

STRATEGIC PLAN 2022-2027





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Abbreviations & Acronyms

APF	- African Philanthropy Forum
CBOs	- Community Based Organisations
ECOWAS	- Economic Community of West African States
GCON	- Grand Commander of the Order of the Niger
HDI	- Human Development Index
IEC	- Information, Education and Communication
JDAE	- The Journal of Development and Agricultural Economics
MNCH	- Maternal Newborn and Child Health
NBS	- National Bureau of Statistics
NDHS	- Nigeria Demographic and Health Survey
NEDS	- Nigeria Education Data Survey
NGOs	- Non-governmental Organisations
NTDs	- Neglected Tropical Diseases
PHC	- Primary Healthcare Centre
SDGs	- Sustainable Development Goals
TYDF	- TY Danjuma Foundation
UBE	- Universal Basic Education
UNDP	- United Nations Development Programme
UNICEF	- United Nations Children Emergency Fund
WHO	- World Health Organisation

2. Forward

I am pleased to present the TY Danjuma Foundation's Strategic Plan for 2022-2027, the third since inception in 2009. In it we incorporate lessons learned from our earlier experiences, while setting an agenda to deepen our focus and concentrate our efforts on long-term strategic partnerships with our grantees and partners who work at the frontlines in communities in need of the Foundation's support.

We are building on important lessons from the evaluation of our last two strategic plans to place the people and communities we work in at the centre of our grant-making process and to work in a more concerted manner with other foundations and development partners to take services to those in need. The Foundation will continue to engage with government at all levels to ensure that our efforts are aligned with the policies and programmes of government.

In the next five years, the Foundation will focus on five strategic goals, namely:

- Improving access to quality healthcare;
- Enhancing access to quality education;
- Providing rapid response to humanitarian emergencies;
- Making responsive grants and building resilient non-profits; and
- Broadening the knowledge base of the Foundation through research, learning and documentation.

We are consolidating our efforts in the areas of health and education. Our signature programme - "vision for a brighter future" – through which the Foundation supports a range of projects to improve eye health will continue to underpin our programmatic thrust on preventable blindness. Similarly, the Foundation will continue to invest in maternal and child health through the "healthy mother, healthy child programme" that creates opportunities for mothers, new-borns and children to have access to skilled birth attendants and quality of care. Investment in controlling and eliminating neglected tropical diseases will remain a critical component of the Foundation's health portfolio. With regards to education, the Foundation will intensify its investment in improving the quality of teaching by building the capacity of teachers on a range of subject areas and for effective content delivery.

The Foundation recognises that partnerships and collaborations are critical for the realisation of its vision and mission. We will therefore deepen our collaboration with government at all levels and seek opportunities to cooperate with other foundations and development partners to actualise our programmes and supplement the funding of projects supported by the Foundation to reach as many Nigerians as possible.

The Board of Trustees and I look forward to pursuing the Foundation's vision in the years ahead while contributing towards a Nigeria of opportunity and fulfilment for all its people.

Lt. Gen. TY Danjuma (Rtd) GCON
Founder & Chairman



Lt. Gen. TY Danjuma (Rtd)
Founder & Chairman

3. About TYDF

TY Danjuma Foundation is a private independent Nigerian philanthropic organisation committed to improving the quality of life of Nigerians, by supporting primarily health and education interventions implemented by Not-for-profit, Non-governmental Organisations (NGOs) registered and working in Nigeria.

The Foundation was established in 2009 by Lt. Gen. Theophilus Yakubu Danjuma, GCON – a retired Nigerian Army Chief of Staff, and an astute and successful businessman. In 2010, the Foundation became fully operational and has continued to make grants that impact positively on people's lives.

3.1 Vision

To contribute to building a Nigeria where all citizens have access to affordable quality health care, education and equal opportunities to realize their potentials.

3.2 Mission

The TY Danjuma Foundation is committed to enhancing the quality of life of Nigerians by supporting initiatives that improve access to health and educational opportunities.

3.3 Main Goals

- Enhance community healthcare by providing free medical services to rural communities which lack adequate medical facilities;
- Improve the quality of education of children and young people; and
- Alleviate the extreme poverty in communities across the country by providing humanitarian assistance, clean drinking water, and encouraging the empowerment of women.

3.4 Core Values

The Foundation operates with the following core values:



Responsive



Innovative



Proudly
Nigerian



Integrity



Community
Participation



3.5 Programme Areas

Our Programme areas are Health and Education.

