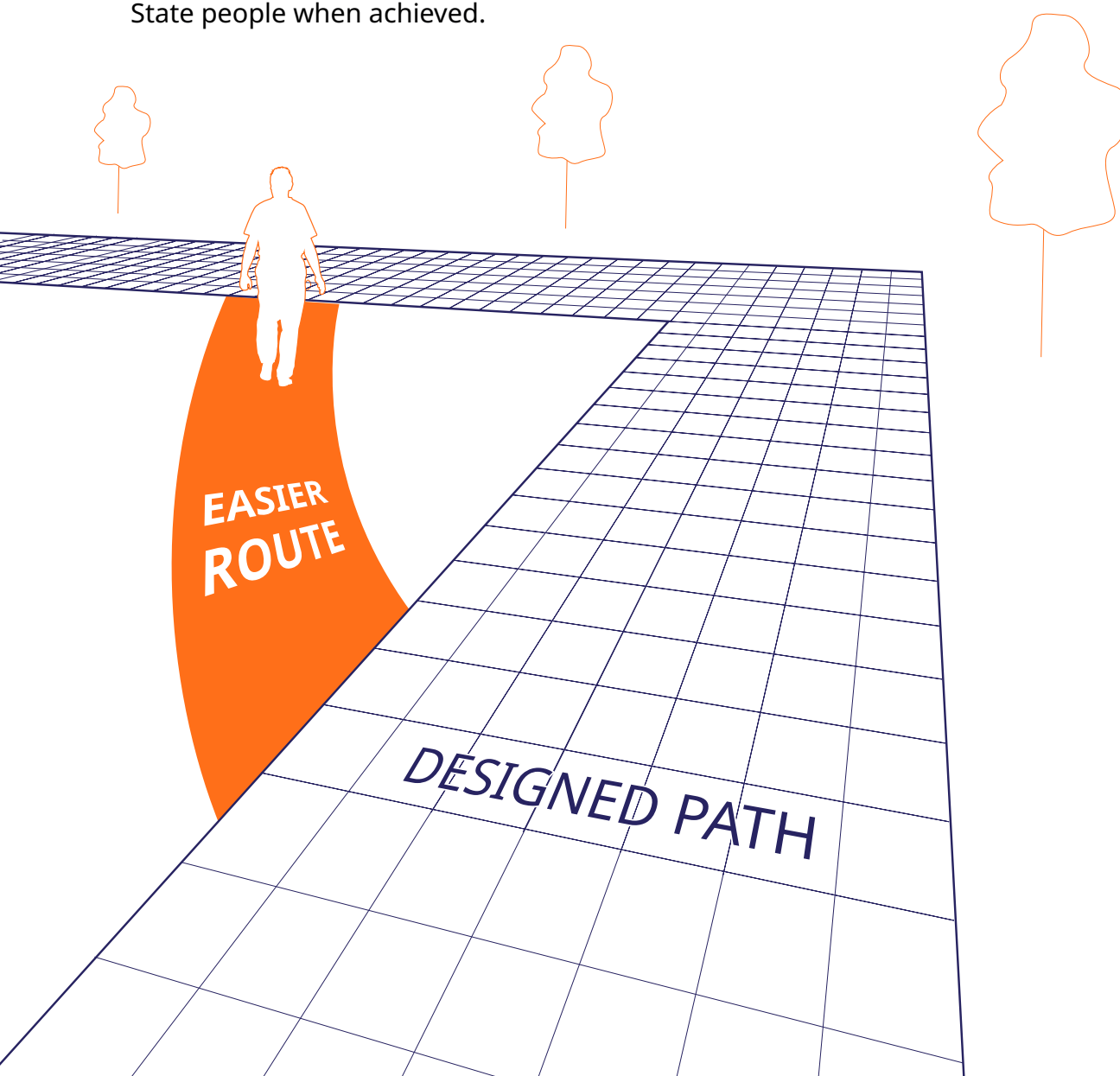
One stop domestic violence response has been implemented in quite a few settings. A recent literature review lists the barriers and the enablers of setting up such services in lower and middle income countries. Increasing voice and participation in the design of responses is a recurring theme. The Deep Dive report summarises some of the lessons learned and best practices developed by domestic violence practitioners. One problem to address is the usage rate of such services. Another issue that is prominent in the literature is the need to finetune the use of criminal justice interventions. Finally, the effectiveness of different forms of therapy (for victims, perpetrators, couples) needs to be taken into account when further implementing these services.



