



# **FESTUS FAJEMILO FOUNDATION**

## **STRATEGIC PLAN**

**2021-2025**

## Acknowledgements

First, I would like to appreciate God Almighty, who has taken us this far. Despite various challenges as enumerated in this strategic plan, the Foundation successfully survived incubation stage with visible results and impacts in the lives of our target beneficiaries.

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## **Acronyms**

FFF – Festus Fajemilo Foundation

IDA- International Disability Alliance

OPDs- Organizations of Persons with Disabilities

PWDs-Persons with Disabilities

SBH- Spina bifida and hydrocephalus

IFSBH – International Federation for spina bifida and hydrocephalus

SHINE – Spina bifida hydrocephalus information networking equality

IE- Inclusive education

LF – Liliane Foundation

TLMN – The Leprosy Mission Nigeria

NGO – Non-Governmental Organization

JONAPWD – Joint National Association for Persons with Disabilities.

## 1.0 INTRODUCTION

### 1.1 Background

The Festus Fajemilo Foundation (FFF) started as an initiative towards a very passionate drive to save the life of the then baby Festus born in the year 2004 to Mr. and Mrs Fajemilo and diagnosed to have hydrocephalus with no access to treatment and support. The discovery of several other children with similar impairments prompted Festus's parents to initiate a self-funded Parents Support group in 2008 which evolved into the incorporation of FFF as a formal not-for-profit disability-focused organization.

As the Foundation identified, engaged, and provided support to more children with Spina bifida and hydrocephalus (SBH) and their families in Lagos State and beyond, the need to strengthen the human and institutional capacity of the Foundation became more imminent. The demand for more advocacy, raising of public awareness, capacity-building of stakeholders and provision of support services to children and their families required more financial, human, material and technical resources which can only be achieved through the strategic repositioning of the Foundation to become a trusted leading champion for advocacy and support service provider for children and adults with SBH in Nigeria and beyond.

Accordingly, FFF embarked on this strategic plan with a view to redefining its vision, mission, goals and objectives to align with current realities especially with the demand and delivery of programs and services to its target beneficiaries, and to strengthen its capacity to mobilize all needed resources. This strategic plan will also help FFF uncover ways to monitor, evaluate and improve performance; spark insights on contemporary ideas, ethics and good practices in prudent resource management; expand its operations to under-served jurisdictions; solve new and emerging internal and external problems; as well as respond to and take effective advantage of opportunities for sustained development and impact.

### 1.2 Objectives of the strategic planning process

This strategic plan is developed to achieve the following objectives—

- A). To strengthen the understanding and more active involvement of FFF board, management and staff in achieving better coordination, comprehension, direction and focus of FFF's operations and programs.
- B). To help FFF achieve more dynamism, prudence, effectiveness, efficiency, and sustainability in the mobilization and use of resources across all operational and programmatic processes.

C). To strengthen FFF’s capacity to consistently and accurately monitor and evaluate results and impacts of its operations and programs for the purpose of improving organizational productivity and quality of services.

### 1.3 Methodology

This strategic plan was developed through a mixed methodology of key informant interviews and focused group discussions with Board, management and staff of FFF, as well as desk review of relevant technical literature and official documents of Festus Fajemilo Foundation. Participatory technical drafting and review workshops was held to ensure that key FFF members and stakeholders made meaningful input into the strategic plan document for the purpose of achieving ownership and legitimacy.

### 1.4 Scope and Limitations

This is the first strategic planning process that FFF will go through since its incorporation as a formal organization. As such, the lack of a previous experience in strategic planning procedure posed an initial challenge towards the actualization of this plan document. However, this challenge was mitigated by the various capacity-building interventions on strategic planning which FFF’s management and staff had received through some of its development partners.

While FFF may be categorized as an emerging organization, this 5-year strategic plan will afford the Foundation reasonable time to allow for the flexibilities for rapid and short-term learning and demonstration of ideas and good practices, as well as quick reviews, reforms, and re-strategizing for better performance.

## 2.0 ORGANIZATIONAL PROFILE

### 2.1 History

Festus Fajemilo Foundation (FFF) is a non-governmental, not-for-profit organization established in 2006 and registered under the Companies and Allied Matters Act 1, 1990 Part C of the Corporate Affairs Commission (CAC/IT/NO. 24051).

The Foundation began in 2006 and is named after a boy who developed hydrocephalus two months after he was born. Festus' parents found it hard to get any information and support, and his condition worsened, seriously limiting his development, and requiring continuous and complex care. Appalled by the lack of affordable care, inadequate medical facilities, harmful taboos, and a pervasively negative attitude in the Nigerian society, Festus' parents decided that urgent action was needed hence the birth of FFF.

The Foundation is the pioneer non-profit organization in Nigeria advocating for and promoting the rights and socio-economic access, inclusion and participation of persons living with spina bifida and hydrocephalus (SBH) as well as supporting initiatives targeted at primary prevention.

FFF observed that children with SBH also develop other major impairments such as spinal cord injury, physical disability, intellectual and developmental disabilities, etc. Accordingly, FFF considered it necessary to also engage the mainstream disability community comprising of other categories of disabilities in other to enhance awareness, acceptance and inclusion for children and adults with SBH within the larger disability community in particular and general public as a whole. As such, since 2009, FFF expanded its core activities to cover all types of disabilities while still committing significant attention to children and adults with SBH.

