FRAD Foundation
Building Resilience



FUTURE RESILIENCE AND DEVELOPMENT FOUNDATION (FRAD)

2024 – 2027 STRATEGIC PLAN

Building Resilience... Leaving no one behind

CONTENTS

List of Acronyms 4
Acknowledgements 5
EXECUTIVE SUMMARY 6
INTRODUCTION 8
PURPOSE OF THE STRATEGY 10
WHO WE ARE: VISION, MISSION, AND VALUES.....11
Vision.....11
Mission 11
Values 11
LOOKING BACK: REFLECTION ON FRAD'S JOURNEY (Our Track Record) 12
ANALYSIS OF THE NORTH EAST AND NORTH WEST NIGERIA AND IMPLICATIONS FOR FRAD STRATEGY 2024-2027 15
THE CURRENT SITUATION AND ANALYSIS OF OUR STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS (INFOGRAPHICS).....16
Strengths.....17
Weaknesses 19
Opportunities 20
Threats 21
2024 – 2027 THEORY OF CHANGE, STRATEGIC GOAL, OBJECTIVES, AND EXPECTED RESULTS.....24
THEORY OF CHANGE 24
Strategic goal.....25
Strategic objectives 25
EDUCATION 25
PROTECTION 25
HEALTH/NUTRITION 25
WASH/ENVIRONMENT.....26

GOVERNANCE/PEACEBUILDING.....27
EARLY RECOVERY AND LIVELIHOOD.....27
Fundraising and Resource Mobilisation.....27
HUMAN CAPITAL MANAGEMENT 28
2024- 2027 ACTION PLANS AND PRIORITIES 29
Strategic Objective 1: Education.....29
Strategic objective 2: Protection.....29
Strategic objective 3: Health/Nutrition.....30
Strategic objective 4: WASH/Environment.....30
Strategic objective 5: Governance/Peacebuilding.....31
Cross-cutting areas 32
Human capital management.....32
Protection Against Sexual Exploitation, Abuse and Harassment (PSEAH) 33
Diversity, Equity and Inclusion (DEI) 34
Transparency and Accountability 36
Resource Mobilization.....37
Strategic leadership 37
Organizational sustainability.....38
Monitoring Evaluation, Accountability, Research and Learning (MEARL).....39
Mid-term review of FRAD Strategy 2024-2027 40
OUR STAKEHOLDERS.....40
Risk Analysis 42
FRAD Approaches for implementing its 2024-2027 strategy 45
Sustainability Plan 47
Three year financial projection.....47

LIST OF ACRONYMS

BOT	Board of Trustees
CAC	Corporate Affairs Commission
COVID-19	Corona Virus Disease of 2019
DEI	Diversity, Equity and Inclusion
DNA	Deoxyribonucleic acid
ECOWAS	Economic Community of West Africa States
FRAD	Future Resilience and Development Foundation
GBV	Gender Based Violence
HMO	Health Maintenance Organisation
HR	Human Resource
HRIS	Human Resource Information System
IASC	Inter Agency Standing Committee
IDP Camps	Internally Displaced Persons Camps
INGOs	International Non-Government Organisations
MDAs	Ministries, Departments and Agencies
MEARL	Monitoring Evaluation Accountability Research and Learning
MRRR	Borno State Ministry of Reconstruction, Rehabilitation and Resettlement
NECSOB	Network of Civil Society in Borno State
NGAR	Network for Empowered Aid Response
NGO	Non-Government Organisation
NHF	Nigeria Humanitarian Fund
NNGOs	National Non-Government Organisations
PSEAH	Protection from Sexual Exploitation, Abuse and Harassment
PWDs	Persons with Disabilities
SCI	Save the Children International
SIDA	Swedish International Development Cooperation Agency
SMT	Senior Management Team
SWOT	Strength Weakness Opportunities and Threats
UNICEF	United Nations Children's Fund
USD	United States Dollar
WACSI	West Africa Civil Society Institute
WASH	Water Sanitation and Hygiene

ACKNOWLEDGEMENTS

This strategic plan was developed with the support of the FRAD Senior Management Team (SMT), the Board of Trustees (BOT), and an independent consultant. The strategy is a result of teamwork, collaboration, and contributions from various stakeholders, including government representatives from the Borno State Ministry of Reconstruction, Rehabilitation, and Resettlement (MRRR), the Borno State Ministry of Environment, Military and Paramilitary agencies, Humanitarian Sector Coordination Bodies, Networks of National Non-Governmental Organizations (NNGOs), and International Non-Governmental Organizations (INGOs).

FRAD would like to express our deepest appreciation to the SMT, BOT, MRRR, NNGOs, INGOs and all other relevant stakeholders for their immeasurable contribution to the development of this strategy document. We would also like to mention the priceless inputs and mentorship opportunities we got from Save the Children International (SCI), our donor through funding from Swedish International Development Cooperation Agency (SIDA) which has made this strategy development and all its underlying processes possible.

FRAD remains passionate about development and strategic partnership, We believe in strategic positioning to strengthen collective action in our coordination and response to the unprecedented challenges that lie ahead. At this critical junction, FRAD is renewing its focus on humanity, humility, development, best interest, and accountability to the people most affected by and vulnerable to crises, while ensuring we remain accountable also to our partners, stakeholders, and donors.

EXECUTIVE SUMMARY



IBRAHIM ISHAKU BALAMI
EXECUTIVE DIRECTOR

Future Resilience and Development Foundation (FRAD) is a non-governmental organization registered by law under CAC in 2019 to address the needs of vulnerable populations across thematic areas of Education, Protection, Health/Nutrition, WASH/environment, Governance/Peace building. and Early recovery/livelihood. We are creating a sustainable future where everyone can access development, and build resilience through locally available solutions that ensure participation and bring meaningful development, leaving no one behind. Our clear vision of a sustainable future where everyone can access development, a world where no one is left behind is our driving force and our pride in seeing that communities are empowered, have built resilience, and can contribute to positive change on a local, national and global scale. Our programme approach includes a strong leadership and accountability structure, communication, advocacy and resource mobilization, networking and partnerships, team discipline and a safe work environment where equality, diversity and inclusion is championed.

FRAD strategic plan provides a comprehensive framework for guiding FRAD's activities and investments over the next three years (2024-2027) and will serve as our roadmap for navigating the evolving landscape of humanitarian and development work in Nigeria. It outlines the overarching goals, objectives, approaches to achieve sustainable impact and positive change in the communities we serve, enhancing the resilience and well-being of vulnerable populations through sustainable interventions, community engagement, and capacity strengthening while fostering inclusive development, participation, and accountability, leaving no one behind. By aligning our efforts with our vision, mission, and values, we are confident that this plan will enable FRAD to achieve meaningful and

sustainable results, leaving a lasting impact on the lives of vulnerable populations in Nigeria.

Across our thematic areas, through the triple nexus approach we look forward to promoting access to formal and non-formal education opportunities, digital skills, benefiting youths and vulnerable populations targeted intervention through community driven participatory approach. In the area of protection, strengthen protection services for persons affected by emergencies including response mechanisms for GBV survivors, child protection, and mine-action. In Nutrition, we will identify and respond to all forms of malnutrition through the implementation of nutrition-specific intervention for pregnant and lactating women, children under five creating linkages to equitable access to food security and livelihood support/assistance to conflict-affected persons, (especially vulnerable women, children, youths, and persons with disabilities). In WASH/Environment, FRAD climate resilient actions which promote preservation of ecosystem, and provision of WASH services at emergency and development phase. We will strengthen advocacy, social cohesion, peacebuilding, and conflict resolution across all intervention.

Our theory of change provides a framework for our interventions and proposed implementations while we work in collaboration with different stakeholders groups; local communities, government agencies, and partners and key coordination bodies to reduce duplication of effort and address the root causes of vulnerability, promoting coordinated response, resilience, and fostering inclusive development.

We strongly believe that at the end of the 3 years implementation period of this strategy, the resilience and well-being of vulnerable populations will be enhanced, contributing to sustainable development, creating opportunities for sustainable impact, Livelihood, empowerment, and positive social change, ultimately leading to improved outcomes and reduced vulnerability leaving no one behind.

INTRODUCTION

Future Resilience and Development Foundation (FRAD) is pleased to present its strategic plan for 2024-2027. FRAD is founded in 2017 by two friends from low-income backgrounds with a passion for supporting education. FRAD has since evolved into a dynamic organization committed to building the resilience of vulnerable populations and promoting sustainable development in Nigeria and the world at large.