Achieving goals through gamechanging pathways: measures, indicators, targets, enablers and resources

Developing gamechanging pathways aims to challenge the status quo. The idea of a CJTL is to think of new ways to successfully address pressing problems in access to justice. To accomplish this, the stakeholders considered elements that can help or hinder their ability to achieve the people-centred goals they have set. After three stakeholder dialogues that took a total of eight days; encompassing rich, engaging and at times challenging pollination of ideas, three gamechanging pathways emerged. These pathways aim to profoundly change the lives of Ogun State people when achieved.

New ideas were introduced and what follows captures innovative, systemic thinking and creative sequencing in action. The uniqueness of each pathway points to the tailored nature of the needs identified, goals developed, and solutions provided. While there can be many similarities in the means to achieve some goals, there is no single answer to how transformation must happen. Over time, what is achieved will be continually adapted based on what emerges from pilot testing and implementation.



Gamechanging Pathway 1 – Ibi Isadi Rapid Response Services

Addressing civil justice transformation goal(s): - **Goal 4** - Ogun State people will have fast and effective access to protection in the event of domestic violence.

Descriptive: A one-stop-shop providing people-centered online and mobile phone information and follow-up services, assisting victims of domestic violence to resolve their diverse support needs. Hiil's [online dashboard](#) has a dedicated page for platforms offering one-stop dispute resolution with examples and tools to develop business cases/ financial models.

Delivery Method: 7 areas of support services were identified to be made available across the state, starting with the 20 Local Government Areas.



GOAL: OGUN STATE WILL HAVE FAST AND EFFECTIVE ACCESS TO PROTECTION IN THE EVENT OF DOMESTIC VIOLENCE

GAMECHANGING PATHWAY: THE CREATION OF IBI ISADI* RAPID RESPONSE (I2R2) SERVICES

A one-stop-shop to filter the needs of victims of domestic services.

* A place to run for succour / comfort/refuge; a safe haven.

Impact:

To empower people and businesses in Ogun State to prevent and resolve justice problems.

Threats

- Inadequate funding (welfare needs of victims, creation of shelter).
- Unwillingness of victims to come forward (societal pressure, cultural factors, psychological feelings).
- Lack of synergy between stakeholders (lack of communication within the Rapid Response Team).

Opportunities

- Government buy-in (VAPPMC).
- Existing emergency hotline (112).
- Existing model (family support unit).
- Activities of some civil society organisations.
- Creation of job opportunities.

Short-term

Setting up an emergency hotline (6 months).
Public sensitisation to raise awareness of hotline (6 months).

Medium-term

Amendment of the VAPP Law to institutionalise Ibi-Isadi (2 years) - prior to this, to be managed by VAPPMC.
Set up of newly established Ibi-Isadi (2 years).

Long-term

Post-set up of Ibi-Isadi: presence in each local government area (5 years).
Designation/Establishment of safe houses - 1 per Senatorial District (5 years).
Scaling down Ibi-Isadi presence to each ward.

Enabling Environment

Legal Policy & Regulatory frameworks existing structure:
VAPP Law, ACJL, Ministry of Womens' Affairs and Social Development, Ministry of Justice, VAPPMC.

Actors

Commissioner for WASD
Commissioner for Justice
Director of Citizens' Rights
Law Enforcement Agencies
Traditional Religious Institutions.

Funding

Government funding.
Development Partners and donors.
Community funding:- donations from empathetic individuals, minimal user fees, and private sector Corporate Social Responsibility (CSR).

Winners

Victims, society.

Losers

Abusers and their enablers.

Gamechanging Pathway 2

(i) e-filing (ii) e-registry

Addressing civil justice transformation goal(s):

Goal 1 - Ogun people will make land title registration more flexible, transparent and technologically driven in Ogun State, to prevent land disputes.

Goal 2 - Ogun people to increase their use of informal and local dispute resolution mechanisms to resolve neighbour issues.

Goal 3 - Ogun people will have access to improved resolution of family disputes.

Goal 4 - Ogun people will have fast and effective access to protection in the event of domestic violence.

