**STRATEGIC PLAN**

**2021-2025**



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**FORWARD**

Youth Empowerment foundation (YEF), is a non-governmental organization working in Health, Education, Livelihoods, sexual and reproductive health and gender rights.

Our vision is “To see a proactive youth population with skills for positive change” with a mission to “Empower youths through strategic partnership and programmes in health, livelihoods, sports, education and leadership”.

Founded in 1995, and registered with Nigeria’s Corporate Affairs Commission, YEF has a five-member Board of Directors with core values of: Respect, Honesty, Integrity, Excellence, Service and Inclusion.

This new five-year strategic plan (2021-2025) is to consolidate on the gains made in the previous strategic plan and to provide a new focus and strategic direction for YEF in the next five years.

The roles played by YEF Board of Directors, partners, stakeholders and the YEF Team to develop this Strategic Plan is highly commendable.

**Folake Rotimi (Mrs.)**

Chairperson, Board of Directors

Youth Empowerment Foundation (YEF)

**LIST OF ACRONYMS**

|  |  |
| --- | --- |
| AYP | Adolescent and Young People |
| BOD | Board of Directors |
| GBV | Gender Based Violence |
| LSACA | Lagos State Agency for the Control of AIDS |
| MEL | Monitoring, Evaluation and Learning |
| MOH | Ministry of Health |
| NGONACA | Non-Governmental OrganisationNational Agency for the Control of AIDS |
|  |  |
| PLHIV | People Living with HIV  |
| SGBV | Sexual and Gender Based Violence |
| SRH | Sexual Reproductive Health  |
| SWOT | Strength, Weakness, Opportunity and Threat |
| YEF | Youth Empowerment Foundation |

**EXECUTIVE SUMMARY**

Youth Empowerment Foundation (YEF) was founded and established in 1995, the organization delivers high quality programmes and services for young people in the field of health, child protection, education, sports for development and secure livelihood in order to bring positive change to the society at large. YEF in its long standing achievement is also the pioneer of the HIV/AIDS hotline in Nigeria in 2001, YEF has served more than 5 million young people on their tuft with a dedicated team of vibrant and passionate staff at the offices in Lagos, Ibadan and Abuja.

The organization endeavors to deepen the sense of patriotism and partnership in both stakeholders and the community. YEF also works on reducing gender based violence and ensure survivors of GBV (Adolescents and young people) are linked for various support services and justice. The organization’s main interests are centered on issues related to the empowerment of youth; bringing about productive change; sexual and reproductive health, household economic strengthening, mental health.

YEF’s strategic plan provides the road map for her work in the next five years (2021 to 2025). The strategic goals/focus for YEF in the next five years includes:

1. Human resources development and support
2. Increasing funding for the organization
3. Improving effectiveness and quality of services provided, and
4. External communication improvement.

YEF’s operational plan for the next five years, aims to achieve improved individual health and equitable services (including education) through strategic partnerships and sustainable programs. To realize this goal, key intermediate results have been identified and strategies outlined, they include:

1. Increased literacy level of students.
2. Increased capacity of teachers to effectively deploy literacy sessions.
3. Increased Percentage in the number of students on scholarship.
4. Increased percentage of AYP who correctly identify ways of preventing sexual and reproductive health related issues.
5. Increase in the proportion of AYP who delay onset of sexual activity.
6. Increased financial literacy among youths.
7. Increase the employability skills of youth.
8. Increased interpersonal and leadership skills of AYP using sports.
9. Increase access to portable water, sanitation and hygiene for 2000 children

This strategic plan was guided by a robust analysis of both the internal and external environments using SWOT, TOWS and PEST analysis.

**SECTION 1: YEF AS AN ORGANIZATION**

**BACKGROUND**

Founded in 1995, Youth Empowerment Foundation (YEF) delivers high quality programmes and services for young people in the field of health, child protection, education, sports for development and secure livelihood.