Driven by our vision of a sustainable future where everyone can access development, FRAD's mission is to build the resilience of vulnerable communities through locally available solutions that ensure participation and bring meaningful development, leaving no one behind. Our values of Humanity, Humility, Accountability, Best Interest, and Development guide everything we do, from program implementation to organizational culture and collaborative efforts at all levels.

Over the past decade, FRAD has made significant strides in addressing the needs of vulnerable populations across thematic areas such as WASH, Nutrition, Education, Health, Protection, Governance and Environment. Our unique approach, which emphasizes community ownership, local resource utilization, and youth empowerment, sets us apart from other organizations and allows us to achieve impactful results.

As we reflect on the achievements and challenges of the past years, it is clear that there is still much work to be done. While FRAD has demonstrated strengths in areas such as skilled and motivated staff, transparent recruitment processes, and adaptability to change, we also recognize weaknesses such as rigid funding, staff turnover, and capacity gaps. Furthermore, external factors such as conflict, poverty, and environmental degradation continue to pose challenges to our work, but also present opportunities for growth and impact.

Looking ahead, FRAD is committed to enhancing program effectiveness and impact, increasing community resilience and participation, and advocating for policy change and social justice. Through strategic partnerships, innovative programs, and dedicated staff, we aim to achieve our vision of a sustainable future where everyone can thrive.

This strategic plan outlines our goals, objectives, and action plans for the years ahead, providing a roadmap for FRAD's activities and priorities. By leveraging our strengths, addressing weaknesses, and seizing opportunities, we are confident that FRAD will continue to positively impact and improve the lives of those we serve.

Together, we can build a future where resilience, development, and opportunities are accessible to all. Thank you for your continued support and partnership as we embark on this journey towards positive change.


DIGITAL
LITERACY &
SOCIAL MEDIA
MARKETING
TRAINING.
COURSES


Save the Children
FUTURE RESILIENCE AND
DEVELOPMENT FOUNDATION
FRAD Foundation
FUNDED BY
SAVE THE CHILDREN
HF FUND
PROJECT TITLE
LOCALLY LED FLOOD AND CHOLERA
EMERGENCY RESPONSE FOR VULNERABLE
COMMUNITIES IN BORNO STATE
MMC L.G.A.
PROJECT GOAL
FRAD Foundation

PURPOSE OF THE STRATEGY

The strategic plan for the years 2024-2027 serves as a roadmap for Future Resilience and Development Foundation (FRAD) to navigate the evolving landscape of humanitarian and development work in Nigeria. This plan outlines FRAD's overarching goals, objectives, and strategies, guiding our efforts to achieve sustainable impact and positive change in the communities we serve.

At its core, this strategic plan aims to reinforce FRAD's commitment to building resilience, promoting social justice, and empowering vulnerable populations. By setting clear objectives and action plans, the plan provides a framework for FRAD to streamline its operations, allocate resources effectively, and measure progress toward our vision of a sustainable future where everyone can access development.

Through this strategic plan, FRAD seeks to enhance program effectiveness, improve organizational efficiency, and foster greater collaboration and partnership with stakeholders. By identifying key priorities and areas for growth, the plan enables FRAD to adapt to emerging challenges, capitalize on opportunities, and stay responsive to the evolving needs of our beneficiaries.

Furthermore, this strategic plan serves as a tool for accountability and transparency, ensuring that FRAD remains accountable to its stakeholders, including donors, partners, staff, and the communities we serve. By clearly articulating our goals, objectives, and expected outcomes, the plan allows for greater oversight and evaluation of FRAD's performance, enabling us to learn from our experiences and continuously improve our impact.

Overall, the purpose of the FRAD 2024-2027 strategic plan is to provide a comprehensive framework for guiding FRAD's activities and investments over the next three years. By aligning our efforts with our vision, mission, and core values, we are confident that this plan will enable FRAD to achieve meaningful and sustainable results, leaving a lasting impact on the lives of vulnerable populations in Nigeria.

WHO WE ARE: VISION, MISSION, AND CORE VALUES

VISION	MISSION	CORE VALUES
At Future Resilience and Development Foundation (FRAD), we envision a sustainable future where everyone can access development, a world no one is left behind.	*To build the resilience of vulnerable populations using locally available solutions, that ensures participation and brings meaningful development, leaving no one behind.*	*Humanity* *Humility* *Accountability* *Best Interest* *Development*

THE HIGHLIGHTED CORE VALUES OF FRAD ARE EXPLAINED BELOW:

HUMANITY: We recognize the inherent dignity and worth of every individual, and we strive to uphold human rights, dignity, and equality in all our actions.

HUMILITY: We approach our work with humility, recognizing that true impact comes from listening to and learning from the communities we serve. We value openness, adaptability, and a willingness to learn from others.

ACCOUNTABILITY: We are committed to transparency, integrity, and accountability in all aspects of our work. We hold ourselves to the highest ethical standards and take responsibility for our actions and their consequences.

BEST INTEREST: We always prioritize the best interests of the communities we serve, ensuring that our interventions are contextually relevant, culturally sensitive, and responsive to local needs and priorities.

DEVELOPMENT: We believe in the power of development to create positive change and improve lives. We are dedicated to promoting sustainable development that fosters resilience, empowers individuals and communities, and fosters inclusive growth for all.

By upholding these values and aligning our actions with our vision and mission, FRAD strives to be a catalyst for positive change, driving sustainable development and resilience-building efforts that leave a lasting impact on the lives of vulnerable populations.

LOOKING BACK: REFLECTION ON FRAD'S JOURNEY (Our Track Record)

Since its inception in 2017, Future Resilience and Development Foundation (FRAD) has embarked on a transformative journey driven by a steadfast commitment to serving vulnerable populations and promoting sustainable development. As we reflect on our past experiences, it becomes evident that FRAD has evolved significantly, overcoming challenges, celebrating successes, and continuously learning and growing.

FRAD's journey began with the passion of two friends from low-income backgrounds who recognized the need to support education for their peers. This initial spark of altruism laid the foundation for what would become a multifaceted organization dedicated to building resilience and fostering development. The Executive Director's subsequent experience working with INGOs provided valuable insights and expertise, further shaping FRAD's approach and strategies.

FRAD was established to address the pressing challenges faced by vulnerable populations, particularly in conflict-affected regions like Borno, Adamawa, and Yobe states. From the outset, FRAD sought to empower individuals and communities, create job opportunities for young people, and support education, gender equality, and environmental sustainability. The organization's unique approach, rooted in local solutions and community engagement, set it apart and enabled it to make a meaningful impact.

Throughout its journey, FRAD has demonstrated numerous strengths, including skilled and motivated employees, transparent recruitment processes, and adaptability to change. However, the organization has also faced challenges, such as rigid funding, difficulty retaining quality staff, and gaps in risk management and policy understanding. These weaknesses have posed obstacles to achieving FRAD's vision and mission but have also served as opportunities for growth and improvement.

FRAD operates in a dynamic external environment influenced by factors

such as government policies, economic conditions, and donor priorities. Over the years, the organization has navigated challenges such as camp closures, COVID-19, and shifts in donor interest, demonstrating resilience and adaptability. FRAD has seized opportunities to enhance its sustainability, expand its reach, and leverage partnerships to maximize impact.

Despite challenges, FRAD has achieved notable successes, including strategic positioning in sector coordination groups, the establishment of departments, and the delivery of quality programs. However, some goals, such as setting up a stabilization center and achieving disability inclusion targets, remain unmet due to financial constraints and capacity gaps. These experiences highlight the importance of realistic planning, resource mobilization, and continuous improvement.

As FRAD looks back on its journey, valuable lessons emerge, emphasizing the importance of adaptability, accountability, and community engagement. Looking ahead to the future, the organization remains committed to its vision and mission, building on past experiences to chart a course for continued growth, resilience, and impact. Through strategic planning, capacity building, and collaborative partnerships, FRAD aims to overcome challenges, seize opportunities, and create lasting positive change for the communities it serves.

After a decade of impactful interventions and learning experiences, FRAD envisions a strategic shift towards deeper community engagement, sustainability, and greater impact. Building on our rich history, we aim to evolve into a more resilient and agile organization, better equipped to address the evolving needs of vulnerable populations.

By the end of 2027, FRAD aims to emerge as a leading force in promoting inclusive development and resilience among vulnerable communities. We envision empowered communities that actively participate in decision-making processes, equitable access to opportunities for all, and sustainable solutions that foster lasting change. Our target beneficiaries include

marginalized groups such as women, youth, persons with disabilities, and internally displaced persons (IDPs). By 2027, we aim to expand our reach to serve an increased number of beneficiaries, ensuring that no one is left behind in our pursuit of inclusive development.

