



 **HACEY**

**STRATEGIC PLAN FOR  
2023 – 2027**



# **SPRING**

## **FOR SUSTAINABLE IMPACT**

**2023–2027**

Enhancing social inclusion for 5 million Nigerians, particularly women and girls, through impactful interventions in health, economy, rights, and environmental sustainability.



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# INTRODUCTION

Nigeria, Africa's most populous country with over 200 million people, faces significant challenges in social, health, and economic indicators, despite its abundant human and natural resources. These challenges underscore the critical need for comprehensive and targeted interventions to improve the well-being and opportunities for the Nigerian population and foster sustainable development. They include:

**Healthcare:** Nigeria has a high maternal and infant mortality rate, low life expectancy, and a high disease burden, especially for malaria, tuberculosis, and HIV/AIDS.

**Poverty:** More than 80 million Nigerians are living in extreme poverty; this is one of the highest in the world

**Youth unemployment:** Nigeria has one of the world's highest rates of youth unemployment, with more than 13 million unemployed; this creates a significant challenge for economic development and social stability.

**Education:** Nigeria has a low literacy rate, particularly among women and girls. According to UNICEF, with more than 10 million children out of school, Nigeria has one of the world's highest rates of out-of-school children.

**Gender inequality:** Women and girls in Nigeria face significant barriers to education, employment, political participation, and healthcare. Gender-based violence and harmful traditional practices are also common.

**Environmental degradation:** Nigeria faces significant environmental challenges, including deforestation, desertification, oil pollution, and climate change. These challenges have substantial impacts on health, livelihoods, and food security.

**Income inequality:** Nigeria has a high level of income inequality, with a small elite controlling a disproportionate share of the country's wealth. This exacerbates poverty and limits opportunities for social mobility and economic development.

**Security:** Nigeria has a high level of insecurity, including terrorism, kidnapping, and other forms of violent crime. The insurgency in the northeast region has displaced millions of people and created an ongoing humanitarian crisis.

**Infrastructure:** Nigeria needs better infrastructure to address issues, including inadequate power supply, poor road networks, limited access to safe drinking water and sanitation. This limits economic growth and development and exacerbates poverty and inequality.

This list is by no means exhaustive. These "challenges" require the deployment of intersectional and integrated solutions and interventions to address their immediate, remote and underlying causes. They offer an opportunity to significantly impact the lives of millions of people and help build a more equitable and prosperous Nigeria. That is our focus at HACEY.

This 5-year strategic plan describes how with partnerships, strategies, and technologies, we hope to transform the lives of young people, women and girls and hard-to-reach populations in Nigeria and help to create a brighter future for all.



## Background and History

HACEY is a dynamic and impactful development organisation dedicated to improving the health and well-being of the populace, particularly women, children, and young people in Nigeria and beyond. Established in 2007, HACEY is focused on improving the health and productivity of vulnerable and underserved populations in Nigeria and Africa.

HACEY has been at the forefront of championing health education, advocating for better healthcare systems, and promoting gender equality, dedicated to improving the health, well-being and productivity of under-served and hard-to-reach populations. Our mission is to improve the health and well-being of women, girls, and young people in Nigeria, working in various areas, including maternal and child health, sexual and reproductive health, and gender-based violence. We are committed to the “Leave no one behind (LNOB)” agenda – the central, transformative goal for the fulfilment of the 2030 Agenda for Sustainable Development and its Sustainable Development Goals (SDGs).

Over the past 15 years, we have grown from a grassroots organization implementing development projects in North Central Nigeria to a leading development organisation creating impact in over 23 states in Nigeria. We help our international, community and government partners to deliver sustainable interventions and positive health and livelihood outcomes for women, girls and young people. So far, we have reached over 3,000,000 people, trained over 30,000 women in various skills, and directly empowered over 50,000 people with diverse resources and materials. In the next five years, we want to do more geometrically!

With the support of our partners, government agencies, beneficiaries, communities and other stakeholders, we have worked hard to achieve the realisation of the Sustainable Developmental Goals in Nigeria, particularly





SDG 1: No poverty, SDG2: Zero Poverty, SDG 3: Good health and well-being, SDG 4: Quality education, SDG 5: Gender equality, SDG 6: Clean water and sanitation, SDG 8: Decent work and economic growth, and SDG 13: Climate Action.

Using our HACEY iCARE (Innovation, Capacity Building, Advocacy, Research and Education) approach, our programmes and causes, such as Stop Cut Project, Clean Water Initiative (CWI), Youth Amplify Project, Impact Health Project, Mental Health Initiative, Safe Space Program, Media Lab Project, Maternal Health programme - Project Agbebi, End Rape Culture Project, Tombey and various advocacy campaigns to mention but a few, we have filled vital gaps in service provision and needs of our target population.

Through workshops, awareness campaigns, and community outreach programs, HACEY promotes knowledge and understanding of crucial health issues, including sexual and reproductive health, HIV/AIDS prevention, nutrition, and hygiene practices. We also work towards reducing maternal and infant mortality rates by advocating for safe pregnancies, enhancing access to quality antenatal and postnatal care, and supporting immunisation efforts. To promote gender equality, we design and implement women's empowerment programs to improve women's economic opportunities and social capital. Our work also targets increasing girls' access to education and addressing factors to reduce the dropout rate. HACEY focuses on preventing violence against women and girls, especially sexual violence and traditional harmful practices, and supporting survivors.



Reflecting on our past experiences, we have gained valuable insights and lessons learned. As a result, we wholeheartedly commit to undertaking the following actions:

**Increase our investment in the continuous development of our human capital:** Our people are our greatest asset. In the years ahead, we will work to build and improve the capacity of our staff and volunteers to deliver at the expected levels to meet our organisation's aspirations and desired outcomes.

**Improve our feedback channels for a nimbler organisation:** We commit to deploying best-in-class technologies and policies for a seamless communication infrastructure wherever we work to create change and progress.

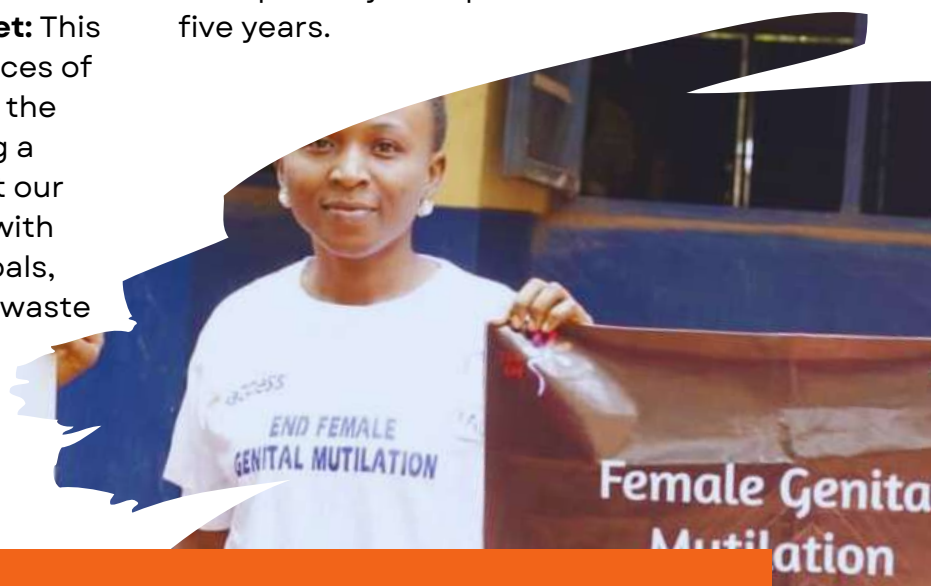
**Communicate our output and success stories better:** We shall strive to tell our success stories diligently. We recognise that this is vital in demonstrating the value and impact of our work to all stakeholders as well as documenting important milestones and events for posterity.

**Strengthen our voice at the highest decision levels where policy is set:** This is essential to ensure that the voices of the people we serve are heard at the highest levels. In addition, having a voice at these levels ensures that our efforts and projects are aligned with national policies and strategic goals, preventing potential conflicts or waste of resources.

**Continue to deliver value for our partners and stakeholders:** We will maintain our unwavering dedication and strive to achieve even greater impact and success in the future, pushing beyond our past accomplishments and embracing new opportunities for growth and advancement.

Our experience of implementing high-impact interventions enables us to provide tailored, culturally sensitive interventions for neglected populations, empowering them to thrive. As an organization, we take great pride in our commitment to transparency and accountability. We recognize the rights of our donors and supporters to be informed about the effective utilization of resources. Throughout the years, we have consistently produced comprehensive reports and actively participated in high-level policy discussions and formulation.

Moving forward, we will continue to build upon these achievements, strengthening our reporting mechanisms and actively engaging in policy dialogues to ensure the highest standards of accountability and transparency are upheld in the next five years.







## Mission Statement

Our mission at HACEY is to empower communities and individuals to achieve optimal health and well-being. Through innovative programs, education, and advocacy, we strive to address health disparities, promote equitable access to resources and opportunities, and foster sustainable solutions for healthier and more productive lives.

