



FREEHEARTS AFRICA REACH OUT FOUNDATION

**4 - Year
Strategic Plan**

2017 - 2020

(CAC/IT/NO 61548)

MISSION OFFICE: FAROF No 6 Rahama Road, Narayi High cost, Kaduna state, Nigeria

LEGAL STATUS: Registered under the Part C of the Allied Matters Act (1990) Corporate Affairs Commission, Abuja, Nigeria.

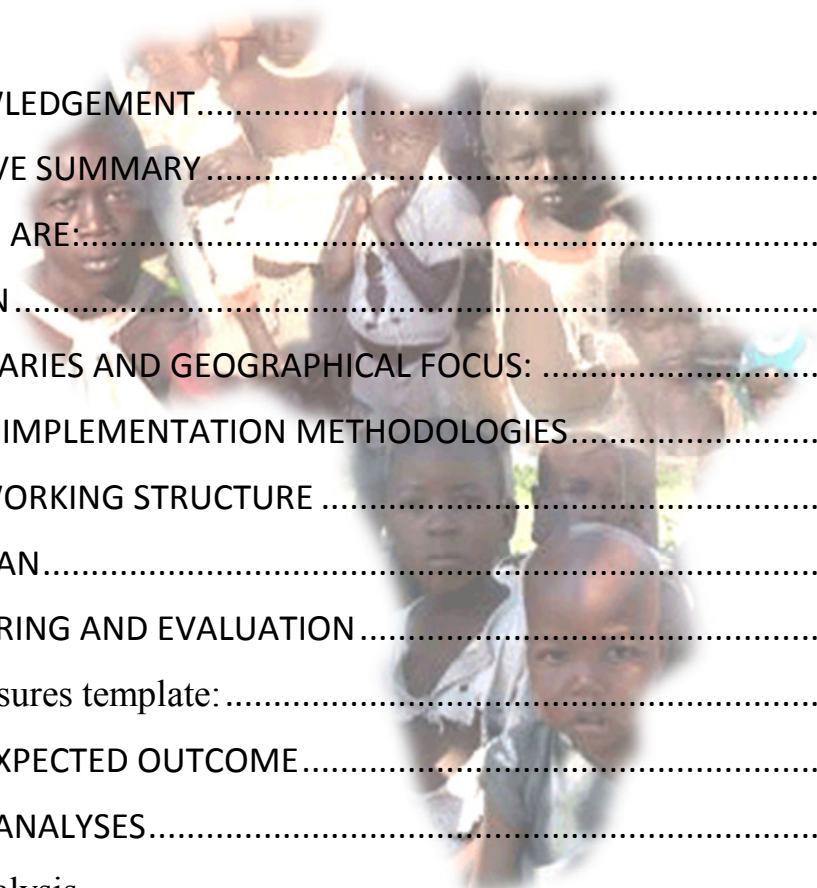
4 -YEAR

STRATEGIC PLAN

www.farof.org

2017 January – December 2020

TABLE OF CONTENTS



1 ACKNOWLEDGEMENT..... 4

2 EXECUTIVE SUMMARY..... 5

3 WHO WE ARE:..... 6

4 THE PLAN..... 7

5 BENEFICIARIES AND GEOGRAPHICAL FOCUS: 25

6 PROJECT IMPLEMENTATION METHODOLOGIES..... 25

7 FAROF WORKING STRUCTURE 25

8 CONSTRIAN..... 28

9 MONITORING AND EVALUATION 29

Success Measures template: 30

10 2020 EXPECTED OUTCOME..... 31

11 SWOT ANALYSES..... 32

 SWOT Analysis..... 32

12 BUDGET 33

13 MANAGEMENT PLAN 36

14 THE ACTION PLAN 36

FAROF 2017-2020 STRATEGIC PLAN

ACRONYMS

TB-Tuberculosis
SO-Strategic Objective
MCH-Maternal & Child health
M&E-Monitoring and Evaluation
CSOs-Civil Society Organisations
AYP-Adolescents and young people
HIV-Human Immunodeficiency Virus
PLHA-People Living with HIV/AIDS
NGO-Non Governmental Organisation
CBOs-Community Based Organisations
WASH-Water, sanitation and Hygiene
MDGs-Millennium Development Goals
NGOs-Non-Governmental Organisation
THIO-Tehilah Health Integrated Outreach
CD ROMs-Compact Disc Read Only Memory
KADSACA-Kaduna State Aids Control Agency
AIDS-Acquired Immunodeficiency Syndrome
FAROF-Freehearts Africa Reach out Foundation
ICT -Information and communication Technology
SBCC-Social Behavioral Change and Communication

FAROF 2017-2020 STRATEGIC PLAN

1 ACKNOWLEDGEMENT

The entire management and staff of FAROF wish to sincerely thank and acknowledge the contributions of all the people involved in the development of this revised Strategic Plan. In particular, special thanks go to: FAROF Senior Management Team and Directors for their direction, goodwill and support towards the review of the Plan.

