

FESTUS FAJEMILO FOUNDATION

STRATEGIC PLAN

2026-2030

Acknowledgements

On behalf of the Board and Management of Festus Fajemilo Foundation (FFF), I give thanks to God Almighty for the successful development of our 2026–2030 Strategic Plan. This document represents an important milestone in our journey toward strengthening inclusion, expanding impact, and improving the lives of persons with disabilities and vulnerable populations within our communities.

The implementation of our 2021–2025 Strategic Plan provided valuable lessons and measurable achievements that have shaped the direction of this new five-year roadmap. We are encouraged by the progress made and inspired to pursue even greater impact in the years ahead.

I sincerely appreciate our esteemed Board Members for their visionary leadership, steadfast support, and invaluable contributions throughout the strategic review and planning process. I also extend heartfelt gratitude to our staff, volunteers, partner organizations, donors, government agencies, beneficiaries, and caregivers whose insights and collaboration enriched the development of this plan.

Special appreciation goes to our consultant, Mrs. Anthonia Bakare, for her professionalism, dedication, and long-standing support to the Foundation. Your commitment and sacrifice throughout this process are deeply valued and appreciated.

As we begin the implementation of this Strategic Plan, I call on all stakeholders and partners to continue supporting the Foundation with renewed commitment and shared purpose. Together, we can build a more inclusive society and create lasting positive change in the lives of those we serve.

Afolabi Fajemilo
Co-Founder/Executive Director

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List of Abbreviations and Acronyms:

Abbreviations	Full Meaning
AT	Assistive Technology
CBOs	Community-Based Organizations
CBR	Community-Based Rehabilitation
CSOs	Civil Society Organizations
CSR	Corporate Social Responsibility
DRF	Disability Rights Fund
FMOH	Federal Ministry of Health
FME	Federal Ministry of Education
FFF	Festus Fajemilo Foundation
HNI	High Net Worth Individual
IDA	International Disability Alliance
IE	Inclusive Education
IF	International Federation
IFSBH	International Federation for Spina Bifida and Hydrocephalus
IGP	Income Generating Project
INGOs	International Non-Governmental Organizations
JONAPWD	Joint National Association of Persons with Disabilities
LASODA	Lagos State Office for Disability Affairs

LF	Liliane Foundation
MDCN	Medical and Dental Council of Nigeria
MEL	Monitoring, Evaluation and Learning
M&E	Monitoring and Evaluation
NCPWD	National Commission for Persons with Disabilities
NMCN	Nursing and Midwifery Council of Nigeria
NGO	Non-Governmental Organization
OPDs	Organizations of Persons with Disabilities
PWDs	Persons with Disabilities
SBH	Spina Bifida and Hydrocephalus
SBHAN	Spina Bifida and Hydrocephalus Association of Nigeria
SDGs	Sustainable Development Goals
SHINE	Spina Bifida Hydrocephalus Information Networking Equality
SLIF	Saving Lives, Improving Futures
SMOH	State Ministry of Health
TLMN	The Leprosy Mission Nigeria
UNCRPD	United Nations Convention on the Rights of Persons with Disabilities
WHO	World Health Organization

Executive Summary

This Five-Year Strategic Plan (2026–2030) sets the direction for FFF as it strengthens its leadership in advancing the rights, dignity, and well-being of children, young adults and adults living with spina bifida and hydrocephalus (SBH) in Nigeria — with a primary operational base in Lagos.

While Nigeria has demonstrated progress in disability inclusion, major gaps persist. Children with SBH continue to encounter barriers to health services, continence management, mobility support, inclusive education, and social acceptance. Families often face high emotional and financial burdens, while stigma and limited public investment restrict access to quality services. Inflation and national economic instability further challenge the sustainability of disability-focused interventions.

Within this context, FFF enters the 2026–2030 strategy cycle with renewed focus on high-impact services, sustainability, and national reach. The organisation will pursue three core shifts:

1. **Strengthen and expand access to essential disability support services** — particularly continence management, mental health, therapy, and home-based care.
2. **Deepen systems-level advocacy and multi-sector partnerships** — engaging government, health institutions, schools, and community structures to reduce stigma and promote inclusive practices.
3. **Build long-term sustainability and capacity** — through diversified funding, social enterprise initiatives (including selective monetisation of specialised services), and the development of the agricultural income-generation project.

The strategy builds on the organisation’s strong reputation, established presence in tertiary hospitals, and growing partnerships with the Federal Ministry of Health. It also responds to rising national interest in disability-responsive healthcare, mental health support, inclusive education, and community-based rehabilitation.

The 2026–2030 Strategic Plan, therefore, positions FFF to expand from 11 to 30 partner health facilities across Nigeria, deepen support for families and caregivers, and deliver sustainable, evidence-driven, and dignified services that unlock the potential of every child and young adult living with SBH.

1.0 INTRODUCTION

1.1 Background

Festus Fajemilo Foundation emerged from a deeply personal experience — the struggle to save the life of baby Festus, born in 2004 with hydrocephalus and without access to timely medical support. What began as one family’s fight for survival grew into a parents’ support group in 2008 and later evolved into a registered disability-focused organisation driven by a vision of dignity, inclusion, and equal opportunity for children and young adults with spina bifida and hydrocephalus (SBH). Over the years, FFF has become a lifeline for many families, providing medical support, care coordination, advocacy, and community-based services across Lagos State and other parts of Nigeria.

The Foundation’s work operates within a complex social and economic landscape. Lagos, Nigeria’s commercial capital and home to more than 25 million people, also records one of the highest populations of persons with disabilities (more than 2 million PWDs) in the country. Nigeria’s larger context reflects similar complexity — persistent economic instability, high inflation, and rising poverty rates continue to have disproportionate effects on families with children with disabilities. Recent insecurity across the country, including violent attacks on farmers and transportation routes, has further contributed to the increased cost of living and disrupted livelihoods, with direct implications on household resilience and service sustainability.

Although there has been significant progress in disability legislation — including Nigeria’s Discrimination against Persons with Disabilities (Prohibition) Act of 2018 and ongoing state-level disability laws — implementation remains weak. Limited institutional capacity, low political prioritisation of disability issues, and shrinking donor funding continue to affect the operations of disability-focused organisations. In addition, charity-based perceptions of disability remain prevalent across faith-based institutions, private sector spaces, and community structures, slowing the transition toward rights-based inclusion.

Despite these realities, FFF has recorded notable progress. It has successfully developed strategic partnerships with tertiary health institutions and recently strengthened relationships with the Federal Ministry of Health, creating opportunities for greater program reach. Its incontinence management initiative, currently delivered across 11 facilities, has transformed access to continence care for babies, children and young people living with Spina bifida — and now presents a pathway for national expansion to at least 30 facilities over the next five years, including secondary health facilities. The newly defined focus on mental health support for children and caregivers further fills a critical gap, especially given the psychosocial burden families face. Complementing these programmatic directions is a long-term sustainability pathway — an agricultural enterprise on acquired land in Osun State — aimed at generating revenue to strengthen financial independence and reduce vulnerability to dwindling grant opportunities.

At almost two decades of service delivery, FFF has reached a pivotal point. The scale of need has grown significantly, requiring stronger organisational capacity, diversified funding sources, improved monitoring and evaluation systems, and an adaptive program model that remains relevant to evolving challenges faced by children and young adults living with SBH. The 2026–2030 Strategic Plan therefore, aims to consolidate the gains achieved, expand programmatic reach, increase advocacy influence, drive mental health and continence care systems across Nigeria, and advance the sustainability of services through innovation, strategic partnerships, and resource mobilisation.