3.5.1 Health Programme

The Foundation is committed to ensuring access to quality healthcare among underserved communities in Nigeria by supporting interventions that provide comprehensive eye care services aimed at reducing preventable blindness; improving maternal and child health care; combating Neglected Tropical Diseases (NTDs); and improving community access to free medical and surgical services.

3.5.2 Education Programme

The Foundation's focus in Education is to support initiatives focused on enhancing the quality of Universal Basic Education (UBE) through improving teacher quality in curriculum delivery; classroom and records management; and the provision of instructional resources that will facilitate teaching

3.6 How the Foundation Works

TY Danjuma Foundation works mainly through Non-Governmental Organisations (NGOs) and Community Based Organisations (CBOs) in Nigeria. Our strategy of working through partnerships is intended to build institutional capacity of groups, supporting innovation and ensuring that the funding provided meets the needs of the target beneficiaries and is culturally relevant. In doing so, the Foundation encourages its grantees to forge collaborations and partnerships with local, state and national government agencies to enhance sustainability of the projects.

The Foundation also seeks collaboration with other grant makers and international agencies working in its target areas. Where necessary, the Foundation will leverage additional funding from other sources to support partners' initiatives.

An important component of the Foundation's work is the dedication to documenting, analysing and learning from the projects we fund to assist in strengthening our future grantmaking and contribute in influencing policies and practice in the areas we operate.

3.7 Grantmaking

The Foundation's grantmaking approach is catalytic. We work with partners to better understand challenges faced by communities where we work to design actionable solutions to address identified needs. Our grantmaking process is two-pronged - Annual and Discretionary Grants.

3.7.1 Annual Grants

This is the primary funding scheme of the Foundation through which grants are awarded once annually after a careful screening process by Management and the Board of Trustees. Every year, a Call for Concept Notes is published, requesting qualified organisations based in Nigeria to apply for funds to implement projects in the Foundation's focus areas of Health and Education.

The Foundation's annual grantmaking process is split into main grants and community funds.



3.7.2 Main Grants

The Foundation supports initiatives across Nigeria by inviting NGOs to apply for funding to implement projects within its focus areas of Health and Education. Interventions under this grant can be implemented in any state in Nigeria.

3.7.3 Community Funds

Taraba and Edo states are the home states of the founder's family. As a result, the Foundation annually supports special initiatives to be implemented in these states through its community fund schemes for grassroots organisations based and working in these states.

The Taraba Community Fund was launched in February 2011, while the Edo Community Fund was launched in February 2012. The Community fund brings funding closer to the communities and makes it possible for less formally constituted organisations to receive support.

The Community Fund provides small grants to small NGOs and CBOs to carry out innovative development activities geared towards addressing the social-economic challenges within rural communities. It also provides technical and institutional assistance as a way of addressing organisational development and enhancing community engagement in targeted social initiatives. Interventions under this grant can only be implemented in Taraba and Edo States by organisations registered and based there.

3.7.4 Discretionary Grants

The Grant is administered all year-round to facilitate rapid response to people facing humanitarian emergencies in Nigeria and for interventions determined to be within the Foundation's focus areas.

3.8 Partnerships & Collaboration

The Foundation employs networking and partnership building as tools to expand its reach. We work towards establishing a wide array of collaborative relationships aimed at leveraging additional human and material resources to maximise our impact.

3.8.1 Resource Partners

These are institutions or persons that are able, ready, and willing to put resources in cash or kind to support project ideas as the basis for collaboration. Resource partners envisaged include persons interested in our work, other Foundations, National and International Development Partners.

3.8.2 Network Partners

The primary value in Network partners is in co-creating and amplifying the work of partnerships. These include associations and coalitions that the Foundation belongs to either nationally, regionally, or globally. These partners co-contribute to network events and activities. An example in this category is the African Philanthropy Forum (APF)

3.8.3 Learning Partners

These are partnerships for mutual learning. This type of partnership currently exists between TY Danjuma Foundation and the Foundation Center in New York.



4. Strategic Planning Process

This 5-year strategic plan was developed based on lessons learnt from the implementation of the last two strategic plans from 2010 – 2016 and from 2017 - 2021. The strategy development process leveraged learning from brainstorming sessions with TYDF grantees and consultations held with relevant stakeholders including Government, NGOs, CBOs, Multilateral development organisations and representatives of local communities. A Strategic Planning Steering Committee was set-up including TYDF staff, Board members and external resource persons who worked together to produce this strategy document.