YEF is the pioneer of the HIV/AIDS hotline in Nigeria in 2001, also initiated mobile HIV/AIDS testing services in 2006 in Lagos and that reached over 200,000 by 2010. YEF has served more than 5 million young people with a dedicated team of vibrant and passionate staff at offices in Lagos, Ibadan and Abuja.

YEF’S yearn to use sports for development has made them stand out in project implementation through innovation and creativity, including using martial arts to enhance self-esteem, assertiveness and confidence.

Our service learning strategy ensures communities take ownership for programmes and services, in addition to our focus on the fact that communities can only work when we do our best in our various spaces.

**VISION**

To see a proactive youth population with skills for positive change

**MISSION**

Empower youths through strategic partnership and programmes in health, livelihoods, sports, education and leadership.

**VALUES**

**Respect**: The organization fosters an environment in which staff feel safe, show regards for each other's feelings, opinions, race, gender, culture and religious beliefs.

**Honesty**: YEF operates with openness and fairness in all its programs and foster the spirit of accountability to the communities and groups we serve.

**Integrity**: Staff and the organization undertake work to the highest standards possible, ensures the confidentiality of personal information and adherence to ethical principles.

**Excellence**: this is our attitude to work and we see it as a way of life. Thus our staff consistently deliver high quality programs continuously to the best of their abilities. It defines our engagement with our stakeholders at various levels and our work.

**Service and Passion**: staff have an inner drive to deliver excellent service at all times irrespective of challenges with a commitment to quality service and an assurance of confidentiality at all times

**Inclusion**: working in strategic partnership for a better tomorrow, we are an inclusive in our approach to programs and projects. We work with very high ethics and fairness at all times.

**THEMATIC AREAS OF FOCUS**

* Education
* Health
* Livelihood
* Sports for Development
* Water, Sanitation and Hygiene (WASH)

**OBJECTIVES**

1. To improve education and enhance capacities of students and teachers.
2. To reduce the risky behaviours among adolescents and young people.
3. To enhance the employability and economic status of young people.
4. To promote youth social development and healthy lifestyle through sports.
5. To increase access to portable water, sanitation facilities and hygiene.

**STAKEHOLDERS**

YEF’s stakeholders are the partners that YEF has engaged or currently engaging with either by funding, directly benefiting, providing technical assistance, or goodwill. They are within these broad categories:

* Young people and adolescents
* Vulnerable young women and girls
* Government and government agencies
* Young people affected by HIV
* Young people living with disabilities
* International development partners
* Private foundations
* Corporate organisations
* Individual, corporate and international donors
* Civil society organisations/NGOs/FBOs
* Civil society networks
* Professional groups
* The media
* Board members of YEF, staff, volunteers, interns and consultants.
* The general public

ORGANIZATIONAL STRUCTURE

BOARD OF TRUSTEES

ADVISORY BOARD

EXECUTIVE SECRETARY

PERSONAL ASSISTANT

PROGRAMS MANAGER

CLEANER

**DRIVERS**

PROGRAM OFFRICER

VOLUNTEERS

PROGRAM ASSISTANTS

MANAGEMENT COMMITTEEE

 **FINANCE & ADMIN MANAGER**

FIN & ADMIN OFFICER

MEL MANAGER

MEL OFFICER

PROGRAM OFFICER

PROGRAM OFFICER

**SECTION 2: STRATEGIC PLAN DEVELOPMENT**

INTRODUCTION

According to Chris Jeff (2008), failure to address adequately the long-term strategic position of the organization culminates in under-performance otherwise called strategic drift. At YEF planning has become a very vital tool in characterizing our modern innovative approach, to attain a better future. YEF sets planning as a tenet that guides its actions and directions to effectively manage its resources, tackle threats, hedge against uncertainties and reap the benefits of current and future opportunities.

Organizations without a clear strategy easily get overstretched and ineffective. Although NGOs may have a clear strategy without having a strategic plan, but writing it down enables it to be better understood by partners, by funders and donors and even by staff and trustees. This is especially important if people in the organization leave or new ones join. (*Rick James, 2013. International NGO Training and Research Centre*).