1.2 Objectives of the Strategic Planning Process (2026–2030)

This strategic plan is developed to achieve the following objectives:

A). To strengthen institutional capacity and organisational sustainability

To provide a clear roadmap that enhances the effectiveness, efficiency and resilience of FFF across governance, leadership, human resources, financial management, and operational structures — ensuring long-term sustainability and continuous delivery of high-quality programs and services.

B). To align FFF’s programs and interventions with current disability trends and emerging needs

To review and refine existing programs, while integrating new thematic areas — including incontinence management, mental health, inclusive education, community-based rehabilitation, advocacy, and research — ensuring all interventions are relevant, evidence-driven and responsive to the lived realities of persons with disabilities and their families.

C). To deepen and expand FFF’s strategic partnerships and stakeholder engagement

To enhance collaboration with government institutions, disability networks, OPDs, NGOs, donors, corporate organisations, communities, and families to drive collective impact, scale service delivery, and strengthen policy influence at state and national levels.

D). To establish a robust resource mobilisation and financial diversification framework

To provide strategic direction for increasing and sustaining funding — through donor engagement, income-generating projects, corporate partnerships, individual giving, and monetized services — towards achieving organisational self-reliance and long-term financial stability.

E). To improve FFF’s monitoring, evaluation, research, and learning (MERL) systems

To strengthen evidence generation, data-driven planning, learning, and accountability mechanisms, ensuring programs deliver measurable results while continuously informing policy advocacy and operational improvements.

F). To expand the geographical reach and inclusiveness of FFF’s work

To provide direction for scaling programs beyond Lagos to underserved states and communities, ensuring more children and adults with SBH and other disabilities have access to inclusive support and improved quality of life.

1.3 Methodology

The development of the 2026–2030 Strategic Plan for FFF followed a participatory and evidence-based approach designed to ensure that the resulting document reflects the realities, priorities and aspirations of the organisation and its key stakeholders. The methodology combined desk-based research with consultative engagements, and comprised the following components:

1. Desk Review of Organisational Documents

A comprehensive review was undertaken of relevant internal documents, including the 2021–2025 Strategic Plan, annual reports, program reports, project documentation, and internal policies. This process enabled a baseline understanding of organisational achievements, challenges, emerging trends, and opportunities across thematic and operational areas.

2. Consultations with Senior Leadership

Structured consultations were held with the Executive Director to obtain strategic guidance and contextual clarity on the organisation’s mission, program focus, operational realities, strategic priorities, and sustainability considerations. These discussions helped shape the early direction of the new strategic plan.

3. Internal Stakeholder Engagements

Engagements with program, administrative, and support staff were held to capture practical insights on program delivery, internal systems, operational bottlenecks, resource needs, and lessons learned. These consultations ensured that staff experience and expertise informed the strategic priorities and capacity-strengthening agenda of the plan.

4. Beneficiary and Family Consultations

Interviews and informal conversations were held with selected parents/caregivers of children with disabilities and other beneficiaries to capture feedback on the accessibility and effectiveness of services, lived experiences, and areas requiring improvement. This step supported the development of a user-centred and rights-based strategy.

5. Health Sector and Technical Stakeholder Consultations

Consultations were conducted with health professionals working in partner facilities involved in the care of children and young adults with spina bifida and hydrocephalus. These included nurses, clinicians, and other healthcare personnel engaged in continence management, rehabilitation, and follow-up care. Their insights provided valuable perspectives on service delivery, continuity of care, capacity needs, and opportunities for strengthening collaboration between the Foundation and health institutions.

6. Civil Society and Partner Organisation Engagement

Feedback was also obtained from selected civil society organisations and development partners that have collaborated with the Foundation over the years. These consultations helped identify opportunities for strengthened partnerships, policy advocacy, inclusive education initiatives, and systems-level interventions to support disability inclusion.

7. Board Reflections and Governance Perspectives

Members of the Board of Trustees also provided reflections on the Foundation's achievements, organisational priorities, and sustainability considerations for the coming strategic period. Their perspectives reinforced the importance of strengthening institutional visibility, resource mobilisation, strategic partnerships, and governance support to sustain and expand the Foundation's impact.

8. Strategic Review and Validation Workshop

A strategic review and validation workshop was convened with members of the Board, management, staff, and key stakeholders to review findings from the desk review and consultations, refine strategic priorities, validate the results framework, and confirm implementation approaches for the 2026–2030 planning cycle.

The insights gathered through this consultative process were carefully analysed and synthesised to identify key organisational strengths, operational challenges, emerging opportunities, and priority areas for future investment. These findings informed the situational analysis and guided the formulation of the strategic objectives, priorities, and implementation approaches outlined in this Strategic Plan. Through this process, the Foundation seeks to ensure that its strategic direction remains grounded in evidence, responsive to stakeholder needs, and aligned with its mission of improving the lives of children, young adults, and people living with spina bifida and hydrocephalus.

1.4 Scope and Limitations

Scope of the Strategic Planning Process

The 2026–2030 Strategic Plan was developed as a forward-looking organisational roadmap to guide the program direction, operational efficiency, institutional strengthening, partnership development, and resource mobilisation of the *Festus Fajemilo Foundation*. The scope of the planning process covered:

- Review of program implementation and organisational performance for the period 2021–2025.

- Assessment of external opportunities and challenges relating to disability inclusion, health services, advocacy, and social protection in Lagos State and Nigeria.
- Identification of strategic priorities for the next five years, including program themes, geographic focus, service delivery models, partnerships, and sustainability mechanisms.
- Development of a results framework outlining expected results, indicators, means of verification, and key assumptions.
- Recommendations for institutional capacity strengthening, governance, financial sustainability, monitoring and evaluation, and risk management.

The strategic plan is designed to guide organisational decisions, investments, and engagements across all arms of programming — advocacy, research, family support services, community outreach, capacity building, awareness creation, and collaboration with government and development partners.

Limitations of the Strategic Planning Process

While the planning process employed a rigorous and participatory approach, several limitations should be acknowledged:

- **Evolving sector dynamics:** The disability and public health landscape in Nigeria continues to shift due to policy reforms, economic pressures, and changing donor priorities. As such, projections made in this plan may require periodic review to remain responsive to emerging realities.

- **Incomplete stakeholder coverage:** Although efforts were made to engage key internal and external stakeholders, not all groups could be consulted within the available time, particularly beneficiaries across multiple geographic areas and frontline health workers supporting incontinence management.
- **Data gaps:** Existing organisational records and sectoral data do not comprehensively cover all aspects of disability needs, program outcomes, and long-term impact measurement, which may limit trend analysis in some thematic areas.
- **Resource assumptions:** The successful implementation of this plan is partly dependent on the availability of financial, material and human resources, which may fluctuate due to economic conditions and donor commitments.

Despite these limitations, the planning process generated robust insights and a strong evidence base to support informed decision-making. Mechanisms for **mid-term review and continuous learning** have been built into the plan to ensure that strategies can be refined and adapted as circumstances evolve.

2.0 ORGANIZATIONAL PROFILE

2.1 History

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

The organisation was founded in response to the lived experience of a child diagnosed with hydrocephalus and the severe gaps his family encountered while seeking support — including inaccessible services, harmful cultural beliefs, social stigma, and absence of coordinated care. This experience exposed the urgent need for advocacy, awareness, inclusion, and improved service access for individuals affected by spina bifida and hydrocephalus (SBH).