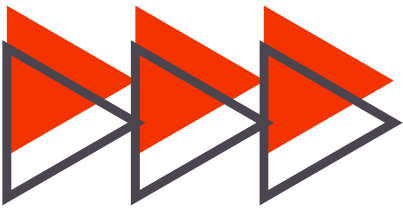
We are committed to empowering individuals, particularly women and young people, with the knowledge, skills, and resources they need to make informed decisions about their health and lead better lives. We envision a world where everyone has the opportunity to thrive and achieve their full potential.

## Vision Statement

Our vision is to create a healthy and sustainable society for all.

HACEY envisions a society where every person, regardless of their socioeconomic background, has access to quality healthcare, comprehensive health education, and the opportunity to thrive.





## Key Objectives

- To promote knowledge about health and its application.
- To convey health information to hard-to-reach communities to enhance healthy lifestyles and increase health information and services uptake.
- To develop and train human resources in the emerging health and sustainable development field.
- To complement the efforts of government and other agencies to achieve a state of total health and social development.
- To provide adequate health and empowerment for women and young people.
- To promote environmental protection and sustainability and the development of an environmentally conscious mindset.

- **Inclusion and Diversity:** We value creating an environment where individuals from diverse backgrounds, cultures, and perspectives feel accepted, empowered, valued, respected, and included.
- **Respect:** Our core stands on treating every individual with dignity, courtesy, and consideration, recognising and appreciating the uniqueness of each person, regardless of their background, position, or differences.
- **Excellence:** We consistently deliver high-quality interventions, services, and solutions. We prioritise continuous improvement and strive for professionalism, precision, and innovation in all aspects of our operations, seeking to stand out and achieve superior, sustainable outcomes in ALL we do.

## Core Values

- **Empathy:** We emphasise understanding, compassion, and consideration for the experiences, emotions, and perspectives of others. We are committed to creating a supportive and inclusive environment where individuals feel valued, heard, and understood.
- **Accountability:** We promote trust, integrity and effectiveness. We encourage a culture of responsibility, transparency, and continuous improvement to increase efficiency, productivity, and trust within the organisation, as well as better relationships and outcomes with our stakeholders.





# IMPACT DRIVERS

In order to ensure the impact, effectiveness and long-term sustainability of our projects, programs, and initiatives, we adhere to a set of guiding principles and critical elements integrated into the entire program. These principles, which we refer to as **SPRING for Sustainable Impact**, encompass a comprehensive and inclusive approach to design, implementation, monitoring, and evaluation. By adhering to these comprehensive principles and critical elements, we aim to achieve sustainable and transformative impact in the lives of the communities we work with, ensuring that our interventions create lasting positive change.

## System Strengthening

We recognise that achieving positive and sustainable impact requires more than isolated interventions or projects; it requires strengthening the overall systems that will support and sustain development outcomes and designing comprehensive solutions that address root causes and systemic barriers that propagate the continued existence of such challenges. Our strategy focuses on improving the underlying system, structures, processes, and capacities that contribute to sustainable development, creating an enabling environment where development can thrive. By building resilient and sustainable systems and enhancing the adaptability and learning capacity, we can ensure that positive outcomes can be maintained over the long term, reducing reliance on short-term interventions and fostering self-reliance within communities and governments.

Our strategies recognise and address the interconnectedness and interdependencies of various elements within a system, such as governance structures, policies, institutions, and processes. We will create a more coordinated and integrated approach to sustainable development by addressing these interconnected aspects.



Furthermore, we will promote collaboration and partnerships among various stakeholders, including governments, civil society organisations, private sector entities, and communities. By leveraging these stakeholders' diverse expertise and resources, we can enhance the effectiveness and efficiency of development efforts through multi-sectoral cooperation.


Through our interventions, we will empower individuals and communities, enabling their active participation in decision-making processes and encouraging ownership of development initiatives. By influencing policies, norms, and practices at multiple levels, our impact will reach larger populations, promoting systemic change. We aim to drive positive impact by creating resilient systems, empowering stakeholders, fostering ownership, and facilitating the replication and scaling of successful interventions.

## Policy and advocacy

By leveraging policy and advocacy as a driver for positive impact in sustainable development, we can drive systemic change, promote equality, and create a conducive environment for achieving long-term social, environmental, and economic well-being.

Through policy influence, our work will shape and promote policies that align with the Sustainable Development Goals (SDGs). We advocate for inclusive practices in subnational, national, regional, and global policies to ensure no one is left behind. Our policy advocacy will contribute to identifying gaps, proposing evidence-based solutions, and advocating for policy changes that drive positive change. This will also include promoting increased funding and resource allocation to sustain the impact of development initiatives. We will engage with policymakers, key decision-makers and institutions to implement and scale up sustainable solutions, leading to significant positive impacts.





This will involve providing evidence-based research and innovative solutions and emphasising the importance of integrating principles of equality and diversity into policy frameworks.

Our advocacy will target the inclusion of those most affected by policies and programs in the decision-making process, emphasising their voice and reinforcing the mantra of 'Nothing for me, without me'. We will advocate and empower communities, giving them a voice and the ability to influence decisions that affect their lives. Advocacy will ensure that local perspectives and knowledge are incorporated into development strategies, fostering ownership, increasing resilience, and promoting change from and at the grassroots level. Through advocacy, we will raise awareness of critical development issues and communicate these issues to a broader audience, creating movements and mobilising individuals and communities to take action.

## Research and development

Our interventions leverage research and development (R&D) to create a sustainable positive impact. We create sustainable, data-driven solutions by developing and disseminating new knowledge, technologies, and solutions and promoting innovation to address pressing societal and development challenges. The outcomes of our research and development interventions will provide valuable guidance for policymakers and

decision-makers, offering evidence-based insights and data-driven recommendations to support the development of effective policies and strategies for sustainable development. Such outcomes will help identify challenges, assess interventions' effectiveness, and inform decision-making processes, thereby facilitating the creation of impactful interventions.

Our R&D will drive innovation and promote new designs in interventions and processes towards improving resource management and efficiency. This will also include promoting best practices in policy and practice and developing impact-driven interventions. Through research and development, we will make valuable contributions to the global knowledge base and professional communities by meticulously documenting and disseminating our experiences, strategies and outcomes.

## Innovation and technology

Through innovation and technology, we will offer transformative solutions that can address various social, economic, and environmental challenges. Innovation and technology will serve as catalysts for positive impact in developing and implementing our interventions. This will include enhancing efficiency, enabling access, increasing impact and driving collaboration. Innovation and technology will target and contribute to facilitating



global collaboration and knowledge sharing among diverse stakeholders, promoting the exchange of ideas, research findings, and best practices in sustainable development, and encouraging collective problem-solving, adoption and adaptation of sustainable solutions.

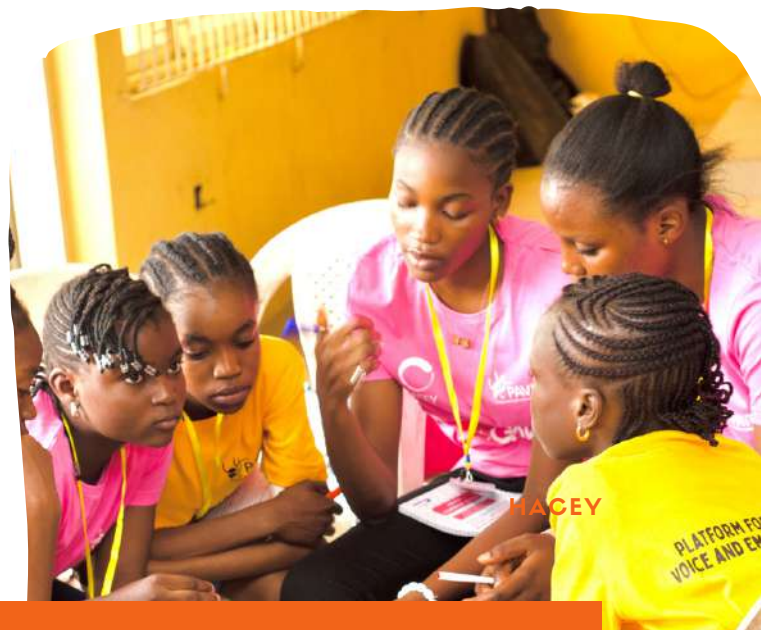
We will design and employ innovation and technology in data collection, analysis, and utilisation, utilising data analysis to improve decision-making, design and implementation of interventions and policies and the sustainable provision and utilisation of resources. Our design processes will also leverage existing policies and practices, rethinking and transforming them to address societal challenges and enhance their effectiveness. Through all our activities, we will find creative and effective ways to improve the lives of individuals and communities, foster sustainable impact, and drive positive change.

## New media and creative arts

Through new media and creative arts, we will raise awareness, engage communities, mobilise advocacy, advance collaboration, and inspire change, creating essential tools for addressing global challenges. By incorporating new media and creative arts into the design of our interventions, we not only enhance communication and participation but also fosters innovation, creativity, and social transformation, led by communities.

We will use new media as an adaptive platform for disseminating information, raising awareness of development challenges, and facilitating interactive and participatory experiences, encouraging community engagement in development activities and interventions. We will employ and adapt available tools to serve as a powerful tool for advocacy and activism, amplifying voices and mobilising support for social causes.

Employing creative art expressions such as visual arts, music, and storytelling captivates audiences, effectively communicates complex sustainability issues, and inspires action and positive behavioural change. Our interventions will target, involve and inform critical thinking and thought leadership in nurturing innovation and creativity in developing and implementing development initiatives. We will also foster collaborations between artists, communities, and technology experts to foster innovative approaches to sustainable development challenges, bridging traditional knowledge with modern tools.