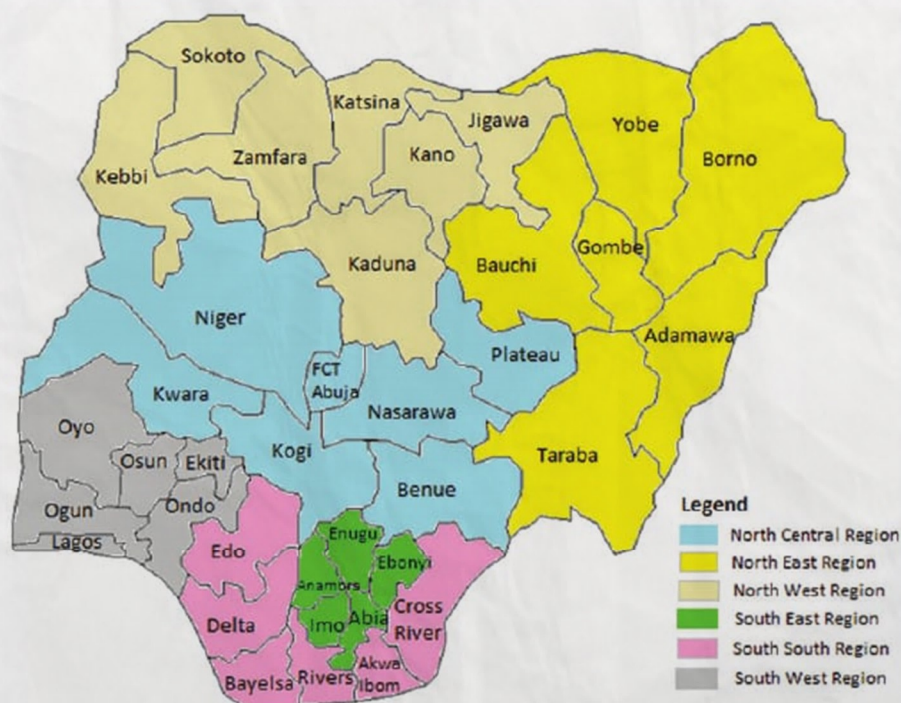
5. Context Analysis and Review of Our Work

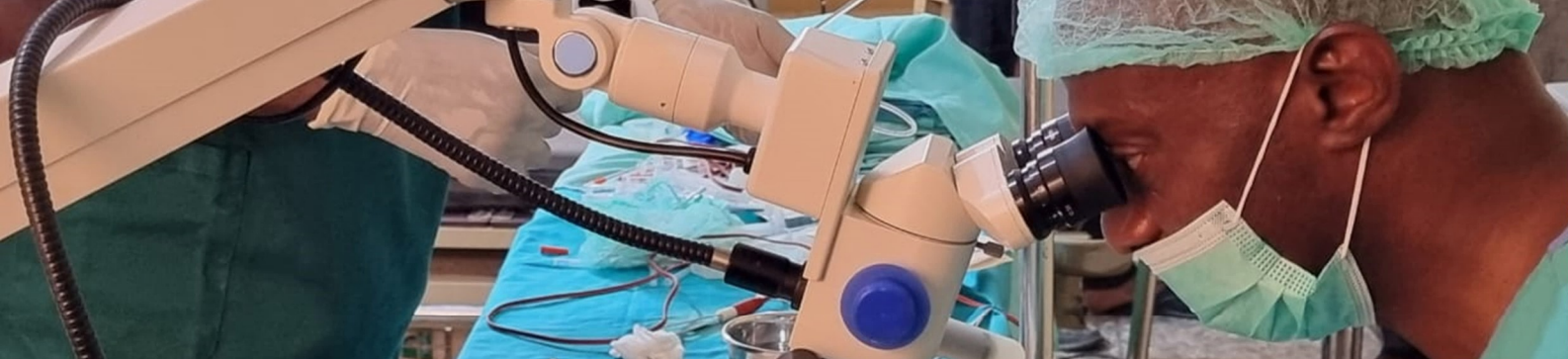
5.1 Nigeria

Nigeria is the most populous country in Africa with a population of more than 200 million which is projected by the United Nations World Population Prospects Report (2019) to grow to 400 million by 2050 and will become the third most populous country in the world after China and India. Nigeria accounts for about half of the population of the Economic Community of West Africa (ECOWAS) zone and the World Bank Group (2022) notes that the country has one of the largest concentrations of youths in the world.