As the first non-profit organisation in Nigeria dedicated to advancing the rights and welfare of persons living with SBH, the Foundation pioneered disability inclusion advocacy and service-linkage efforts in the country. Over time, ongoing engagement revealed that children with SBH are often confronted with additional impairments such as physical disability, spinal cord injury, intellectual and developmental disabilities, and other complex lifelong concerns. In response, FFF expanded its focus in 2009 to include the wider disability community while maintaining a strong core commitment to individuals with SBH.

Today, FFF works to improve access, dignity, and participation for persons with disabilities through a holistic systems-development approach — combining rights-based advocacy, public enlightenment, service linkage, capacity development, research, community-based rehabilitation, and evidence-driven programming.

The organisation has, since inception, implemented interventions across multiple development sectors including health, education, rehabilitation and assistive services, early childhood support, vocational empowerment, transportation access, social protection, sports

participation, and community inclusion. Activities range from direct support and referral services to training of caregivers and service providers, multi-stakeholder advocacy, and awareness initiatives targeted at shifting public attitude and strengthening disability-inclusive policy frameworks.

The Foundation operates through a governance and operational structure designed to ensure transparency, accountability and effective program delivery:

Governance and Leadership	Operations and Program Delivery	Support and Facilitation
Board of Trustees (BOT)	Executive Director	Clerk
	Program Officer	Driver
	Monitoring & Evaluation Officer	Mediators
	Admin Officer & Secretary	Co-workers / Volunteers
	Account Officer	Beneficiaries — Children with special needs, Parents & Guardians

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

DATE	ACTIVITY	DESCRIPTION (SCOPE/BENEFICIARIES)	IMPLEMENTING PARTNERS
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	Continence 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)/
2020	Readdress Inclusion Rights & Empowerment	Covers People with Psychosocial disability	International Disability Alliance
2022	Expanding Disability Inclusive Social Protection	Covers all types of disabilities	Disability Rights Funds
2024 – till date	Saving Lives, Improving Futures Project	Incontinence Management	Department of Health and Social Care UK, SHINE UK,

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 serve 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 design 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 the 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 that 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, the results and impacts of programs and activities can be more sustainable. Therefore, FFF ensures 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 promoting a 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 the rights of persons with SBH and other forms of disabilities.
- C). To support the development and strengthening of relevant legal and policy frameworks that 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 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 the 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 the rights of PWDs and inclusive development across all

spheres of life are missions that can't be achieved by single individuals or organizations. FFF therefore realizes the need to mobilize and exchange human, material, financial, and technical resources with other individuals and organizations, respectively, who share a 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 commits to ensuring that all its programs and operations guarantee, as much as possible, and where necessary, the attainment of long-term impacts. Disability is largely a lifelong experience that 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 the same. FFF's programs and operations are designed, planned, implemented, and evaluated based on knowledge and evidence.

3.0 CONTEXT

3.1 Environment

FFF operates primarily in Lagos State, Southwest Nigeria, the commercial hub of the country and home to an estimated 25 million people, including a significant population of persons and children with disabilities. National statistics estimate Nigeria's population at over 200 million, with approximately 30 million persons with disabilities (PWDs). Lagos — while economically vibrant — reflects the national pattern of stark inequalities, where children and youth with disabilities remain among the most marginalised groups socially, economically, and medically.

Politically, Nigeria has enjoyed democratic stability since 1999, yet disability inclusion continues to receive insufficient attention in governance and public policy implementation. Political participation among PWDs remains extremely low, with limited representation across decision-making institutions, contributing to weak political will for disability-responsive programs and services. Although the Discrimination Against Persons with Disabilities (Prohibition) Act (2018) marked significant progress at national level — and nearly half of Nigeria's states, including Lagos, have enacted or are in the process of enacting their own disability laws — implementation remains slow and uneven.

Economically, the country continues to battle prolonged instability, high inflation, unemployment, shrinking household income, and widening poverty. These challenges disproportionately affect PWDs, who make up a large percentage of the nation's poorest households. Globally and nationally, funding for disability-focused development programs is declining, widening the resource gap for organisations supporting vulnerable children and families.

Socially, gaps in access to education, healthcare, assistive technology, psychosocial support, and social protection remain significant. An estimated 13 million Nigerian children are out of school, and children with disabilities represent nearly half of that number. In Lagos, many families struggle to meet the health, mobility, and psychological needs of their children due to stigma, financial

constraints, and limited availability of inclusive services. Mental health needs among children and caregivers have become increasingly visible, yet support structures remain fragmented.

While public awareness on disability inclusion has improved over the past decade — driven largely by organisations of persons with disabilities (OPDs) and civil society — attitudes across many sectors remain charity-based rather than rights-based, hindering true participation, dignity, and long-term empowerment.

This combination of policy progress without strong implementation, a challenging economic climate, and shrinking donor funding creates a complex operating environment for disability-focused NGOs. However, it also presents opportunities for innovation, sustainability, and deeper family-centred support.

In response, FFF is strengthening its strategic direction in key areas:

- Provision of timely, life-saving surgical interventions for children with SBH to prevent complications associated with delayed treatment and financial constraints
- Integration of holistic mental health and psychosocial support services for children and caregivers
- Expansion of outreach services, including home visits, to monitor hygiene, child well-being, and provide ongoing caregiver support
- Strengthening and expansion of service delivery across secondary health facilities
- Advancement of sustainability through agricultural income-generating initiatives on acquired land, reducing dependence on donor funding while creating future vocational pathways for older youths with disabilities

3.2 Stakeholders

The Festus Fajemilo Foundation (FFF) recognises that achieving sustainable impact for people living with spina bifida, hydrocephalus, and other disabilities requires strong collaboration with a diverse range of stakeholders. As such, the Foundation engages multiple actors across the full program cycle—including program design, planning, implementation, monitoring and evaluation, learning, and review processes.

FFF’s stakeholder ecosystem spans institutions of government at federal, state, and local levels; international and national development partners; health and education institutions; civil society organisations and organisations of persons with disabilities (OPDs); private sector actors; community-based groups; and individual philanthropists. These stakeholders play critical roles in supporting service delivery, strengthening policy implementation, advancing advocacy efforts, mobilising resources, and promoting inclusive practices within communities and public institutions.

Through ongoing analysis and engagement, the Foundation has identified the following key stakeholders whose collaboration will be essential to the successful implementation of this Strategic Plan and the long-term sustainability of its programs.

CATEGORY	STAKEHOLDERS	PURPOSE OF ENGAGEMENT
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
	Secondary-level 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 the 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 the 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
	Spina Bifida and Hydrocephalus Association of Nigeria (SBHAN)	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 (good vision)

	Committee on Disability (Chapel of the Healing Cross)	Partnership for resource mobilization
	BT Technologies	Partnership for resource mobilization
	Liham Schools	Partnership for Resource Mobilization
Important Personalities	Anonymous	Partnership for resource mobilization, Partnership for advocacy. Partnership for awareness raising
Media	Print, Electronic and online	Partnership for advocacy & Awareness. Partnership for public awareness and enlightenment.

3.3 Resources

The effective implementation of this Strategic Plan will depend on the Foundation’s ability to mobilise and strategically manage a combination of human, material, and financial resources. While the operating environment for civil society organisations in Nigeria remains challenging—characterised by constrained funding opportunities, economic instability, and increasing demand for services—the Foundation continues to leverage its existing assets, partnerships, and institutional strengths to sustain and expand its programs.

FFF’s resource base currently comprises a mix of human capital, operational and material assets, and financial resources obtained through grants, philanthropic support, and strategic partnerships. These resources form the foundation upon which the organisation delivers its programs and will be strengthened further through the Resource Mobilisation Strategy outlined in this plan.