The following are major activities which FFF has implemented since inception—

<b>DATE</b>	<b>ACTIVITY</b>	<b>DESCRIPTION (SCOPE/BENEFICIARIES)</b>	<b>IMPLEMENTING PARTNERS</b>
2009	Child Empowerment program	covers all disabilities	Daughters of Charity/Liliane Foundation
2013	We Ring the Bell	Covers all disabilities	Daughters of Charity/Liliane Foundation
2016	Contenance Management Program	Children with SBH	Shine UK, IFSBH, Hub Cymru Africa, LUTH, OAUTHC

2017	Breaking All Barriers (BAB) Project	Covers all disabilities	VOICE (Oxfam/Hivos)
2017	No One Left Behind Project	Covers all disabilities	IDA, IFSBH
2019 – till Date	Strengthening Inclusive Education in Lagos State through Co-operative Teaching	Covers all disabilities	Daughters of Charity/Liliane Foundation
2020	Supporting Access of Children with Disabilities to COVID-19 Education (E-Learning) Intervention in Lagos State	Covers all types of disabilities	Daughters of Charity/Liliane Foundation
2020 – 2022	United for Inclusive Education (UIE)	Covers all types of disabilities	Disability Rights Fund (DRF)/The Irede Foundation

## 2.2 VISION

A Nigeria where People with SBH and other forms of disabilities enjoy equal rights and live a fulfilled and productive life without any form of abuse, discrimination, and exclusion.

## 2.3 MISSION

A). FFF is strongly committed to providing accurate strategic information on SBH and other types of disabilities for the purpose of raising public awareness and enlightenment.

B). The Foundation commits to providing and/or linking persons with SBH and other types of disabilities to free or highly subsidized quality services across critical sectors such as health, education, rehabilitation, vocational, transport, assistive technologies, etc. and

C). FFF shall maintain a strong and visible position as a major advocacy organization on the rights of persons with SBH and other types of disabilities; pushing for disability-inclusive legal, policy and institutional frameworks; disability-sensitive attitudes and behaviours, global best practices, standards, and systems as well as physical and all forms of accessibilities.

## 2.4 CORE VALUES

FFF upholds the following core values which serves as ethical standards and principles which must be met by all its policies, programs and activities—

**Care:** We ensure that all the Foundation’s programs and activities are delivered with all sense of compassion, affection, empathy, understanding, absolute confidentiality, trust, and a strong commitment to physical and emotional security.

**High Self Esteem:** We understand that due to prolonged discrimination, neglect and abuse, persons with SBH and other types of disabilities could drift into the state of low self-esteem. FFF ensures that all its policies, programs and activities deliberately protect and promotes fundamental rights, empowerment, self-confidence, independence and personal fulfillment of persons with SBH and other types of disabilities.

**Equal Opportunities and Diversity:** We ensure that all FFF’s policies, programs and activities recognizes, respects, and actively responds to all fundamental human rights and all forms of human diversity including age, gender, disabilities, religion, race and socio-cultural background.

**Total Access and Inclusion:** FFF believes strongly in the principle of universal designs for all its policies, programs, and activities. Through this, the Foundation ensures reasonable accommodation for persons with SBH and other types of disabilities. FFF therefore upholds the social model of disability in ensuring that it is the society, and not persons with SBH and other types of disabilities that bear the burden of adaptations and adjustments for the purpose of access, inclusion, and participation.

**Knowledge development:** FFF is determined that all its programs and activities must contribute significantly to development of knowledge and skills of persons with SBH and other types of disabilities and the general public. With access to knowledge, FFF believes that persons with SBH and other types of disabilities and the general public can overcome major barriers which promote discrimination, exclusion, neglect and all forms of rights abuses.



**Partnership:** The Foundation strongly acknowledges the power and advantages of working collaboratively with stakeholders to achieve its set goals and objectives. The Foundation believes that through appropriate and effective partnerships, results and impacts of programs and activities can be more sustainable. Therefore, FFF ensure that its programs are designed and implemented with due consideration for relevant partners who will certainly include persons with SBH and other types of disabilities.

## 2.5 GOAL:

To improve the standard of living for all persons with SBH and other forms of disabilities by strengthening legal, policy and institutional frameworks, as well as promote positive public attitude.

## 2.6 STRATEGIC OBJECTIVES:

- A). To raise public awareness and enlightenment about SBH and other forms of disabilities
- B). To support advocacies that promote rights of persons with SBH and other forms of disabilities.
- C). To support development and strengthening of relevant legal and policy frameworks which respond to the rights and well-being of persons with SBH and other forms of disabilities.
- D). To improve access of persons with SBH and other forms of disabilities to direct support and services in key sectors including health, education, vocational training, rehabilitation, and sports
- E). To develop and strengthen strategic tools, guidelines, and operational policies for the purpose of improving FFF's institutional capacity to deliver on its strategic goals and objectives.
- F). To develop and implement a robust M&E framework that will strengthen FFF's capacity to comply with operational policies and meet with programmatic targets.

## 2.7 CURRENT APPROACH

### A). **Rights-based approach and social model of disability inclusion—**

FFF strongly commits to ensure that all its programs and operations uphold, support and promote the rights and human dignity of all persons including persons with disabilities in line with principles and provisions of the UN Convention on Rights of Persons with Disabilities (UNCRPD), the Discrimination Against Persons with Disabilities (Prohibition Act) of 2018, the 1999 Constitution, and other relevant local and international statutes.