FAROF Secretariat Management and staff for sourcing information, consulting and brainstorming with communities and partners, and finally crystallizing ideas. The Strategic Review Technical Committee, comprising of staff and volunteers from partners organization for refining, processing and producing the final document.

Finally, the federal government of Nigeria, the Governor of Kaduna State and State Partner: Kaduna State AIDS control Agency KADSACA for their technical support, goodwill and provision of an enabling environment which not only afforded people the opportunity to articulate issues that enriched the strategic review process, but will also be useful for facilitating implementation of the Plan within all region of Nigeria.

It is our sincere hope and conviction that the many ideas shared by the aforementioned people will be actualized during the implementation of this strategy and beyond.



FAROF Strategic unit/Secretariat

FAROF 2017-2020 STRATEGIC PLAN

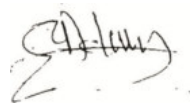
2 EXECUTIVE SUMMARY

This is a four-year strategic plan for the Freehearts Africa Reach Out Foundation (FAROF) for the period 2017-2020. The plan is informed by State, National and international important development policy and legal frameworks. It is by Millennium Development Goals and National Strategy for Growth and Reduction of Poverty.

FAROF continues to seek avenues for productive collaborations for the improvement of her programs which are focused on health, education, empowerment and Child Protection/Gender-Based Programs in Nigeria.

FAROF seek to accelerate her effort further by implementing adolescents and young people living with HIV, HIV prevention, care and treatment service and ending gender-based violence in Nigeria, by engaging young people as Advocate champions in their various community and grassroots individuals.

Finally, it is my sincere hope that this 2017-2020 strategic plan will improve the lives of people in Nigeria and strengthens the organizations structure, I am sure that using all FAROF resource as well as our properly designed and structured programs we are sure that we will meet the need of both local and international requirements.



Ambassador Eunice Adams
Chief Executive Officer
Freehearts Africa Reach Out Foundation (FAROF)

FAROF 2017-2020 STRATEGIC PLAN

3 WHO WE ARE:

FAROF is a registered non-profit Humanitarian Organization that Was founded on the 15Th December, 2011 by Ambassador Eunice E. Adams (Chief Nursing Officer) and other team of great humanitarian hearts as Trustees and health professionals and was officially registered in May 30th 2013 as an NGO under the Part C of the Allied Matters Act (1990) Corporate Affairs Commission, Abuja, Nigeria (CAC/IT/NO 61548).

Our program intervention are spread across our program areas ,these interventions include family planning, HTS, ICT, ART, enterprise development, Harm Reduction Services, to mention but a few.

✓ **FAROF Programs are categorized under Four(4) divisions:**

- **Health**
 - ✚ HIV/STI Programs
 - ✚ Tuberculosis
 - ✚ Maternal Child Health & Nutrition
 - ✚ Malaria prevention program
 - ✚ Water, Sanitation and Hygiene project
- **Community Development/Empowerment**
 - ✚ Women Economic Empowerment project which includes: FAROF Food Bank project, Capacity building project and Enterprise development project; and Provision of food, cloths, educational scholarship & other relief materials to deprived, poor and needy families.
- **Education**
 - ✚ Girl Child Education
 - ✚ OVC
 - ✚ Information communication technology ICT education for health facilities staffs and local communities
- **Child Protection/Gender Base Violence Program**
 - ✚ Gender-Based Violence GBV programs
 - ✚ Child protection/Human trafficking

OUR VISION:

Envision serving as a source to humanitarian excellence, where every child and women's right are protected with improved quality health care, illiteracy and better living standard.

OUR MISSION STATEMENTS:

FAROF 2017-2020 STRATEGIC PLAN

FAROF mission is committed to creating a healthy community for the most disadvantaged children and women through quality health care, education, protection against violence and exploitation, and community development that are sustainable, replicable and appropriate for hard-to-reach-areas.