## Gender mainstreaming

We shall always integrate gender perspectives and gendered experiences in all aspects of our design, planning, implementation, monitoring, evaluation and learning of all our policies and programmes. We recognise the influences of gender and gender inequalities on the outcome of interventions. We will ensure that our programs consider these realities and are consistently focused on promoting gender equality. This will ensure that gender perspectives are considered in policy development, program implementation, and decision-making processes.

In our programming, we will continuously evaluate, identify and address specific needs and challenges different genders face, ensuring that interventions are tailored to their unique circumstances. This will involve promoting the active, equal and full participation and representation of genders to provide more diverse perspectives, innovative solutions, and effective policies and practices. We aim to promote equal access to resources, opportunities, and societal participation. Our drive will address gender inequalities, empower women and girls, and promote equal opportunities for all genders, to foster social justice and contributes to a more equitable society.



# STRATEGIC PATH TO IMPACT

The 'SPRING for Sustainable Impact' strategic plan is designed to guide HACEY's activities and planning over the next five years. The plan identifies our priority areas while leveraging the gains and lessons from our previous and current interventions. It centres on current and projected development challenges and progress, aligning with global and national goals and targets, policy instruments and strategies.

This strategic plan is designed to be operational over five years; It is ambitious and daring, and we recognise it is subject to the availability of resources to attain its intended results. The strategic plan will be accompanied by a results framework and monitoring, evaluation and learning plans to enable HACEY, our partners, and stakeholders to measure and monitor our progress towards achieving our goal and outcomes for the next five years.





## Priority SDGs

Among the 17 Sustainable Development Goals (SDGs) and 169 targets, we have identified specific priority goals that will guide our work and drive our efforts over the next five years. These priority goals encompass critical areas where we aim to make significant impact and contribute to the broader agenda of sustainable development.

1 NO POVERTY



### End poverty in all its forms everywhere

Ensure that all men and women have equal rights to economic resources, basic services, ownership and control over land and other forms of property, inheritance, natural resources, appropriate new technology and financial services, including microfinance

2 ZERO HUNGER



### End hunger, achieve food security, improved nutrition & promote sustainable agriculture

Increase agricultural productivity and incomes of small-scale food producers, in particular women, by equitable access to land, productive resources and inputs, knowledge, financial services, markets and opportunities for value addition and non-farm employment

3 GOOD HEALTH AND WELL-BEING



### Ensure healthy lives and promote well-being for all at all ages

Ensure universal access to sexual and reproductive health services, achieve universal health coverage, reduce maternal mortality, and end epidemics of AIDS, tuberculosis, malaria, and neglected tropical diseases for all.

4 QUALITY EDUCATION



### Ensure inclusive & equitable quality education and promote lifelong learning opportunities

Increase the number of youth and adults who have relevant skills for employment, decent jobs and entrepreneurship; and ensure that all learners acquire the knowledge and skills needed to promote sustainable development

5 GENDER EQUALITY



### Achieve gender equality and empower all women and girls

Promote gender equality by eliminating discrimination and violence against women and girls, addressing harmful traditional practices, and ensuring their full participation and equal opportunities in political, economic, and public spheres.

6 CLEAN WATER AND SANITATION



### Ensure availability and sustainable management of water and sanitation for all

Achieve universal and equitable access to safe and affordable drinking water for all; and achieve access to adequate and equitable sanitation and hygiene for all and end open defecation, paying special attention to the needs of women and girls

8 DECENT WORK AND ECONOMIC GROWTH



### Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all

Achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value

13 CLIMATE ACTION



### Take urgent action to combat climate change and its impacts

Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters; Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning

## Strategic goals and objectives

Our chief focus is to promote health, economic inclusion and rights for the populations we serve through our diverse bouquet of programmes and interventions. Health, economic inclusion, and rights are interconnected and essential elements for a just and equitable society. Achieving these critical outcomes will require a holistic approach that addresses individual needs and systemic issues that mitigate their attainment. We strive to empower individuals and communities to break the cycle of disease, marginalisation and poverty by providing access to resources, training, and targeted interventions.

Our strategic plan for the next five years seeks to deliver on these important goals; to achieve this over the next five years, we will work with partners and stakeholders to design and implement targeted interventions in our thematic area of focus.

### **Objective 1: Reproductive, Maternal, Newborn, Child and Adolescent Health (RMNCAH)**

HACEY is dedicated to upholding its commitment to delivering exceptional projects and advancing Reproductive, Maternal, Newborn, Child, and Adolescent Health (RMNCAH) outcomes in Nigeria and across Africa. RMNCAH encompasses a critical aspect of population health, focusing on enhancing the well-being of individuals throughout the reproductive life cycle, spanning infancy, childhood, adolescence, and adulthood. We aim to reduce maternal and infant mortality rates, minimise morbidity, and foster healthy pregnancies, childbirths, childhood development, and wholesome adolescence.

HACEY will adhere to an evidence-based and comprehensive approach in all our programs within this thematic area. This approach addresses the underlying social, economic, and cultural determinants of health while emphasising access to quality health services and education. We aim to achieve sustainable and impactful outcomes by adopting this holistic perspective.





Our organisational ethos centres around equity and inclusion, ensuring that all individuals, especially those who are marginalised, have equal access to accurate information, quality care, and services. We will strive to build upon our documented impact and results in this domain in the next five years. We will continue to develop and implement initiatives designed to improve access to maternal and child health services to reduce morbidity and mortality rates.

Additionally, we have ambitious plans to scale up our Safe-Spaces and youth focused sexual and reproductive health programs, which are focused on promoting Sexual and Reproductive Health and Rights (SRHR) for adolescents and young people. By expanding these initiatives, we aim to create safe environments that empower young individuals to make informed decisions regarding their sexual and reproductive health while providing them with comprehensive support and resources.

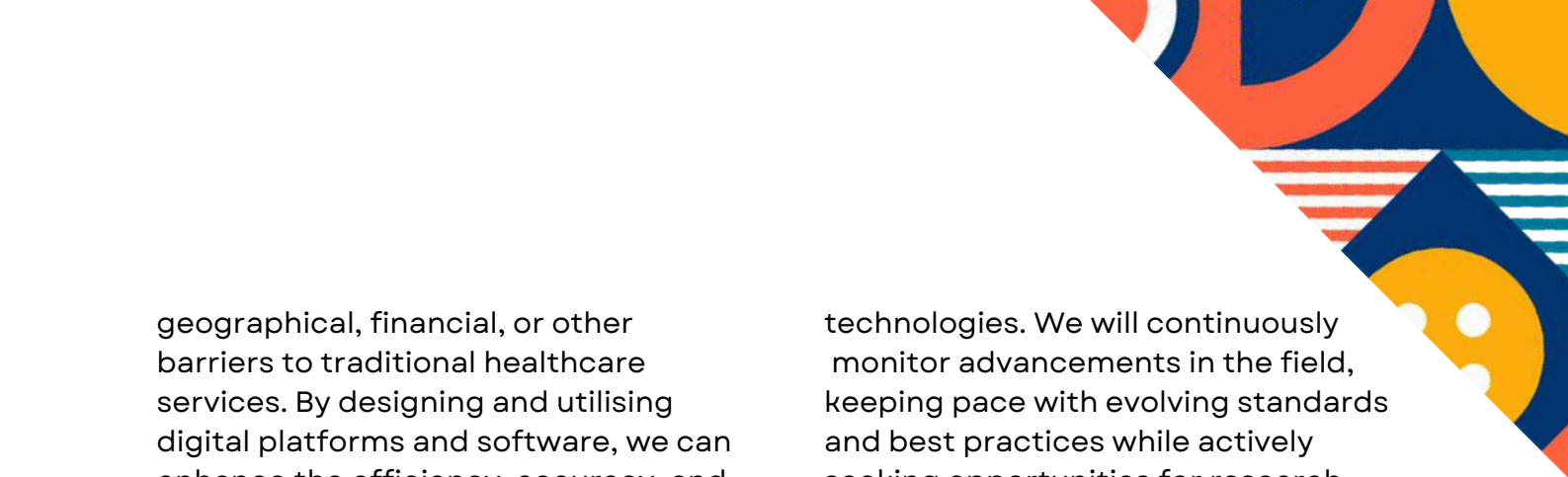
By upholding our commitment to excellence, HACEY is determined to make significant strides in improving RMNCAH outcomes, ultimately contributing to the overall well-being and prosperity of individuals, families, and communities in Nigeria and Africa.

## **Objective 2: Digital health**

Digital health technologies encompass many tools, including mobile applications, computing platforms, and specialised healthcare software. With their diverse applications, such as mobile health (m-Health), Chat-Bots, telehealth, and telemedicine, digital solutions offer immense opportunities to bridge healthcare access and delivery gaps.

Over the next five years, HACEY will be poised to strategically leverage these innovative solutions to generate significant advancements in meeting the needs of our target population. By harnessing the power of technology, we can reach individuals who may face





geographical, financial, or other barriers to traditional healthcare services. By designing and utilising digital platforms and software, we can enhance the efficiency, accuracy, and effectiveness of various healthcare processes, service delivery and quality of care, leading to improved outcomes.