FFF adopts the social model of disability and its tenets and commits to using its programs and operations to remove all barriers hindering the access, inclusion, and equal participation of PWDs in all aspects of life.

### B). **Community-based rehabilitation and inclusive development—**

In line with local and international statutes, FFF strongly upholds the rights of PWDs to, by their choice, reside freely, and without any form of discrimination and exclusion in very safe, accessible, and inclusive human communities. For communities to be accessible and inclusive for PWDs, members of such communities must be engaged to play their roles in promoting and sustaining inclusive practices; ensuring that specific needs of PWDs are provided, while disability-inclusion is mainstreamed into all community development activities. FFF therefore subscribes to, and highly respects the rights of PWDs to receive services (including health, education, rehabilitation, etc) , without any form of prejudice, within their communities of residence. FFF will therefore, through its programs and operations, promote community-based support and services including rehabilitation, and support communities and their members to embrace inclusive practices.

### C). **Partnership-Building—**

FFF's approach to achieving collective impact is through harmonizing collective efforts which can be realized through strategic partnership-building and effective stakeholders' engagement. Promoting rights of PWDs and inclusive development across all spheres of life are missions that can't be achieve by single individuals or organizations. FFF therefore realizes the need to mobilize and

exchange human, material, financial and technical resources from and with other individuals and organizations respectively who share similar vision and goals.

**D). Sustainability—**

FFF takes sustainability as an approach beyond achieving mere continuity of program or project activities. Rather, the Foundation strongly commit to ensuring that all its programs and operations guaranty, as much as possible, and where necessary, the attainment of long-term impacts. Disability is largely a life-long experience which requires interventions that must be sustained in terms of continuity and impact. FFF will therefore explore and expand the scope of sustainability and ensure sustainability compliance across all aspects of its programing and operations.

**E). Research and knowledge management—**

Building knowledge and/or gathering evidence about a particular issue or problem is critical to the design of possible solutions to address same. FFF's programs and operations are designed, planned, implemented, and evaluated based on knowledge and evidence.

### 3.0 **CONTEXT**

#### 3.1 **Environment**

FFF is registered and operate from Lagos state, Southwest of Nigeria. Lagos State, which is the commercial capital of Nigeria, is home to about 25 million citizens, about 2 million of whom are persons with disabilities. Nigeria's population is currently estimated to be over 200 million, about 30 million of whom are PWDs.

Nigeria returned to democratic rule in 1999 after several years of military rule. The country has enjoyed a fairly stable political atmosphere since 1999 but has been subjected to frequent political tensions during general and local elections. Participation of PWDs in all aspects of Nigeria's political space is extremely low, and the near lack of representation for PWDs in governance is responsible for the low political will of government at all levels towards disability issues.

Similarly, Nigeria's economy has been largely unstable, often on the downward trend with more than 50% of the country's population consistently sliding into and below poverty lines. Notwithstanding, the country's huge oil earnings, annual national budgets have consistently recorded high deficits. Not only are PWDs not visible in Nigeria's economic sector, but they also constitute a significant percentage of the poorest of the poor in the country. In fact, studies show that about 90% of PWDs especially in less developed countries like Nigeria live in abject poverty.

In the social sector, Nigerian citizens, especially PWDs have lacked access to qualitative basic social services including education, health, social protection, gainful employment, etc. Several developments research have revealed that over 13 million children are out of school, with about 50% of them being children with disabilities. Maternal and infant mortality in Nigeria is one of the highest globally, as women with disabilities rank among the worst affected in terms of poor access to Maternal and infant health care. Although the country has made visible efforts at putting in place social protection policies and programs especially since 1999, the results achieved have not been too appreciable enough to lift significant number of the citizens out of vulnerability and poverty.

The management of the affairs of PWDs have been largely relegated to mere charity across all levels of government. Organizations of persons with disabilities (OPDs) have done so much to advocate for the adoption of policy-driven rights-based and social inclusion approaches by government and other stakeholders. The many years of advocacy paid off in 2019 when the Discrimination Against Persons with Disabilities (Prohibition Act) of 2018 was signed into law by President Muhammadu Buhari in January 2019.

In addition to this, nearly 20 of the 36 States of the Federation either already has in place or are in the process of enacting their disability laws. There are also policy frameworks to support inclusion of disability issues in critical sectors including health, education, social protection, public infrastructure, ICT, etc.

Notwithstanding the availability of disability legal and policy frameworks at state and national levels, and the rising level of public awareness on disability issues across levels and institutions of government, within the private sector and international development organizations, the respect of the rights of PWDs and the facilitation of their inclusion and equal participation in all spheres of society in Nigeria is still very much farfetched. This is because disability laws and policies are either inadequate in content, or not properly implemented, human and institutional capacities are lacking, or that funding for the disability subsector is extremely poor.

Accordingly, the socio-political and economic environment in Nigeria within which OPDs like the FFF operate is largely unfavourable, notwithstanding the existence of disability laws and policies across the country. While there are no government-backed national and subnational sources of funding for OPDs within the country, resources mobilized through international development organizations are quite difficult to get and are also shrinking rapidly due to changing global socio-economic conditions. Similarly, the socio-political atmosphere in Nigeria is not encouraging for OPDs because of poor political will from government to support and partner with OPDs to achieve sustained inclusion for PWDs. It is also important to add that the attitude of the private sector, the media, faith-based organizations, traditional institutions, and the general public are still largely charity-oriented which is very limiting in scope and impact.