To support our ambitious goals, FRAD will focus on enhancing financial sustainability through diversified funding sources, strategic partnerships, and efficient resource management. By 2027, we aim to strengthen our financial capacity, enabling us to scale up our interventions and respond effectively to emerging challenges.

In line with our commitment to reach more vulnerable populations, FRAD plans to explore opportunities for expansion into new geographic areas. By 2027, we aim to establish a presence in additional regions including the North West and North Central Regions of Nigeria, thereby extending the reach of our programs and maximizing our impact.

The anticipated shift in our approach and strategic priorities reflects our commitment to driving positive change and achieving sustainable outcomes. By focusing on community engagement, sustainability, and scalability, we aim to amplify our impact and create lasting improvements in the lives of vulnerable populations across our target areas.



ANALYSIS OF THE NORTH EAST AND NORTH WEST NIGERIA AND IMPLICATIONS FOR FRAD STRATEGY 2024-2027

The North East and North West regions of Nigeria face multifaceted challenges, including conflict, displacement, poverty, and underdevelopment. In the North East, the Boko Haram insurgency has resulted in widespread insecurity, displacement of millions, and destruction of infrastructure. This has led to humanitarian crises, with significant impacts on education, healthcare, and livelihoods. In the North West, there are issues of banditry, cattle rustling, and farmer-herder conflicts, exacerbating existing vulnerabilities.

Despite efforts from various stakeholders, including government agencies, NGOs, and international organizations, there are persistent gaps in addressing the needs of affected populations. These include inadequate access to education, healthcare, clean water, sanitation, and livelihood opportunities. Additionally, there is a lack of sustainable solutions to conflict resolution, community empowerment, and economic development. Coordination among actors and resource allocation also need improvement to maximize impact.

Several organizations are actively involved in humanitarian and development interventions in the regions. These include UN agencies, international NGOs, local NGOs, government agencies, and community-based organizations. Their activities range from emergency relief assistance, such as food distribution and shelter provision, to long-term development projects focusing on education, health, livelihoods, and peacebuilding. However, coordination and collaboration among these actors remain fragmented, leading to duplication of efforts and gaps in coverage.

FRAD's strategic plan aims to address these gaps by adopting a holistic approach to community development and resilience-building. By leveraging its expertise and experience in education, protection, health, WASH, governance, and peacebuilding, FRAD seeks to provide integrated solutions tailored to the specific needs of communities in the North East and North West. Through community engagement, capacity building, and partnerships with local stakeholders, FRAD will empower communities to lead their own development and foster sustainable change. Additionally, FRAD will prioritize areas with the greatest needs and ensure that interventions are evidence-based, context-specific, and responsive to emerging challenges. Overall, FRAD's strategic plan aims to make a meaningful difference in the lives of vulnerable populations and contribute to the long-term stability and prosperity of the regions.

FRAD

SWOT ANALYSIS

STRENGTH

- *Skilled and motivated workforce*
- *Transparency*
- *Adaptability to change*
- *Community Engagement and ownership*
- *Systematic documentation of program evidence and impacts*
- *Strategic Partnerships*
- *Networking with relevant thematic platforms*
- *Strategic Positioning*

WEAKNESSES

- *High reliance on restricted funding*
- *Staff retention*
- *Capacity gaps among staff*

OPPORTUNITIES

- *Diversification of funding resources*
- *Localization Agenda*
- *Expansion into new regions*
- *Staff capacity development*
- *Partnerships and collaboration*

THREATS

- *Changes in government policies and regulations*
- *Inflation and economic instability*
- *Security challenges*
- *Shift in donor priorities*
- *Increasing competitive landscape*

Building Resilience

THE CURRENT SITUATION AND ANALYSIS OF OUR STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS

As Future Resilience and Development Foundation (FRAD) embarks on its strategic planning for the years 2024-2027, it is crucial to conduct a comprehensive analysis of the organization's current situation, evaluating internal strengths and weaknesses while identifying external opportunities and threats. This SWOT analysis serves as a critical tool for informing strategic decisions and guiding FRAD's actions in pursuit of its vision and mission.

STRENGTHS

Skilled and motivated workforce: FRAD boasts a skilled and motivated workforce, the cornerstone of our success. Our team embodies dedication, expertise, and a passion for driving positive change. Through continuous capacity building and professional development initiatives, we empower our staff to excel in their roles and contribute meaningfully to our mission.

Transparency: Transparency is ingrained in every facet of FRAD's operations. From financial management to program implementation, we uphold a culture of openness and accountability. Our stakeholders have access to comprehensive information about our activities, budgets, and decision-making processes, fostering trust and credibility. We actively engage with communities, partners, and donors, ensuring clear communication and alignment of goals. This commitment to transparency enhances our effectiveness, promotes stakeholder confidence, and enables us to deliver impactful and sustainable outcomes for the vulnerable populations we serve.

Adaptability to change: Adaptability to change is ingrained in FRAD's DNA, allowing us to thrive in dynamic environments. We embrace innovation, swiftly adjusting strategies to meet evolving needs and challenges. Whether it's shifts in funding landscapes, emerging community priorities, or global crises like the COVID-19 pandemic, we remain agile

and responsive.

Community engagement and ownership: Community engagement and ownership are the cornerstones of FRAD's approach. We believe that sustainable change can only be achieved when communities are empowered to drive their own development. By fostering meaningful partnerships, listening to local voices, and actively involving community members in decision-making processes, we ensure that interventions are contextually relevant and impactful. Through participatory approaches, we build trust, strengthen social cohesion, and unlock the full potential of communities to address their own challenges. With a commitment to inclusive development, FRAD continues to prioritize community engagement and ownership, amplifying the voices of the most vulnerable.

Systematic documentation of program evidence and impacts: FRAD prioritizes the systematic documentation of program impacts to ensure accountability, learning, and evidence-based decision-making. Through rigorous monitoring and evaluation processes, we capture both quantitative and qualitative data to measure the effectiveness and sustainability of our interventions. By documenting success stories, lessons learned, and challenges encountered, we not only demonstrate our impact to stakeholders but also continuously improve our programs.

Strategic Partnerships: Strategic partnerships are integral to FRAD's mission of fostering sustainable development. By collaborating with diverse stakeholders, including government agencies, NGOs, and local communities, we leverage complementary expertise, resources, and networks to maximize our impact. These partnerships enable us to access new funding opportunities, expand our reach, and implement innovative solutions to complex challenges. Through mutual trust, shared goals, and transparent communication, FRAD builds lasting relationships that amplify our collective efforts towards creating positive change. By prioritizing strategic partnerships, we ensure that our interventions are contextually relevant, inclusive, and sustainable, ultimately advancing our mission to leave no one behind.

Networking with relevant thematic platforms: Networking with relevant thematic working groups is a cornerstone of FRAD's approach to collaboration and knowledge exchange. FRAD is an active member of the Protection and Disability Working groups in Borno State and other relevant platforms. By actively participating in these groups, we stay informed about emerging trends, best practices, and opportunities for synergies in our focus areas. This engagement enables us to contribute our expertise, share lessons learned, and forge partnerships with like-minded organizations and stakeholders.

Strategic positioning: Strategic positioning is integral to FRAD's approach, ensuring our active engagement in sector coordination groups and the establishment of specialized departments. This deliberate positioning enhances our visibility and influence within the humanitarian, development, and peace sectors, particularly in North East Nigeria. By actively participating in these platforms, FRAD not only stays informed about sectoral developments but also plays a proactive role in shaping policies and interventions.

WEAKNESSES

High reliance on restricted funding: FRAD's overreliance on restricted funding poses a significant challenge, constraining our flexibility and adaptability in responding to emerging needs. The rigid nature of these funding streams hampers our ability to innovate and address evolving challenges effectively. Without diversified funding sources, we are vulnerable to fluctuations in donor priorities and may struggle to sustain our programs over the long term.

Staff retention: FRAD struggles with staff retention as it cannot meet salary expectations or provide competitive benefits, leading to difficulties retaining high-quality employees. This impacts organizational stability and program continuity. Addressing this weakness requires reviewing FRAD existing salary structure, offering attractive benefits packages, and prioritizing staff well-being.

Capacity gaps among staff: FRAD's challenge with staff retention stems

from its inability to meet competitive salary expectations and provide attractive benefits. This weakness impacts the organization's ability to maintain a skilled and experienced workforce, hindering program continuity and organizational effectiveness.