PURPOSE OF THE STRATEGIC PLAN

Youth Empowerment Foundation (YEF) has decided to adopt and develop a comprehensive strategy for the next five years, so as to play its vanguard role in creating a Nigeria where adolescents and young people are healthy and have access to justice and at the same time, face the inherent challenges in the employment world.

The planning process was conducted in consultation with target groups and staff members in order to identify needs and involve them to develop the organization’s aims and objectives, as well as sensitize the participants on the various steps involved in the strategic planning and its vital importance to the organization.

IMPORTANCE OF STRATEGIC PLANNING FOR NGOs

Strategic plan is one of the important and fundamental tools that ensures the continuity of the organization in performing its developmental role, it allows the organization to adapt its role to fit the diverse needs of the target groups. Strategic planning means a systematic process aimed at identifying and addressing specific issues in a participatory manner in order to attain the desired outcomes (*Rick James, 2013. International NGO Training and Research Centre*). There are many reasons why making strategic plans are important for NGOs. Making a strategic plan can:

* Contribute to identifying internal capabilities and what characterizes the organization in terms of strengths, weaknesses, opportunities and threats (where we are now?), and how to deal with each of them in a way to sustain the expectations of the target groups.
* Assist in achieving the desired results sought by the organization (where we want to go?).
* Lead to improved quality of decisions taken by the organization by focusing on vital matters and challenges facing the organization. It helps decision-makers to determine how to get there?
* Create the organization’s identity and contribute to its grassroots development.
* Helps the organization to allocate and distribute available resources and identify ways to use them, strategic planning depends on precise considerations of the organization’s capabilities and its environment, leading to the adoption of important decisions involving resources management.
* Increase the awareness and sensitivity of managers about winds of changes and the threats and opportunities that surrounds its planning by taking the change into account.

LIMITATION: The strategic planning was well planned and effective, however it has a short period of time to achieve these huge feat.

METHODOLOGY

The process of preparing the strategic plan was based on a descriptive and analytical approach, using SWOT for environmental scanning to identify internal strengths and weaknesses as a basis for self-assessment, perusing external opportunities and threats as a starting point for the development of the strategic plan that also includes the vision, mission and strategic objectives. Improving weaknesses and maintaining the internal points of strengths through their integration in the strategic planning agenda of the organization was a key approach. In addition to benefiting from opportunities and managing external risks through mitigation measures to ensure the achievement of the desired results, an evaluation of the expired strategic plan was conducted to ascertain the level of achievement and growth of the organization.

TOOLS

To gather data and information that was used during the strategic plan development, the tools include.

***Interviews***

Face-to-face interviews/interface were conducted with:

* Executive Secretary
* Program Manager
* Staff
* Stakeholders
* Selected board members

***Documents and Reports***

The following documentations were reviewed:

* Strategic plan (previous)
* The organization’s documents and records including programs and management reports
* Available database of the organization

***Real-time Observation***

Real-time observation and interrogation of governance, management structure and collaboration processes of the organization were conducted, including intervention procedures.

IDENTITY OF THE ORGANIZATION

YEF aims to be the leading non-governmental organization providing services to young people and adolescents in the Nigerian society. YEF focuses on disadvantaged women and children, adolescent and young people through partnership building and implementation of sustainable program. Thus, this can be expressed through the following statements:

VISION

“A PROACTIVE YOUTH POPULATION WITH SKILLS FOR POSITIVE CHANGE.”

MISSION

“EMPOWER YOUTHS THROUGH STRATEGIC PARTNERSHIP AND PROGRAMMES IN HEALTH, LIVELIHOODS, SPORTS, EDUCATION AND LEADERSHIP.”