Our approach will be committed to comprehensive and integrated digital health solutions. We will explore the potential of m-Health applications to deliver vital healthcare information, remote monitoring, and personalised interventions directly to individuals' mobile devices. We will harness large language model capabilities to provide accessible and interactive platforms for health education, triage, and support for individuals and healthcare providers, enhancing engagement and empowering individuals to take control of their well-being. By leveraging video conferencing, remote consultations, and secure data transmission, we can extend the reach of healthcare professionals, ensuring timely access to expert advice, diagnosis, and treatment for individuals in remote or underserved areas. This approach will enhance healthcare access and alleviate the burden on physical healthcare facilities, optimising resource allocation and reducing healthcare disparities.


In collaboration with stakeholders, including healthcare providers, technology partners, and regulatory bodies, we will strive to implement robust governance frameworks, ensuring the privacy, security, and ethical use of digital health

technologies. We will continuously monitor advancements in the field, keeping pace with evolving standards and best practices while actively seeking opportunities for research, innovation, and partnerships to drive sustainable impact.

Through our comprehensive and professional approach to leveraging digital health technologies, we aim to empower individuals, improve health outcomes, and contribute to the overall well-being of hard-to-reach populations. By embracing the transformative potential of these solutions, we are poised to drive positive change and create a future where equitable and accessible healthcare is a reality for all.

### **Objective 3: Water, Sanitation, and Hygiene – WASH**

HACEY's WASH (Water, Sanitation, and Hygiene) projects primarily focus on providing comprehensive solutions to address the pressing challenges of limited access to safe and clean water, inadequate sanitation facilities, and insufficient knowledge of hygiene practices among our beneficiaries. The significant impact of unsafe drinking water supply, inadequate sanitation, and poor hygiene practices on the global disease burden cannot be overlooked, as approximately 4 billion cases of diarrhoea occur annually, leading to around 1.2 million deaths in children under the age of five. In Nigeria, statistics reveal that only 20.17% of the population has access to clean and safe water as of 2020.



Recognising this critical issue, our strategic vision for the next five years entails implementing community-based interventions targeting the needs of disadvantaged populations and vulnerable groups residing in remote or hard-to-reach areas. Our multifaceted approach includes infrastructure development and a strong emphasis on empowering individuals through information and education. We firmly believe that knowledge about good hygiene practices, proper sanitation, and safe water use is a key driver in reducing the spread of diseases and improving overall health outcomes. By equipping communities with the necessary tools and knowledge, we can foster sustainable behavioural change and create a lasting impact on public health.

Through collaborative partnerships with local stakeholders, governmental bodies, and international organisations, we will leverage our expertise and resources to implement evidence-based interventions tailored to the unique challenges faced by each community. Our approach is centred on community engagement, participation, and capacity-building, as we firmly believe that sustainable change can only be achieved through the active involvement and ownership of the communities we serve.

As we embark on this transformative journey, we remain committed to monitoring and evaluating the effectiveness of our initiatives, ensuring that our interventions are evidence-based, measurable, and responsive to the evolving needs of the communities we serve. By delivering holistic WASH solutions, we aim to

contribute significantly to achieving the Sustainable Development Goals, precisely Goal 6: Clean Water and Sanitation, and ultimately improve the well-being and quality of life for all individuals within our reach.

## **Objective 4: Economic Inclusion**

HACEY is deeply committed to advancing economic inclusion through a multifaceted approach. Economic inclusion encompasses a broad spectrum of essential elements, including financial inclusion, economic empowerment, education, and digital inclusion. We aim to ensure that individuals and communities have equal access to opportunities and resources, enabling them to actively participate in and benefit from economic growth.

HACEY will significantly scale up our interventions in these areas to address these dimensions of economic inclusion. A primary focus will be empowering disadvantaged women and girls by equipping them with the digital skills required for current job opportunities and career paths. Recognising the transformative potential of digital technologies, we will implement robust training programs to expand their knowledge and proficiency in this domain. By doing so, we aspire to enhance their employability, entrepreneurship and empower them to thrive in the digital age.

In addition to digital skills training, we will establish internship and mentorship programs to achieve this, providing invaluable hands-on experience and guidance.



These initiatives will serve as vital bridges, helping to overcome the digital divide and creating pathways to sustainable economic independence. By prioritising financial inclusion, economic empowerment, education, and digital inclusion, we seek to foster an inclusive economy wherein individuals from all backgrounds can flourish and contribute to the economic prosperity of their communities.

Through our strategic plan, we will work diligently to collaborate with relevant stakeholders, forge partnerships, and leverage resources to drive meaningful change. By addressing the barriers and inequities that hinder economic inclusion, we aim to create a future where every individual has an equal opportunity to thrive and actively participate in the economic development of their communities.

### **Objective 5: Gender Based Violence (GBV)**

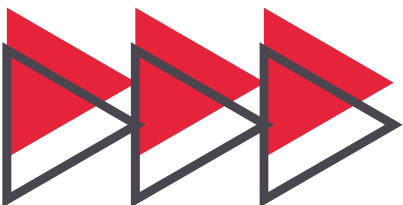
Gender-Based Violence (GBV) is a grave violation of human rights that affects individuals across age groups, cultures, and backgrounds. It encompasses various forms, including physical, sexual, psychological, and economic violence. Sexual violence, a subset of GBV, involves non-consensual sexual acts such as rape, sexual assault, and sexual harassment. Harmful Traditional Practices (HTPs) are traditional customs that harm women, girls, and marginalised groups. These practices include female genital mutilation/cutting, child marriage,

forced marriage, forced sterilisation, and "honour killings." They infringe upon human rights and adversely impact those affected's health, education, and overall well-being. Building upon our past accomplishments and expertise, our focus will be on addressing the underlying causes of GBV and HTPs while advocating for the comprehensive adoption and domestication of relevant laws and policy frameworks in all states of Nigeria.

A key aspect of our strategy involves providing comprehensive services to survivors of GBV and HTPs. These services encompass crucial elements such as counselling, medical care, legal assistance, and economic support. By offering holistic support, we aim to empower survivors in their journey towards recovery and healing.

Furthermore, we understand the importance of raising public awareness about the root causes and far-reaching consequences of GBV and HTPs. Through targeted campaigns, we will engage in proactive efforts to educate and sensitise the general public. We strive to cultivate a society that rejects violence, discrimination, and harmful practices by fostering a deeper understanding of these issues.

Our comprehensive approach to combating GBV and HTPs will involve collaboration with stakeholders, including government entities, civil society organisations, and community leaders. By forging strategic



partnerships, we aim to maximise our collective impact and promote sustainable change.

Our strategy addresses the complex challenges of GBV and HTPs by tackling root causes, advocating for policy reforms, providing comprehensive support to survivors, and fostering public awareness. We are dedicated to making a significant difference in the lives of those affected while contributing to a society that champions gender equality, human rights, and social justice.

## **Objective 6: Climate resilience:**

Climate change is one of the most pressing global challenges of our time. Climate resilience encompasses the vital capacity of communities to effectively prepare for, adapt to, and recover from the adverse impacts of climate change. The communities most vulnerable to climate change consequences often face socioeconomic disadvantages and limited resources, making their ability to respond and cope particularly challenging.

Our strategic approach aims to foster resilience in the next five years by adopting a community-based, bottom-up methodology. Specifically, we will actively contribute to the comprehensive risk assessment and mapping of communities throughout Nigeria to enable us identify and understand the hazards and risks associated with climate change that these communities face.

Furthermore, we are committed to engaging in capacity-building initiatives and facilitating community-based adaptation programs. By empowering communities with the necessary knowledge, skills, and resources, we will assist them in effectively preparing for, adapting to, and recovering from the adverse impacts of climate change. These initiatives will be tailored to each community's specific needs and contexts, acknowledging their unique challenges and opportunities.

Through our comprehensive approach, we aim to strengthen the resilience of communities, enabling them to mitigate the risks and embrace the opportunities presented by climate change. By working collaboratively with local stakeholders, governments, and relevant organisations, we will build a more climate-resilient future for Nigeria.





## **Objective 7: Women's Leadership, political participation and Decision-making:**

In Nigeria and Africa, women's leadership and political participation have historically faced significant limitations and disparities. More representation of women in leadership positions within the private and public sectors and in political offices. These disparities are not just restricted to the professional and political spaces, they are evident in the limited participation of women in decision-making at the community and family level, including decisions regarding themselves. These disparities are attributed to various factors, including cultural norms, social barriers, and economic challenges. Nonetheless, it is imperative to prioritise and enhance women's leadership, political participation, and decision-making as fundamental components in achieving gender equality.

Over the next five years, we will actively work towards promoting the effective implementation of quota regulations to improve women's political participation. This will involve advocating for enforcing and complying with existing policies that promote gender balance in political offices. By encouraging equitable representation, we seek to create an environment that fosters diverse perspectives, ensures inclusive governance, and addresses the systemic barriers women face in pursuing leadership roles.

Additionally, we recognise the importance of providing comprehensive support to empower young girls and women to develop their leadership skills and prepare them for future leadership positions. To achieve this, we will implement targeted initiatives centred around mentoring programs, training workshops, and providing resources tailored to enhance their leadership capacities. By offering these opportunities, we aim to instil confidence, knowledge, and skills in aspiring female leaders, thereby creating a pipeline of empowered women who can effectively contribute to decision-making processes at all levels.