OPPORTUNITIES

Diversification of funding sources: FRAD has the opportunity to diversify its funding sources, which could significantly enhance its financial sustainability. By tapping into a broader range of funding streams, including grants, donations, and partnerships with private sector entities, FRAD can reduce its reliance on restricted funding.

Localization agenda: Embracing the localization agenda presents a strategic opportunity for FRAD to strengthen its position in the humanitarian and development sectors. By prioritizing community-driven approaches and empowering local actors, FRAD can align itself with donor priorities and expectations. Embracing localization not only enhances FRAD's credibility and legitimacy but also fosters deeper community engagement and ownership of projects. This strategic shift enables FRAD to attract increased funding and forge partnerships with stakeholders who value participatory, contextually relevant programming.

Expansion into new regions: Expanding into new regions presents FRAD with a strategic opportunity to broaden its impact and diversify its funding base. By extending its operations into areas like the North West and North Central regions of Nigeria, FRAD can reach more vulnerable populations and address unmet needs in these underserved areas. This expansion not only allows FRAD to respond to emerging challenges but also opens up avenues for new partnerships and funding opportunities.

Staff capacity development: Staff capacity development is crucial for FRAD's growth and sustainability. By investing in training and skill-building programs, particularly in fundraising and resource mobilization,

FRAD can empower its staff to navigate complex funding landscapes and secure diverse funding streams. Strengthening staff capacity in these areas not only enhances FRAD's ability to mobilize resources but also improves program implementation and impact.

Partnerships and collaboration: Partnerships and collaboration are integral to FRAD's success in achieving its strategic goals. By fostering strong relationships with international organizations, INGOs, and local stakeholders, FRAD can leverage complementary expertise, resources, and networks to amplify its impact. Collaborative efforts enable FRAD to access additional funding opportunities, share best practices, and reach more vulnerable populations.

THREATS

Changes in Government policies and regulations: Changes in government policies and regulations pose a significant threat to FRAD's operations and funding streams. Shifts in policies related to humanitarian aid, development initiatives, or NGO regulations could impact FRAD's ability to implement programs effectively and secure funding. Additionally, changes in government priorities may redirect resources away from FRAD's target areas or result in increased bureaucratic hurdles. To mitigate this threat, FRAD must stay informed about evolving policies, maintain strong advocacy efforts, and cultivate relationships with government stakeholders to ensure its work remains aligned with national priorities and regulations.

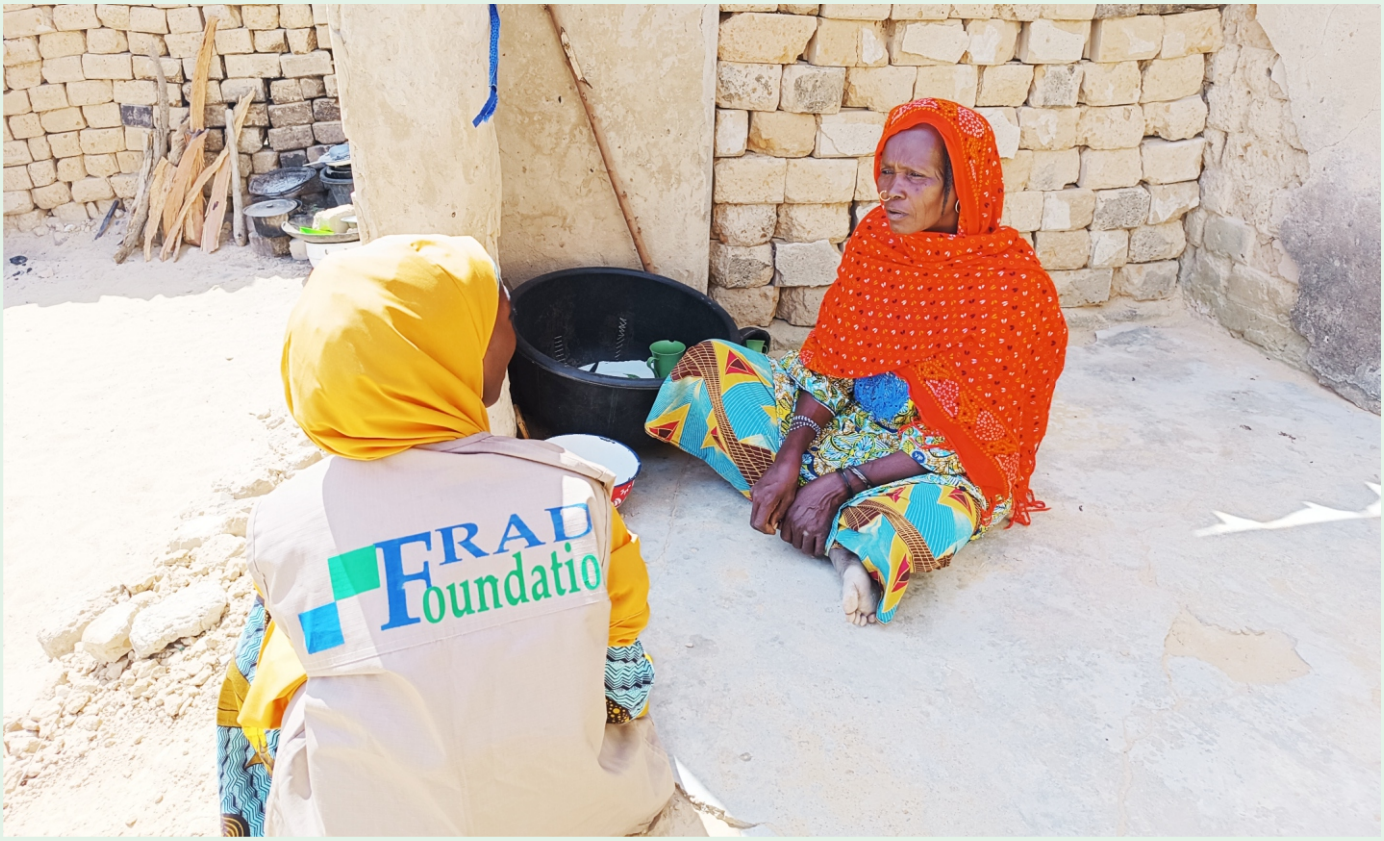
Inflation and Economic Instability: Inflation and economic instability present a significant weakness for FRAD, affecting its funding and operational capacity. Economic downturns and inflationary pressures can reduce the purchasing power of funds, impacting FRAD's ability to deliver programs effectively. Moreover, budgetary constraints may arise, requiring

FRAD to adapt its operations and optimize resource allocation. To address this weakness, FRAD must implement financial management strategies to navigate economic fluctuations, prioritize cost-effective solutions, and explore alternative funding sources to mitigate the impact of economic instability on its programs and initiatives.

Security challenges: Security challenges, including insecurity and conflict in operational areas, represent a significant threat to FRAD's operations and staff safety. These challenges can disrupt program delivery, hinder community engagement efforts, and jeopardize the safety of field staff and beneficiaries. To address this threat, FRAD must prioritize robust security measures and implement comprehensive risk mitigation strategies.

Shift in donor priorities: Shifts in donor priorities and funding trends present a notable challenge for FRAD, as changes in funding streams may impact the organization's ability to sustain its programs and address evolving community needs. To mitigate this threat, FRAD must remain agile and responsive to shifting donor priorities by diversifying its funding sources, strengthening relationships with existing donors, and actively seeking out new funding opportunities.

Increasing competitive landscape: The growing competition from other NGOs and development organizations for funding and resources poses a significant challenge to FRAD's sustainability and impact. To effectively navigate this increasingly competitive landscape, FRAD must differentiate itself by highlighting its unique strengths, such as its community-driven approach, local expertise, and track record of innovation. By continuously innovating its programs, enhancing its visibility, and strategically positioning itself as a leader in its thematic areas, FRAD can strengthen its competitive advantage and attract funding and partnerships that support its mission and objectives.