**NEEDS AND PRIORITIES ANALYSIS OF TARGET GROUPS**

|  |  |  |  |
| --- | --- | --- | --- |
| **Target Group** | **Proportion (%)** | **Characteristics of the target group** | **Priorities of the target group (their needs)** |
|  |
| 1. Education1.1 Numeracy and Literacy1.2 Teachers’ training1.3 Scholarship | 10% | Boys/Girls | **Age bracket** (10-24 years) | Need access to good education.The capacity of teachers need to be built to deliver quality education.  |
| **What is unique to this group?**They need access to quality education. |
| **Social characteristic**They are all in public schools.They are prone to dropping out of school. |
| **Economic Situation**Largely belong to low socioeconomic class, who cannot afford basic needs of life. |
|  |
| 2. Health2.1 Sexual and Reproductive Health(SRH) for Adolescents and Young People(AYP)2.2 Life skills2.3 Gender-Based Violence (GBV)2.4 Adolescent Nutrition | 50% | Male/Female | **Age bracket** 10 – 35 years (African Youth Charter, 2019) | Need Information on SRH and access to services.Need to be empowered to make informed decisions.Also need to be protected against all forms of GBVNeed to cultivate good feeding practices for better nutritional status |
| **What is unique about this group**?Vulnerability.Poor access to reproductive health information and services.Inadequate information on nutrition and benefitsAdolescents have the highest energy and protein requirements compared to any age group. |
| **Social Characteristics**AYP with risky behaviours as a result of curiosityUnequal gender powers44% of adolescents are married before the age of 18 years and 31% have at least 1 live birth.Poor feeding habits |
| **Economic Situation**Low socioeconomic status  |
|  |
| 3. Livelihood3.1 Financial Literacy3.2 Entrepreneurship3.3 Employability | 15% | Male/Female | **Age Bracket**13 – 35 years | Need for financial independenceVocational skills acquisitionNeed to establish career pathwayNeed for business development skillsProvision of start-up grantsNeed to imbibe a saving culture |
| **What is unique about this group** They are unemployed or financially dependent. |
| **Social Characteristics** They are largely out of school and prone to social vicesThey have no means of income |
| **Economic Situation**Low socioeconomic status |
|  |
| 4. Sports for Development4.1 Football Academy4.2 Martial Arts4.3 Other indoor and outdoor games | 15% | Male/Female | **Age bracket** 10 – 24 years | To keep them positively engagedIt reinforces life skills It ensures healthy physical developmentIt expands intellectual capacity |
| **What is unique** InterestYoung and energetic |
| **Social Characteristics**Young and energetic |
| **Economic situation**Low socioeconomic status |
| 5. Water, Sanitation and Hygiene (WASH) | 10% | Male/Female | **Age bracket** 6 – 24 years | Need for clean and portable waterNeed for constant and consistent sensitization on sanitation and hygieneProvision for WASH materialsNeed for refurbishment of toilets and wash pointsNeed for adequate and sustainable waste disposal practices  |
| **What is unique** School with poor WASH facilities |
| **Social Characteristics**Poor sanitation and dilapidated facilities in schools |
| **Economic situation**Public schools with students from low socioeconomic class. |
|  |

|  |
| --- |
|  |

**ENVIRONMENTAL ASSESSEMENT – SWOT ANALYSIS**

INTERNAL ENVIRONMENT ANALYSIS (STRENGTHS AND WEAKNESSES) -who we are?

The team along with the government representative and other non-governmental organizations has conducted an internal scanning of the strengths and weaknesses in the organization. The results were as follows:

|  |  |
| --- | --- |
| **STRENGTHS** | **WEAKNESSES** |
| **YEF’s Performance** |
| Strong National presence, quality youth projects carried out for over 26 years, indicates the success of the organization in strong network and partnerships with dedicated staff (human resources) | Poorly implemented organizational policiesInadequacies in reaching out to other international donors |
| Experience and expertise working with youths and implemented projects that match with the organization’s goal and objectives |  |
| Strategic partnerships with CSO’s, CSO networks and corporate entities  | Low level of networking with selected NGOs |
| Good working relationship between team members, stakeholders and targeted communities. |  |
| Ability to reach out to key private funders and core constituency |  |
| **Reputation** |
| Partnership with international bodies and relationship with various funders. | Some projects are limited to private donors |
| Engagement of professionals  |  |
| Community confidence in activities and strong association with the delivery of targeted beneficial activities of the organization |  |
| Strong brand on youth development and innovations in Nigeria |  |
| **Quality of service provided** |
| Accrued experience of the board, employees and volunteers that has positively impacted on the quality of service provided. | Report and outcome of different activities are not periodically documented, particularly on SM. |
| Reached over 5 million young people with strategic and quality services | Follow-up of projects implementation need to be strengthened in gaining positive impression after the project completion |
| **Human Resources** |
| Human resources policies in place and enabling environment for staff development and suitability. | Policies need to be handled, read and adhered to by every staff |
| The high percentage of women’s representation in the organization helped to provide significant human resources, especially in activities that include children and women. |  |
| **Funding and relations with funders** |
| Ability to manage multiple funding from international and corporate bodies for diversifying activities | Limited capacity in exploring funding opportunities from other sources and international. |
| YEF’s reputation plays an important role in building and maintaining good relationship with funders | Inadequate project investments as means to generate financial resources internally for the organization. |
| **Means of communication** |
| Good use of social media and the organization’s website to propagate the organization’s goal and objectives. | Poor communication system in the organization within some departments |
| **M&E Systems** |
| Existing M&E system in the organization that monitors programs effectively | Periodic assessment to monitor project progress and achievements |
| M&E systems in place led by a designated technical staff. |  |

EXTERNAL ENVIRONMENT ANALYIS (OPPORTUNITIES AND THREATS) - where we are now?

A strategic scanning at the macro and micro level has been conducted to identify and analyze the organizational threats and opportunities.

|  |  |
| --- | --- |
| **OPPORTUNITIES** | **THREATS** |
| **Demographic changes** |
| Large youth population and young Nigerian population provides an opportunity to reach more people. | Limited use of social media could hinder possibilities of reaching more adolescents and young people  |
| Population increase provides an opportunity to open other branches for the organization or increase collaboration and partnerships. | Reduced opportunities for funding could hinder possibilities to create new branches. |
| **Social and Cultural Trends** |
| The new normal as an approach to reaching larger youth populationHypocritical cultural acceptance of abstinence over realistic family planningVarious cultural and social trends allow for the opportunity to implement new activities including COVID19 to keep pace with these trends. | Several cultural issues affecting girls at the community level including FGM even in South-West Nigeria that needs to be integrated into programming at no cost. |
| **Economic conditions** |
| Urgent need for economic empowerment programs and opportunitiesOpportunity to focus projects that improve the economic status of the population and alleviate their suffering. | Job losses, poverty and youth restiveness as a result of lockdown and COVID19 |
| Addressing funders in order to obtain support for issues surrounding poverty and marginalization within a human context especially the girl child. | Increase in poverty rate as a result of continued economic depression |
| Good relationship with governments at state level but need to explore sustainable ones with local government areas( LGAs) |  |
| **Funding** |
| Availability of funders whose initiative and focus are in line with YEF’s vision and mission. | Resource mobilization need to be strategized and intensified |
| Partnership with corporate organizations such as FCMB and Standard Chartered Bank. | Partial dependence on funders in selected areas of project implementation and the goodwill of contributors. |
| **Partnership/Competition** |
| New emerging need for sports for development as a tool for conflict resolution and youth engagement | Increase in competition among organizations as a result of dwindling funding opportunities. |
| Exceptional Training and improving capacities of staff geared towards increasing the organization’s fundraising ability, as well as competition capabilities. |  |
| **Participation and community awareness** |
| Huge networks for public private partnerships and CSO engagementsCurrent climate good for youth civic engagement and leadership in partnership with governmentIncreased community involvement builds ownership for projects and increases pool of volunteers. |  |

**STRATEGIC ISSUES AND GOALS**

**Strategic issue 1: Human Resources development and support**

On assessing the organization’s performance, one can concede that the human capital plays a pivotal role in any charitable work. As a result, YEF continually values its human capital as a valuable asset that allows for uniqueness and competitive advantage. The organization’s reputation has continued to attract funders to deliver quality outcomes through the services offered by the organization. However to gain organizations stability and resilience, there is an urgent need to ponder the question of incentives and rewards for staff and volunteers to gain and retain them.