We are dedicated to driving sustainable change by addressing the root causes of gender disparities in decision-making, leadership and political participation. By collaborating with stakeholders, implementing evidence-based strategies, and leveraging our expertise, we seek to promote a more inclusive and equitable society where women's leadership is valued, recognised, and actively encouraged.





## Theory of change

Our theory of change is targeted at achieving the vision of creating a sustainable and equitable society where every individual has the opportunity to thrive and reach their full potential. This strategic plan is dedicated to driving transformative change by fostering collaboration, employing evidence-based practices, securing strategic funding, targeting interventions, prioritising sustainability, investing in competent personnel, harnessing technology, and achieving desired outcomes; we strive to create a sustainable and equitable society where everyone can thrive and fulfil their potential. We aim to achieve measurable impact and positive results in our program and focus areas through sustainable, intersectional, and integrated approaches.

Key Components:

- **Collaborative Partnerships:** We actively engage with political actors, policymakers, government agencies, community organisations, and other stakeholders to foster collaborative partnerships. We harness collective knowledge, expertise, and resources to catalyse impactful change by working together.
- **Evidence-based Interventions:** We prioritise evidence-based practices, leveraging robust research, data analysis, and best practices. Our interventions are grounded in reliable evidence, ensuring their effectiveness and enabling informed decision-making.
- **Strategic Funding:** We recognise the importance of adequate funding to drive sustainable change. We proactively seek diverse funding sources, partnering with government agencies, private sector entities, and philanthropic organisations to secure the necessary resources for impactful interventions.



**Targeted Approaches:** Our interventions address specific societal challenges and promote equity. We adopt a nuanced understanding of marginalised communities' needs and aspirations, tailoring interventions to empower individuals and promote social justice.

**Sustainability and Integration:** We prioritise sustainability by integrating interventions into existing systems and structures. Collaborating with government agencies and community organisations, we ensure our initiatives become embedded within broader policy frameworks, facilitating long-term impact.

**Competent and Motivated Personnel:** We invest in recruiting, training, and retaining a skilled team of motivated professionals to drive change. Our personnel have the necessary tools, knowledge, and expertise to implement programs and maximise impact effectively.

**Technological Advancement:** We embrace cutting-edge technology and tools to enhance our impact. We optimise program effectiveness, monitoring and evaluation, and knowledge sharing by leveraging innovative solutions, digital platforms, and data-driven technologies.

**Desired Outcomes and Impact:** Our evidence-based and sustainable interventions lead to desired outcomes and measurable impact across all programs and focus areas. These outcomes encompass improved access to opportunities, reduced

disparities, strengthened institutions, enhanced social inclusion, and increased well-being for individuals and communities.

## Theory of change statement

Women and girls, particularly those in underserved communities, confront systemic barriers, discrimination, and unequal access to opportunities, resources, and power, perpetuating gender-based violence and limiting their participation and rights. Consequently, they experience poor health outcomes, limited economic empowerment, and social marginalisation, emphasising the urgent need to address these intersecting challenges and create an inclusive and equitable society.

Key assumptions:

- Promoting women's empowerment and equal participation across various domains such as education, employment, politics, and decision-making is pivotal in fostering inclusive and resilient societies.
- Addressing gender inequalities through an intersectional approach acknowledges and addresses all women and girls' diverse experiences and needs, promoting a more inclusive and equitable response.
- Comprehensive policy reforms and institutional changes are needed for sustainable, gender-responsive policies, laws, and practices to promote equality, protect women's rights, and dismantle discriminatory structures.

- Empowering women and girls through investments in education, breaks the cycle of poverty, improving well-being, and driving economic growth. We can create positive and transformative change by enabling them to overcome barriers, exercise their rights, and contribute to sustainable development.
- Active involvement and support of men and boys as allies is crucial for achieving gender equality, as challenging harmful gender norms and promoting positive masculinity fosters an inclusive and equitable society where both women and men can thrive.
- Conducting research, collecting data and evaluating interventions play a crucial role in informing evidence-based strategies for developing, implementing, and scaling sustainable impact interventions, helping to identify gaps, monitor progress, and guide improvements in policy and decision-making processes.
- Multi-stakeholder partnerships and collaboration at various levels, from local to global, have the potential to harness resources, expertise, and collective action, enabling more effective and sustainable efforts in addressing gender inequalities.

By promoting gender-responsive policies, providing accessible, comprehensive health services, enhancing economic opportunities, and empowering women and young people with knowledge and rights, we can create a transformative environment that improves their health, fosters economic empowerment, and upholds their rights, leading to increased well-being, expanded opportunities, and a more equitable society.





# STRATEGIC INITIATIVES

Our strategic initiatives are specific programs and projects undertaken to achieve our long-term goals and objectives. These initiatives are carefully planned and implemented to address key challenges, leverage opportunities, and drive organizational growth and success. These initiatives will involve comprehensive research, stakeholder engagement, resource allocation, and performance measurement to ensure the effective execution and desired outcomes of our thematic objectives, leveraging on our SPRING principles for strategic impact and sustainable success.

## Program development and expansion

By leveraging on experience and learnings in the past 15 years, we aim to directly reach 5 million women, girls and young people across all our interventions in our thematic areas in the next five years.

### ***Reproductive, Maternal, Newborn, Child and Adolescent Health (RMNCAH):***

#### **Thematic Objective:**

To promote sustainable reproductive, maternal, newborn, child, and adolescent health services aimed at improving positive health outcomes for women and young people, promoting healthy pregnancies and safe deliveries, improved quality of care, and youth-friendly sexual and reproductive health services.

#### **Strategic Outcome**

Preventing and reducing maternal and infant mortality and morbidity, sexually transmitted diseases and infections, and unsafe and unwanted pregnancies has improved maternal and child health outcomes and enhanced well-being for all.

## Objectives:

- To provide life-saving health commodities, information and services on maternal, sexual and reproductive health to women and girls.
- To upskill health workers and community birth attendants with training and resources to provide safe non-discriminatory maternal and reproductive health services.
- To increase the availability and utilisation of comprehensive sexual education programs, accessible youth-friendly healthcare facilities, and confidential reproductive health services for adolescents and young people.

## Targets:

- Increased access to quality prenatal care, skilled birth attendance, postnatal care, and essential healthcare services for mothers and infants, leading to improved health outcomes and reduced maternal, neonatal and child mortality and morbidity rates.
- Implementation of comprehensive health education programs, including maternal and child health information and awareness campaigns, promoting knowledge about healthy pregnancy, childbirth, newborn care, and preventive measures to ensure the well-being of mothers and infants.
- Development and strengthening of healthcare systems, including infrastructure, human resources, and supply chains, to ensure the availability of essential medical supplies, equipment, and skilled healthcare professionals for reproductive, maternal and child health services.
- Enhanced availability, accessibility and utilisation of family planning and contraceptive services, including modern contraceptive methods among young people and couples of reproductive ages, thereby enabling them to make informed choices about their reproductive health, spacing and limiting pregnancies according to their preferences, and reducing unintended pregnancies and the need for unsafe abortions.
- Implementing supportive policies, guidelines, and regulations at national and local levels to prioritise and promote reproductive, maternal and child health, ensuring adequate funding, resource allocation, and coordination of efforts.





## Digital health

### Thematic Objective:

Enhanced health equity and inclusive access to healthcare services for all individuals, regardless of their geographical location or socioeconomic circumstances, through digital technologies.

### Strategic Outcome:

Leveraging digital technologies to enhance access and promote the health and well-being of hard-to-reach populations.

### Objectives:

- To reach women, girls and young people across Nigeria using digital technologies with innovative, timely health interventions and innovation.
- To provide digital health solutions in at least one primary health facility and one secondary health facility in every local government in Nigeria.
- To improve access to health commodities and last-mile supply of life-saving drugs and medical supplies by implementing digital health solutions and innovative supply chain management systems.

### Targets:

- Leveraging digital technology in health to enable more efficient data management, including collection, analysis, and storage, leading to informed decision-making, evidence-based practices, and improved healthcare outcomes.
- Increased digital access for individuals in hard-to-reach populations to digital technologies, facilitating their engagement with health and well-being services.
- User-friendly digital platforms and applications are developed to cater to hard-to-reach populations' specific needs and preferences and their health service providers.
- Individuals in hard-to-reach populations acquire improved digital literacy and skills, enabling them to effectively navigate and utilise digital health resources.



- Expanded telemedicine and remote healthcare services were implemented, offering virtual consultations, diagnostics, and treatment options for hard-to-reach populations.
- Established partnerships and collaborations to leverage resources, expertise, and knowledge to optimise the impact of digital technologies in improving the health and well-being of hard-to-reach populations.
- Implementing digital technology in health leads to enhanced quality of care, characterised by increased accuracy, efficiency, accessibility, and patient-centeredness in healthcare delivery.

- To promote community engagement and participation across local communities in water management processes through capacity building, awareness campaigns, and the establishment of water user committees to ensure their active involvement in decision-making and implementation.
- To enhance water resource management and conservation in local communities, leading to a reduction in water wastage and ensuring the long-term sustainability of water sources.
- To provide access to safe water, sanitation and hygiene information for local schools, health centres and communities, impacting vulnerable population

## ***Water, Sanitation, and Hygiene***

### **Thematic Objective:**

Improved water security and sustainable access to safe water, ensuring reliable and safe water sources for communities, promoting public health, and supporting these populations' overall well-being and resilience.