FRAD
Foundatio



2024 – 2027 THEORY OF CHANGE, STRATEGIC GOAL, OBJECTIVES, AND EXPECTED RESULTS

THEORY OF CHANGE

The theory of change of FRAD covering 2024-2027 is premised on the following:

IF vulnerable populations, including women, youth, and persons with disabilities, are provided with access to sustainable interventions, community engagement, and capacity-building initiatives across thematic areas such as education, protection, health/nutrition, WASH/environment, Early recovery and livelihood, governance/peacebuilding, and cross-cutting issues; and ***IF*** these interventions are implemented in collaboration with local communities, government agencies, and other stakeholders; and ***IF*** there is a focus on addressing the root causes of vulnerability, promoting resilience, and fostering inclusive development; ***THEN*** the resilience and well-being of vulnerable populations will be enhanced, contributing to sustainable development and leaving no one behind. This is ***BECAUSE*** by addressing the diverse needs of vulnerable populations and promoting community ownership and participation, **ASSUMPTION** that FRAD will create opportunities for sustainable impact, Livelihood, empowerment, and positive social change, ultimately leading to improved outcomes and reduced vulnerability.



Strategic goal: To enhance the resilience and well-being of vulnerable populations through sustainable interventions, community engagement, and capacity building, thereby fostering inclusive development and leaving no one behind.

Strategic objectives: In achieving the above goal, below are FRAD's objectives and expected results for 2024-2027:

EDUCATION

Strategic objective 1: To promote access to formal and non-formal education opportunities, and digital skills training, benefiting youths and vulnerable populations through targeted intervention by community engagement and policy influencing. ie provision of school bags, school fees, sensitization, and advocacy

Expected result 1.1: Increased youth and vulnerable populations enrollment and retention rates in formal and non-formal education programs.

Expected result 1.2: Enhanced digital literacy and life skills among beneficiaries, empowering them for sustainable livelihoods.

Expected result 1.3: Improved policy environment for education, ensuring equitable access and quality of learning outcomes for all.

PROTECTION

Strategic objective 2: To strengthen protection services for persons affected by emergencies including response mechanisms for GBV survivors, child protection, and mine action.

Expected result 2.1: Reduced incidence of GBV and improved access to support services for survivors.

Expected result 2.2: Enhanced protection and well-being outcomes for children affected by emergencies, other forms of violation, and exploitation.

Expected result 2.3: Strengthened community awareness and advocacy against GBV, child rights violations, and mine action.

HEALTH/NUTRITION

Strategic objective 3: To ensure quality Nutrition and healthcare services are accessible to the most vulnerable populations and children thereby contributing to reduced mortality and morbidity rates among community

members.

Expected Result: 3:1: Improve nutrition status of under five-year children identified/screened with acute malnutrition

Expected Result 3:2: Enhance the quality of early screening, treatment and referral of malnutrition at all levels.

Expected Result 3.3: Reduced malnutrition rates and improved health outcomes, particularly among children and persons with disabilities (PWDs).

Expected Result 3.4: Enhanced community awareness and adoption of healthy behaviours, leading to sustainable improvements in health and nutrition indicators.

Expected result 3.5: Strengthened partnerships with government agencies and healthcare providers to ensure comprehensive and accessible health services.

WASH/ENVIRONMENT

Strategic objective 4: To promote the access of conflict-affected persons, especially vulnerable women, children, youths, and persons with disabilities, to clean water, sanitation, and hygiene facilities in IDP camps and vulnerable communities while ensuring coordination and collaboration at all levels and phases of the humanitarian WASH/Environment program cycle.

Expected Results 4.1: Improved access to clean water, sanitation, and hygiene facilities, reducing the risk of waterborne diseases and environmental pollution.

Expected Result 4.2: Enhanced community resilience to climate change and natural disasters through awareness-raising and sustainable environmental practices.

Expected result 4.3: Improved coordination through operational support, capacity building, and evidence-based advocacy that allows for cross-cutting themes and ensures inclusive and equitable WASH outcomes defined through the application of evidence-based lessons learned, best practices, and effective advocacy

Expected result 4.4: Enhanced collaboration across humanitarian, development and peace sectors alongside a diverse range of stakeholders through the Triple Nexus approach that allows for collaborative response

across multiple crises as well as strengthened community partnerships and advocacy efforts for WASH and environmental conservation.

GOVERNANCE/PEACEBUILDING

Strategic objective 5: To promote social cohesion, peace building, and conflict resolution of conflict-affected communities through intergenerational dialogue, capacity building, and advocacy against hate speech and misinformation.

Expected result 5.1: Enhanced community resilience to conflict and insecurity, fostering sustainable peace and social cohesion.

Expected result 5.2: Strengthened capacity of citizens to engage in peaceful dialogue, advocacy, and conflict resolution, reducing the risk of violence, instability, and sustainable development.

Expected result 5.3: Improved governance structures and practices, promoting inclusivity, accountability, and transparency at the local and national levels.

EARLY RECOVERY AND LIVELIHOOD

Strategic objective 6: Integrating the early recovery approach into multi-sectoral interventions shifting from humanitarian relief to development and building partnerships with the development actors and private sector for long-term sustainable development.

Expected Result 6.1: Enhanced Service Delivery, rehabilitation, and reconstruction of public service facilities will lead to improved functionality and efficiency in ensuring that essential services such as healthcare, education, and public safety are delivered more effectively to the community.

Expected Result 6.2: Strengthening infrastructures and basic social services will stimulate economic development by attracting investments and creating job opportunities among the most vulnerable population.

FUNDRAISING AND RESOURCE MOBILISATION

Strategic objective 7: To Maintain a comprehensive finance policy that

ensures effective resource allocation, transparency and accountability in financial reporting which is essential for building trust with donors and partners which helps to build long-term sustainability with in FRAD.

Expected result 7.1: To diversify funding Source by exploring various avenues for funding such as grant, corporate sponsorships, individual donations and fund raising events. This will reduce reliance on a single source and ensure financial stability for FRAD.

Expected result 7.2: To cultivate donor relationship by building strong relationship with donors, also communicating the impact of their contributions by providing regular updates and express gratitude which encourage long-term support.

Expected result 7.3: To develop partnership and collaboration strategies with other businesses, individuals and community based organisation that share similar goals with FRAD.

Expected result 7.4: To Invest in fundraising strategies by implementing effective fundraising techniques such as, organising fundraising events, social media engagements, online giving platforms, donor stewardship programs.

HUMAN CAPITAL MANAGEMENT

Strategic objective 8: To acquire and nurture top talent within the FRAD Foundation that ensures internal promotion and inclusivity at all levels.

Expected Result 8.1: Improve the quality of hires that promote inclusivity and diversity, ensuring that the recruitment process identifies and brings in candidates with the right skills and cultural fit.

Expected Result 8.2: Reduce turnover by implementing a robust onboarding program that helps new employees integrate into the organization effectively.

Expected Result 8.3: Prioritize continuous learning and development by organizing training programs, and fostering a culture of growth and

2024- 2027 ACTION PLANS AND PRIORITIES

The below action plans and priorities reflect, FRAD's aim of maximizing its impact and effectiveness in addressing the diverse needs of vulnerable populations, fostering inclusive development, and leaving no one behind.

STRATEGIC OBJECTIVE 1: EDUCATION

ACTION PLAN

- Launch a comprehensive formal education support program to enhance the quality of education in target communities. This will involve training teachers in innovative teaching methodologies like edogalogy and providing necessary educational materials.
- Expand the non-formal education initiatives to reach more out-of-school youths and vulnerable populations, focusing on literacy programs and digital skills training.
- Strengthen advocacy efforts at the national and global levels to promote the right to education for refugees and internally displaced persons.

KEY STRATEGIC OBJECTIVE 1 PRIORITIES

- Contribute to an increase in enrollment and retention rates in formal and non-formal education programs by 50% within the next three years.
- Provide digital literacy training to at least 500 vulnerable youths, empowering them for sustainable livelihoods.
- Advocate for the implementation of policies that ensure equitable access to quality education for all, with a particular focus on marginalized communities.

STRATEGIC OBJECTIVE 2: PROTECTION

ACTION PLAN

- Strengthen GBV response mechanisms by establishing safe spaces for women and girls, providing psychosocial support, and offering skills acquisition and income-generating activities.
- Expand child protection initiatives to include case management support, psychosocial support, and reintegration services for children affected by armed conflict.

- Conduct awareness campaigns on mine action to educate communities about the risks and consequences of landmines and unexploded ordnance.

KEY STRATEGIC OBJECTIVE 2 PRIORITIES

- Contribute to a reduction in the incidence of GBV by 25% through timely response mechanisms and increased awareness within communities.
- Improve protection and well-being outcomes for children affected by armed conflict, ensuring their safe reintegration into society.
- Strengthen community awareness and advocacy against GBV, child rights violations, and the dangers of landmines.