CORE VALUE

Our core values are: **Excellence** (quality in service delivery), **Humanitarianism** (care for our target individuals), **Transparency** (Openness in our dealings), **Accountability** (responsible and answerable), **Commitment** (dedicated to our service) and **Resourcefulness** (value addition).

FOCUS GROUPS:

FAROF views the following as its target group and stakeholders as well:

- ✓ Children, Women and Youths
- ✓ Local communities
- ✓ Community Base Organizations CBOs
- ✓ National NGOs
- ✓ International NGOs
- ✓ Governments (Ministries, Department and Agencies)
- ✓ Other academic and research institutions
- ✓ Private Sector
- ✓ Funding agencies/grant makers
- ✓ Bilateral and multilateral agencies
- ✓ Policymakers

4 THE PLAN

FAROF's Strategic Plan 2017-2020 consists of 8 goals, 11 strategic objectives and 17 strategies focused specifically on strengthening FAROF programming and operations.

GOALS:

- 1. Goal A: Health Strengthen**
To Strengthen Health service delivery within hard to reach communities in Nigeria.
- 2. Goal B: Empowerment/Economic Strengthen**
To reduce the level of unemployment and poverty in Nigeria.
- 3. Goal C: New Innovation**
To develop new innovative that improve and enhance community participation and projects buy in.
- 4. Goal D: Advocacy**
To build a stronger alliance with other partners, networking and ensure information sharing.

FAROF 2017-2020 STRATEGIC PLAN

5. Goal E: Organizations Capacity

To strengthen the organizations structure and gaps.

6. Goal F: Educational system strengthen

To provide educational support materials and improve the educational system.

7. Goal G: Gender Programming

To strengthen the Organization framework for effectively integrating gender concerns into the organizational agenda and policy domain.

8. Goal H: Child Protection

To strengthen the mechanism for child protection and reduction in human trafficking

FAROF has defined its strategic focus by clarifying its mandate and making thorough analysis of its external and internal environments. To maximize impact of her work, the organization will, over the coming four (4) years, focus on delivering on **seven (7) organizational priorities** namely:

- Networking and information sharing,
- Advocacy and Building strong alliance with stakeholders,
- Capacity building and sustainability,
- Educational support,
- Community empowerment
- Provision of health service delivery (HIV/AIDS, TB, Malnutrition and Malaria) and
- Promoting Child protection & Gender Base Violence programming

Over the four year period 2017-2020, FAROF will focus on the following **STRATEGIC OBJECTIVES**:

STRATEGIC PRIORITY 1: NETWORKING AND INFORMATION SHARING

Strategic Objective: To develop a strong network of Volunteers/Indigenous Adolescents and young people in at least 10 states of Nigeria, 2 Europe countries and 5 Africa Countries, to help enable them to support each other, build their capacities and work collectively in their communities by October 2020.

Result Log Framework

Expected Outcome	Results/Output Indicators	Activities
▪ Effectively and	▪ The community	▪ Recruit Volunteers and

FAROF 2017-2020 STRATEGIC PLAN

<p>efficiently functioning youth network operating unit.</p> <ul style="list-style-type: none"> ▪ Established a Volunteering platform where every persons contribute their quarter effectively to community development. ▪ Established Adolescent and young person's AYP friendly centers in 15 Local government Areas. ▪ AYP Volunteers and Organizations' participates in every implementing programs of FAROF at all project sites. ▪ AYPs serves as champions of change through mentorship programs. ▪ Built capacity of volunteers who mentors other Volunteers through 	<p>networks are equipped with photo camera and listening-radio, so that they could capture all relevant pictures and hear relevant information.</p> <ul style="list-style-type: none"> ▪ Increased capacity of AYPs in communication skills and development of new innovation to improve the network.. ▪ FAROF organizational capacity is strengthened to manage AYP programs. ▪ Information and knowledge are shared among youth members. ▪ Newsletter are produced by the operation unit and are distributed to all its members in terms of sharing information, and to all stakeholders in terms of advocacy. ▪ Recruited an external consultant to provide trainings and capacity strengthen for Volunteers. 	<p>establish a functional Volunteering youth network operating unit, it's to serve as the main mechanism that facilitates the movements and communication among her members and to function to its highest capacity.</p> <ul style="list-style-type: none"> ▪ Strengthen AYP programs at both old and new sites/states by working closely with them ▪ Engage AYP organizations into her programs ▪ Develop the capacity of AYPs in targeted communities. ▪ Hire/recruit a local and external consultant to help provide trainings. ▪ Share all the knowledge and information among the youth members, organize a two-way communication among the youth networks. The community youth network will collect all information happening in their communities and report to the provincial networks who then continue to pass on this information to the
---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