### **Strategic Outcome:**

Improved access to safe water for disadvantaged populations and vulnerable groups in remote or hard-to-reach areas.

### **Objectives:**

- To increase the coverage of safe water sources by constructing and rehabilitating wells and boreholes and improving the distribution network in targeted communities.

### **Targets:**

- Establish/upgrade water supply infrastructure, including wells, boreholes, water treatment plants, and distribution systems, in remote or hard-to-reach areas to ensure safe and reliable water access.
- Increased access to safe and reliable water sources for disadvantaged populations and vulnerable groups in remote or hard-to-reach areas for their daily needs, reducing waterborne diseases and improving overall well-being.
- Actively engaged local communities in the planning, decision-making, and managing water projects, fostering a sense of ownership, sustainability, and community-driven solutions.



- Community members and water service providers are provided with enhanced knowledge and skills in water treatment, maintenance, and hygiene practices, leading to improved water quality, sanitation, and hygiene behaviours.
- Regular monitoring and testing of water quality ensure early detection of contamination risks, allowing for prompt interventions and maintenance of safe water supplies.
- Improved governance frameworks and policies support sustainable water management practices, ensuring equitable resource allocation, effective operation, and long-term maintenance of water infrastructure.

## ***Women Economic Inclusion***

### **Thematic Objective:**

Closing the economic and digital gender gap and promoting the financial and digital inclusion of disadvantaged women and girls in Nigeria, enabling their active participation in the economy and equipping them with the necessary skills and resources to thrive in the digital era.

### **Strategic Outcome:**

Enhanced gender equality and economic empowerment of disadvantaged women and girls in Nigeria, resulting in increased gender equality, economic empowerment, and active economic participation.

### **Objectives:**

- To increase the financial inclusion of disadvantaged women and girls in Nigeria, aiming to provide access to formal financial services women, particularly the unbanked.

- To enhance the digital skills and literacy of women and girls, to promote the acquisition of basic digital skills and knowledge.
- To promote entrepreneurship and economic empowerment among disadvantaged women and girls, to support establishment of women-owned businesses through capacity-building programs, mentorship, and access to financing.
- To provide digital skills training and mentorship opportunities to disadvantaged women and girls across Nigeria, establishing a support network for young entrepreneurs in the digital space.

### **Targets:**

- Promote women's financial independence through establishing and supporting self-help groups and cooperatives and advocate for gender-responsive policies that reduce barriers to financial services and promote women's economic empowerment.
- Implement targeted financial literacy programs, entrepreneurship initiatives, and partnerships with microfinance institutions and local banks to facilitate women's access to credit and financial resources.
- Provide digital skills training and awareness programs focusing on digital literacy, online safety, online financial transactions and using digital tools for entrepreneurship to enhance women's digital literacy and confidence in utilising digital technologies.



- Support the development of women-led digital enterprises and entrepreneurship programs and advocate for policies that bridge the digital gender divide and ensure women's equal access to digital technologies.
- Establish women's networking and mentorship programs to foster support, knowledge sharing and collective empowerment.
- Engage and strengthen partnerships with community leaders, organisations and influencers to advocate for women's economic empowerment, challenge societal norms and barriers, and promote women's participation in decision-making.

## ***Gender Based Violence (GBV)***

### **Thematic Objective:**

To ensure the safety and well-being of women by implementing comprehensive programs that effectively prevent and address all forms of gender-based violence, with a particular focus on sexual violence and harmful traditional practices, fostering a society that upholds gender equality and respects women's rights.

### **Strategic Outcome:**

An environment where women are empowered, free from all forms of gender-based violence, especially sexual violence and harmful traditional practices, ensuring their safety, dignity, and full enjoyment of their rights.

### **Objectives:**

- To promote and advocate for adopting laws protecting women and girls from violence, such as the VAPP Act, 2015, across ten states with a high prevalence of sexual violence and female genital mutilation, and the domestication of these laws at local levels.
- To reduce the prevalence of sexual violence against women and eliminate harmful traditional practices affecting women and girls over the next five years through comprehensive prevention programs, survivor support services, awareness campaigns, legal reforms, and community mobilisation and engagement initiatives.
- To build a movement of female champions and gender equality advocates empowered with skills, information and tools to promote the elimination of all forms of violence against women and girls.
- To increase access to comprehensive support services for survivors of gender-based violence by establishing at least five new safe spaces and helplines, ensuring immediate assistance and long-term support to survivors.

### **Targets:**

- Implementing comprehensive legal and policy measures to address gender-based violence, including enacting and enforcing laws that criminalise and prevent all forms of violence against women, providing a robust legal framework for protection and justice.





- Establishment, improvement and connection of support services for survivors of gender-based violence, including accessible and confidential helplines, shelters, counselling, and medical assistance, ensuring survivors receive the necessary support and care.
- Implement targeted campaigns and educational programs to raise awareness about gender-based violence, its consequences, and available support services, promoting prevention, early intervention, and a culture of respect and equality.
- Provision of training programs for key stakeholders, including law enforcement officials, healthcare providers, judicial personnel, and community leaders, to enhance their capacity to respond effectively and swiftly to cases of gender-based violence, ensuring survivor-centred approaches.
- Promoting women's empowerment initiatives, including leadership development, economic empowerment, and community mobilisation, empowers women to challenge and address gender-based violence and fosters community support and solidarity.

## ***Climate Resilience***

### **Thematic Objective:**

To foster climate adaptation and resilience, mitigation actions, and their integration with gender and health considerations to build a sustainable and resilient society that effectively addresses the impacts of climate change while promoting gender equality and improving public health.

### **Strategic Outcome:**

A resilient and sustainable society that is resilient to the impacts of climate change adopts effective mitigation measures, incorporates gender perspectives, and prioritises public health.

### **Objectives:**

- To enhance climate resilience in vulnerable communities by implementing adaptation measures and building the capacity of community stakeholders to help at-risk communities prepare for, adapt to, and recover from the impacts of climate change.
- To contribute to reducing waste generation through implementing mitigation strategies, renewable energy initiatives, and sustainable practices in collaboration with key sectors and industries.
- To integrate gender and health considerations into climate change policies, programs, and decision-making processes, ensuring the active participation and representation of women in climate-related initiatives and promoting health co-benefits by improving access to clean energy, clean water, and climate-resilient healthcare facilities.

- To improve the adaptive capacity of communities and build the capabilities of climate action champions and reach individuals in hard-to-reach communities by implementing community-based adaptation programs.

**Targets:**

- Implementing climate adaptation measures results in improved infrastructure resilience, early warning systems, and community-led disaster preparedness plans.
- Implementing mitigation actions leading to a decrease in pollution and waste, such as increased renewable energy adoption, improved energy efficiency, and sustainable land-use practices, contributes to the global effort to combat climate change and mitigate its impacts.
- Integration of gender-responsive approaches into climate change policies and programs, ensuring the inclusion of women and girls in decision-making processes, promoting their empowerment, and improving access to climate-resilient healthcare and financial services, thereby enhancing public health outcomes and gender equality.

- Strengthening institutional capacity through training programs, knowledge-sharing platforms, and partnerships, enabling effective implementation of climate change adaptation and mitigation strategies.
- Establishment of youth-led climate action platforms and capacity-building programs, targeted awareness and educational initiatives to empower young people with the knowledge, skills, and resources necessary to actively participate in climate change adaptation and mitigation efforts, fostering their leadership, innovation and a generation of informed and empowered climate champions.
- Facilitation of knowledge exchange, partnerships, and South-South and North-South cooperation among countries, regions, and communities, fostering learning and sharing of best practices.
- Implementation of livelihood diversification programs, vocational training, and entrepreneurship initiatives that enable communities to adapt to climate change impacts, and foster sustainable income generation opportunities.





## ***Women's Leadership, political participation and Decision-making:***

### **Thematic Objective:**

To foster women's leadership, political participation, and decision-making, empowering underserved women and girls to attain self-sufficiency and ensure their meaningful representation in all spheres of society.

### **Strategic Outcome:**

Increased women's empowerment, active political participation, and decision-making roles, leading to improved self-sufficiency and the effective representation of underserved women and girls in various sectors, societies and institutions.

### **Objectives:**

- To enhance the meaningful participation of underserved women and girls in political processes through targeted accountability and transparency initiatives, ensuring their voices are heard, their concerns are addressed, and their representation is prioritised.
- To provide comprehensive capacity-building programs and resources for women, empowering underserved women and girls with essential leadership and decision-making skills, enabling them to engage in leadership roles and political positions actively.
- To facilitate the preparation of women for leadership and political positions through impactful capacity-building programs, equipping them with the necessary skills, knowledge, and confidence to assume influential roles in various sectors.
- To engage and educate critical stakeholders and policymakers through targeted advocacy programs, emphasising the importance of political representation, gender equality, and adherence to existing quota frameworks, fostering a supportive environment for women's leadership and representation.





