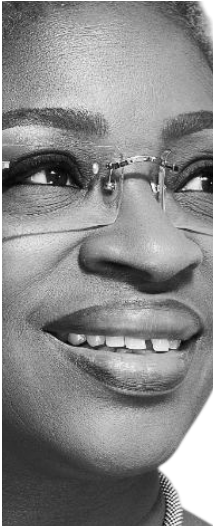


# THE #BBOLD 5-POINT AGENDA





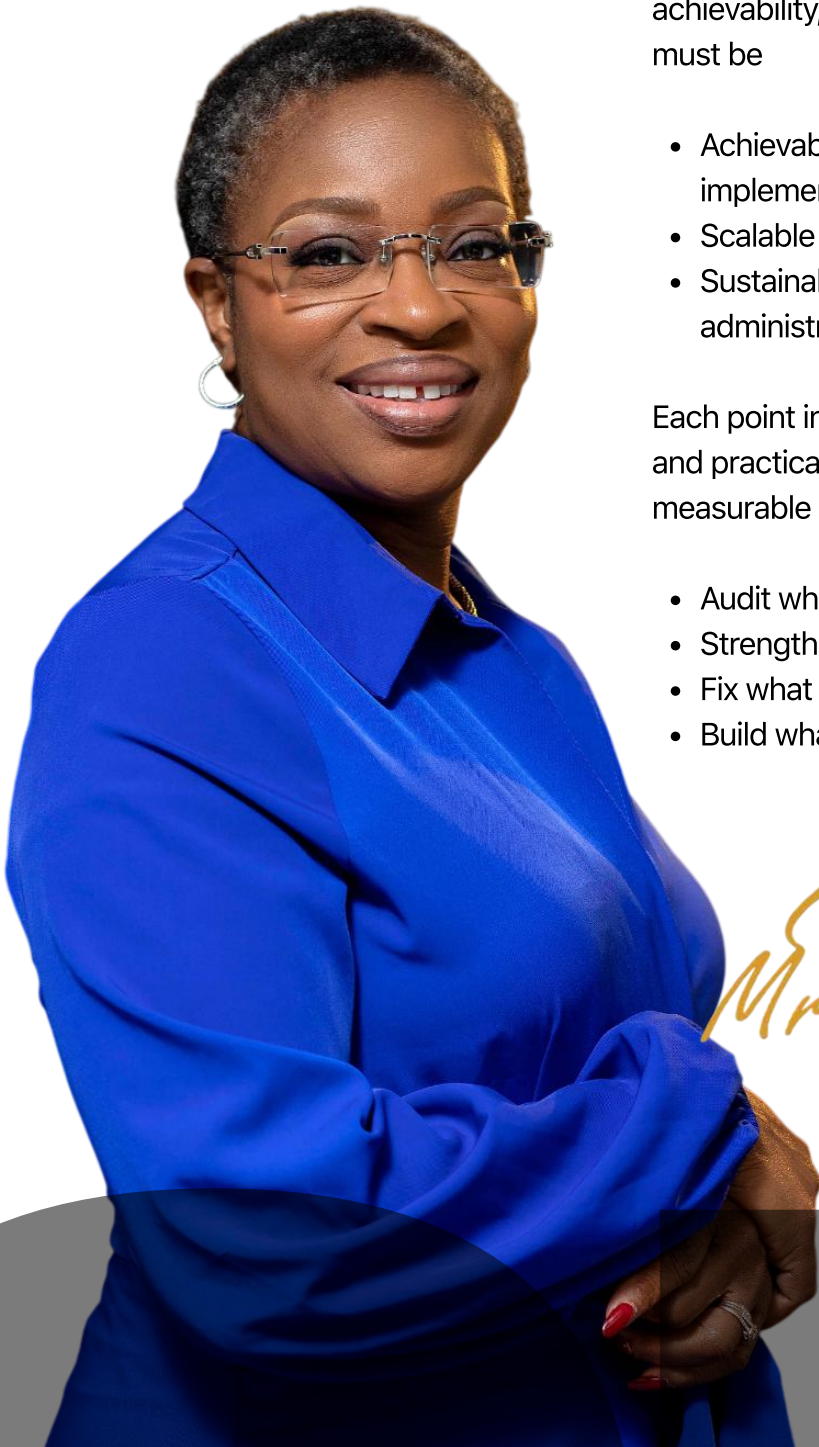
My 5-point agenda is built on a solid tripod of achievability, scalability and sustainability. Every policy must be

- Achievable - realistic and capable of implementation;
- Scalable - able to grow and deepen impact; and
- Sustainable - built to endure beyond one administration.