FAROF 2017-2020 STRATEGIC PLAN

<p>Engaged consultants</p> <ul style="list-style-type: none"> ▪ Established social media platform for a two way information sharing purpose/Social Behavioral change and communication-SBCC ▪ Established platform for quarterly newsletter production and dissemination. 	<p>national network.</p> <ul style="list-style-type: none"> ▪ The operation unit will produce the newsletter, in which all information from the community, province, and national levels are included. The newsletters are distributed to all members in terms of sharing information, and to all stakeholders in terms of advocacy. ▪ Equip the community networks with photo camera and listening-radio, so that they could capture all relevant pictures and hear relevant information. ▪ Train network members on collecting information, writing reports, taking photographs. In addition to the two-way communication. ▪ Establish 12 community networks, and 5 provincial networks. These networks will be strengthened with training, monitoring, and back stop from higher network level.
---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

FAROF 2017-2020 STRATEGIC PLAN

STRATEGIC PRIORITY 2: ADVOCACY AND BUILDING STRONG ALLIANCE WITH STAKEHOLDERS.

Strategic Objective: Advocate to build a Stronger and meaningful alliance relationships with partners and community members for an effective and proper networking and establish an information sharing forum where resource mobilization and sustainability of organizational activities/projects will be attained by October 2020.

Result Log Framework

Expected Outcome	Results/Output Indicators	Activities
<ul style="list-style-type: none"> • Built Stronger alliance with effective stake holders (100 within Nigeria “States & Nationally”; 150 international/global stake holders. • Organization growth developed through partnership with other NGOs and government bodies for project sustainability. • Utilization of best practice to develop community and projects through results and learning strategy. • Awarded joint implementation of projects 	<ul style="list-style-type: none"> ▪ Conducted advocacies to identified stakeholders within and outside Africa. ▪ Establish Partnership with relevant stakeholders. ▪ Informed knowledge on best practice ▪ Project proposals prepared with co implementing partners 	<ul style="list-style-type: none"> ▪ Conduct advocacies to all relevant stakeholders and policy makers to attain their by-in and community project ownership. ▪ Invites experienced people from organizations partners both national and international to share their knowledge and experiences, to learn more on community and organizations best practices. ▪ Conduct community dialogues, facilitation, sharing relevant knowledge, information and experiences. ▪ FAROF will work closely with other NGOs and government bodies to address upcoming issues. ▪ FAROF will work as a

FAROF 2017-2020 STRATEGIC PLAN

		consortium with other partners to write proposal and implement same.
--	--	----------------------------------------------------------------------

STRATEGIC PRIORITY 3: EDUCATIONAL SUPPORT

Strategic Objective: To increase the level of educational attainment by children, adolescent and young people (boys and girls) and develop the standard of teaching facilities in the communities in each Local Government areas of States in Nigeria by October 2020.

Result Log Framework

Expected Outcome	Results/Output Indicators	Activities
<ul style="list-style-type: none"> • Improved literacy and numeracy learning for marginalized girls in hard to reach communities. • Increased enrollment and retention of children of school age, especially the “girl child” to attain quality education within primary, secondary and vocational education cycles. • Strengthened educational system. • Functional committees to strengthen the institutional system • Increased awareness on right to girl child education 	<ul style="list-style-type: none"> ▪ Capacity of teachers strengthened ▪ Renovation of dilapidated structures in schools. ▪ Provision of writing materials, transport allowance, to encourage retention. ▪ Number of girl child enrolled in school increased. ▪ Effectively and efficiently functioning committees responsible for ensuring standard of schools and classes are sustained. 	<ul style="list-style-type: none"> ▪ Improve literacy and numeracy learnings for marginalized girls in hard to reach communities. ▪ Promote both formal and non formal education ▪ Conduct training to Teachers in schools and parents at home ▪ FAROF will cooperate with the Ministry of Education and other key stakeholders to help improve children’s ability to access education. Working together with the community and governmental departments, ▪ FAROF will provide support to the public