### Targets:

- Strengthened collaboration between government, civil society, and private sector organisations to promote gender equality and women's leadership, increasing investment in women and girl-focused policy implementation, and creation of inclusive spaces for women's participation
- Enhanced participation of women in electoral processes, political parties, and decision-making bodies, aiming to achieve gender parity in leadership positions, including advocacy and initiatives to increase the representation of women in government bodies, boards, and leadership positions across sectors, fostering inclusive decision-making processes.
- Provision of leadership training programs, mentorship, and capacity-building initiatives tailored for women and girls to enhance their skills and confidence in taking up leadership roles and making informed decisions for themselves.
- Ensuring equal access to education for girls and women, including providing scholarships, mentorship programs, in-school support, and initiatives to address barriers to education.
- Establishment of support networks, helplines, and safe spaces for women and girls to seek non-judgmental capacity building, guidance, protection, and support in addressing challenges related to gender-based violence, discrimination, and social barriers.
- Strengthened Data Collection and Analysis: Improved gender-disaggregated data collection, analysis, and monitoring mechanisms in women's leadership, political participation, and decision-making to track progress, identify gaps, and inform evidence-based policies and policy interventions and targeted initiatives for women's empowerment.

## Organisational Targets

We aim to establish ourselves as a leading social development organisation with a diversified portfolio encompassing various initiatives and interventions to address multiple social challenges and drive positive change. We also aim to strengthen our advocacy and policy influence efforts to drive meaningful change and advance our mission by setting a target to conduct impactful advocacy campaigns, engage key stakeholders, and influence policy decisions at local, national, and international levels, ensuring that our organisation becomes a recognised leader and trusted voice in our areas of expertise. By strategically expanding our scope and leveraging our expertise, resources, and partnerships, we strive to become a trusted and influential entity that contributes significantly to sustainable development and the betterment of communities.

To accomplish this, we shall, within the next five years:

- Establish regional offices in all six geopolitical zones of Nigeria and expand our operational reach by opening three international offices in the East Africa, Central Africa, and Southern Africa regions. This initiative aims to strengthen our presence, foster regional partnerships, and effectively deliver our programs and services to a broader geographical area.
- Commit to designing and implementing comprehensive programs across our seven thematic areas, engaging national and subnational governments as critical partners, and working with international development partners, including United Nations agencies, to contribute and remain aligned to global goals and national strategies. We aim to maximise our impact and contribute to sustainable development and positive change by fostering strategic partnerships and collaborating across diverse sectors.
- Establish ourselves as the primary implementing partner for leading donor agencies and federal governments in at least four of our thematic areas within the next three years. By showcasing our expertise, track record, and capacity to deliver high-quality and impactful programs, we aim to secure strategic partnerships that recognise our organisational capabilities and evidence-based interventions and enable us to make a lasting and meaningful difference in the communities we serve.



- Establish a robust publishing strategy to contribute to the global knowledge base and foster collaboration and thought leadership in our thematic areas by consistently publishing in open-source journals, to disseminate our research findings, program learnings, share expertise, and enhance our reputation as a reputable and influential organisation
- Establish an influential presence in all United Nations Framework Convention on Climate Change Conference of Parties (COP), fostering collaboration, advocating for climate resilience, and amplify the voices of the communities we serve.
- Commit to driving, organising, and leading comprehensive dialogues and deliberations, delivering impactful statements, and hosting thought-leadership events during prominent global and international convergences. Our active engagement will extend to events such as the United Nations General Assembly (UNGA), the United Nations Commission on the Status of Women (UNCSW), and the United Nations Commission on Population and Development (UNCPD).

By leveraging these platforms, we aim to advance our thematic areas, foster meaningful discussions, and drive positive change on a global scale. By promoting health, rights, and economic inclusion in Nigeria, we strive to contribute to meaningful and sustainable development outcomes.

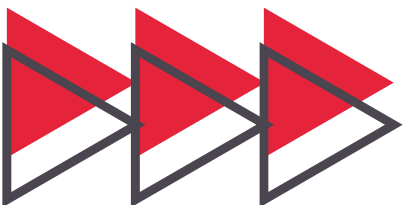
## Resource mobilization

To effectively accomplish our targets, we recognise the necessity of substantial resources. We aim to mobilise \$20 million in funding from grants, private sector contributions, public sector donations, and other funding support within the next five years. This financial support will enable us to drive meaningful impact, implement sustainable initiatives, and advance our mission.

We shall achieve this through a comprehensive approach that includes the following:

- Engaging in strategic fundraising efforts, seeking partnerships with potential donors, philanthropic organisations, and corporate entities to secure financial support. By building solid relationships with these stakeholders and effectively communicating our mission and impact, we aim to attract the necessary resources to advance our goals and make a meaningful difference in our target areas.
- Developing compelling grant proposals and funding requests, highlighting the value and impact of our initiatives to attract funding from diverse sources. This would include investing in professional development opportunities for staff members involved in fundraising to improve their skills in grant writing, donor prospecting, and relationship management. This includes attending workshops, training programs, and conferences focused on fundraising best practices and staying updated on emerging trends in the philanthropic sector.

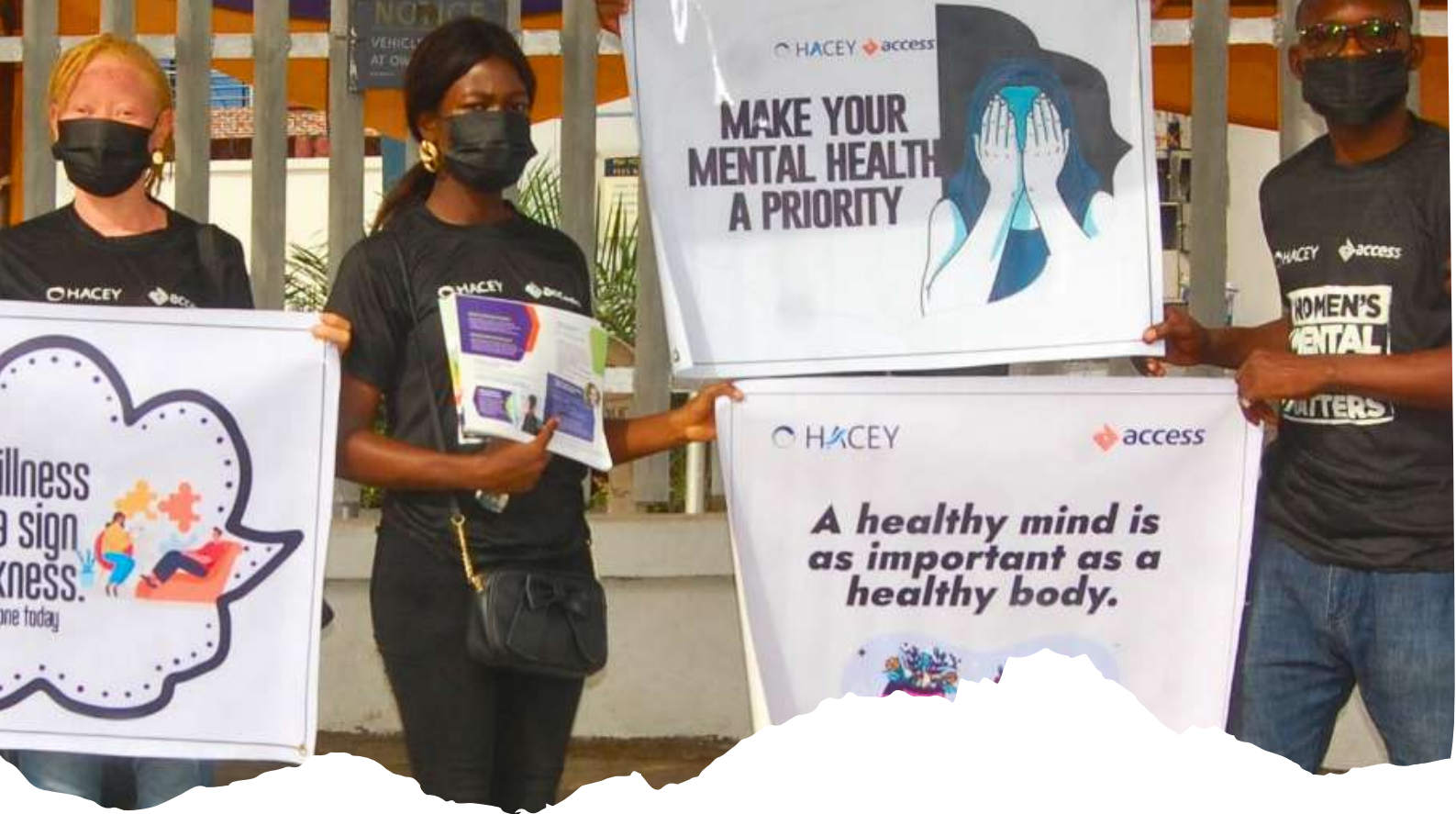




- Cultivating and nurturing relationships with existing and potential donors, regularly communicating our progress and demonstrating the effective utilisation of resources. This involves establishing open lines of communication and providing regular updates on our organisation's progress, impact, and the effective utilisation of resources. By maintaining transparent and meaningful connections with donors, we can build trust, demonstrate accountability, and showcase the positive outcomes of their support. This approach will strengthen donor relationships and increases the likelihood of securing the financial resources needed to achieve our goals.
- Exploring innovative funding models, such as social impact investing and public-private partnerships, to diversify our funding streams and leverage additional resources. By actively seeking out and engaging with these alternative funding avenues, we can tap into new sources of financial support, attract investors who align with our mission, and forge collaborations with private and public entities to maximise the impact of our initiatives. This strategic approach will enable us to access diverse funding opportunities and ultimately increase our financial resources to achieve our targets and drive meaningful change.
- Implementing efficient financial management practices, ensuring transparency, accountability, and responsible stewardship of funds to build trust with our supporters. By establishing robust economic systems and processes, we can demonstrate our commitment to effective resource utilisation, gain the confidence of our supporters, and ensure that every dollar mobilised is used efficiently to advance our mission and maximise impact. This approach will also enhance our credibility as an organisation dedicated to making a positive impact and contribute to our long-term sustainability and organisational growth.