**Strategic issue 2: Increasing funding for the organization**

Due to the scarcity of financial resources this strategic plan will highlight a strategic solution that enables the organization improve its chances of getting more funding support and reduce threats to its existence and continuity as a result of dwindling funding opportunities.

**Strategic issue 3: Effectiveness and quality of services provided (Operations)**

The board and management believes that effectiveness of services provided by YEF are underpinned by the unique staffing and support from funders including volunteers, which do not present a financial burden on the budget and resources. In a similar vein, using moderate resources in delivering good programs and services certainly contributes to the efficiency of operations; this has shown in YEF’s mode of operation. Nevertheless, YEF will continue to leverage on its vast expertise and experience that spread across the country and as well partner with other organizations for effective use of resource for quality and impactful service delivery.

**Strategic issue 4: Improving external communication**

In this age of social internet service opportunities, organizations must take advantage of the available technology and social media space to improve its image and reach a wider audience (target groups, donors, stakeholders and others).

**LOGICAL FRAMEWORK OF THE STRATEGIC PLAN**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **GOALS (Prioritized Strategic Issue)**  | **STRATEGIES**  | **PERFORMANCE INDICATORS** | **MEASUREMENT TOOLS** | **KEY EXPECTATIONS** |
| **GOAL 1****HUMAN RESOURCE DEVELOPMENT AND SUPPORT** | Adopting a plan to build staff capacity to enhance their work output | Personnel performance levelCapacity building sessions | Performance evaluation and staff engagement assessment | * Swift personnel response and commitment
* Organization’s stability and resilience.
* Organization's recognition and awareness of personnel development
* Organization’s commitment to implementation of policies
 |
| Defining and sharing organizational policies with staffTraining of staff on organizational policies and culture fit | Staff Handbook, Code of Conduct and Standard Operation ProceduresJob description | Staff Appraisal |
| Sustaining incentives, benefits and compensations for staff and volunteers | Staff and Volunteers satisfactionEmployee recognition | Employee satisfaction surveyStaff award |
| Defining roles, responsibilities and delegation of authority | Organizational structure, hierarchy and job description | Progress monitoring and engagement surveyPeriodic monthly progress report |
|  **GOAL 2** **INCREASING FUNDING FOR THE ORGANIZATION**   | Increasing networking with partner organizations | * Number of CSO platforms/network affiliations.
* Number of partnership/agreement signed annually
 | Average number of MoUs Number of strategic meetings attended |   * Organization creates dynamism and effectiveness
* Economic environment remains supportive
 |
| Joint proposal submission with other partners |  Number of joint awards/grants received |  Annual funds received |
| Increase relationship with corporate organizations | Number of corporate organizations funding the organization | Annual funds received |
| Explore other fund-raising sources e.g. philanthropies, individuals, fund raising events, investment. | Number of individual donorsNumber of fund-raising activities organized.Number of funding organizations engagedReturns on investments | Annual funds received |
| **GOAL 3** **IMPROVING EFFECTIVENESS AND QUALITY OF SERVICE PROVIDED** | Delivering quality services in a beneficiary-centered approach using moderate resources | * Quality of service
* Size of service
* Beneficiaries interest level
* Participation level
* Beneficiaries’ improvement
* Judicious resources used
 | * Needs assessment
* Survey and feedbacks
* Plans and documents
* Reports and data
* FGD
* Field visits
* Peer review
* In-depth interview
* Case studies
 | * Target group responsiveness
* External environment stability
* Community cooperation
* High efficiency and productivity
* Process efficiency and strategic lessons from benchmarking partners.
 |
| Definition of Standard Operating Procedures | Quality Assurance of processes | Plans, documents and survey |
| **GOAL 4** **IMPROVING EXTERNAL COMMUNICATION** | Stimulate partnership and increase networking  | * Organization’s image and reputation
* Level of organization’s participation in different events
 | Reviews about the organization | * Increased efficacy
* Create dynamism and effectiveness
* Create active social media engagement
* Improved skills and knowledge of IT skills
 |
| Leverage social media to improve information dissemination and boost organization’s image | * Number of social media platforms in use to disseminate information
* Frequency of use
* Number of users accessing the organization’s social media platforms
* Number of feedback on social media handles
 | Platforms engaged for information dissemination  |
| Improve communication with national and international funders | * Extent of information shared to third parties
* Funding capacity
* Negotiation skills
 | * Website
* Budget
* Technical report
* Strategic Plan
 |