Although Nigeria is the largest economy in Africa and generates significant earnings from oil exports, the country is confronted by huge developmental challenges. According to the World Bank Group, one of the leading causes of the country's developmental challenges is the country's dependence on oil exports. As the population increases, so does the pressure on available resources to address a wide array of needs and multi-layered problems. It is therefore critical for Government and development stakeholders to prioritise resources into interventions that would promote nation building and sustainable development.

There is growing consensus that responding to needs in Nigeria's health and education sectors are amongst the most critical steps towards building a strong and sustainable nation. This assertion is arguably informed in part by the enormity of the prevailing deficits in the health and education sectors as outlined below.





5.2 Access to Healthcare

There is poor access to quality and affordable healthcare throughout Nigeria. Fewer than 5% of Nigerians have health insurance while about 95% pay for healthcare directly out of pocket (2018 NDHS). The World Health Organisation (WHO) notes that this catastrophic approach to healthcare pushes millions of Nigerians into poverty. The Journal of Development and Agricultural Economics (JDAE) noted in its May 2015 research paper on “Healthcare Access and Utilisation Among Rural Households in Nigeria” that the situation in many rural areas is dire where there is both lack of access and utilisation of the few health facilities which are sparsely located and difficult to reach for the sick who in most instances must cover considerable distances before accessing care. Worse still, many health facilities in rural areas lack adequately trained personnel and equipment and often require payments before services are rendered to patients. As a result of the combined challenges of accessing quality healthcare in rural parts of the country, thousands of people die yearly from treatable conditions.

According to the 2018 Nigeria Demographic and Health Survey (NDHS), 67% of women of childbearing age (15-49) receive antenatal care from skilled providers. This notwithstanding, the under-five mortality rate is 132 deaths per 1,000 live births, while the infant mortality rate is 67 deaths per 1,000 live births. Maternal mortality ratio is 512 deaths per 100,000 live births. Thus, for every 1,000 live births in Nigeria, about five women die during pregnancy, childbirth, or within two months of childbirth.

The Lancet Nigeria Commission in its publication on investing in the health and future of the nation (2022) demonstrate that the ability of women to seek health services or give birth in a health facility is seriously hindered by the high cost of care. This hinderance is greater in rural and semi-urban areas of Nigeria where out-of-pocket expenditure is the main way of paying for basic healthcare and discontinuation of treatment is commonplace when patients cannot afford the cost of services, medications or transportation.

Data from the 2018 NDHS also indicate that difficulty in seeing is the most prominent type of disability in Nigeria; with 8% of women and 9% of men 15 years and older having difficulties seeing. The Nigerian National Blindness and Vision Impairment Survey (2005-2007) estimates that 1,130,000 individuals aged 40 and above are blind and the prevalence of blindness for all ages is 4.2% of the population. Critically, an estimated 88% of the blindness and visual impairments in Nigerian are due to avoidable causes, most commonly cataracts.

The TY Danjuma Foundation has invested significantly since 2009 in providing free medical and surgical services at the grassroots to help increase access to quality and affordable healthcare to underserved communities while at the same time helping to arrest the cycle of poverty which many citizens have been driven into because of catastrophic spending or poor health conditions and the resulting impact on their finances and economic wellbeing. Notwithstanding, access to quality maternal and childcare services as well as to quality eye health services is still a major challenge across Nigeria.



5.3 Quality of Education

Based on information from UNICEF (2022), about 10.5 million children in Nigeria are out of school although primary education is free and compulsory. More than 50% of girls, especially in the northern part of the country, do not complete primary education. A shortage of schools and qualified teachers, and the burden of school fees on poor families are all major barriers to education throughout the country.

Analysis from Nigeria Education Data Survey (NEDS) of 2015 reveals that many teachers in public schools do not possess the requisite subject content knowledge to teach basic language and mathematics. Even when they have adequate content knowledge, they lack instructional and teaching materials as well as adequate pedagogical skills to better transmit knowledge to students. There is a growing realisation within the Nigerian education sector that a good learning environment, availability of instructional materials, and learning aids must compliment skilled and dedicated teachers to improve learning outcomes, especially in public schools.

The lack of qualified teachers means that even in places where there are classrooms and parents are able to pay schools fees, pupils are still hindered from accessing quality learning. There is a need for investments that promote equitable access to quality education for Nigeria to make meaningful progress towards the realisation of the Sustainable Development Goals (SDGs); especially goal 4 and its 10 targets that are hinged on ensuring inclusive equitable quality education and promoting lifelong learning opportunities for all. Specifically, target 4.c of the goal aims at significantly increasing the supply of qualified teachers especially in developing countries through teachers' training.