Descriptive: Prevention programs or services to ensure safety and security supported by apps, focusing on land theft and fraud that ultimately lead to land-related conflicts. Hiil's online dashboard has a dedicated page for people-centred [online information](#).

Delivery Method: Resolutions of land, neighbour, and family disputes at the local level will be uploaded to digitized platforms (more dependable archive) to prevent civil justice conflicts in the future. The e-filing and e-registry would be done at substations made available from LGA level to CDA level, then uploaded to the central records platform.

GAMECHANGING PATHWAY: DIGITISATION BY E-FILING			Impact: <i>To empower people and businesses in Ogun State to prevent and resolve justice problems.</i>
Goals	Solutions	Enabling Environment	
Goal 1 Divorce	E-registry. <ul style="list-style-type: none"> - To improve client experiences (ease of information & more satisfaction). - Notification of court proceedings. Information Portal. <ul style="list-style-type: none"> - To help people access information on what to do and consider what their options are. - Taking advantage of the resources provided by NGOs, eg FIDA. 	Amendment of Civil Procedure Rules to make provision for e-filing. Regulatory framework for Portal (e.g. upon the creation of OPD, one of its functions would be to make available information to citizens on divorce matters).	
Goal 2 Neighbour	Informal/local dispute resolution mechanism. <ul style="list-style-type: none"> - Training village heads/key workers in data collection. - Accurate record keeping by secretaries/personnel. - Designing a template to be followed for coalition of data. 	Records collated are transferred to the central database and influence government policy-making. Traditional rulers accommodate e-filing.	

Goal 3 Land	<p>Establishment of local land record-keeping offices.</p> <ul style="list-style-type: none"> - Decentralising the Land Registry. - Local repository of records at local level. - Proper record keeping which must be searchable. - Claims of interests registry at the local level to work in synergy with the lands registry. 	<p>Legal change to ensure that data gathered at Local Dispute Resolutions are forwarded to the Lands Registry by amending the Land Title Registration Law.</p> <p>The records must be searchable (online this is important when attracting investors).</p>	
Goal 4 Domestic Violence	<p>Creation of an information portal: to assess services available for citizens.</p>	<p>The VAPP management committee is already in place.</p>	
Threats		Opportunities	
<p>Illiteracy at the local level. Corruption. Lack of awareness. Funding. Manpower/infrastructure.</p>		<p>Wider access to information helps to inform government policies. Reduction in land conflicts.</p>	

FOCUSING ON DIVORCE PROCEEDINGS			
Short-term	Medium-term	Long-term	
<p>Development of integrated system in the High Court.</p> <p>Testing of prototype.</p> <p>Piloting system in High Court.</p> <p>Amendment of Civil Procedure Rules to make provision for e-filing.</p> <p>Replication across the judiciary.</p> <p>Continuous training of users on e-filing.</p> <p>Short-term plan on e-filing to be completed within 2 years.</p>	<p>Having a complete database of divorce cases online from year 2000 - date.</p> <p>Medium term plan to be completed within 5 years.</p>		
Winners		Losers	
Litigants, Ogun State citizens, Bar & Bench.		Business Centre Operatives, Fraudsters.	

Gamechanging Pathway 3 – Local Dispute Resolution & Marriage Dispute Resolution

Addressing civil justice transformation goal(s):

Goal 1 - Ogun people will make land title registration more flexible, transparent and technologically driven, to prevent land disputes.

Goal 2 - Ogun people will increase their use of informal and local dispute resolution mechanisms to resolve neighbour issues.

Goal 3 - Ogun people will have access to improved resolution of family disputes.

Descriptive: Community justice services that deliver solutions effectively, through traditional institutions, community development associations, and other rural structures; integrating formal and informal justice. HiIL's online dashboard has a dedicated page for [Community justice services](#).

Delivery Method: Decentralising local and marriage dispute resolution centres to the LGAs initially and to the CDAs in 5 years. Resolutions will be filed with customary court for proper record keeping as a backup to local records kept by traditional heads and the centres.