STRATEGIC OBJECTIVE 3: HEALTH/NUTRITION

ACTION PLAN

- Support health facilities in target communities to provide treatment and preventive services for acute malnutrition and other health issues.
- Conduct nutrition education sessions and distribute locally produced nourishing crops like tom-brown to malnourished community members.
- Collaborate with government agencies and healthcare providers to ensure comprehensive and accessible health services for vulnerable populations.

KEY STRATEGIC OBJECTIVE 3 PRIORITIES

- Contribute to reducing malnutrition rates among children and persons with disabilities by 30% within the next three years.
- Increase community awareness of healthy behaviours, leading to sustainable improvements in health and nutrition indicators.
- Strengthen partnerships with healthcare providers to ensure the sustainability and effectiveness of health interventions.

STRATEGIC OBJECTIVE 4: WASH/ENVIRONMENT

ACTION PLAN

- Renovate and upgrade WASH facilities in IDP camps and vulnerable communities to improve access to clean water, sanitation, and

hygiene.

- Conduct tree planting campaigns and promote sustainable environmental practices to mitigate the impact of climate change.
- Advocate for policies and initiatives that prioritize WASH and environmental conservation efforts at the community, local government and state levels.
- Identify cross cutting themes such as gender equality, climate resilience, peacebuilding and social inclusion within WASH initiatives; integrate these themes into project design, implementation, and monitoring and evaluation processes and ensure the incorporation of these cross-cutting themes into FRAD activities.

KEY STRATEGIC OBJECTIVE 4 PRIORITIES

- Contribute to improved access to clean water, sanitation, and hygiene facilities, reducing the risk of waterborne diseases and environmental pollution by 50%.
- Enhance community resilience to climate change and natural disasters through awareness-raising and sustainable environmental practices.
- Strengthen community partnerships and advocacy efforts for WASH and environmental conservation.

STRATEGIC OBJECTIVE 5: GOVERNANCE/PEACEBUILDING

It focuses on the implementation of six key pillars through an integrated systems approach namely; Prevention and early action, Investing in Africa's youth, Economic governance, Democratic governance and civic participation, Promoting the rule of law, Justice, and human rights; and, Local governance and delivery of public services.

ACTION PLAN

- Facilitate community dialogues and peacebuilding initiatives to promote social cohesion and conflict resolution in conflict-affected areas.
- Provide capacity building training for citizens on conflict resolution, advocacy, and civic engagement to reduce the risk of violence and instability.
- Advocate for inclusive governance structures and practices that promote transparency, accountability, and citizen participation at the local and national levels.
- Advocate for climate change adaptation through locally led solutions.

- Research specific research and learning around governance programming to help us understand how to scale up.

KEY STRATEGIC OBJECTIVE 5 PRIORITIES

- Foster sustainable peace and social cohesion by strengthening community resilience to conflict and insecurity.
- Empower citizens to engage in peaceful dialogue, advocacy, and conflict resolution, reducing the risk of violence and instability.
- Improve governance structures and practices to promote inclusivity, transparency, and accountability at all levels of society.
- Improve programming around governance to help us understand ways to improve programming both and externally.
- Foster locally-led responses around climate change matters in the region of implementation.

CROSS-CUTTING AREAS
HUMAN CAPITAL MANAGEMENT
ACTION PLANS:

- Revise and develop a diverse hiring process that fosters a

recruitment process that will attract top talent.

- Implementing a well-structured on boarding process with staff mentorship integration, FRAD will also develop a handbook for new hires.
- Develop an organization salary band
- Collaborate with departments to identify training needs and develop programs.
- Introduce wellness programs and initiatives.
- Conduct quarterly training on stress management and work-life balance
- Launch flexible work strategy in the HR policy.
- Establish a feedback mechanism for continuous improvement.
- Process HMO subscription for all FRAD staff
- Invest in HR technology solutions/ Invest in and implement a modern HRIS system.
- Develop and implement a user-friendly HR portal.
- Training of HR staff on the procured software and other data analytics

tools.

- Regular review and update of technology that will enable staying aligned with HR best practices

Key human capital development priorities

- 20% increase in workforce productivity and workforce diversity
- 20% reduction in turnover rate
- Continuous development through annual training plan
- Regular survey administration to employees to ensure 15% improvement in employee satisfaction
- 15% reduction of HR/Administrative tasks overhead
- Improvement in organizational performance metrics

PROTECTION AGAINST SEXUAL EXPLOITATION, ABUSE AND HARASSMENT (PSEAH)

ACTION PLAN

- Implement FRAD's zero-tolerance policy for PSEAH and safeguarding, violations, and ensuring the safety and well-being of all beneficiaries and staff.
- Provide training and capacity-building initiatives on PSEAH and safeguarding for all staff and stakeholders.
- Ensure FRAD's PSEA and Safeguarding policies are aligned with international standards, such as those set forth by the Inter-Agency Standing Committee (IASC).
- Implement specialized training for FRAD's frontline workers, working directly with vulnerable populations to recognize and respond to signs of abuse sensitively and effectively.
- Conduct regular risk assessments to identify vulnerabilities within programs, operations, and implementing communities, and also develop mitigation strategies accordingly.
- Continue to utilize FRAD's existing mechanisms for reporting and addressing PSEAH and safeguarding concerns, including FRAD's accountability desk in communities which is available to its beneficiaries to communicate complaints and provide feedback.

KEY PSEAH PRIORITIES

- Ensure the safety and well-being of all beneficiaries and staff by implementing FRAD's PSEAH policy and safeguarding measures.

- Increase awareness and understanding of PSEAH and safeguarding issues among staff and stakeholders.
- Establish standardized approaches to PSEAH and safeguarding across all programs, projects, and geographical locations where FRAD's operates. Aligning policies with IASC standards helps ensure consistency in implementation and promotes a unified organizational response to these issues.
- Provide training that educates FRAD's frontline workers on the specific vulnerabilities faced by the populations they serve, such as refugees, children, or survivors of gender-based violence. Emphasize the importance of understanding power dynamics in abusive situations and how these dynamics can manifest within different cultural contexts.
- Develop a comprehensive risk assessment methodology that encompasses all aspects of programs, operations, and implementing communities. This should include identifying potential risks related to sexual exploitation and abuse (SEA), as well as broader safeguarding concerns such as gender-based violence, discrimination, and exploitation.
- Strengthen mechanisms for reporting and addressing PSEAH and safeguarding concerns, promoting a culture of accountability and transparency within the organization.

DIVERSITY, EQUITY AND INCLUSION (DEI) ACTION PLAN

- FRAD will ensure the development and implementation of policies that resonate around equity and social inclusion.
- FRAD will conduct an assessment gap on equity and social inclusion and provide capacity building and training.
- FRAD will promote the inclusion of marginalized groups in program design, implementation, and evaluation through participatory and inclusive approaches.
- FRAD will ensure adjustments to physical infrastructure, communication channels, and service delivery models are established to accommodate diverse needs and preferences.
- FRAD will incorporate culturally sensitive approaches into its

program design, communication strategies, and service delivery to avoid unintentional harm using our "do no harm" principle.

- FRAD will integrate diversity considerations into all its policies, strategies, operational plans and guidelines that ensures inclusivity in its response.
- FRAD will collaborate with government agencies, donors, and other stakeholders to leverage resources and expertise in addressing systemic barriers to diversity, equity and social inclusion.

KEY EQUITY, DIVERSITY, AND SOCIAL INCLUSION PRIORITIES

- FRAD will take the development and implementation of policies as a priority for equity and social inclusion. This involves developing policies that are inclusive and addresses the needs of marginalized groups, as well as ensuring their effective implementation.
- FRAD will conduct a comprehensive assessment gap analysis to identify areas where equity and social inclusion are lacking or need improvement. This will provide a clear understanding of the existing challenges and gaps that need to be addressed, which will lead to provision of capacity-building and training programs aimed at enhancing the understanding of equity and social inclusion among stakeholders. This includes training for staff members, partners, and community leaders to ensure they have the knowledge and skills necessary to promote equity and social inclusion effectively.
- The promotion of inclusive approaches in program design, implementation, and evaluation by FRAD, will actively involve the marginalized groups in decision-making processes, ensuring their voices are heard, and their needs are addressed throughout the project.
- FRAD will ensure necessary adjustments to physical infrastructure, communication channels, and service delivery models are established to accommodate diverse needs and preferences. This may involve making facilities accessible to people with disabilities, providing materials suitable for persons with disability or implementing alternative communication methods that can be found in our localities.
- FRAD will conduct a comprehensive training program for all staff to enhance their cultural competency. This training will focus on understanding diverse cultural backgrounds, communication styles,

and modes of dressing, values, and beliefs to ensure respectful and effective interactions with participants from various cultural backgrounds and in the area in which we implement.