UNICEF has identified four key strategies to ensuring that the 2030 target for SDG 4 is met; one of which is to ensure that more teachers are equipped with core knowledge and competencies to use proven teaching methodologies in delivering lessons and by extension the appropriate quality of education.

5.4 Poverty Situation

The World bank in its poverty assessment report on Nigeria for 2022 notes that at least 40% of Nigerian live below the national poverty line. The report adds that many Nigerians also lack access to basic education, safe drinking water and quality healthcare because of poverty.

In its 2020 Human Development Index, the United Nations Development Programme (UNDP) ranked Nigeria 161 out of 189. In its 2020 Human Capital Index, the World Bank ranks Nigeria's human capital development as the 7th worse in the world - at 150 out of 157 countries. The report notes unemployment is at the core of poverty in the country and inequality, in terms of income and opportunities continue to be very high, adversely affecting attempts to reduce the poverty level in the country.

Finally, according to the National Bureau of Statistics (NBS) more than 82 million Nigerians were living in extreme poverty in 2020. Consequently, many people especially in the rural parts of the country do not have access to basic needs or the ability to pay for basic services.



5.5 Lessons from Past Strategic Plans

The Foundation has operated two strategic plans since inception – the first from 2010 to 2016 and the second from 2017 to 2021. The following invaluable lessons learned from past strategic plans will be infused into the implementation of this strategic plan:

5.5.1 People and Communities: The people and underserved communities where the Foundation and its partners work are at the core of the Foundation's work of touching lives. They are and will continue to be important stakeholders in how the Foundation makes grants, monitors implementation, and evaluates projects. Their voices will continue to shape the Foundation's responsiveness to issues affecting people in targeted communities. Constant engagement with beneficiaries and community leaders will be deepened in this new strategic period.

5.5.2 Grantees and Partners: These are the principal vehicles through which the Foundation reaches communities and people in need. They are champions of the Foundation's mission who should be supported in a sustainable way to advance the mission of the Foundation over a strategic period. Consequently, the Foundation will endeavour to carefully identify committed grantees and partners with whom it will work towards the mission and vision over the next five years.

5.5.3 Other Foundations and Development Partners: The problems being tackled by the Foundation in most instances require collaboration and partnerships with other foundations and development actors because the needs are infinite, but resources of the Foundation are limited. The Foundation will continue to leverage collaboration and partnerships with other foundations and development actors to further its mission.

5.5.4 Government Involvement: The Foundation has been keen from inception in the involvement of government at both federal and state levels in its interventions. This has ensured that the Foundation and its partners are working in tandem with government policies and regulations. The Foundation will strengthen its relationship with government at all levels to promote a sustainable approach to the work we do.

5.5.5 Media and Publicity: The Foundation recognises that the media is an important actor in showcasing its work and motivating other well-meaning Nigerians to give back to their communities or support philanthropic initiatives. The Foundation will strengthen its engagement with the media over the next five years while intensifying its usage of social media to amplify the work of the Foundation and its partners.

5.5.6 Yearly Grant-making but Long-term Commitment: The Foundation awards grants to grantees on annual basis to face challenges that span more than a year. We have learned from our experiences that to be more effective in dealing with the challenges, the Foundation and its partners must be committed beyond a year. Therefore, to be more effective, the Foundation will continue to make annual grants but will seek to build long-term partnerships for the duration of this strategic plan.

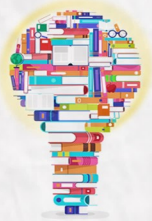


6. Our Work Going Forward (2022 – 2027)

In line with the vision and mission of the Foundation as well as the current challenges in the health and education sectors in Nigeria, the Foundation's focus over the next five years will be on the following strategic goals:



Improving access to quality healthcare



Enhancing access to quality education



Providing rapid response to humanitarian emergencies



Making responsive grants and building resilient non-profits



Broadening the knowledge base of the Foundation through research, learning and documentation