A. Human Resources

FFF benefits from a committed pool of human resources that includes members of the Board of Trustees, members of its Advisory Committee, Patrons and Patronesses, permanent and ad-hoc staff, volunteers, outreach workers, and community-based supporters. The dedication and expertise of these individuals have been instrumental in sustaining the organisation’s programs and expanding its reach

over the years. However, due to funding constraints, the Foundation currently operates with a relatively small number of paid staff, which places significant demands on existing personnel and highlights the need for strategic investments in human resource capacity, including program staff, fundraising, communication, and monitoring and evaluation functions.

B. Material and Operational Resources

The Foundation operates from a rented office space that serves as its primary administrative and coordination hub. In addition, FFF possesses several operational assets, including office furniture, information and communication technology (ICT) equipment, medical and rehabilitation support materials, and a project vehicle used for program implementation and outreach activities.

program

The Foundation owns an undeveloped land estate located in Ijokos in Ogun State, and another one in Emila Village in Egebdore Local Government in Osun State. The land in Ijokos is intended for the establishment of a centre for SBH, while the one in Osun State is for agricultural purposes, which presents a potential opportunity for the development of income-generating agricultural initiatives that can contribute to long-term organisational sustainability. Despite these assets, existing material resources remain limited relative to the scale of the Foundation's programs and the growing needs of its beneficiaries.

C. Financial Resources

FFF's financial resources are currently derived primarily from project-based grants, supplemented by philanthropic donations, membership contributions, and other forms of voluntary support. While these funding streams have enabled the Foundation to implement critical programs and interventions, grant funding is often competitive, time-bound, and restricted in scope. Consequently,

strengthening financial sustainability through diversified funding sources—including partnerships with institutional donors, corporate organisations, individual supporters, and income-generating initiatives—remains a key priority under the Foundation’s Resource Mobilisation Strategy.

3.4 SWOT Analysis

This section presents an analysis of the Foundation’s internal and external operating environment to inform strategic direction for the 2026–2030 planning period. The analysis draws on findings from the strategic planning process, including internal document reviews, stakeholder consultations, beneficiary perspectives, and broader sectoral trends in disability inclusion in Nigeria. The insights generated from this assessment provide the basis for identifying the Foundation’s internal strengths and institutional limitations, as well as the external opportunities and risks that may influence the successful implementation of this Strategic Plan.

3.4.1 Internal Strengths

FFF possesses several institutional strengths that reinforce its legitimacy, credibility, and program delivery capacity:

1. **Strong Legal and Governance Framework** – FFF maintains full legal registration and compliance with relevant regulatory requirements, supported by functional governance structures that provide strategic oversight, accountability, and institutional guidance.
2. **High Trust and Legitimacy Among Beneficiaries** – The Foundation enjoys strong credibility and acceptance among persons living with spina bifida and hydrocephalus, their families, caregivers, and relevant service providers across Nigeria including organisations of persons with disabilities (OPD).
3. **Credible Partnerships and Strategic Networks** – FFF has developed and sustained productive relationships with reputable national and international development partners, disability organizations, civil society actors, hospitals, schools, government ministries, and professional bodies.

4. **Proven Program Delivery Capacity** – The Foundation has demonstrated effectiveness in implementing evidence-informed programs, including disability rights advocacy, inclusive education & health initiatives, community-based rehabilitation, family support services, capacity-building, and public awareness campaigns.
5. **Emerging Institutional and Operational Systems** – The organisation operates with established policies and operational systems covering finance and procurement, safeguarding, human resources, logistics, and project implementation, supported by capable leadership and management.
6. **Access to Global Disability Networks** – FFF engages with international platforms and organisations focused on spina bifida, hydrocephalus, and disability inclusion, providing opportunities for knowledge exchange, collaboration, and learning.

3.4.2 Internal Weaknesses and Institutional Challenges

Despite its progress and achievements, several structural and operational limitations continue to constrain the Foundation’s growth and sustainability:

1. **Limited and Unpredictable Funding Streams** – The Foundation relies heavily on external grants and project-based funding, with limited diversified or domestic funding sources.
2. **Human Resource Capacity Gaps** – Funding constraints limit the organisation’s ability to recruit and retain qualified full-time professionals across key technical, program, and administrative roles.
3. **Weak Monitoring, Evaluation and Learning (MEL) Systems** – The organisation currently lacks sufficient specialised MEL personnel, tools, and systems required to support robust results-based management, impact measurement, and organisational learning.
4. **Limited Corporate Communications Capacity** – Constraints in communications expertise and resources affect the Foundation’s ability to maintain strong institutional visibility, consistent public messaging, and sustained stakeholder engagement.
5. **Infrastructure and Office Space Limitations** – Existing office facilities may become inadequate as programs expand and staff capacity grows.

6. **Limited Geographic Reach** – Financial, logistical, and human resource limitations restrict the organisation’s ability to scale services to more states and reach a larger number of beneficiaries.
7. **Low Research and Knowledge Generation Capacity** – Limited technical capacity and funding reduce the organisation’s ability to conduct independent research, generate local evidence, and contribute to national or global disability knowledge systems.

3.4.3 External Opportunities

The broader institutional and policy environment presents several opportunities for the Foundation to expand its reach and deepen its impact:

1. **Growing Global and Local Interest in Disability Inclusion** – Increasing attention from international donors, development partners, and advocacy networks toward disability rights, assistive technologies, health equity, and inclusive education.
2. **Existence of National and Subnational Disability Laws and Institutions** – Legislative frameworks such as the Discrimination Against Persons with Disabilities (Prohibition) Act 2018 and state-level disability laws create opportunities for policy advocacy, implementation support, and accountability.
3. **Rising Public Awareness on Disability Issues** – Growing recognition among civil society, media institutions, and the private sector of the importance of inclusion and accessibility.
4. **Expanding Partnerships with Government and Private Sector Institutions** – Collaboration with ministries, departments and agencies (MDAs), hospitals, schools, corporate entities, and mainstream CSOs presents opportunities for joint programming and systems strengthening.
5. **Supportive Global Disability Networks and Federations** – Engagement with international organisations provides opportunities for training, technical support, benchmarking, and collaborative initiatives.
6. **Digital Platforms for Awareness and Resource Mobilisation** – The expanding use of digital tools provides new channels for public engagement, fundraising campaigns, advocacy, and knowledge sharing.

3.4.4 External Threats

Despite these opportunities, the Foundation operates within a challenging environment characterised by several external risks:

1. **Political and Economic Instability** – Inflation, currency volatility, political transitions, and shifting government priorities may affect program costs, donor funding, and long-term planning.
2. **High Competition for Limited Funding Opportunities** – A growing number of organisations competing for donor resources increases pressure on fundraising efforts and financial sustainability.
3. **Weak Implementation of Disability Laws and Policies** – Inadequate enforcement of disability-related legislation limits progress toward inclusive systems and services.
4. **Limited Institutional Capacity on Disability Inclusion** – Many public and private institutions still lack the technical knowledge and systems required to effectively implement disability-inclusive policies and programs.
5. **Persistent Stigma and Negative Social Attitudes** – Cultural perceptions and discrimination toward persons with disabilities remain barriers to social inclusion, early care-seeking, and community participation.
6. **Administrative and Bureaucratic Constraints** – Slow government procedures and regulatory processes may delay partnerships, project approvals, and access to public resources.

4.0 PLAN

Building on the insights generated from the situational analysis and SWOT assessment, the Foundation has identified a set of strategic priorities to guide its work over the 2026–2030 period. The Strategic Plan Framework presented below outlines the organisation’s key strategic objectives, priority strategies, activities, and implementation actions designed to strengthen program impact, institutional capacity, partnerships, and sustainability.