Each point in the agenda is deliberate. Each is realistic and practical. And each is designed to deliver measurable value to members. To achieve this, we will:

- Audit what exists
- Strengthen what works
- Fix what doesn't
- Build what is missing.

*Mrs. B*



PILLAR ONE

**EARN  
BETTER**

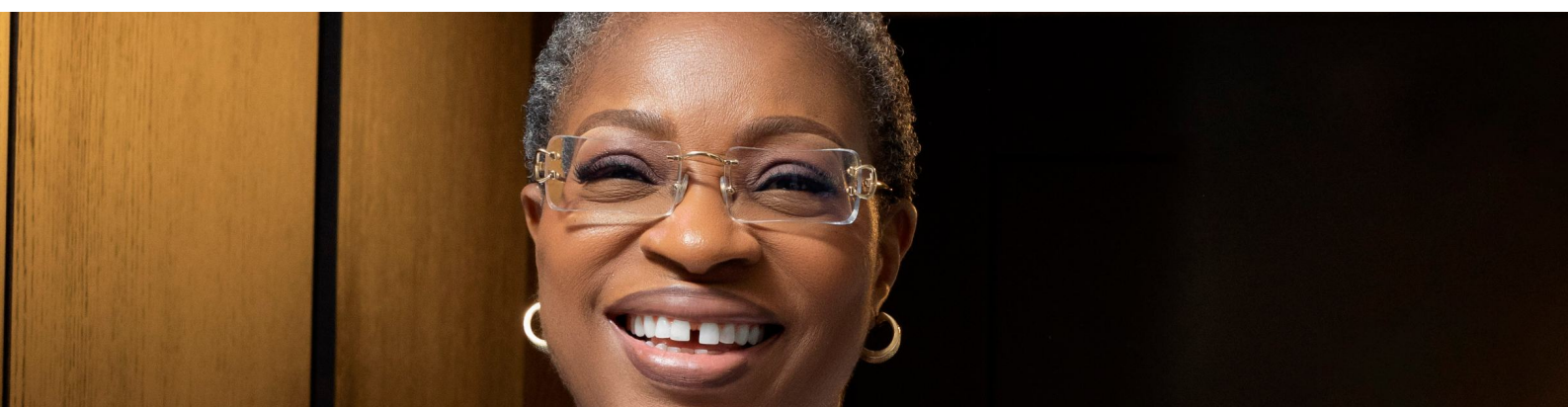
Welfare is supposed to help lawyers earn more and live better. But for too long, we have treated welfare as assistance or charity; giving fish instead of teaching how to fish. My idea of welfare is much broader. For me, welfare that helps lawyers to earn better, live better and practise better includes:

- **Economic dignity from better salaries.**
- **Professional growth and protection.**
- **Fair remuneration and protection from exploitation.**
- **Access to jobs.**

Technology tools and cheaper practice resources that reduce the cost of practice. My administration will therefore focus on the following:

- Promote compliance with the Legal Practitioners Remuneration Order by advocacy and enforcement.
- Ensure the effective operationalization of the Remuneration Committee established under the Act to periodically review and prescribe minimum remuneration standards for legal practitioners.

- Work with NBA branches to promote awareness and compliance with remuneration standards across the profession.
- Advocate for the implementation of a structured pupillage system that is accompanied by the payment of a mandatory living wage for young lawyers.
- Work with the proposed Remuneration Committee and other stakeholders to develop remuneration benchmarks for pupil lawyers and young practitioners.
- Promote compliance by law firms and legal employers with approved remuneration standards.
- Continue advocacy for improved remuneration, welfare, and career progression for Law Officers and other Lawyers in the Public Service.
- Address workplace harassment, bullying, discrimination, victimisation, exploitation, and other forms of unacceptable treatment within the profession, towards our younger colleagues.