- FRAD will ensure diversity and inclusion in staffing, leadership positions, and in decision-making processes. This commitment to diversity at all levels of the organization will build a culture of inclusion and promote perspectives that reflect the communities we serve.
- FRAD will collaborate with government agencies, donors, and other stakeholders to leverage resources and expertise in addressing barriers to equity and social inclusion. This involves building partnerships and alliances to advocate for policy changes, secure funding, and implement initiatives aimed at promoting equity and social inclusion.

TRANSPARENCY AND ACCOUNTABILITY

ACTION PLAN

- FRAD will ensure that accountability is integrated into its policies and procedures across all departments and levels, stating clear roles and responsibilities for each member.
- A culture of transparency will be built by regularly communicating FRAD's goals, progress, and challenges to stakeholders, both internal and external.
- FRAD will engage the expertise of external auditors or oversight bodies to conduct regular audits and reviews to ensure compliance with accountability standards and regulations.

KEY ACCOUNTABILITY PRIORITIES

- FRAD will ensure that accountability is always stated in organizational policies and is prioritized as a fundamental principle that guides all activities and decision-making processes; this will also help to communicate and define clear roles and responsibilities regarding accountability to every individual.
- FRAD will make transparency and open communication a top priority by actively sharing information about organizational processes, outcomes, and challenges with stakeholders to build trust and accountability.
- The engagement of external auditors or oversight bodies for FRAD Foundation to provide independent assessments and ensure compliance with accountability standards and regulations will be

placed as high priority.

RESOURCE MOBILIZATION

ACTION PLAN

- Conduct a comprehensive review of existing funding sources and develop a diversified fundraising strategy to reduce reliance on restricted funding.
- Strengthen partnerships with donors, government agencies, and other stakeholders to secure sustainable funding streams for FRAD's programs and initiatives.
- Explore innovative fundraising mechanisms such as crowdfunding, corporate partnerships, and social impact investing to increase financial support for FRAD's activities.

KEY RESOURCE MOBILIZATION PRIORITIES

- Increase the proportion of unrestricted funding in FRAD's budget by 20% over the next three years to enhance organizational flexibility and sustainability.
- Secure long-term funding commitments from key donors and partners to ensure the continuity and scalability of FRAD's programs.
- Build the capacity of staff and stakeholders in fundraising and resource mobilization to maximize funding opportunities and sustainability.

STRATEGIC LEADERSHIP

ACTION PLAN

- Strengthen the governance structure of FRAD by enhancing the role and engagement of the Board of Directors in strategic leadership, resource mobilization, and advocacy efforts.
- Review and update organizational policies and procedures to ensure compliance with best practices and regulatory requirements.
- Enhance transparency and accountability in decision-making processes by implementing mechanisms for monitoring and evaluation, financial oversight, and stakeholder engagement.

KEY STRATEGIC LEADERSHIP PRIORITIES

- Improve the effectiveness and efficiency of the Board of Directors by providing training and capacity-buildingcapacity building opportunities on governance, leadership, and strategic planning.
- Enhance transparency and accountability within the organization by promoting the existing culture of open communication, regular

reporting, and participatory decision-making processes.

- Strengthen the culture of integrity and ethical conduct by enforcing codes of conduct and accountability mechanisms for staff and stakeholders.

ORGANIZATIONAL SUSTAINABILITY

ACTION PLAN

- Develop a sustainability plan for FRAD's programs and initiatives, focusing on building local capacity, fostering community ownership, and promoting self-reliance.
- Integrate sustainability principles into project design, implementation, and monitoring processes to ensure long-term impact and effectiveness.
- Fund an income-generating venture for FRAD which can contribute to sustaining the impact of FRAD's work beyond its contractual donors to reduce dependency on external assistance and promote self-sufficiency.

KEY ORGANIZATIONAL SUSTAINABILITY PRIORITIES

- Strengthen partnerships with local organizations, community groups, and government agencies to build local capacity and promote sustainability.
- Empower beneficiaries through skills training, entrepreneurship programs, and access to income-generating opportunities to enhance their economic resilience and self-reliance.
- Monitor and evaluate the sustainability of FRAD's programs and initiatives, identifying best practices and lessons learned to inform future interventions.



MONITORING EVALUATION, ACCOUNTABILITY, RESEARCH AND LEARNING (MEARL)

In the planning phase of strategic development, we reflect on the lessons learned, current context, and desired outcomes of our interventions and efforts. We adjust our plans based on what we have learned from previous evaluations and the data we have gathered. Below are our MEARL approaches during the implementation of this strategy:

Monitor: FRAD will implement comprehensive monitoring mechanisms to track progress and gather evidence of impact, ensuring accountability and transparency. Through systematic data collection, analysis, and regular evaluations, FRAD will assess the effectiveness of its programs and interventions. This will enable the organization to make informed decisions, identify areas for improvement, and adapt strategies to achieve its goals effectively. Additionally, FRAD will prioritize research and learning initiatives to enhance its understanding of community needs and develop innovative approaches for addressing complex challenges.

Evaluate: FRAD conducts thorough evaluations to assess intervention effectiveness, fostering learning and improvement. We engage stakeholders in discussions, ensuring transparency and inclusivity. Feedback informs strategic decisions, enabling us to adapt approaches to meet beneficiaries' needs effectively. Through robust evaluation processes, we continually refine our strategies, maximizing our impact and contribution to positive change.

Learning throughout the cycle: FRAD fosters a culture of continuous learning by establishing communities of practice where members share insights and best practices. Through knowledge exchange, collaboration, and capacity building, stakeholders enhance their skills and expertise. This iterative learning process strengthens program implementation, promotes innovation, and maximizes impact, ultimately advancing FRAD's mission of empowering vulnerable populations and fostering inclusive development.

Accountability at all stages, internal and external: FRAD is accountable to all the stakeholders and beneficiaries and working towards achieving our

shared objectives, as set out in the Theory of Change. Additionally, we'll be accountable to donors. Our participatory and inclusive approach to MEAL seeks to ensure that our beneficiaries are part of the implementation and evaluation processes and are empowered and able to influence our decisions and priorities. We champion accountability by establishing a transparent and effective communication system through which we share and discuss our impact, data, and learnings.

Research: FRAD prioritizes research and adaptation to address dynamic contexts effectively. Through flexible strategies, capacity building, and community engagement, FRAD tailors interventions to diverse needs. Leveraging technology and collaborative networks, FRAD innovates and shares best practices. Participatory decision-making ensures cultural sensitivity and responsiveness to feedback. Continuous monitoring and evaluation guide real-time adjustments, fostering a culture of learning and improvement. This approach strengthens FRAD's ability to adapt, innovate, and achieve lasting impact in empowering vulnerable communities.

MID-TERM REVIEW OF FRAD STRATEGY 2024-2027

At the midpoint of the strategy period (2025), FRAD will undertake a rigorous mid-term review to comprehensively evaluate progress, achievements, and challenges. This review will serve as a pivotal moment for stakeholders to converge, reflect on the effectiveness of implemented strategies, and identify areas for improvement. Through transparent dialogue and collective analysis, FRAD will assess the alignment of its activities with the overarching goals and objectives outlined in the strategic plan. Any necessary modifications or adjustments to the approach will be identified and implemented to enhance the organization's impact and relevance. By engaging in this process, FRAD reaffirms its commitment to accountability, transparency, and continuous improvement, ensuring that resources are effectively utilized and results are maximized for the benefit of the communities it serves.

OUR STAKEHOLDERS

Project participants: FRAD values project participants as essential stakeholders, involving them in decision-making processes to ensure

programs meet their needs. Through active engagement, beneficiaries become agents of change, shaping project outcomes. FRAD fosters inclusivity and collaboration, recognizing the importance of beneficiary insights for sustainable impact.

Community structures: FRAD recognizes community structures comprising community leaders, religious leaders, women and youth leaders, community based organisations and persons with disability as vital stakeholders. By engaging these community structures, FRAD ensures projects are culturally sensitive and community-driven. Building strong relationships with community entities fosters trust, enhances program effectiveness, and promotes sustainability.

Security Agencies: FRAD acknowledges the importance of collaborating with security agencies such as the Nigerian Army, Police, Civil Defence Corps, and vigilante groups. This partnership ensures the safety and security of project areas, staff, and beneficiaries. By working closely with these agencies, FRAD can mitigate security risks, facilitate access to communities, and foster a conducive environment for program implementation. Additionally, it enhances mutual understanding, promotes community trust, and strengthens the overall security posture in operational areas.