The framework serves as a practical roadmap for translating the Foundation’s vision and mission into measurable results. It will guide annual operational planning, resource mobilisation efforts, and monitoring and evaluation processes throughout the implementation period.

4.1 Strategic Activities

S/N	OBJECTIVES	ACTIVITIES	REQUIRED RESOURCES	VIABLE TIMELINE	ROLES OF STAKEHOLDERS	MEANS OF VERIFICATION
1.	To raise public awareness and enlightenment about SBH and other forms of disabilities	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, and partnership with the 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 is held annually on December 3rd in Lagos.	Venue, IEC materials, Meals, PAS, Admin/planning logistics, etc.	Dec. 3 rd /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 publications, Recorded audio/video clips, Pictures.
		Annual folic acid awareness week; Jan. 3 rd - 9 th online - Global Awareness Quarterly – 30 Day Awareness Program	IEC materials, Folic acid supplement, Admin/planning logistics	Jan 3 rd – 9 th 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, and admin/planning logistics. Professional fee for documentary.	All year round	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 the 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 & Q3 /annually	Funding support from individuals & development partners,	Activity report, picture/video, media publication, attendance.

				Contribution from FFF members, Partnership with clubs & societies. FFF administrative and technical support Media Airtime/coverage, Technical support from the 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 the government.	Activity report, media report, pictures, attendance
	Awareness raising on disability law and inclusive education and Sexual & Reproductive Health Rights in Osun state.	IEC materials, transport, Refreshments, Logistics, media appearances, venue, and accommodation.	All year round	The government to provide technical support, media coverage, and funding from donor organizations Support from other development partners. FFF administrative and technical support	Activity report, media report, pictures, attendance
2	To support advocacies that promote rights of persons with SBH and other forms of disabilities.				
	Advocacy on inclusive education in Lagos & Osun State.	Project Officer/planning logistics, honorarium for facilitators/consultants, media coverage supports, manuals, Refreshments/lunch, transportation, venue, training materials, documentary.	All year round.	Funding from DRF, , TLMN, Other donor organizations, support from media organizations, technical support from the government, mobilization of PWDs by DPOs, Support from other development partners. FFF administrative and technical support	Activity reports, attendance, photos/videos, media report, and publications from projects
	Advocacy visit and awareness raising on implementation of disability law in Osun State.	Project Officer/staff/planning logistics, honorarium for facilitators/consultants,	All year round.	Funding from donor organizations/development partners, including TLMN, DRF, e.g., support from	Activity reports, attendance, photos/videos, media report, and publications from projects.

		media coverage supports, manuals, Refreshments/lunch, transportation, venue, training materials, documentary, and advocacy brief.		media organizations, technical support from development mobilization of PWDs by DPOs, and support from other developments partners. FFF Project Officer /administrative and technical support	
	Stakeholders' consultative forum on community practice on inclusive education in Lagos State.	Facilitator, Data for the internet, Mails	December 2028	Grant funding	Activity reports, attendance, photos/videos, media report, and publications from projects.
	Quarterly meeting of the continence working group on continence project - Online	Data and Participation stipend	Quarterly	FFF to provide technical and administrative support Government/Shine UK and donor organizations to provide technical and funding support FFF administrative and technical support FFF administrative and technical support.	Activity reports, attendance, photos, media report, publications from projects FFF to provide administrative and technical support.
	Advocacy for the establishment of continence clinics and provision of disability-Inclusive Continence Care in the six geopolitical regions of Nigeria.	Project Officer/Admin/planning logistics, Venue, refreshments/lunch, Air/Land transportation, honorarium for facilitators, IEC materials, accommodation, and advocacy brief.	All year round	Hospitals provide treatment & support, the government provides technical support, DPOs to mobilize beneficiaries, media support, and 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 every state, including the FCT.	Project Office/staff/planning logistics, Venue, transportation, honorarium for consultants/facilitators, training materials, State & Federal empowerment	All year round	Funding from donor organizations and development partners., annual empowerment grant from Lagos state, federal	Activity report, pictures/video, media publication.

		grants/loans, loans from financial institutions		and state governments to provide technical support, federal & state empowerment grants, DPOs to mobilize PWDs, media support for coverage, partnership & support from Private business organizations. Support from other development partners. FFF administrative and technical support	
	Advocacy on food fortification for primary prevention of Neural Tube Defects	Logistics, Land & Air transportation, advocacy visits, IEC materials	All year round	NAFDAC, SON, FMOH & SW, NCPWD, Milling industries, other manufacturers. FFF to provide technical support.	Activity report, pictures, Attendance media publication.
3.	To support the development and strengthening of relevant disability legal and policy frameworks that respond to the rights and well-being of persons with SBH and other forms of disabilities.	<p>Support for the inclusive education policy strengthening in Lagos States</p> <p>- Consultant to facilitate review of the inclusive education policy of Lagos State,</p> <p>Consultant to conduct baseline study on participation of DPOs in IE policy, Venue, Refreshments, lunch, transport to attend training, writing/training materials.</p>	December 2028	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, FFF to provide technical, funding & administrative support.	Draft policy, Attendance, Report Pictures, Audio, video clips. News and article, publications.
	Support the development of inclusive education policy/ implementation of disability rights law in Osun State	<p>Consultant to facilitate the development of an inclusive education policy in Osun State</p> <p>Consultant to facilitate training on the implementation of the Osun State Disability Law.</p>	December 2027	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.	Draft policy, Attendance Report, Pictures, Audio, video clips, News, and article publications

	Support the development of a framework or guidelines on the management of SBH (standard Operating Procedure) for disability agencies and/ or relevant MDAs at the national and State level.	<p>Consultant to facilitate the development of a framework on SBH management</p> <p>Administrative and personnel resources</p> <p>Set up a medical/Healthcare professional team.</p>	December 2027	<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 coverage and report, FF to provide administrative and technical support. NCPWD and FMOH & SW to ratify and approve.</p>	Copies of the SBH management Guidelines.	
4.	To improve access of persons with SBH and other forms of disabilities to direct support and services in key sectors, including Mental health, education, vocational training, and sports	Facilitate training of health workers and parents on continence care provisions for persons with spina bifida in Nigeria, support with medication to maintain bladder health, and support establishment of continence clinic in 30 teaching and federal hospitals.	Facilitator, Venue Writing and training materials, refreshments, logistics, Land and Air Transport, data for online training,	All year round	<p>Shine to provide technical support, CHILD HELP International to provide medication and catheters, IF to provide protocols and standards Health institutions to mobilize participation of their staff, FF to mobilize participation of parents FMOH &SW to integrate SBH into national health and disability frameworks.</p>	Attendance Report Pictures, Audio, video clips. News and article publications, developed S.O.P.s or protocols
		Bi-monthly parents support group meetings in Lagos State.	Guest speakers, Refreshment, Transport, Writing materials, logistics	Bi-monthly	HA & individuals to provide funding support, FFF to provide technical Support, contribution from FFF members.	Attendance, Report, Pictures, documented stories or testimonies.
		Quarterly parent support group meetings in Osun State and Abuja	Guest speakers, Refreshment, Transport, Writing materials, logistics	Quarterly	HA & individuals to provide funding support, FFF to provide technical Support,	Attendance, Report, Pictures, documented stories or testimonies.