**ANNUAL OPERATING PLAN**

|  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **S/N** | **Thematic areas** | **Objectives/****Priority setting** | **PROGRAMMES/ PROJECT ACTIVITIES** |  **OUTPUT**  | **OUTCOME** | **KPI** | **Data source** | **Data collection method** | **REPORTING TIMELINE** | **KEY RESPONSIBLE** |
| 1 | EDUCATION | Improve education and capacity among students and teachers  | Organize weekly Mathematics and English tutorials for students in Ibadan | Number of students trained and mentored  | Increase the literacy level of students | 100 students trained and mentored  | Program report, attendance register | Taking Attendance every week, Weekly reports submitted, Pictures | Weekly | Program |
|   | Training of Counsellors in Goal schools on GBV reporting and case management | Number of teachers trained  | Increase capacity of teachers to effectively deploy literacy sessions | 40 teachers trained  | Training attendance, reports | Training Attendance, Training reports submitted, Pictures | August, 2021 | Program |
|   | Source for scholarship funds for students in school | Number of students awarded scholarship  | Percentage increase in the number of students on scholarship | 5 students under scholarship  | Program report | Activity report, pictures, feedbacks from beneficiaries | November, 2021 | Program/Finance |
|   | source for funds for Library/classroom renovation, and/or provision of equipment | Number of schools with established/renovated libraries | Increase literacy skills | 2 Schools | Program Report | Activity report, feedbacks from schools and pictures | December, 2021 | Program/Finance |
|  |  |  |  |  |  |  |  |  |  |  |
| 2 | HEALTH | To reduce the risky behaviours among adolescents and young people | Train AYP on lifeskills, sexual and reproductive health issues in Goal (Schools, Communities and Radio) and E4F projects | AYP reached with SRH intervention | Proportion of AYP who correctly identify ways of preventing sexual and reproductive health related issues | 1200 AYP reached | Assessment report, attendance register | Baseline, Endline, Activity reports | April - December, 2021 | PROGRAM/MEL |
| AYP reached with SRH intervention | Increase in the proportion of AYP who delay onset of sexual activity | 1200 AYP reached | Assessment report, attendance register |
| Number of AYP trained | Increase in proportion of AYP who have access to sexuality education in life planning skills | 1200 AYP trained | Assessment report, attendance register |
| Summer Camps | Number of AYP with skills built at life skills camp | Improve AYPs access to life skills through 1-week camp | 50 AYPs' skills built | Assessment report, attendance register | Activity Report | August - September 2021 |
| GBV sessions in Goal (Schools, Communities and Radio), E4F, Community outreaches, Goal Events, Summer Camp | Number of AYP reached | Promote actions that address GBV gaps and risks faced by AYP | 1200 AYP reached | Assessment report, attendance register | Baseline, Endline, FGD/IDI, Activity reports | April - December, 2021 |
| Community and Goal Events | AYP and parents reached with adolescent nutrition information | Increase in proportion of AYP and parents with good knowledge of healthy diets, physical activities as factors for preventing Non-Communicable Diseases. | 1000 AYP and adults reached | Assessment report, attendance register | FGD/IDI, Testimonials, Activity Reports | April - December, 2021 | PROGRAM/MEL |
|  |  |  |  |   |   |   |   |   |   |   |
| 3 | LIVELIHOOD | To enhance the employability and economic status of Adolescents and Young People | Facilitate Financial Literacy sessions for AYP in schools and communities | Number of youths trained on financial literacy | Increase the financial literacy of youths | 1500 youths with improved financial literacy skills  | Attendance register, Program Reports | Activity reports, Training attendance register | April - December, 2021 | Program |
| Facilitate training sessions for AYP on business development | Number of youths trained on business development  |  Increase business development skills of youths | 45 youths with improved business development skills  | Attendance register, Program Reports | Activity reports, Training attendance register | Program/Finance |
| Coordinate selection and placement of AYP for vocational training | Number of youth empowered with vocational skills  | Increase number of youths with income generation skills | 45 youths with vocational skills  | Reports | Activity reports, Training attendance register | Program/Finance |
| Facilitate employability training sessions for AYP, and place them for internship | Number of youth with employabilty skills  | Increase the employabiltiy skills of youth  | 10 youths with employability skills  | Reports | Activity reports, Training attendance register | Program |
|  |  |  |  |   |   |   |   |   |   |   |
| 4 | SPORTS FOR DEVELOPMENT | To promote youth social development and healthy lifestyle through sports | Weekly Sports training in YEF Academy | Number of AYP with interpersonal and leadership skills | Increase in interpersonal and leadership skills of AYP | 30 AYP with interpersonal and leadership skills | Attendance register, Monthly Program Reports | Attendance,Pictures, Testimonials | March - December, 2021 | PROGRAM/MEL |
| Facilitate Taekwondo for students in schools and communities | Number of AYP trained on martial arts | Increase in number of AYP that perform martial arts | 100 AYP trained | Attendance register, Program Reports | Attendance,Pictures, Testimonials | May - December, 2021 |
| Facilitate indoor games for AYP | Number of AYP with social skills and creativity | Increase social skills and creativity in AYP  | 20 AYP trained | Attendance register, Program Reports | Attendance,Pictures, Testimonials | August, 2021 |
|  |  |  |  |   |   |   |   |   |   |   |
| 5 | WATER, SANITATION AND HYGIENE | Increase access to portable water, sanitation facilities and hygiene | Construction of wash points, water supply, sanitary materials provision | Number of children accessing WASH | Increase access to portable water, sanitation and hygiene for 2000 children | 5000 children accessing WASH | Distribution Lists, Program Reports | Attendance, Distribution Lists, Pictures, Videos | January - December, 2021 | Program/MEL/Finance |