GAMECHANGING PATHWAY: ALTERNATIVE DISPUTE RESOLUTION (Community justice service)		Impact: <i>To empower people and businesses in Ogun State to prevent and resolve justice problems.</i>
Goals and their context	Threats & Opportunities	
<p>ADR to resolve land disputes: Information on land ownership from local records offices to aid earlier resolution of land disputes before escalation to conflicts and or legal proceedings.</p>	<p>Threats: Potential costs of registration (of land ownership records) may be constraining. Lack of means of compelling participation in ADR/LD(M)R.</p> <p>Opportunities: To create standardised guidelines for drafting mediation agreements. To provide subsidised/free LD(M)R for eligible (low-income) indigenes. Establishment of governance mechanisms and systems of accountability.</p>	
<p>Local Dispute Resolution of neighbour problems features: - Landlords to CDAs to LGAs to Ministry of Community Development (to resolve disputes).</p>	<p>Threats: non-compliance with terms; lack of knowledge/awareness.</p> <p>Opportunities: Continuous training/education of traditional rulers, Estate Residents Association, CDA officers/Min. CD officers.</p>	

Goals and their context		Threats & Opportunities	
Divorces related to statutory marriages feature: Mediation/Conciliation (statutory marriages) features: <ul style="list-style-type: none">- Both parties only.- Possibly one witness per party.- Private & confidential.- Binding as enforceable contract in court.		Threats: Difficulty in enforcement of mediation agreements; non-participation of respondents. Opportunities: Better drafting of mediation agreements for easier enforcement. Uncertainties: Unknown/possible economic barriers, non participation of respondent, personal interests (e.g. of lawyers).	
Divorces related to traditional marriage features: Local marriage dispute resolution features: <ul style="list-style-type: none">- Both parties plus families.- Numerous witnesses less private & not confidential.- Enforceable through familial pressure.		Threats: Stigma of divorce, lack of recognition of women's rights. Opportunities: Continuous training/ education of traditional rulers, Estate Resident Association, CDA officers/Min. CD officers; legislature that will protect the interest of a woman married under traditional law whose husband dies. Uncertainties: Non-participation of respondent, intimidation, personal interests (e.g. third party).	
Cross-cutting context			
Threats & obstacles		Lack of education. Personal interests seeking to maintain status quo. Lack of resources. Weak formal legal system (to support solutions). Lack of political will. Lack of means of compelling participation in ADR/LDR/MDR.	
Opportunities		Desire for more efficient means of attaining justice. Digitisation of formal dispute resolution (court) systems. Political will to support innovative/local solutions to local problems. Standard template/guide for drafting mediation agreements. Establishment of governance mechanisms & systems of accountability.	
Cross-cutting Enabling Factors			
Enabling Environment		Enabling Actors	
Training, Sensitisation, Funding, Resources for government, Stakeholder involvement.		OMDC, CRD/OPD, MoJ, Ministry of CD, Ministry of Chieftaincy and LGAs, MWASD, Local community residents.	
Winners		Losers	
Land grabbers. Corrupt politicians. Unscrupulous lawyers.		Land owners. Investors. People. Courts (justice sector).	

Reflecting on the Strategy

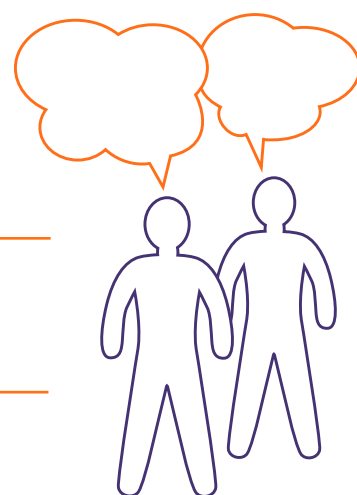
It is noteworthy that some recurring observations emerged across the gamechanging pathways:

1. The need to decentralise all of the gamechanging pathways to senatorial zones (3), Local Government Areas (20), Community Development Associations (200+), or electoral wards (400+), over time.
2. The validity and legitimacy of the gamechanging pathways demands a meeting point between traditional or informal legal solutions and the legal institutions.
3. The need for record keeping, collation of data and eventual digitisation.

From the discussion amongst stakeholders, it became clear that 2 of the 3 gamechanging pathways cut across multiple goals; while the goal on domestic violence has one associated gamechanging pathway. Institutional responses and individual roles play an important part in achieving the goals identified. The strategy document should therefore be seen as a living document which offers a concrete starting point and focus in terms of strategic direction. It is expected that during implementation new information from continuous monitoring and evaluation will strengthen subsequent phases of civil justice transformation in Ogun State. This strengthening will include the accommodation of additional modifications that may increase the chances of accomplishing established goals.