				contribution from FFF members.	
	Support children and Adult with SBH and other disabilities with vocational training. Economic empowerment for parents and caregivers	Training materials, Mobilization of training centers to provide vocational training. Trainer’s fees, work tools.	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 rights 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.	CODISA to provide education scholarship, Gay & Keith Talbot Trust UK support brain surgeries, Shine UK provide technical support FFF to provide technical and administrative support FFF to provide venue for therapies.	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.	To develop and strengthen strategic tools, guidelines, and operational policies for the purpose of improving FFF’s	Consultant to develop HR, Anti money laundering, Gender, Travel & logistics policies) and guidelines.	June2027	FFF to provide technical and administrative input, Donor partners to provide funding and technical support	Copies of strategic documents & policies, training attendance, photos

institutional capacity to deliver strategic goals and objectives.	Travels & logistics policies) and guidelines.				
	Development of sustainability plans.	Consultant to develop FFF's Resource Mobilisation plan etc.	December 2027	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	March 2027	FFF to provide technical and administrative input, Donor partners to provide funding and technical support	Copies of Communication plans
	Develop strategic partnership engagement plan	Consultant to develop partnership engagement plan.	March 2027	FFF to provide technical and administrative input, Donor partners to provide funding and technical support	Copies of strategic partnership Plan
	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	All times based on availability of funds/projects	FFF to conduct job Interview and assessment.	Staff appointment letters & files Signed Code of Conduct
	Expansion of operational base to Osun (Southwest), Abuja (F.C.T.)	Funding to procure office accommodation and equipment, travels and engage state coordinators etc.	December 2028	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	Develop FFF M & E plan	Consultant to develop FFF's M & E plan	March 2027	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	March 2027	Donor partners to provide funding to engage	Reports, pictures, attendance

programmatic targets.		training, stationery, Project/slide etc.		consultants and other associated costs.	
	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.	Appraisal reports
	Mid-term review of strategic plan	Consultant to facilitate mid-term review	October 2028	Donor partners to provide funding to engage consultants and other associated costs.	Reviewed report

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

A. Monitoring and Evaluation (M&E) Framework

The Festus Fajemilo Foundation recognises Monitoring and Evaluation (M&E) as a critical component for ensuring accountability, learning, and effective delivery of its strategic objectives. The M&E framework is designed to track progress, measure impact, and support evidence-based decision-making across all Program areas.

Objectives of the M&E Framework

The M&E framework aims to:

- Track progress towards the achievement of strategic objectives
- Measure outputs, outcomes, and long-term impact
- Ensure accountability to stakeholders, including beneficiaries, partners, and donors

- Strengthen organisational learning and adaptive management
- Support compliance with operational policies and programmatic targets

Results Measurement Approach

The Foundation will adopt a results-based management approach, linking:

- Inputs → Activities → Outputs → Outcomes → Impact

Each strategic objective is supported by a set of clearly defined indicators with baselines and targets over the five-year strategic period.

Indicator Development

Indicators have been developed to:

- Align directly with each strategic objective
- Capture both outputs (what is delivered) and outcomes (what changes)
- Be Specific, Measurable, Achievable, Relevant, and Time-bound (SMART)
- Be feasible within the Foundation's operational context

Data Collection and Management

The Foundation will utilise a mix of data collection methods, including:

- Program activity reports
- Administrative and service delivery records
- Surveys and beneficiary feedback tools

- Monitoring visits and assessments

Data will be collected at defined intervals (monthly, quarterly, annually) and managed through standardised reporting templates.

Reporting and Review Mechanisms

- **Monthly Reviews:** Program activity tracking and internal performance monitoring
- **Quarterly Reviews:** Progress against targets and implementation challenges
- **Annual Reviews:** Comprehensive performance assessment and reporting
- **Mid-Term Review:** Assessment of progress at midpoint of the strategic plan
- **End-Term Evaluation:** Final evaluation of outcomes and impact

Roles and Responsibilities

- Program Teams: Data collection and reporting
- M&E Unit: Data validation, analysis, and reporting
- Management: Strategic oversight and decision-making

Learning and Adaptation

Findings from M&E processes will be used to:

- Improve Program design and delivery
- Inform strategic decisions
- Strengthen accountability and transparency

B. STRATEGIC INDICATORS TABLE

Strategic Objective A

Raise public awareness and enlightenment about SBH and other disabilities

Indicator	Baseline (2025)	Year 5 Target (2030)
Number of media and public awareness campaigns conducted	5	30 cumulative
Estimated number of people reached through awareness campaigns	2 million	30 million cumulative
% increase in public awareness of SBH in target states (survey-based)	Not available	40% increase

Strategic Objective B

Support advocacy for the rights of persons with SBH and disabilities

Indicator	Baseline	Year 5 Target
Number of OPDs and parent groups strengthened for advocacy	2	12 groups across 6 states
Number of advocacy initiatives led by supported groups	3 annually	20 annually
% of supported groups demonstrating improved advocacy capacity	Not available	70%

Strategic Objective C

Strengthen disability legal and policy frameworks

Indicator	Baseline	Year 5 Target
Number of disability-related policies influenced or supported	1	10 across 6 states

Number of stakeholder engagement forums held with policymakers	2 annually	10 annually
Number of states adopting inclusive disability frameworks	1	6 states

Strategic Objective D

Improve access to services and support

Indicator	Baseline	Year 5 Target
Number of persons with SBH supported to access healthcare services	150 annually	600 annually
Number of persons supported in education/vocational training	80	400 annually
% of beneficiaries reporting improved quality of life	Not available	75%
Number of inclusive sports/rehabilitation initiatives supported	1	10

Strategic Objective E

Strengthen institutional capacity

Indicator	Baseline	Year 5 Target
Number of operational policies developed and implemented	2	10 core policies
Number of strategic plans developed (M&E, comms, finance, etc.)	1	5
Number of full-time technical staff hired	2	8
Number of operational state offices established	1	3

Strategic Objective F

Strengthen Monitoring & Evaluation systems

Indicator	Baseline	Year 5 Target
Existence of a functional M&E framework	No	Yes (fully operational by Year 2)
% of programs reporting data regularly (monthly/quarterly)	30%	90%
Number of internal review meetings conducted annually	6	24
Mid-term and end-term evaluations conducted	No	Yes (both completed)