### 3.2 Stakeholders

The FFF engages a vast category of stakeholders across all levels (design, take-off, planning, implementation, monitoring and evaluation, review, and closing stages) of its operations and programs. FFF’s Stakeholders cuts across institutions of government at national, state and local levels, international and local development organizations, private sector, civil society organizations, and individual Philanthropists. Based on critical analysis, FFF has identified the following stakeholders it will be engaging within the duration of this strategic plan and beyond—

<b>CATEGORY</b>	<b>STAKEHOLDERS</b>	<b>PURPOSE OF ENGAGEMENT</b>
Federal Government	National Commission for Persons with Disabilities	Policy development and implementation Advocacy Compliance with disability laws and policies Capacity-building
	Federal Ministry of Health	Policy development and implementation Primary prevention
	Federal Tertiary health institutions	Provide access to health services Capacity-building of health workers

	Federal Ministry of education, Universal Basic Education Commission	Policy implementation Capacity-building of teachers and other education actors
	Federal Tertiary education institutions	Promotion of implementation of short and long-term teacher training in special and inclusive education
	National Agency for Food, Drugs Administration and Control (NAFDAC)	Policy development and implementation National fortification programs and compliance
State Government	The State Governor/Deputy Governor	Policy development and implementation
	State Agencies for Persons with Disabilities	Policy development and implementation, Advocacy, Compliance with disability laws and policies, Capacity-building
	State Ministries of Health	Policy development and implementation Primary prevention
	State Tertiary health institutions	Provide access to health services Capacity-building of health workers
	State Ministry of education, State Universal Basic Education Boards	Policy development & implementation Capacity-building of teachers and other education actors
	State Tertiary education institutions	Promotion of implementation of short and long-term teacher training in special and inclusive education
	Primary and secondary schools	Improvement in the delivery of inclusive education
	State Ministries/Agencies on Social Development	Policy development and implementation on protection of children with SBH and other disabilities
Local Government	Department of Health Primary Health Centers	Advocacy on SBH Awareness, Primary prevention, Access to treatment

	Local Government Education Authority	Improve inclusive Education
Development organizations	International Federation for SBH	Partnership for advocacy, Partnership for resource mobilization, Capacity-building
	SBH Information Networking Equality, UK	Partnership for resource mobilization, Capacity-building,
	Lilliane Foundation, Netherlands	Partnership for Resource Mobilization, Capacity-building,
	SBH Association, USA	Partnership for Advocacy, Partnership for Resource mobilization, Capacity-building
	Disability Rights Fund, USA	Partnership for Resource Mobilization Capacity-building
CSOs/NGOs	Daughters of Charity, Nigeria	Partnership for advocacy, direct support to CWDs, Partnership for resource mobilization, Capacity-building.
	Nigerian Network of NGOs	Partnership for resource mobilization, Capacity-building
	Joint National Association of Persons with Disabilities (JONAPWD) Other Disabled People's Organizations	Partnership for advocacy
	The Leprosy Mission of Nigeria	Partnership for advocacy, direct support to CWDs, Partnership for resource mobilization, Capacity-building.
Private Sector	Pro-Optics Limited	Partnership for improved access to health
	Committee on Disability (Chapel of the healing Cross)	Partnership for resource mobilization
	BT Technologies	Partnership for resource mobilization
	Liham Schools	Partnership for Resource Mobilization

	Straitgate Schools	Partnership for Resource Mobilization
	ICEMEDX's Network Now	Partnership for improved access to health
Important Personalities	Anonymous	Partnership for resource mobilization, Partnership for advocacy.
Media	Print, Electronic and online	Partnership for advocacy & Awareness. Partnership for public awareness and enlightenment.

### 3.3 Resources

Although FFF's access to resources it requires to implement its programs are extremely limited due to the challenging environment within which it operates, FFF still manages to implement its current activities with the following resources—

A). Human resources: (Board members, members of Advisory Committee, permanent and adhoc staff, volunteers, target beneficiaries, friends and well-wishers)— FFF's work is being largely supported by unpaid human resources through its Board and Advisory Committee, volunteers, target beneficiaries, friends and well-wishers. Due to paucity of funds, the foundation is only able to engage few paid staff which are not adequate to meet its human resource needs.

B). Material resources: (operational office accommodation, undeveloped land estate, project vehicle, office furniture, electronics, and ICT equipment, medical equipment, FFF currently operates from a rented office accommodation. However, the Foundation owns an undeveloped land estate located in Ijokos, Ogun State. The Foundation has also acquired few operational office equipment. Nonetheless, these material resources are significantly inadequate to support the Foundation's vast activities and beneficiaries.

C). Financial resources: (project grants, membership dues and philanthropic donations)— 90% of FFF's financial resources is made up of project grants which are usually difficult to access and very limiting in terms of scope and duration. Although philanthropic donations and membership dues are consistent (on annual basis), the amount of funds generated are very meager to meet the needs of the Foundation.

### 3.4 Current challenges and Institutional weaknesses



- A). Funding: FFF's funding sources is very limited.
- B). Human resources: FFF's capacity to engage qualified high-level permanent staff and retain them for long time has been very difficult due to funding challenges.
- C). Challenge with operational or institutional M&E: FFF is greatly challenged with the human and technical capacities required for a well institutionalized M&E system across all its programmatic and operational spheres.
- D). Limitations with corporate communication: FFF is unable to establish and sustain a strong corporate communication system due to constraints in human, technical and financial resources. This is also affecting FFF's corporate outlook and the attainment of vast public awareness of its programs and services.
- E). Limitations with operational office accommodation: FFF's current operational office may become quite limited to effectively accommodate its programs and operations due to envisaged programmatic and activity expansions. FFF's capacity to acquire and sustain a more conducive office accommodation may be challenging due to limited funding sources.
- F). Limitations to the scope of beneficiary coverage: FFF's capacity to expand its scope of coverage to reach more beneficiaries may be challenged by constraints in human, technical and financial resources.
  