Because of this **Civil Justice Transformation Lab**

*“The game has just started. . .
No! No! No! The game has changed!”*



⁴ Each of the 36 states in Nigeria is made up of three geographical Senatorial Zones or Districts each, with Abuja the Federal Capital Territory having one. This explains why there are a total of 109 Senators in the National Assembly. These SZs have Local Government Areas under them. In Ogun State there are 20 LGAs. Electoral segments also divide the LGAs further to electoral wards. Ogun State has over 400 of them. This explains proposals on how to decentralize some of the processes and infrastructure to support the achievement of the gamechanging pathways.

Next Steps and Recommendations

-
- 1. A Strategy Launch** - An opportunity to share with the general public what the stakeholder team collectively worked on, and concretely achieved. A call to action would be necessary to begin to implement the strategy over the short, medium and long term. This event is scheduled to take place on 28 April, 2021.

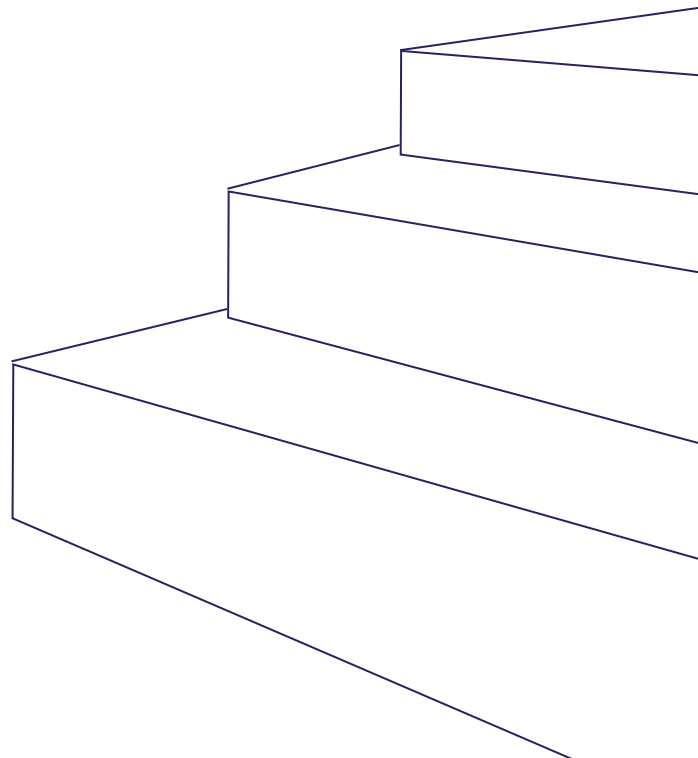
Recommendation: This event sets the tone and creates the appropriate segway to the implementation phase. It is the beginning of many more incremental steps to achieve the goals.

-
- 2. Implementation** - The commitment and cooperation of the people, government, private sector investors and innovators are needed for effective implementation of the gamechanging pathways that emerged. The right tone, framework and actionable steps for these gamechanging pathways to achieve the laid out goals and targets is imperative. It would require the executive, legislative and judicial branches of government to play their respective roles, complementing the activities of civil society, law enforcement and other ancillary sectors.

Recommendation: To constitute a committee or taskforce that monitors and evaluates implementation. Regular monthly or quarterly meetings could be considered where success indicators are monitored to measure progress towards the goals. Consideration should be given to the stakeholder team while constituting this taskforce. In addition, it is recommended that a half-yearly review is organised to look at progress overall, and assess what additional measures are needed in the enabling environment. This half-yearly review would ideally include all of the justice leaders who comprise the Stakeholder Team.

3. Innovation Lab(s) - HiiL will evaluate which of the gamechanging pathways would possibly be developed in a follow-up Justice Innovation Lab(s). The feasibility of how many gamechangers will be developed further is based on funding, sustainability, and scope for scalability; with innovators and investors from the state.

Recommendation: The gamechanging pathway(s) would feed into the Innovation Lab. The output of an Innovation Lab would be a detailed project plan for implementing a gamechanging pathway that is sustainable, scalable and investible. Progress from the Innovation Labs would be shared and discussed with justice leaders in the half-yearly reviews outlined in 2.