- Create safe institutional channels through which lawyers can report workplace misconduct and seek support where necessary.
- Promote a culture of professionalism, dignity, and mutual respect within legal workplaces.
- Explore opportunities for access-to-finance support for legal practice, helping members strengthen and sustain their professional work through practical financial assistance and development opportunities.
- Prioritise the protection of lawyers in the discharge of their professional duties, as it is fundamental to the administration of justice. A lawyer who is intimidated, unlawfully obstructed, denied access to a client, assaulted, or humiliated while representing a client is not the only victim. The justice system itself is weakened. My administration will therefore treat the protection of lawyers and the preservation of professional dignity as a core institutional priority.
- Pursue an NBA—Police Lawyer Access Protocol to clearly define and protect the rights of counsel at police stations and other law enforcement facilities, while creating direct escalation channels with Commissioners of Police and other relevant authorities to ensure immediate intervention where necessary.
- Within the courtroom, dignity and mutual respect must remain non-negotiable. To this end, I will initiate a Bench—Bar Dignity Charter and strengthen the Bar—Bench Liaison framework to address concerns relating to judicial overreach, intimidation, and improper use of contempt powers, and discourtesy from members of the Bar and/or their clients, while ensuring proper institutional complaint procedures where issues arise. The courtroom must remain a forum of law, courtesy, and respect, never one of fear or humiliation.

The most durable welfare programme is a profession that works so we must build systems that produce better outcomes. Because a naira saved is a naira earned.

PILLAR TWO

**LIVE  
BETTER**



- Health scheme
- Emergency assistance
- Disability support
- Family welfare
- Insurance partnerships
- Maternity support advocacy
- Member privilege/smart card benefits
- Inclusion matrixes

**"No lawyer should have to face hardship alone. "**

Recognizing the intense pressures of legal practice, my administration will prioritize mental health and wellbeing support for lawyers finding it hard to cope with the pressures of life and work. Every member of the Bar should have somewhere to turn to in times of vulnerability.

#### **My Administration will also prioritise**

- NBA-led advocacy for six-month paid maternity leave and family-friendly workplace standards, including promotion of creche facilities, nursing support, and workplace wellbeing spaces.
- Anti-harassment reporting and protection mechanisms.
- Disability-inclusive standards for branches, conferences, and professional opportunities in accordance with the NBA Disability Policy Regular national town hall-like meetings for regular feedback.
- Stronger branch equity and inclusion initiatives.
- Leadership mentorship pathways for women lawyers through the NBAWF.
- Structured inclusion, measurable representation, and real participation of underrepresented groups within the NBA.
- The NBA must belong to every lawyer. No member should ever feel invisible within their own Association, unheard in its decision-making processes, or excluded from its opportunities for growth and leadership. My administration will therefore pursue inclusion with intent, a deliberate, measurable, and institutional commitment to equity, representation, and belonging across every category of membership.
- To achieve this, my administration will institutionalise inclusion across the Bar for women, young lawyers, lawyers in the academia, lawyers with disabilities, in-house counsel, law officers, lawyers serving in

security agencies and armed forces, and colleagues pursuing alternative career paths. These structures will ensure that the unique needs, perspectives, and professional interests of every constituency are formally recognised and represented.

- As a profession that must lead by example, we must deliberately strengthen pathways for inclusion, equity, and leadership development for women and underrepresented groups. My administration shall establish leadership mentorship pathways for women lawyers, create stronger systems for antiharassment reporting and response, and advocate for institutional policies that support maternity, caregiving responsibilities, family-work balance, and equitable career advancement.
- Inclusion must also be practical and visible. My administration will vigorously encourage the implementation of the Disability Policy and disability-inclusive standards for branch activities, conferences, meetings, and events, to ensure that lawyers with disability can participate fully and with dignity in more aspects of Bar life.
- My administration will ensure that appointments are diverse, and reflective of the full breadth of our profession. My administration will pay attention to expanding leadership opportunities across all demographics and creating clearer pathways for women and young lawyers to grow.

- To deepen engagement and ensure that no voice goes unheard, my administration will create platforms for regular interaction, consultation, accountability, and meaningful participation.
- Inclusion is not charity. It is justice. It is professional common sense. It strengthens decision-making, deepens institutional legitimacy, and builds a Bar that commands respect because it truly reflects all its members.
- My administration will robustly advocate for six-month paid maternity leave, compulsory creche facilities in offices employing nursing mothers, and practical workplace wellbeing measures, including family-support and recreation standards that promote dignity, productivity, and healthier work environments. A modern profession must support lawyers in balancing excellence with family and personal wellbeing.