- G). Limitations with research and knowledge development capacity: FFF is limited with the human and technical capacity to engage with professional bodies and conduct independent research.

### 3.6 Key Strengths

- A). Legal Status: FFF is duly registered with, and officially recognized by Corporate Affairs Commission and other relevant regulatory bodies.
- B). Resource mobilization: Capacity to mobilize up to 15% of the total financial, human, technical and material resources required for the Foundation's operations and programs. FFF currently possess operational office, few staff and operational equipment to deliver its activities.

- C). Legitimacy status: FFF is widely recognized and accepted by a reasonable population of persons with SBH and other disabilities, their parents/families, care givers, and service providers in Nigeria.
- D). Effective Partnership: FFF has good capacity to establish and sustain functional development partnership with governmental and nongovernmental organizations at local and international levels.
- E). Efficient Program Delivery: FFF has good capacity to deliver on a wide range of programs and services including evidence-based disability rights and policy advocacies, community-based rehabilitation, and inclusive development for persons with SBH and other disabilities, capacity-building for wide range of stakeholders, public sensitization and awareness, etc.
- F). Good Institutional and Operational Capacity: FFF has developed functional institutional capacity driven by effective leadership and management processes, and operational policies in finance and procurement, human resource management, child protection, logistics and travels, etc.
- G). Global Outreach: FFF has developed good capacity to engage with credible international development organization including ... Liliane Foundation, Hydrocephalus Association, International Federation for Spina Bifida & Hydrocephalus, Spina Bifida Hydrocephalus Information Networking Equality, Oxfam, International Disability Alliance, Disability Support International, Disability Rights Fund.

### 3.5 External Opportunities

- A). Vast opportunities for funding and resource mobilization.
- B). Existence of disability laws, policies, and institutions at national and subnational levels, as well as disability-sensitivity policies in several private sector organizations.
- C). Rising awareness and institutional capacity in public and private sector organizations on disability issues.
- D). Existing good relationship with some public and private sector organizations such as federal, state and local government MDAs; public hospitals; public and private schools; corporate business organizations; media organizations; disabled people's organizations; mainstream CSOs; etc.
- E). Good and encouraging positive dispositions of vast media organizations towards disability issues as potential partnership opportunity for increased and sustained public awareness on disability issues.

F). Good recognition and acceptance by credible international development organizations.

### **3.6 Major Threats**

A). Unstable political, economic, and social environments; as well as fluctuating legal and regulatory policies of government.

B). Difficult access to Resource mobilization opportunities, worsened by over-Reliance on external sources for support, and high competition for resources among organizations with similar objectives.

C). Poor implementation of disability laws and policies across all levels and institutions of government and low compliance by public and private sector organizations.

D). Low awareness among policy makers about disabilities and Low institutional capacity by public and private sector organizations to develop and implement disability-inclusive policies and programs.

E). Difficulty in establishing development partnerships with public and private sector organizations due to negative institutional dispositions towards disability issues and bureaucratic bottlenecks.

F). Low public awareness on disability issues and negative attitudes towards PWDs.

4 PLAN

4.1 Strategic Activities

S/N	OBJECTIVES	ACTIVITIES	REQUIRED RESOURCES	VIABLE TIMELINE	ROLES OF STAKEHOLDERS	MEANS OF VERIFICATION
1.	<b>To raise public awareness and enlightenment about SBH and other forms of disabilities</b>	Annual world SBH day: Oct. 25 in Lagos	Venue, IEC materials, Refreshment, PAS, Admin/planning logistics etc.	Oct 20 – Oct 27/Annually	Physical participation, to raise funds towards the event, Partnership with relevant govt. agencies, NGOs, DPOs, Support from other development partners, Media support, FFF to provide administrative and technical support	Activity report, pictures, Videos, Attendance, media publication
		IDPD Dec. 3 <sup>rd</sup> annually in Lagos.	Venue, IEC materials, Meals, PAS, Admin/planning logistics etc.	Dec. 3 <sup>rd</sup> /Annually	Free or subsidized airtime/coverage of activities, Support from other development partners, Mobilization of community leaders, FFF to provide administrative and technical support,	Activity report, Media publication, Recorded audio/video clips, Pictures.

		Annual folic acid awareness week; Jan. 3 <sup>rd</sup> /9 <sup>th</sup> online	IEC materials, Folic acid supplement, Admin/planning logistics	Jan 3 <sup>rd</sup> – 9 <sup>th</sup> /Annually	Mobilization of community leaders, Mobilization of community health workers (Health educators) FFF administrative and technical support	Activity report, Studio pictures, Video/Audio clips, attendance.
		Media engagement (guest appearances, articles publications, short documentaries, social media activities, etc., Nationwide.	Transportation, honorarium, Refreshments, T-Shirts, Admin/planning logistics. Professional fee for documentary.	All year rounds	Funding support from individuals & development partners, Contribution from FFF members, Partnership with clubs & societies. FFF administrative and technical support Media Airtime/coverage, Technical support from government.	Studio pictures, media report, Publication, documentary clips.
		Community sensitization on SBH in Lagos state.	Transportation, PAS, refreshments, honourarium for facilitators Admin/planning logistics.	Q2 /annually	Funding support from individuals & development partners, Contribution from FFF members, Partnership with clubs & societies.	Activity report, picture/video, media publication, attendance.