**YEF’s coverage**

YEF has proposed to implement its program activities in the following geo-political zones of the country:

|  |  |
| --- | --- |
| Geo-political Zone | Proposed States |
| South West | Lagos, Oyo, Ogun, Ondo |
| South East | Imo, Abia |
| South South | Rivers, Cross-Rivers |
| North Central | FCT, Nasarawa, Plateau |
| North West | Kano, Kaduna |

**YEF’s RESULT FRAMEWORK**

**RECOMMENDATIONS**

* An Annual Operational Plan (AOP) will be developed to further strengthen this strategic plan because the preparation of this plan is the first step in the strategic planning process, it is therefore recommended to be considered an ongoing process that needs to be periodically followed and assessed.
* The organization ought to work on the preparation of its annual plans in the light of what has been captured in this strategic plan.
* The organization would periodically evaluate this strategic plan to accommodate growth and achievement at mid-level and the final year.

**APPENDIX**

**ACKNOWLEDGEMENT**

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Mr. Emmanuel Ochai, Consultant for the Strategic Planning Process

Dr. Sola Obabori, Group Managing Director and CEO, Red Star Express

Mrs. Nwamaka Ohiri, Corporate Coach and Human Design Expert, Standard Chartered Bank

Mr. Taofeek Adeleye, Program Manager, AIDS Healthcare Foundation

Mr. Omoniyi Iyanda, Team Lead, Corporate Social Responsibility and Team Lead, FCMB

Mrs. Omotayo, Head Continuous Improvement Department, FCMB