By executing these strategies, we are confident in mobilising the necessary resources and achieving our financial objectives, thereby driving sustainable impact and achieving our mission.





## Partnership and Collaboration

Our strategy for promoting and increasing partnership and collaboration involves fostering strong and mutually beneficial relationships with key stakeholders, organisations, and communities. By actively seeking partnerships, sharing resources, and engaging in collaborative initiatives, we aim to leverage collective strengths, expertise, and resources to achieve shared objectives and maximise impact. This strategy emphasises the importance of open communication, trust-building, and a commitment to working together towards common goals, ultimately driving sustainable change and addressing complex challenges more effectively.

Over the next five years, we shall:

- Proactively identify and engage with key stakeholders, including government agencies, NGOs, community organisations, and relevant institutions, to establish partnerships based on shared values and goals.
- Foster a collaborative ecosystem by creating platforms and spaces for knowledge sharing, learning, and joint problem-solving, facilitating the exchange of best practices and innovative ideas.
- Develop and implement joint initiatives and projects with partner organisations, leveraging each other's resources, expertise, and networks to achieve collective impact and address complex challenges.
- Promote open and transparent communication channels to facilitate regular dialogue and feedback among partners, ensuring mutual understanding, alignment, and effective coordination of efforts.
- Establish mechanisms for monitoring and evaluating the progress and outcomes of collaborative initiatives, using data-driven insights to improve and refine partnership strategies continually.

## Communication

To ensure comprehensive and professional communication of the strategic plan's activities and outcomes, the following key activities will be undertaken:

- Creation of a well-defined communication plan that includes identifying key messages, target audiences, and suitable communication channels. Tailor our messaging to resonate with each stakeholder group and emphasise our objectives, activities, and anticipated impact.
- Utilising a mix of communication channels to reach a broad audience. This will include our already established channels and the establishment of new ones when necessary. Traditional methods, such as press releases, newsletters, print materials, and digital platforms like the organisation's website, social media channels, and email newsletters, will be used to communicate to all our stakeholders and the general public.
- Active involvement of stakeholders through regular consultations, feedback sessions, and stakeholder meetings, which will provide opportunities for dialogue, and foster ownership, transparency, and accountability, ensuring that the strategic plan aligns with the needs and aspirations of the target communities.
- Regularly monitor and evaluate the effectiveness of communication strategies by tracking engagement metrics, conducting surveys, and soliciting feedback. Use the findings to refine communication approaches, strengthen engagement, and improve the overall impact of the strategic plan. This continuous evaluation ensures that the communication activities remain responsive and relevant throughout the plan's implementation.





# MONITORING, EVALUATION, REPORTING AND LEARNING

## Monitoring and Evaluation of the Strategic Plan

This Strategic Plan will be effectively managed and monitored by implementing a comprehensive Results Framework and a dedicated action plan for each thematic area, ensuring a precise translation of the plan into measurable and tangible results. The Results Framework will be a robust monitoring tool, allowing us to track progress and report on achievements and outcomes at the end of each year, effectively communicating results to our stakeholders through our annual report.

To ensure the relevance and effectiveness of the Results Framework, the indicators will be developed through a consultative process, drawing on inputs from various stakeholders, reviewing past projects and initiatives, and aligning with global best practices. Progress will be captured and reported through multiple methods, including detailed activity reports, compelling stakeholder and beneficiary testimonies and stories, impactful stories, and the effective utilisation of other reliable outcome indicators as verification, providing a comprehensive understanding of our achievements, and means of verification tied to outcome indicators.

To enhance the strategic plan's impact and adaptability, an external evaluator will conduct a comprehensive review every two years. This evaluation will assess the plan's progress, identify areas for improvement or adjustment, and leverage valuable learning opportunities, ultimately informing plan iterations. This rigorous evaluation process will ensure that our strategic efforts remain aligned with our objectives and continuously evolve based on emerging insights, changing circumstances, and the needs and dynamics of our target populations and stakeholders.

All activities will be closely monitored to ensure they align with our impact drivers – SPRING philosophy. This will also be tracked by applying the SPRING framework (Strategic Performance Reporting for Impact and Growth) to guide the monitoring and evaluation process by providing a comprehensive structure for tracking progress, assessing outcomes, and capturing lessons learned in line with our processes and communicating them.



## Risk Assessment and Mitigation

To ensure comprehensive risk management throughout the implementation of the strategic plan, a robust risk management framework will be designed in alignment with our risk management policy. This framework will be an integral and ongoing process, continuously assessed and monitored to identify potential risks and address them promptly. By proactively identifying and mitigating risks, we aim to minimise the impact of unforeseen events or external factors that may hinder the successful implementation of the strategic plan.

To ensure comprehensive risk management and adherence to organisational policies, various approaches will be implemented to guide the organisation's operations and address potential incidents identified during the risk assessment process. These policies include Anti-Bribery Policy, Anti-Fraud Policy, Financial Policy, Safeguarding Policy, Sexual Harassment and Abuse Policy.

These comprehensive policies will provide the framework, processes, and tools to manage and address potential incidents identified during the risk assessment. By implementing and adhering to these policies, the organisation will demonstrate its commitment to ethical practices, accountability, and the well-being of its stakeholders. Regular training, awareness campaigns, and monitoring will further reinforce compliance and ensure continuous improvement in risk management practices.



# CONCLUSION

## Summary of the strategic plan

As an organisation, we have developed a clear vision of our desired success in 2027, and we are confident that the strategies and initiatives articulated in our strategic plan will effectively guide us towards achieving our goals. With a well-defined roadmap, we are poised to navigate the path to success and make meaningful progress towards our envisioned future. HACEY shall:

- Enhance the life outcomes and well-being of vulnerable women, girls, and young people in Nigeria by implementing targeted programs and interventions that address their unique needs and challenges, leading to measurable improvements in their socioeconomic indicators and overall quality of life.
- Achieve tangible and measurable impact on the lives of all beneficiaries, ensuring that our interventions are effective, efficient, and result-oriented, with clear indicators and monitoring systems in place to track outcomes.
- Influencing national policy, particularly in health, economic inclusion, and rights, by actively engaging with key stakeholders, advocating for policy reforms, and contributing to relevant discussions and decision-making processes at the national level.
- Cultivate a motivated and engaged workforce, fostering an environment that supports long-term career development and personal growth for our employees, ensuring their well-being, job satisfaction, quality of life and commitment to the organisation's mission and vision.
- Implement robust project management systems and utilise state-of-the-art tools and techniques to effectively plan, execute, monitor, and evaluate our projects, ensuring efficient resource allocation, timely delivery, and high-quality outcomes.
- Establish ourselves as a recognised voice and active participant in global consultations and discussions on relevant social and development issues. We contribute expertise, experiences, and perspectives to shape global agendas and policies.
- Maintain strong financial resilience and sustainability, ensuring the availability of adequate resources to effectively implement our programs, manage operations, and maintain organisational stability and growth, through diversified funding sources, and efficient financial management.



# Acknowledgements

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We want to express our deepest gratitude and appreciation to the following individuals and entities who have contributed significantly to the development and realisation of this strategic plan:

Our dedicated and committed management staff and your unwavering passion, expertise, and hard work have been instrumental in shaping the strategic direction of our organisation. Your valuable insights and contributions have helped us craft a comprehensive plan that aligns with our mission and values.

All our staff, across every level and department, extend our thanks to every member of our organisation, as your collective efforts and collaboration have been invaluable in formulating and implementing our strategic plan. Your commitment to our mission and dedication to serving our communities have been indispensable.

The funders and supporters of this strategic plan, whose generous contributions and continued belief in our mission, have made this transformative vision possible. Your investment in our organisation and commitment to positive social change is integral to realising our strategic goals. We are deeply grateful for your support and trust, which has enabled us to embark on this strategic journey, allowing us to enhance our impact and achieve sustainable development goals.

The consultants and experts have worked diligently and provided expertise in developing this strategic plan. Your knowledge, guidance, and thorough analysis have been essential in shaping the strategies and objectives that will drive our organisation's growth and impact.

The communities we work in; we would like to express our heartfelt gratitude to the communities we serve. Your resilience, collaboration, and active participation have been fundamental in shaping our understanding of the challenges and opportunities we face. Your input and feedback have greatly enriched the strategic planning process.

Our esteemed Board of Directors and Advisory Boards; we acknowledge the visionary leadership and guidance provided by our Boards. Your wisdom, experience, and strategic counsel have been crucial in steering our organisation towards its goals and ensuring the alignment of our strategic plan with our organisational vision.

We extend our heartfelt appreciation to every individual and entity mentioned above and all others who have contributed in various capacities but may not be listed here. Your unwavering support, dedication, and collaboration are deeply valued and vital in shaping this strategic plan. Together, we are poised to achieve our vision and create a meaningful and lasting impact in the communities we serve.



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