					FFF administrative and technical support Media Airtime/coverage, Technical support from government.	
		Day respite for parents of children with disability – Lagos.	IEC materials, Transport Refreshments, Games, Venue rent, Gate fees, Aerobic facilitators etc.	Q1/Q2/Annually	Contribution from FFF members, Partnership with clubs & societies. FFF administrative and technical support, Media Airtime/coverage technical support from government.	Activity report, media report, pictures, attendance
		Awareness raising on disability law and inclusive education in Osun state.	IEC materials, transport, Refreshments, Logistics, media appearances, venue, accommodation.	All year round	Government to provide technical support, media coverage, funding for LF, Support from other development partners. FFF administrative and technical support	Activity report, media report, pictures, attendance
		Awareness on SBH framework/guidelines at state and national level.	Transport, refreshment media airtime, accommodation, Flight ticket.	All year rounds	Government to provide technical support, media coverage, funding for LF, Support from	Activity report, media report, pictures, attendance.

					other development partners. FFF administrative and technical support.	
		Awareness on sexual and reproductive health right of young persons with disability in Lagos and Osun State.	Venue, refreshments, Facilitation fee, media coverage, Administrative and personnel resources		Government to provide technical support, media coverage, funding for LF, Support from other development partners. FFF administrative and technical support	Activity report, media report, pictures, attendance
2.	<b>To support advocacies that promote rights of persons with SBH and other forms of disabilities.</b>	We Ring the Bell in Lagos State.	IEC materials, refreshments, Admin/planning logistics	March/Annually	Government to provide technical support, media coverage, funding for LF, Support from other development partners. FFF administrative and technical support	Activity report, media report, pictures/video
		Advocacy on inclusive education in Lagos	Admin/planning logistics, honorarium for facilitators/consultants, media coverage supports, manuals,	All year round.	Funding from DRF, LF, TLMN, support from media organization, technical support from government,	Activity reports, attendance, photos/videos, media report, publications from projects

			Refreshments/lunch, transportation, venue, training materials, documentary.		mobilization of PWDs by DPOs, Support from other development partners. FFF administrative and technical support	
		Advocacy visit on inclusive education and disability law in Osun State.	Admin/planning logistics, honorarium for facilitators/consultants , media coverage supports, manuals, Refreshments/lunch, transportation, venue, training materials, documentary.	All year round.	Funding from DRF, LF, TLMN, support from media organization, technical support from government, mobilization of PWDs by DPOs, Support from other development partners. FFF administrative and technical support	Activity reports, attendance, photos/videos, media report, publications from projects.
		Stakeholders' consultative forum on community of practice on inclusive education in Lagos State.	Facilitator, Data for internet, Transport Writing materials, Mails	December 2022	<i>DRF To Provide Funding</i>	Activity reports, attendance, photos/videos, media report, publications from projects.
		Quarterly meeting of continence working group on continence project -Online and Lagos	Venue, Data, Transport Meal, Accommodation Stipend for health workers.	Quarterly	FFF to provide technical and admirative support Government to provide technical and funding support	Activity reports, attendance, photos/videos, media report, publications from projects FFF to provide administrative and technical support.



				FFF administrative and technical support		
				FFF administrative and technical support.		
		Advocacy for improved SBH health care and rehabilitation services (continence management) in Osun, Oyo, and Lagos.	Admin/planning logistics, Venue, refreshments/lunch, transportation, honorarium for facilitators, IEC materials, accommodation.	All year round	Hospital to provide treatment & support, government to provide technical support, DPOs to mobilize beneficiaries, media support, support from development partners FFF administrative and technical support	Pictures, Attendance Report
		Advocacy for employment and economic empowerment of persons with SBH and other disabilities in Lagos and Abuja.	Admin/planning logistics, Venue, transportation, honorarium for consultants/facilitators, training materials, State & Federal empowerment grants/loans, loans from financial institutions	All year round	Funding from LF, annual empowerment grant from Lagos state, federal and state governments to provide technical support, federal & state empowerment grants, DPOs to mobilize PWDs, media support for coverage,	Activity report, pictures/video, media publication.

					partnership & support from Private business organizations. Support from other development partners. FFF administrative and technical support	
		Advocacy for disability-inclusion in sectoral policies including health (COVID-19 safety protocols, education, social protection, employment).	Admin/planning logistics, Venue, transportation, honourarium for consultants/facilitators , advocacy visits, policy review and brief, media appearance.	All year rounds	Government technical support & partnership, DPOs to mobilize PWDs, support from development partners, media support/coverage FFF to provide administrative and technical support.	Activity report, copy of policy brief, copy of policy review
		Advocacy on food fortification for primary prevention of Neural Tube Defects	Logistics, transportation, advocacy visits, IEC materials	All year round	NAFDAC, SON, Milling industries, other manufactures. FFF to provide technical support.	Activity report, pictures, Attendance media publication.
3.	<b>To support development and strengthening of relevant legal and policy frameworks which respond to the rights and well-being</b>	Support for Inclusive education policy strengthening in Lagos state.	- Consultant to develop to cooperative teaching manual on inclusive education in Lagos State, Consultant to conduct base-line study on	December 2022	State government to provide technical and funding support, Development partners to provide technical and funding support,	Draft policy, Attendance, Report Pictures, Audio, video clips. News and article, publications.