7. Strategic Goals and Interventions

Strategic Goals	Strategic Interventions	Strategic Actions	Outcomes	Indicators
Goal 1 Improving access to quality and affordable healthcare	1.1 Reduce preventable blindness and improve vision through our signature project “Vision for a Brighter Future”	1.1.1 Reduce the prevalence of cataract and glaucoma in targeted communities. 1.1.2 Reduce the burden of preventable blindness by correcting cases of refractive error in adults and children in public schools. 1.1.3 Develop human resources and institutional capacity for improved eye care services in targeted communities. 1.1.4 Increase awareness on preventable blindness in targeted communities.	<ul style="list-style-type: none"> Decreased incidence of preventable blindness among target populations. Early identification and treatment of eye defects in adults and children in public schools. Improved infrastructure and equipment for eye health service delivery. Capacity of primary health workers built to provide primary eye healthcare services. Establishment of effective referral system for eye health services. 	<ul style="list-style-type: none"> Number of community members receiving eye care from TYDF supported projects. Number of health facilities delivering eye healthcare services in target communities. Percentage of population with correct information on safe eye practices in target communities.
	1.2 Improve maternal and child health through our signature programme “Healthy Mother, Healthy Child”	1.2.1 Reduce under-five and maternal mortality in targeted communities. 1.2.2 Reduce the proportion of mothers and their newborns without basic and emergency care by skilled birth attendants in targeted communities.	<ul style="list-style-type: none"> Improved access to essential integrated MNCH services in underserved communities. Improved skills among health workers to effectively manage and deliver maternal, newborn and child healthcare. Stronger health systems with basic equipment, drug stock and medical supplies. 	<ul style="list-style-type: none"> Maternal mortality rate in target communities or facilities. Under 5 mortality rate in target communities or facilities. Proportion of infants surviving past 1 month in target communities or facilities.

Strategic Goals	Strategic Interventions	Strategic Actions	Outcomes	Indicators
		<p>1.2.3 Improve the capacity of health workers to offer maternal and child health services through strengthened health systems in targeted communities.</p> <p>1.2.4 Promote gender sensitive and culturally appropriate information, education and communication (IEC) materials on MNCH.</p>	<ul style="list-style-type: none"> Drop in maternal and child mortality rates. Increased access to information on maternal and child care. Contribute to the evidence-based practice for improved MNCH services among underserved populations. 	<ul style="list-style-type: none"> Percentage of births with skilled attendants in target communities or facilities. Percentage of children fully immunized at 24 months (BCG, Polio DPT 3, Measles) in target communities.
	<p>1.3 Reduce the burden of Neglected Tropical Diseases (NTDs)</p>	<p>1.3.1 Promote innovative approaches to NTD prevention, diagnosis and case management.</p> <p>1.3.2 Support mobility aid, rehabilitation, reintegration and reduction of stigma associated with NTDs and disabilities.</p> <p>1.3.3 Strengthen health facilities to provide effective diagnosis, treatment and management of NTD related disabilities.</p> <p>1.3.4 Support evaluations to ascertain the level of control and elimination of NTDs in target communities.</p>	<ul style="list-style-type: none"> Reduced prevalence and incidence of NTDs. Availability & effective distribution of medicines, monitoring and data management in State NTD programmes. Reduced burden of NTD related disabilities. Stronger health systems tackling NTDs in target communities. Improved quality of life of persons affected by NTDs Increased community awareness on NTD prevention, recognition and referral. Increased knowledge on level of control and elimination of NTDs in target communities. 	<ul style="list-style-type: none"> Percentage of population with correct information on early signs, symptoms of NTDs. Number of community members receiving case management & rehabilitation services in target communities. Number of LGAs evaluated for control and elimination of NTDs in target communities.



Strategic Goals	Strategic Interventions	Strategic Actions	Outcomes	Indicators
	<p>1.4 Create access to free healthcare in rural communities</p>	<p>1.4.1 Support community based free medical and surgical outreaches.</p> <p>1.4.2 Support PHCs/health facilities with medical equipment, consumables and skills to enable attainment of minimum standards.</p> <p>1.4.3 Promote innovative approaches to health service demand creation among underserved population in TYDF project communities.</p>	<ul style="list-style-type: none"> Improved access to community-based medical and surgical services. Improved access to basic equipment and medicines in PHCs. Contribute to improved quality of life for rural dwellers especially vulnerable groups (including women, children, people with disabilities, aged etc.). Strengthened the health systems in target communities. 	<ul style="list-style-type: none"> Number of community-based free medical and surgical services conducted. Number of health facilities supported with medical equipment and deliverables to attain minimum standards. Percentage of population with access to quality health care in target communities.