PILLAR THREE

# PRACTISE BETTER

Lawyers deserve dignity, respect, and fair reward. The welfare of the profession cannot be separated from its economic strength because a struggling lawyer cannot defend democracy effectively, and a financially insecure profession cannot uphold the rule of law with confidence. This is therefore a defining pillar of my candidacy: economic dignity, professional growth, and sustainable success for every lawyer, especially our younger colleagues.

Under my administration, the Legal Practitioners Remuneration Order will be robustly communicated to the general public and all stakeholders including the Federal and State Governments, to enhance its implementation. My administration will move beyond mere sensitisation to real implementation.

My administration will continue to support the existing efforts to establish a national remuneration enforcement framework. My administration will advocate for nationwide branch-based Remuneration Compliance Desks, to monitor compliance and provide swift intervention in cases of underpricing, exploitative briefing arrangements, and fee suppression.

This framework will include a digital fee calculator, standard fee-note and retainer templates, and clear complaint channels for undercutting and exploitative fee practices. My administration will also engage major institutional brief providers,

public agencies, corporate entities, and private sector clients to drive awareness and compliance with fair professional fee standards.

Beyond the minimum fee scale, the persistently low salaries paid to many young lawyers remains a grave concern. No lawyer should be forced to choose between professional survival and professional standards. My administration will therefore deploy targeted initiatives and stakeholder engagement strategies to encourage employers to pay living wages and create more humane and less oppressive workplace and working conditions for younger colleagues.

Young lawyers must not merely survive the profession; they must be intentionally positioned to succeed in it. To this end, my administration will establish a structured national mentorship programme, connecting earlycareer lawyers with senior practitioners and subject-matter experts to support career growth, confidence, and professional readiness.



This will be reinforced through targeted CLE programmes, advocacy and drafting training, practice-readiness workshops, digital tools support, and meaningful opportunities for leadership and governance inclusion, ensuring that the profession develops its youngest members rather than breaking them before it builds them.

To expand career opportunities, my administration will launch the NBA Career Hub — a digital platform connecting members to jobs, internships, mentorship opportunities, skills development programmes, and career resources. In addition, my administration will establish a Digital Enterprise Support Desk to provide lawyers with practical tools for building sustainable practices, including practice management support, branding guidance, pricing strategies, technology adoption, and business development advisory services.

In sum, all ideas to help our members to thrive professionally will be explored comprehensively.

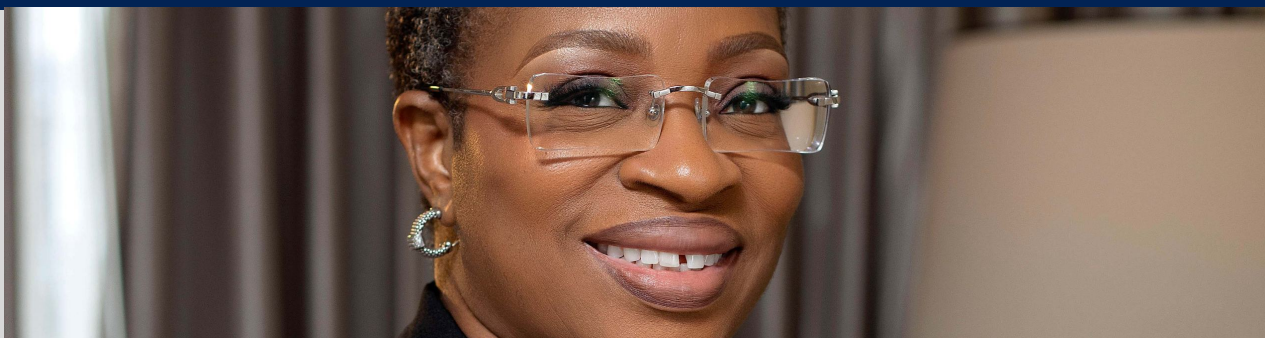
My administration will further advocate strongly for policies that protect and expand the professional space of lawyers, including resisting unlawful encroachment on legal work and promoting mandatory engagement of legal services where appropriate.

This is ultimately about putting more money in lawyers' pockets, ethically, professionally, and sustainably, while restoring the economic value of legal services and protecting the dignity of the profession.

Under my watch, the NBA will advocate strongly for improved entry-level grade placement, enhanced welfare packages and career progression parity for lawyers in public service, ensuring that lawyers in the public service are accorded professional recognition and remuneration standards comparable to other regulated professions, including their medical counterparts. The dignity of legal service within government institutions must be protected and properly valued.