	<p><b>of persons with SBH and other forms of disabilities.</b></p>		<p>participation of DPOs in IE policy, Venue, Refreshments, lunch, transport to attend training, writing/training materials. Consultant to develop web-based platform on community of practice on inclusive education in Lagos State. Consultant to facilitate the review of the IE policy in Lagos State.</p>		<p>DPOs to mobilize participation of their members, Media to provide courage and report, FFF to provide technical, funding &amp; administrative support.</p>	
		<p>Support development of inclusive education policy/ disability right law in Osun State</p>	<p>Consultant to facilitate development of inclusive education policy and disability law in Osun State. Consultant to review situation analysis on disability law and inclusive education in Osun Sate.</p>	<p>December 2024</p>	<p>FFF to provide technical and funding support, State government to provide technical and funding support, Development partners to provide technical and funding support, DPOs to mobilize participation of their members, Media to provide courage and report.</p>	<p>Draft policy, Attendance Report, Pictures, Audio, video clips, News, and article publications</p>
		<p>Support development of framework or guideline on the management of</p>	<p>Consultant to facilitate the development of</p>	<p>December 2023</p>	<p>FFF to provide technical and funding support,</p>	<p>Copies of the SBH management Guidelines.</p>

		SBH (standard Operating Procedure) for disability agencies and/ or relevant MDAs at National and State level.	framework on SBH management  Administrative and personnel resources		State government to provide technical and funding support, Development partners to provide technical and funding support, DPOs to mobilize participation of their members, Media to provide coverage and report, FF to provide administrative and technical support	
4.	<b>To improve access of persons with SBH and other forms of disabilities to direct support and services in key sectors including health, education, vocational training, and sports</b>	Facilitate training of health workers and parents on continence care provisions for persons with spina bifida in Osun State, Oyo State, Lagos State, Plateau State, Akwa Ibom State.	Facilitator, Venue Writing and training materials, refreshments, logistics, Transport	All year rounds	Wales for Africa Hub/Shine to provide the funding support, CHILD HELP International/IF/Shine to provide funding & continence, equipment, FFF to provide the technical support, Health institutions to mobilize participation of their members, FF to mobilize participation of their	Attendance Report Pictures, Audio, video clips. News and article publications

					members, Provision of technical and funding support from relevant health sectors and MDAs.	
		Support Capacity building on inclusive education for special and regular teachers, education administrator, disabled people’s organization etc. in Lagos and Osun States.	Consultant to facilitate the training, Data, Refreshment, Transport Writing materials.	All year rounds.	LF, DRF, other development partners and corporate bodies to provide funding support, FFF to provide technical Support, FFF to provide administrative and technical support	Attendance, Report, Pictures
		Bi-monthly parents support group meeting in Lagos State.	Guest speakers, Refreshment, Transport, Writing materials, logistics	Bi-monthly	LF/ HA to provide funding support, FFF to provide technical Support, contribution from FFF members.	Attendance, Report, Pictures
		Quarterly parent support group meeting in Osun and Oyo States.	Guest speakers, Refreshment, Transport, Writing materials, logistics	Quarterly	LF/ HA to provide funding support, FFF to provide technical Support, contribution from FFF members	Attendance, Report, Pictures

		Support children and Adult with SBH and other disabilities with vocational training.	Training materials, Mobilization of training centers to provide vocational training.	All year rounds	Funding from donor partners, FFF to provide administrative and technical support	Receipt, Success story, Pictures Report
		Promotion of sexual and reproductive health right of young persons with disabilities in Lagos and Osun State.	Facilitator to conduct training for school guidance and counselor, Venue, Refreshment/lunch Transport	All year rounds	FFF to provide administrative and technical support, Funding from donor partners, FFF to provide administrative and technical support	Attendance, Report, Pictures, Media publication.
		Support Children and youngsters with SBH and other forms of disabilities for education, medical (drugs, surgery, therapy, assistive devices etc) and social development.	Cost of services,	All year rounds.	LF to provide funding, CODISA to provide education scholarship, FFF to provide technical and administrative support FFF to provide venue.	Receipt, Success story, Pictures Report
		Provision of Nutritional support for Children and youngsters with SBH and other forms of disabilities.	Nutritional materials, Funds	All year rounds	Individual donors, religious bodies Clubs & Societies, FFF to provide technical and administrative support.	Attendance, Report, Pictures.

5.	<b>To develop and strengthen strategic tools, guidelines, and operational policies for the purpose of improving FFF's institutional capacity to deliver on strategic goals and objectives.</b>	Review and development of operational policies (HR, Anti Money laundering, Travels & logistics policies) and guidelines.	Consultant to develop HR, Anti money laundering, Travel & logistics policies) and guidelines.	December 2022	FFF to provide technical and administrative input, Donor partners to provide funding and technical support	Copies of strategic documents & policies, training attendance, photos
		Development of sustainability plans.	Consultant to develop FFF's Sustainability plan, strategic partnership engagement plan etc.	December 2022	FFF to provide technical and administrative input, Donor partners to provide funding and technical support	Copies of sustainability plan
		Development of strategic communication plans.	Consultant to develop FFF communication plans	December 2022	FFF to provide technical and administrative input, Donor partners to provide funding and technical support	Copies of Communication plans
		Development of financial plans	Consultant to develop financial plans.	December 2022	FFF to provide technical and administrative input, Donor partners to provide funding and technical support	Copies of Financial Plans
		Develop strategic partnership engagement plan	Consultant to develop partnership engagement plan.	December 2022	FFF to provide technical and administrative input, Donor partners to	Copies of strategic partnership Plan