Strategic Goals	Strategic Interventions	Strategic Actions	Outcomes	Indicators
Goal 2 Enhancing access to quality education	2.1 To increase the number of teachers with the requisite skills and knowledge of basic contents to deliver quality learning in public schools	2.1.1 Build the capacity of teachers in subject area content and for effective curriculum delivery. 2.1.2 Improve the capacity of science teachers to teach science and technology subjects at basic school level. 2.1.3 Strengthen collaboration and experience sharing among teachers in the country.	<ul style="list-style-type: none"> Improved knowledge in subject area for target teachers. Improved ability of targeted teachers to deliver curriculum. Improved learning outcomes for pupils in target schools. 	<ul style="list-style-type: none"> Number of capacity building workshops held. Number of teachers trained and retrained. Evaluation results of the educational quality of the capacity-building workshop. Percentage of pupils performing above 50% in their final annual exams. Number of schools reached.
	2.2 To increase the availability of instructional material for teaching in public school and support for education management of public schools	2.2.1 Provide teaching equipment/aids to public schools. 2.2.2 Support advocacy initiatives to increase Government commitment, funding, ownership and effective management of public schools.	<ul style="list-style-type: none"> Increased access to teaching aids and learning materials. Stronger educational sector with effective supervisory system and increased use of feedback. Improved community participation in school governance. Improved quality of education of targeted public schools. 	<ul style="list-style-type: none"> Number of schools supported to meet basic teaching standard. Number of schools receiving increased government and community support. Number of schools receiving teaching equipment/aids.



Strategic Goals	Strategic Interventions	Strategic Actions	Outcomes	Indicators
Goal 3 Providing rapid response to humanitarian emergencies	3.1 To provide timely humanitarian response to victims of natural and man-made disasters	3.1.1 Increase food security and reduce malnutrition for affected populations. 3.1.2 Reduce the proportion of internally displaced persons (IDPs) without access to health care, water and non-food items. 3.1.3 Strengthen the resilience of affected populations, promote early recovery and re-integration into the society. 3.1.4 Reduce the number of internally displaced kids without access to education.	<ul style="list-style-type: none"> Increased food security and nutrition in vulnerable populations. Increased access to healthcare, water and non-food items for IDPs Improved nutritional status for pregnant women and under-five children in IDP camps. Victims of humanitarian crises supported for recovery and re-integration into the society. Increased access to education for internally displaced children. 	<ul style="list-style-type: none"> Number of households reached with food and non-food items. Number of malnourished children treated. Communities reached with relief materials. Health centres strengthened with drugs and equipment to provide healthcare for affected populations. Number of affected populations reintegrated back into the society. Number of internally displaced children with access to education.



Strategic Goals	Strategic Interventions	Strategic Actions	Outcomes	Indicators
Goal 4 Making responsive grants and building resilient non-Profits	4.1 Responsive grant making	4.1.1 Receive proposals from non-profit organisations on how to address challenges in the Foundation's focus areas and engage stakeholders in addressing the challenges. 4.1.2 Ensure the TYDF grant reaches beneficiaries across the country. 4.1.3 Ensure that 80% of TYDF grants is channeled to direct project beneficiaries while 20% is used for institutional strengthening. 4.1.4 Provide ongoing technical support to grantees.	<ul style="list-style-type: none"> Grants respond to the needs and priorities of target population. Grants contribute to achievement of TYDF strategic objectives and positive change in the lives of target populations. Organisations partnering with TYDF successfully complete their projects and impact their communities. Operations of organisations implementing TYDF grants strengthened. 	<ul style="list-style-type: none"> Number of grantees selected to implement projects per annum. Number of TYDF supported projects responding to the needs and priorities of target populations. Percentage of total project grants disbursed per annum. Number of successfully completed projects within a grant cycle.
	4.2 Build the capacity of NGOs to effectively deliver on their mandate in a sustainable way	4.2.1 Strengthen the ability of NGOs for better finance and programme management. 4.2.2 Strengthen overall corporate governance structure of partners and other NGOs. 4.2.3 Support joint advocacy to relevant stakeholders to promote the work of the Foundation and its partners	<ul style="list-style-type: none"> Improved organisational processes and practices of TYDF grantees. Strengthened corporate governance structure of TYDF grantees. Strong and sustainable partner organisations. Increased responsiveness from stakeholders towards sustainability of TYDF projects. 	<ul style="list-style-type: none"> Number of grantee trainings and learning conferences organised. Number of organisations and individuals whose capacity are built through capacity building workshops. Number of joint advocacy visits carried out Joint advocacy project objectives achieved.