PILLAR FOUR

# PROTECTED AND RESPECTED



- Rapid response
- Police engagement
- Lawyer protection protocols
- Defence of professional independence.

The NBA must once again be the conscience of the nation. At moments when justice is threatened, democracy is tested, or constitutional order is undermined, the Bar must not retreat into silence. It must speak clearly, act decisively, and lead with courage.

My administration will restore the NBA's position as the leading institutional voice on constitutionalism, judicial independence, human rights, and access to justice. The Bar must remain the guardian of the rule of law; not selectively, but consistently. When the Bar is silent, injustice flourishes. Protecting lawyers protects justice, and protecting justice protects society.

Access to justice must remain central to our mission. My administration will establish a coordinated pro bono framework across branches, strengthen partnerships with legal aid providers, and support prison decongestion initiatives through collaboration with relevant institutions and justice-sector stakeholders.

In addition, my administration will deepen the NBA's role in strategic interventions on matters affecting judicial independence, electoral integrity, constitutional governance, and national democratic accountability. The Bar must continue to be a bold national voice whenever the rule of law is threatened.

To improve transparency and drive reform within the justice sector, my administration will launch NBA Justice Watch Nigeria a digital performance tracker designed to monitor court efficiency, delays, access-to-justice metrics, and broader justice-sector performance indicators. Through data-driven advocacy, my administration will strengthen accountability and reform conversations across the legal ecosystem.

As stated in above, but it still bears repeating, within the courtroom, dignity and independence must be protected. We have seen a worrying rise in judicial overreach and intimidation, particularly affecting younger lawyers. My administration will therefore strengthen the Bar—Bench Liaison Committee to safeguard courtroom dignity, address harassment, and ensure that the unlawful use of contempt powers does not silence the voice of counsel.

My administration will also champion lawful reform initiatives affecting lawyers in the Public Service, including advocacy for the full professional participation of government lawyers in the affairs and leadership of the NBA, as well as a review of restrictions affecting their ability to exercise professional rights such as notarial functions where appropriate.

In addition, under my watch, the NBA will engage in advocacy to help the Nigerian Law School access tertiary education funding support, including engagement with the Federal Government, the National Assembly, and relevant education-sector institutions to expand sustainable funding for legal education and professional training.

I will be a President who will speak boldly and act swiftly for the Bar and defend both the Bar and the wider public interest with courage and conviction. The Bar must reclaim its position as the conscience of the nation and the guardian of the rule of law. This is the bold leadership our profession requires: principled, fearless, and visible.



PILLAR FIVE

# A BAR THAT WORKS

- Performance Dashboard
- Transparency
- Secretariat Reform
- Branch Support
- Data-Driven Governance

The future of legal practice is modern, and the NBA must be equipped to serve its members in a way that reflects the demands of a digital age. This agenda is built around a simple principle: an efficient secretariat that meets the needs of its members with speed, transparency, and modern tools is no longer optional - it is essential.

My administration will deliver a Digital, Dynamic and Delivering NBA, one that combines responsive service delivery, digital infrastructure, professional development, branch empowerment, and institutional accountability into a seamless member experience.

At the heart of this transformation will be an improved digital member portal designed to simplify every key touchpoint between the Bar and its members, all accessible through an intuitive digital platform and the NBA's dedicated mobile app.

Membership must also have visible value. We will explore the possibility of every financially compliant lawyer having access to an NBA Member Privilege Card, providing negotiated benefits across healthcare, transportation, hospitality, banking, insurance, legal software, and family welfare services.

Annual dues must translate into measurable benefits. To strengthen legal practice support, my administration will establish the NBA Practice Support Portal as a central digital hub containing precedents, drafting templates, filing checklists, court practice directions, procedural guides, CPD resources, and AI-ready research support frameworks. A modern Bar must not leave its members analogue in a digital world.

My administration will also negotiate national-scale access and discounted subscriptions for legal technology tools, including legal research databases, document automation systems, secure collaboration tools, and at least one online law report platform. Research must not remain a luxury reserved for a few.



Professional growth must remain continuous. My administration will therefore modernise Continuing Professional Development through voluntary hybrid learning programmes, on-demand digital CPD modules, specialist certifications, and future-ready sector-specific pathways, ensuring that members are prepared for emerging legal markets and evolving client expectations.