Government stakeholders: FRAD recognizes the significance of engaging with government stakeholders, including ministries, departments, and agencies (MDAs) such as the Ministry of Women Affairs, Ministry of Reconstruction, Rehabilitation, and Resettlement, and the Agency for Coordination of Sustainable Development amongst others. Collaboration with these entities ensures alignment with government priorities, facilitates policy advocacy, and promotes sustainable development initiatives. By fostering partnerships with MDAs, FRAD can leverage resources, coordinate interventions, and amplify impact, thereby contributing to positive social change and inclusive development agendas.

Partners: FRAD values its partnerships with various organizations, including international NGOs, local NGOs, community-based organizations, and academic institutions. These partnerships enable FRAD

to leverage diverse expertise, resources, and networks to address complex challenges and maximize impact. By collaborating with partners, FRAD fosters innovation, knowledge sharing, and collective action, amplifying the effectiveness of interventions and promoting sustainable development. Through transparent communication, mutual accountability, and shared goals, FRAD builds strong, resilient partnerships that empower communities and drive positive change.

Donors: FRAD recognizes the invaluable support of its donors, including esteemed organizations like Save the Children, UNICEF, Nigeria Humanitarian Fund, among others. These partnerships provide crucial financial resources and technical assistance, enabling FRAD to implement impactful programs and reach vulnerable populations effectively. By aligning with donor priorities and demonstrating accountability and transparency, FRAD fosters strong relationships with donors, ensuring continued support for its mission. Through regular communication, reporting, and collaboration, FRAD strives to uphold the trust and confidence of its donors, driving sustainable development and positive change in communities.

Network membership: FRAD actively participates in various networks, including the Nigeria Network of NNGOs (NNGO), the Network of Civil Society in Borno state (NECSOB), the Network for Empowered Aid Response (NEAR), the Global Waste Cleaning Network, and the West Africa Civil Society Institute (WACSI). Additionally, FRAD is a member of the ECW Youth Sub-group and Youth-Led Organization in the Lake Chad region. These memberships enable FRAD to engage in collaborative efforts, share best practices, and advocate for the needs of vulnerable populations, amplifying its impact and influence within the humanitarian and development sector.

The risk analysis of FRAD covering 2024-2027 is highlighted in the table on page 43 and 44:

Risk type	Definition	Likelihood of occurrence	Mitigation strategy
Funding restrictions	Dependency on restricted funding sources may limit flexibility and hinder program implementation.	High	Diversify FRAD's funding streams through partnerships, grants, and institutional fundraising efforts.
Security challenges	Insecurity and conflict in operational areas may disrupt program delivery and endanger staff safety.	High	Implement robust security protocols, conduct risk assessments, and engage with local authorities for support.
Policy and regulatory changes	Changes in government policies and regulations may impact program operations and funding streams.	High	Stay informed about regulatory changes, advocate for favorable policies, and maintain flexibility in program design.
Staff turnover and retention	Inability to meet salary expectations and provide competitive benefits may lead to high staff turnover.	High	Offer competitive compensation packages, provide opportunities for career advancement, and prioritize staff well-being.
Lack of buy -in of community stakeholders	Resistance from community members or stakeholders may impede program acceptance and implementation.	Low	Conduct thorough community consultations, address concerns transparently, and build

Political instability	Political unrest or instability may affect program operations and jeopardize partnerships with government entities.	High	Monitor political developments, maintain neutrality and impartiality, and engage in diplomatic relations for continuity of operations.
Ethical and legal compliance	Non-compliance with ethical standards or legal regulations may damage the organization's reputation and result in legal repercussions.	Low	Establish clear policies, conduct regular audits, and seek legal advice to ensure compliance with laws and regulations.



FRAD APPROACHES FOR IMPLEMENTING ITS 2024-2027 STRATEGY

FRAD aims to achieve the above strategy through diverse approaches highlighted below:

Leadership: FRAD will establish a cohesive leadership structure that clearly indicates the responsibilities of its Board members, Executive Director, Senior Management Team, and all staff members. Recognizing the role of leadership in community development, FRAD is dedicated to enhancing the capacity of its staff, community-based organizations, and other relevant stakeholders. The organization will actively promote peer learning, fostering a collaborative environment for continuous development and knowledge exchange.

Communication, advocacy, and Resource Mobilisation: FRAD will employ clear and compelling communication strategies to articulate its mission, raise awareness about societal issues, and advocate for positive change. Simultaneously, FRAD will actively engage in resource mobilization efforts, such as donor mapping and partnership to secure the financial and material support necessary for the execution of these strategic initiatives.

Networking: FRAD recognizes the strength of collaboration and networking. Building extensive relationships with other NGOs, government stakeholders, community leaders, and relevant stakeholders will be a priority. These networks will facilitate the exchange of knowledge, resources, and best practices, amplifying the impact of the FRAD's interventions.

Accountability system: To ensure transparency and accountability, FRAD will implement a robust accountability system. This includes transparent financial reporting, regular baseline and end-line assessments, and mechanisms for feedback from project participants and stakeholders. The accountability system aims to build trust and credibility which is an essential element for sustained support and partnerships.

Partnerships: Strategic partnerships will be a key driver for the success of FRAD. By collaborating with organizations that share similar goals, FRAD can leverage combined resources, expertise, and networks. These partnerships will not only enhance FRAD's reach but also foster innovation and the development of holistic solutions.

Discipline: Discipline will be rooted in the FRAD'S culture. This involves adhering to ethical standards, maintaining financial responsibility, and

ensuring efficient project implementation. This discipline will not only enhance FRAD's credibility but also maximize the impact of its project.

Safe work environment: FRAD is committed to providing a safe and inclusive work environment. This encompasses physical safety as well as emotional well-being, fostering a culture of respect and support among staff, volunteers, project participants and stakeholders. A safe work environment enhances productivity and contributes to the overall success of FRAD strategic plan.

Visibility and branding: FRAD understands the importance of visibility and branding in attracting support and creating impact. The organization will invest in showcasing its successes, sharing compelling stories of change, and effectively communicating its mission. This visibility will not only attract donors and partners but also inspire confidence among stakeholders, contributing to the FRAD's long-term sustainability and influence.

SUSTAINABILITY PLAN

Below are sustainability approaches to be implemented by FRAD during the period of this strategy covering 2024-2027.

Assessment of Current Practice**:** Evaluate FRAD current practices, operations, and impact to identify areas for improvement in sustainability practices.

Stakeholder Engagement: FRAD shall continue to engage with stakeholders, including staff, donors, beneficiaries, and community members, to gather their perspectives and expectations regarding sustainability initiatives.

Goal Setting: FRAD shall establish clear and measurable sustainability goals that align with FRAD mission and values to guide future initiatives and progress tracking.

Environmental Impact: Assess FRAD's environmental footprint and implement strategies to reduce waste, improve energy efficiency, and source materials sustainably.

Social Responsibility: FRAD to develop and implement social responsibility programs that prioritize the well-being of it's employees, local communities, and other stakeholders to foster a positive social impact.

Financial Sustainability: FRAD shall any window of opportunity to diversify funding sources, such as crowd funding using the social media, manage financial resources effectively, and explore revenue-generating opportunities to ensure long-term financial stability.

Transparency and Reporting: Establishing transparent reporting mechanisms is key to effectively communicate the FRAD 's sustainability efforts to stakeholders, fostering trust and accountability.

Capacity Building: FRAD will continue to empower staff by providing training and educational opportunities to staff, volunteers, and community members to enhance their understanding of sustainability practices and encourage adoption.

Advocacy and Collaboration: FRAD will advocate for sustainable practices within the broader community and seek collaborations with like-minded organizations to leverage collective impact and drive systemic change.

Continuous Improvement: FRAD will regularly review and update the sustainability plan based on feedback, new opportunities, and lessons learned to adapt and improve sustainability efforts over time.

THREE YEAR FINANCIAL PROJECTION

Below is a three year financial projection of FRAD covering 2024-2027:

Period	Thematic Areas					Yearly Increase (%)	Total Budget (USD)
	Education (USD)	Health/Nutrition (USD)	Protection (USD)	WASH (USD)	Governance (USD)		
Year 1 (2024-2025)	200,000	700,000	200,000	200,000	200,000	0	1,500,000
Year 2 (2025-2026)	260,000	910,000	260,000	260,000	260,000	30%	1,950,000
Year 3 (2027)	390,000	1,365,000	390,000	390,000	390,000	50%	2,925,000

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