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

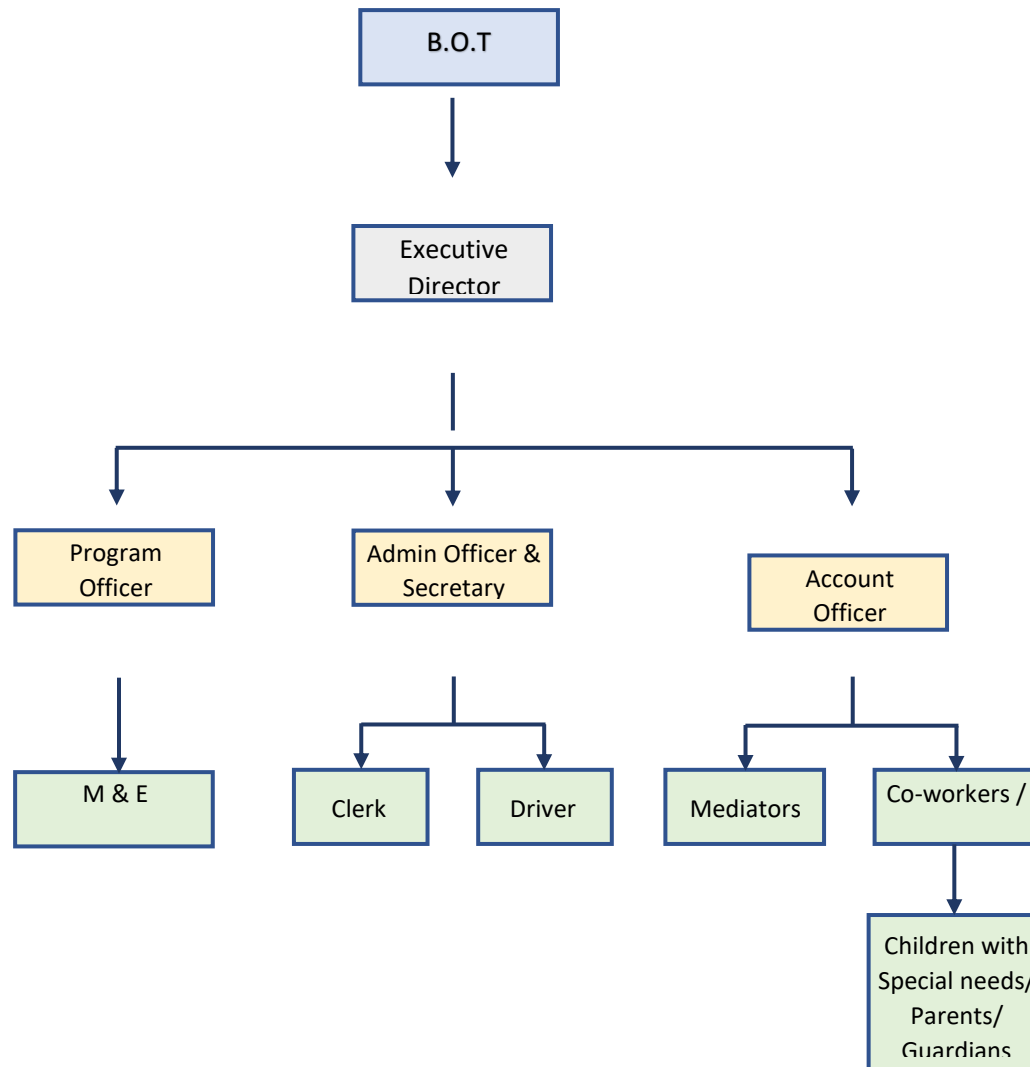
Within FFF's primary and other categories of target population, the foundation shall ensure proper consideration for diversity and inclusion of typically marginalized groups. These include—

- 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 are primarily targeted at Lagos, Oyo, Osun, Ekiti, Edo, Enugu, Bayelsa, Abia, Rivers, Kwara, Sokoto, Adamawa, and the FCT-Abuja.

Annex 1 - Festus Fajemilo Foundation's Organogram



Annex 2 – Resource Mobilisation Strategy

1. Resource Mobilisation Strategy

1. Purpose

The Resource Mobilisation Strategy outlines the approach through which FFF will secure, diversify, and sustainably manage the financial, material, human, and technical resources required to implement this Strategic Plan. It provides a framework for strengthening the Foundation’s financial sustainability while reducing over-reliance on irregular, short-term project funding.

Through this strategy, FFF seeks to build a more predictable and resilient resource base capable of supporting program expansion, institutional strengthening, and long-term impact for children and young adults living with spina bifida, hydrocephalus, and other disabilities.

2. Strategic Linkage to Vision and Mission

The Resource Mobilisation Strategy directly supports the Foundation’s vision of **a Nigeria where persons with spina bifida, hydrocephalus and other disabilities enjoy equal rights and live fulfilled and productive lives without abuse, discrimination, or exclusion.**

Securing adequate and sustainable resources enables the Foundation to:

- Expand disability awareness and public education initiatives

- Provide direct services and referral pathways across health, education, rehabilitation, assistive technology, and vocational development
- Strengthen advocacy for the implementation of disability-inclusive policies, legal protections, and institutional reforms
- Scale community outreach, caregiver empowerment, and mental health support services
- Invest in organisational systems that strengthen program quality, monitoring, and long-term sustainability

In essence, effective resource mobilisation functions as a core enabler of accessible, dignified, and continuous support for children and adults living with disabilities across Nigeria.

3. Current Gaps and Challenges

Despite the significant impact of the Foundation's programs, its current resource base remains constrained. FFF continues to operate in an environment characterised by limited donor funding, increasing competition among civil society organisations, and broader economic instability.

A large proportion of the Foundation's financial resources currently comes from externally funded projects, which are often time-bound and restricted in scope. This dependence on project-based funding limits long-term planning and organisational stability.

In addition, the Foundation currently faces several operational constraints affecting resource mobilisation, including:

- Limited internal capacity dedicated specifically to fundraising and donor engagement
- Absence of a fully institutionalised resource mobilisation framework and fundraising policy
- Limited financial resources available to support fundraising activities and partnership development
- Growing demand for services from beneficiaries that exceeds available resources

Addressing these gaps requires a more deliberate and diversified approach to resource mobilisation. The Foundation will therefore pursue a combination of institutional donor partnerships, corporate engagement, individual giving—including High Net Worth Individuals (HNIs)—community-based fundraising, and income-generating initiatives to strengthen financial sustainability and reduce long-term dependency on any single funding source.

4. Resource Mobilisation SWOT Summary

Strengths	Weaknesses
Strong reputation and credibility in Lagos & Osun State	No designated resource mobilization personnel
Experienced program implementation team	Limited budget for fundraising activities
Clear mission and available strategic plan	Absence of a formal fundraising policy
Strong relationships with government agencies & institutions	
Influential Board of Trustees	
Impactful beneficiary stories and demonstrated results	
Active social media presence and visibility	
Opportunities	Threats
Growing online donor audience	Insecurity affecting implementation and donor confidence
Existing networks with CSOs and OPDs	Public distrust of NGOs and charitable fundraising

Currency devaluation increases the value of international donations	Intense competition for limited grants
	Global and national economic instability
	Policy inconsistency and government uncertainty

5. Strategic Goal

To achieve sustainable and diversified funding that guarantees the continuity and expansion of FFF’s programs and services.

6. Specific Objectives (2026–2030)

By December 2030, FFF aims to:

1. Strengthen organisational systems and capabilities for effective resource mobilisation
2. Increase total revenue to **₦1 billion cumulative funding** through diversified funding streams
3. Improve donor retention such that **at least 10% of current donors become sustained annual supporters**

IMPLEMENTATION PLAN (SUMMARY)

Outcome 1: Strengthened Resource Mobilisation Systems

Output	Key Activities	Timeline (2026–2030)	Responsibility
Strategic plan reviewed	Conduct 2-day review workshop	2026 (Q1–Q2)	Director
RM staff recruited	Advertise, shortlist, recruit	2025 (Q2–Q3)	Director
Staff trained	Conduct RM training sessions	Annual	Director
Fundraising platforms expanded	Research and register on platforms	2026–2027	Communication Officer
Social media improved	Consistent content and engagement	Ongoing	Communication Officer

Outcome 2: Increased Revenue from Multiple Streams

Output	Key Activities	Timeline	Responsibility
Corporate funding	Identify, engage, follow-up with companies	Ongoing	RM Lead
Institutional funding	Proposal writing, donor engagement	Ongoing	RM Lead
Agricultural business	Land acquisition, cultivation, sales	2025–2028	RM Lead
Church funding	Identify and engage churches	Ongoing	RM Lead
Individual donors	Outreach and communication	Ongoing	RM Lead
Investment income	Treasury investment strategy	2026–2029	Finance/RM

Outcome 3: Improved Donor Retention

Output	Key Activities	Timeline	Responsibility
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Donor database	Develop and populate database		RM Lead
Donor communication	Regular updates, newsletters	Monthly	Communication Officer
Donor engagement	Involve donors in programmes	Ongoing	RM Lead

7. Funding Streams and Approaches

Resource mobilisation will be pursued through five major channels:

Funding Stream	Approach
Institutional Donors	Partnerships with international development agencies, foundations, diplomatic missions, and corporate CSR grant programs supporting disability inclusion, health, and social development.
Corporate Donors	Corporate social responsibility (CSR) partnerships, workplace giving programs, corporate sponsorships, and cause-related marketing initiatives.
Individual Donors	Monthly or annual giving through the “ Friends of FFF ” donor community, philanthropic contributions from High Net Worth Individuals (HNIs) , public appeals, and engagement with diaspora supporters.
Community and Pooled Giving	Crowdfunding campaigns, peer-to-peer fundraising initiatives, community fundraising events, and solidarity campaigns organised with civil society and community groups, digital marketing
Income-Generating Initiatives (IGPs)	Development of income-generating projects, including agricultural initiatives on the Foundation’s land asset , social enterprise activities, and other sustainable revenue-generating opportunities to support program continuity.