Institutional credibility depends on transparency and measurable performance. Accordingly, my administration will implement regular performance reports, a member feedback dashboard, data-driven policy surveys, and measurable committee deliverables.

This is not simply a digital agenda. It is a service-delivery agenda. It is about building an efficient, transparent, technology-enabled secretariat that responds to members quickly, supports practice effectively, and positions Nigerian lawyers to lead in a rapidly evolving legal profession.

What this means for you: a Secretariat that works faster, communicates better, delivers visible value, and equips its members to thrive in a modern legal marketplace — a modern Bar for a modern profession. The future of legal practice will not wait, and neither must the Bar.

- The legal world is changing - technology is reshaping research, advocacy, client service, collaboration, and the very nature of legal work itself. Will we merely respond to change, or will we lead it?

My vision is for an NBA that is fast, modern, responsive, and relentlessly focused on delivering value to its members. This means a secretariat that works with speed and efficiency, where dues, stamp and seal processes, practice support, welfare access, CPD, and member services are seamless, transparent, and digital-first.

It means a Bar that equips its members with the tools to compete and excel, through digital research platforms, AI-ready practice support, online learning, innovation hubs, and future-facing professional development pathways.

It means branches that are not left behind, but fully empowered through technology, resources, grants, leadership support, and stronger national coordination.

It means a profession where membership has visible value, where compliance brings tangible benefits, and where every lawyer can feel the practical impact of belonging to the Association.

Above all, it means building an NBA that is not trapped by yesterday's systems but prepared for tomorrow's opportunities.

This is bigger than digitisation. This is about service. This is about delivery. This is about building an institution that works, that listens, that responds, that empowers. We cannot lead the Bar with analogue systems in a digital age.

We cannot serve modern lawyers with outdated structures.

The Bar must move with purpose, with courage and with urgency. This is our moment to build an Association that reflects the excellence of its members efficient, innovative, accountable, and future-ready.

A Bar that leads, not a Bar that reacts.

A Bar that defines change, not a Bar that survives it.

# A Bar built for today. Ready for tomorrow.



# A CLOSING MESSAGE

## LEADERSHIP THAT REFLECTS MY VALUES

Wherever I have been called to lead, I have done so with integrity, excellence, boldness, and a hands-on spirit.

I give my all. I go the extra mile. I do not ask others to do what I would not do myself. From justice sector reform initiatives to leadership at branch and national levels, and through the responsibility of chairing the NBA Annual General Conference, my record has always been defined by one thing: delivery, not declarations. I am prepared, I am ready, I am capable and I am resolute.

This campaign is not built on empty promises. It is built on principles. It is built on values. It is built on a proven commitment to service.

This is why this moment matters. When you hear that I am running, I want you to feel that something is shifting. This is not politics as usual. This is not more of the same. This is not ceremonial leadership. This is about economic dignity. This is about professional pride. This is about inclusive leadership. This is about institutional discipline. This is about building a Bar that works - for everyone. My Covenant with members is simple: this manifesto is not a catalogue of aspirations. It is a covenant built on measurable action, clear timelines, and institutional accountability.

Every commitment in this manifesto shall have:

- A clear timeline.
- A responsible implementation structure.
- A measurable outcome.
- Periodic repotting obligations.

Because a BOLDER Bar that works for everyone is not merely a slogan, it is a duty. They say fortune favours the bold. I say the future of the Nigerian Bar belongs to those who are bold enough to demand more. More dignity. More opportunity. More accountability. More value for every member. This is about building a presidency so focused on delivery that it permanently changes what members expect from the Bar.

I do not simply seek to make history. I seek to make a difference. I do not just want to be the first elected female President of the NBA. I want to ensure that I am not the last. So let us take this bold step forward together. Let us restore dignity to our profession.

Let us renew faith in our institutions. Let us build the Bar we deserve. Let us be #BBOLD for a Bar that works for all of us. BOLD because lawyers deserve more than survival. BOLD because welfare must mean opportunity. BOLD because the Bar must work. BOLD because lawyers should thrive.

Please join me in my quest to restore economic dignity to lawyers, create opportunities for lawyers and build a Bar that works for everyone. A Bar where lawyers can earn better, live better and practise better. Together, we can.



**Oyinkansola  
Badejo-Okusanya,  
SAN FCI Arb**

A handwritten signature in gold ink that reads "Mrs. B".