Strategic Goals	Strategic Interventions	Strategic Actions	Outcomes	Indicators
	<p>4.3 Partnerships, networking and learning</p>	<p>4.3.1 Broaden partnership base by linking partners to other grant makers and development partners to support them in a sustainable way.</p> <p>4.3.2 Partner with appropriate grant making organisations to organise philanthropic and fundraising activities for the advancement of health and education for Nigerians.</p> <p>4.3.3 Promote networking and learning for the advancement of technical knowledge in the development sector.</p> <p>4.3.4 Leverage on the Foundation's knowledge and experience to promote strong philanthropic organisations in Nigeria</p>	<ul style="list-style-type: none"> • Effective partnerships established for greater impact. • Leverage partner resources for greater efficiency. • Sustainability of TYDF projects across Nigeria. • Strong networks to influence positive change. • Strong and sustainable philanthropic organisations. 	<ul style="list-style-type: none"> • Number of projects jointly funded by TYDF and other grant making organisations. • Membership and affiliation to relevant networks and platforms/forums. • Number of conventions and philanthropic forums attended. • Number of philanthropic organisations strengthened. • Number of organisations who secured funding from other donors.



Strategic Goals	Strategic Interventions	Strategic Actions	Outcomes	Indicators
Goal 5 Broadening the knowledge base of the Foundation through research, learning and documentation	5.1 Monitoring, Evaluation and Learning	5.1.1 Support monitoring and evaluations of TYDF projects. 5.1.2 Leverage on evaluation results to improve the Foundation's operations. 5.1.3 Improve visibility and awareness of the work of the Foundation and her partners. 5.1.4 Hold annual participatory learning reviews with relevant stakeholders.	<ul style="list-style-type: none"> Demonstrate the impact of TYDF projects through continuous participatory monitoring and scheduled evaluations. Better use of programme data and information for informed and improved grant making. Enhanced operations and programme management. Enhanced visibility and awareness of TYDF and her work. 	<ul style="list-style-type: none"> Number of monitoring visits conducted and reports submitted. Number of project evaluations conducted. Number of success stories documented at the end of project. Number of articles published per thematic area. Number of social media contents created and disseminated about the work of the Foundation.
	5.2 Support action-oriented research, learning and documentation	5.2.1 Commission action-oriented research around the thematic areas of the Foundation's work. 5.2.2 Leverage on knowledge from research and learning to advance the work of the Foundation and its partners.	<ul style="list-style-type: none"> Evidence based research on the Foundation's work and national issues in health and education. Foundation's work and partnerships strengthened from knowledge gained through research. 	<ul style="list-style-type: none"> Number of research paper published. Evidence showing that the Foundation's work and partnerships are strengthened through research.





8. Monitoring, Evaluation & Learning

The Foundation will employ a strategic approach in monitoring its activities and those of its grantees and partners to ensure that resources are effectively and efficiently utilised towards the realisation of its set goals and objectives. Participatory monitoring of projects shall be implemented in conjunction with grantees as agreed on each project between the Foundation and relevant stakeholders. There shall be mid-term evaluations and a summative end-term evaluation of the strategic plan by Management and with support from external evaluators respectively.

8.1 Monitoring

The Foundation and its grantees shall agree on indicators to be used to measure the progress on each intervention for the duration of the strategic plan. The indicators shall be reflected in the yearly project implementation plan (PIP) of each grantee to guide our partners in monitoring implementation.

The Foundation shall develop an annual operational plan with identified results and indicators to enable staff track agreed results in a systematic manner. The yearly operational plan shall also form the basis for engagement with grantees to garner feedback on quarterly basis and for the collection of data, analysis of results and generation of quarterly and annual reports as part of the Foundation's knowledge management process.

8.2 Evaluation and Learning

The Foundation will continuously learn through periodic pause and reflect sessions that will take place after major activities or events, quarterly monitoring visits and during board meeting.

Mid-term evaluations of various projects will be performed by staff of the Foundation and grantees in the 2025 grant cycle to identify and make any necessary adjustments while a summative evaluation shall be performed at the end of the strategic period to extract lessons for the Foundation and to document and share our experiences.

Learning forums will be convened by the Foundation among grantees and partners to share experiences in effective, efficient, and impactful operational modalities and best practices worthy of replication.

9. Critical Assumptions

- 1) The Foundation will continue to leverage technology advancements to enhance its work and performance in sync with the evolutions brought about by changes in information and communication technology.
- 2) The Foundation will invest beyond site visits on effective engagement with stakeholders in project locations.
- 3) The Foundation will commit to working with identified partners for the duration of the strategic plan.
- 4) The Foundation will continue to invest in its manpower to maintain a committed and motivated team.
- 5) There will be peace and security in the communities where the Foundation and its partners plan to work.



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