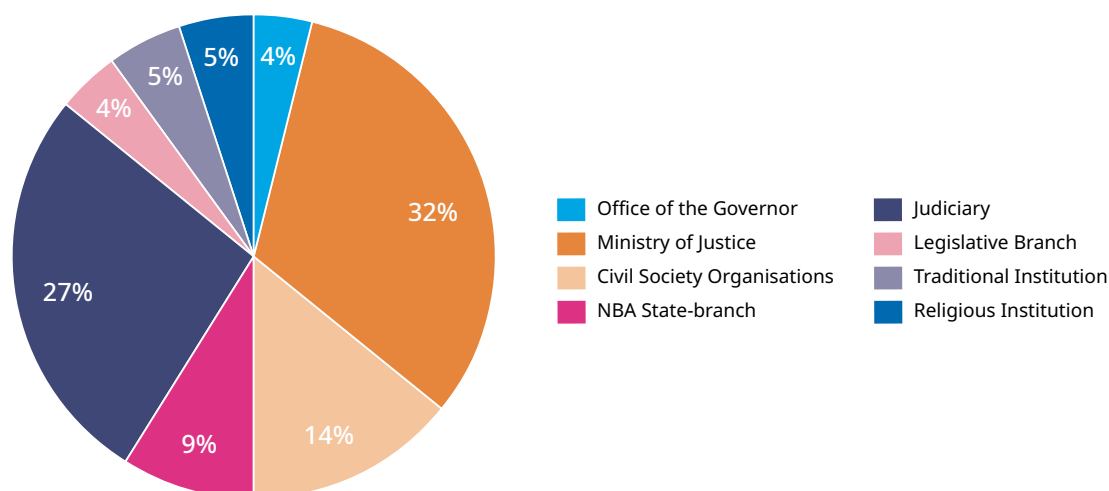


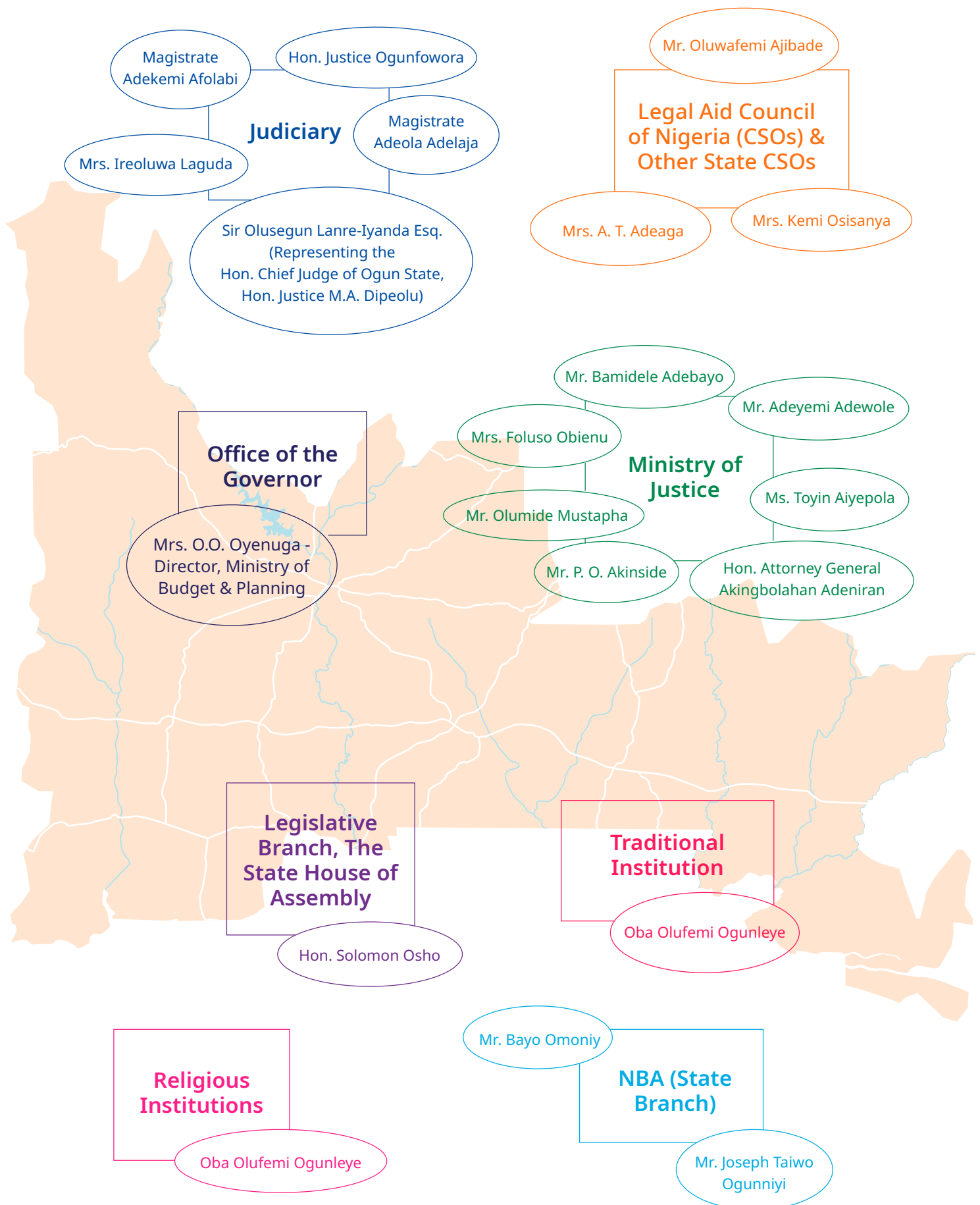
Appendix 1 – Composition of the Stakeholder Team