8. Key Activities

To operationalise the Resource Mobilisation Strategy and achieve the stated objectives, the Foundation will implement a combination of targeted fundraising initiatives, partnership development activities, and visibility campaigns. These activities are designed to expand the Foundation’s donor base, strengthen engagement with supporters, and increase the sustainability of program financing.

Key activities will include:

- Development of corporate partnerships and sponsorship initiatives to leverage corporate social responsibility (CSR) investments in disability inclusion.
- Organisation of annual community fundraising events to mobilise support from individuals, community groups, and local networks.
- Implementation of digital and online fundraising campaigns to reach broader audiences and engage supporters within Nigeria and the diaspora.
- Establishment of a “Friends of FFF” donor club, providing a structured platform for individuals and organisations to contribute regularly to the Foundation’s work.
- Promotion of medical sponsorship programs to support surgeries, assistive devices, and essential medical care for children with spina bifida and hydrocephalus.
- Strategic storytelling, impact documentation, and media engagement to showcase program outcomes and inspire philanthropic support.
- Development of social enterprise and income-generating initiatives, including agricultural production on the Foundation’s acquired land, to provide supplementary income for program sustainability.

9. Collaboration and Partnerships

Successful implementation of the Resource Mobilisation Strategy will depend on strong collaboration with a range of strategic partners and stakeholders. FFF will continue to strengthen alliances with organisations and institutions that share its commitment to disability inclusion and social impact.

Key partners will include:

- **Government institutions** – to align programs with national and state disability policies, health systems, and social protection frameworks.
- **Organisations of Persons with Disabilities (OPDs) and civil society networks**, including bodies such as JONAPWD – to strengthen advocacy efforts, expand visibility, and explore joint fundraising opportunities.
- **Corporate organisations** – through CSR partnerships, workplace giving initiatives, employee volunteer programs, and cause-related marketing campaigns.
- **Faith-based institutions and community organisations** – to mobilise grassroots support, strengthen community awareness, and recruit new donors and volunteers.
- **High Net Worth Individuals (HNIs), philanthropists, and influential leaders** – to provide high-value contributions, ambassadorial support, and access to wider philanthropic networks.

The **Board of Trustees will play a particularly important role** in supporting high-level fundraising, building strategic relationships, and enhancing the visibility of the Foundation among potential supporters and partners.

10. Sustainability Outlook

To ensure long-term sustainability, the Resource Mobilisation Strategy will be supported by deliberate institutional strengthening measures aimed at improving fundraising capacity, donor stewardship, and financial management.

Key actions will include:

- Establishment of a dedicated fundraising and partnership development function within the organisation.
- Development and adoption of an ethical fundraising and donor engagement policy to guide transparent and accountable resource mobilisation practices.
- Allocation of an annual fundraising investment budget to support donor engagement, events, communications, and campaign activities.
- Introduction of a donor management and stewardship tracking system to strengthen relationships with supporters and improve donor retention.
- Development of income-generating initiatives using the Foundation's land asset, including agricultural production and potential livelihood programs linked to caregiver empowerment.
- Regular monitoring of the return on investment (ROI) of fundraising initiatives to ensure that resource mobilisation activities remain efficient, strategic, and aligned with the organisation's priorities.

Through these measures, FFF aims to gradually strengthen its financial resilience, diversify its funding base, and ensure the continuity of programs that support children and young adults living with spina bifida, hydrocephalus, and other disabilities.

RESOURCE MOBILISATION LOGICAL FRAMEWORK

Results Level	Statement	Indicators	Baseline	Target (2030)	Means of Verification	Frequency	Responsibility
Impact	Improved financial sustainability of FFF by 2030	Total funds mobilised annually	₦90 million	₦1 billion cumulative funding	Annual financial reports	Annual	Resource Mobilisation Lead
Outcome 1	Increased effectiveness of resource mobilisation systems	Number of successful proposals/donations	4	10 per year	Signed agreements, financial reports	Quarterly	Resource Mobilisation Lead
Outcome 2	Increased revenue from diversified funding streams	Total revenue from multiple sources	₦90 million	₦1 billion	Financial reports, bank statements	Quarterly/Annual	RM Lead & Finance Officer
Outcome 3	Improved donor retention and engagement	% of repeat/sustained donors	5%	10%	Donor database, reports	Annual	RM Officer

Outputs

Output	Indicator	Baseline	Target	Means of Verification	Responsibility
Strategic plan reviewed	Strategic plan updated	Existing plan	Updated plan approved	Strategic plan document	Director
Resource mobilisation team strengthened	Number of RM staff recruited	0	2	Employment contracts	Director
Staff capacity improved	Number of staff trained	4	6	Training reports	Director

Fundraising platforms expanded	Number of platforms engaged	1	5	Platform records	Communication Officer
Social media visibility improved	Engagement metrics (followers, reach)	Low	Significant growth	Analytics reports	Communication Officer
Corporate funding increased	Amount raised from corporate orgs	₦300,000	₦70 million	Financial records	RM Lead
Institutional donor funding increased	Amount raised from donors	₦82 million	₦760 million	Financial records	RM Lead
Agricultural enterprise established	Revenue from agriculture	0	₦60 million	Business reports	RM Lead
Faith-based funding increased	Amount raised from churches	₦420,000	₦20 million	Financial records	RM Lead
Individual giving increased	Amount raised from individuals	₦5 million	₦40 million	Financial records	RM Lead
Investment income generated	Revenue from investments	0	₦50 million	Financial reports	RM Lead
Donor database established	Functional donor database	None	Fully operational	Database system	RM Lead
Donor engagement strengthened	Frequency of donor communication	Annual	Monthly	Communication logs	Communication Officer

RISK ANALYSIS & MITIGATION PLAN

Risk	Likelihood	Impact	Mitigation Strategy
High competition for funding	High	High	Diversify funding sources; invest in social enterprises; strengthen proposal quality
Insecurity affecting field activities	Medium	High	Shift to virtual engagement where possible; adjust timelines; monitor security context
Reputational risk (e.g. corruption concerns)	Medium	High	Maintain transparency; strong governance; avoid high-risk affiliations
Global economic instability	High	High	Diversify funding; build reserves; explore local funding streams

Inflation and currency devaluation	High	High	Use diversified currency strategies; invest reserves wisely
Unstable government policies	High	High	Continuous advocacy; build relationships; remain flexible
Safeguarding risks	High	High	Regular staff training; enforce safeguarding policies; code of conduct compliance
Public distrust in NGOs	Medium	High	Strengthen visibility; communicate impact; ensure accountability
Disease outbreaks (e.g. pandemics)	Medium	High	Hybrid programme delivery; health protocols
Cybersecurity threats	Medium	High	Strengthen IT systems, data protection, and staff awareness training