					provide funding and technical support	
		Recruitment and capacity development of strategic high level management staff (Qualified Program manager, M & E Managers, Finance Managers, Communication Officer	Funding to recruit, train and retain staff	Based on availability of funds/projects		Staff appointment letters & files
		Expansion of operational base to Osun (Southwest), Abuja (entire Northern region) & Akwa Ibom (South-South & South East).	Funding to procure office accommodation and equipment, travels and engage state coordinators etc.	December 2023	FFF to provide technical and administrative input, Donor partners to provide funding and technical support	Pictures of various FFF locations and addresses.
6.	To develop and implement a robust M&E framework that will strengthen FFF's capacity to comply with operational policies and meet with programmatic targets.	Develop FFF M & E plan	Consultant to develop FFF's M & E plan	Q4 2021 - June 2022	Donor partners to provide funding to engage consultants and other associated costs.	Copies of FFF M & E Plan
		Training for FFF's management and staff on FFF's M & E plan	, Venue, Refreshments, Lunch, transport to attend training, stationery, Project/slide etc.	Q3 2022	Donor partners to provide funding to engage consultants and other associated costs.	Reports, pictures, attendance



		Monthly & Quarterly review of programs/project/activities.	Administrative and personnel resources, refreshments	Monthly/Quarterly	FFF to provide administrative and technical support	Meeting reports, attendance.
		Annual appraisal of FFF's strategic plan	Consultant to facilitate annual appraisal and mid-term review	Annually	Donor partners to provide funding to engage consultants and other associated costs.	
		Mid-term review of strategic plan	Consultant to facilitate mid-term review	December 2023	Donor partners to provide funding to engage consultants and other associated costs.	

#### 4.2 Strategic Indicators

These indicators are set in line with the 6 strategic objectives to provide guidance for FFF in the implementation of this plan

<b>PUBLIC AWARENESS ABOUT SBH AND OTHER DISABILITIES</b>
Up to 30 media and public engagements conducted across 6 States to reach 30 million members of the public.
<b>DISABILITY RIGHTS ADVOCACY</b>
Number of OPDs and Parents groups in 6 States with strong capacity to successfully conduct advocacies for inclusive education, accessible health care (including COVID-19 interventions), SBH-related matters, inclusive employment and economic empowerment, social protection, etc.
<b>DEVELOPMENT AND STRENGTHENING OF DISABILITY LEGAL AND POLICY FRAMEWORKS</b>

Number of disability rights and inclusive legal and policy frameworks on inclusive education, health, SBH, inclusive employment and economic empowerment, developed and strengthened in 6 States.
<b>ACCESS TO BASIC SERVICES AND SUPPORT</b>
Number of persons with SBH and other disabilities supported directly and indirectly to access basic services and support in education, health, employment and economic empowerment and sports.
<b>DEVELOP OPERATIONAL POLICIES AND GUIDELINES</b>
FFF has fully developed operational policies in Human Resources, finance, procurement, Anti Money laundering, Travels & logistics.
FFF has fully developed Strategic Plans in M&E, communication, finance, sustainability, and partnership engagement.
FFF has full-time high-level management staff in programs, finance, M&E and communication.
FFF has operational office base in Osun State, Southwest and Akwa-Ibom State, South-south Nigeria, respectively.
<b>EFFECTIVE MONITORING AND EVALUATION</b>
FFF is able to conduct weekly and monthly review of activities and projects.
FFF is able to conduct quarterly and annual review of project work plans.
FFF is able to conduct mid-term review of Strategic Plan.

#### 4.3 Target groups

- A). FFF’s activities primarily targets children and adults with SBH and other disabilities in Nigeria.
- B). The Foundation also targets parents, Guardians and care-givers of children and adults with SBH and other disabilities.

- C). Other primary targets of FFF's activities are Service providers such as hospitals, health workers, rehabilitation professionals, social workers, and other related individuals and institutions.
- D). FFF also prioritizes organizations of persons with disabilities as a primary target of its activities.
- E). Officials and institutions of government at all levels including traditional and community leaders constitute the core of secondary targets of FFF's activities.
- F). The Foundation also considers local and international development organizations and mainstream civil society organizations as target of its activities.
- G). Private business organizations are target for FFF's activities.
- H). The media are also a very important target of FFF's activities.
- I). Members of the general public form the target base for all FFF's activities.

#### 4.4 **Diversity and Inclusion**

Within FFF's primary and other categories of target population, the foundation shall ensure proper consideration for diversity and inclusion of typically marginalized groups. These include—

- A). Children with SBH and other disabilities, especially girls.
- B). Young stars with SBH and other Disabilities especially adolescent girls.
- C). Women with SBH and other disabilities.
- D). persons with psychosocial and other forms of intellectual and developmental disabilities.

#### 4.5 **Target Locations**

- A). FFF's activities in this plan is primarily targeted at Lagos State, Osun State, Oyo State, Akwa-Ibom State and the FCT-Abuja respectively.
- B). The entire 6 States of the Southwest fall within the secondary target of the Foundation's activities.

Annex

Festus Fajemilo Foundation's Organogram