The Stakeholder Team Template from the federal level team:

1. Office of the Governor
2. Ministry of Justice
3. Nigerian Police
4. Legal Aid Council of Nigeria (CSOs) & Other State CSOs
5. NBA (State Branch)
6. Nigeria Correctional Service (Prisons Services) - State Control Commander
7. Judiciary
8. Private Sector, Legal Luminary
9. Legislative Branch, The State House of Assembly
10. Traditional Institution
11. Religious Institutions
12. National Orientation Agency (NOA) - State level leadership

Composition of the Ogun State Stakeholder Team





About our work

The Hague Institute for Innovation of Law (HiiL) is a social enterprise devoted to accessible and user-friendly justice. We are friendly rebels who are passionate about social impact and we situate our work in the context of the UN's SDG 16.3 (Sustainable Development Goals). We aim to empower 150 million people to prevent or resolve their most pressing justice problems by 2030.

The Task Force on Justice, convened by the Pathfinders for Peaceful, Just and Inclusive societies published a landmark report in July 2019. The report points out that today's justice systems are not fulfilling the task of helping people to solve their justice problems. At any one time, 1.5 billion people do not have access to justice. This has a high impact on their lives and society: from violence to seriously damaged relationships and business conflicts.

To make a long story short: justice does not deliver what people need in their most difficult moments. The problem is that we are still using the same models developed in the distant past. It makes the process of getting justice today slow, stressful, time-consuming, and very expensive. We truly believe basic justice care for everyone is possible. We at HiiL call it: user-friendly justice. Justice that is affordable, accessible, and easy to understand. It is justice that works. We believe that this can be achieved through systematic programming:

1. Together with partners in the countries where we work, we collect data on justice problems, their impact on people, and the complex journeys to justice people often face.
2. Alongside the justice workers in the countries where we work and using our international research capacity, we co-develop best practices about solutions that work best to solve the most pressing justice problems that emerge from our data.
3. We work to incorporate those solutions in effective, sustainable delivery models that we know on the basis of our research and our work with innovators can achieve scale. We call them gamechangers. We support entrepreneurs working on these gamechangers and organise Innovation Labs that bring together national justice actors. Examples of potential gamechangers include: community justice programs, effective user friendly contracts for employment, one stop shop procedures, problem-solving criminal justice, prevention apps and programs, claiming platforms and online info and advice.
4. We bring together justice leaders in the countries where we work to ensure that an enabling environment is created in which the solutions and gamechangers that are needed can thrive and grow, and in which more innovation is possible. An enabling environment includes a suitable regulation of legal services, laws of procedure and financial systems, supported by effective cooperation between justice leaders in the institutions that ensure the rule of law.
5. As we do this, and together with our partners, in particular the Pathfinders for Justice, we build a movement, both nationally and internationally to solidify evidence based and innovation-driven working in the justice sector.

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