FAROF 2017-2020 STRATEGIC PLAN

		<p>schools in hard to reach communities and work in the communities and parents to encourage their children to go to school regularly.</p> <ul style="list-style-type: none">▪ FAROF will work with the communities to discuss the value of education for girls, in order to encourage parents in the areas to send their girl child to the closest schools.▪ FAROF will search for grants and other opportunities to increase learning centers and facilities needed in deprived communities, renovated dilapidated structures and build the capacity of more teachers.▪ We will work with the communities' to set up a committee that will help maintain cooperation between the teachers and parents to ensure the standard of learning centers are sustained.▪ FAROF will build the capacities of the committee, so there is a sufficient base for the community to
--	--	------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

FAROF 2017-2020 STRATEGIC PLAN

		<p>work together to help maintain the development of learning centers in their areas.</p> <ul style="list-style-type: none"> ▪ FAROF will enroll new children especially girl child to attend school(formal or non formal settings) and provide free scholarships in the form of feeding, accommodation, writing materials, transport allowance etc.
--	--	---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

STRATEGIC PRIORITY 4: PROVISION OF HEALTH SERVICE DELIVERY (HIV/AIDS, TB, MALNUTRITION AND MALARIA)

Strategic Objectives:

- To Halt and begin to reverse the spread of HIV/AIDS/STI and Tuberculosis by October 2020.
- To improve the nutrition of mothers and children, as well as reduce the number of maternal death rate and illness from various disease/infection by October 2020.
- To Improved health condition and stop the spread of sanitation related diseases and dirty environment in Northern Nigeria by the year 2020.

Result Log Framework

Expected Outcome	Results/Output Indicators	Activities
<ul style="list-style-type: none"> • Reduced percentage of young people and high risk group (PWID, FSW) who are HIV infected. 	<ul style="list-style-type: none"> ▪ Community members received HTS service ▪ Attends HIV Conference in and outside Africa. 	<ul style="list-style-type: none"> ▪ Promote integrative health programs. ▪ Conduct HTS ▪ Develop new strategy

FAROF 2017-2020 STRATEGIC PLAN

<ul style="list-style-type: none"> • Reached 90:90:90 by 2020. • Established an enabling, health environment. • Registered with 10 health networks focused on HIV/TB and Nutrition. ▪ HIV Research conducted for AYPs and adopted nationally.. ▪ Grants Awarded established a changed behavior in community. ▪ Built a referral pathway where all stakeholders capacities are developed and linked together to provide quality service on HIV/STI,TB and GBV 	<ul style="list-style-type: none"> ▪ Capacity of staffs strengthened on HTS. ▪ Number of HIV test conducted. ▪ FAROF has the capacity to conduct survey. ▪ Number of mothers reached with nutrition education and empowered to fend for their children ▪ Organization partenered with on WaSH Projects ▪ Capacity of Community members built on WaSH ▪ Trained Care givers of Malnurished children on food suppliments ▪ Received 10 Grants Award to address integrated health programs, such as HIV Epidemic and TB 	<p>to address bottle necks</p> <ul style="list-style-type: none"> ▪ Conduct research survey to reduce the vulnerability of Adolescents and young people especially ‘girls’ living with HIV epidemic ▪ Reach out to put together resources for grants awards to create huge impact to people living with HIV or TB. ▪ Develop programs that will enable the organization to achieve 90:90:90 both in local, national and international level ▪ Work closely with other partners to reduce the spread of HIV/STI and TB. ▪ Design programs for PMTCT, PWID and FSW. ▪ Search and write proposals for grants award to address HIV/STI. TB and other related cases. ▪ Build a referral pathway for HIV, TB and GBV cases
<ul style="list-style-type: none"> • 75% of poor households are food secure and have proper nutrition. ▪ Source of nutrition for malnourished 	<ul style="list-style-type: none"> ▪ Established FAROF food bank to provide adequate food for poor households. ▪ Acquired Farmland for deprived and poor 	<ul style="list-style-type: none"> ▪ Establishment of food bank that will provide adequate/nutritious food to reduce child malnutrition.

FAROF 2017-2020 STRATEGIC PLAN

<p>children.</p> <ul style="list-style-type: none"> ▪ Grants Awarded established a changed behavior in community 	<p>households in the community to cultivate commercially in other to generate income and meet their dietary needs.</p> <ul style="list-style-type: none"> ▪ caregivers in the community trained on nutrition. ▪ Received grants to address malnutrition 	<ul style="list-style-type: none"> ▪ Capacity building on nutrition to care givers within communities. ▪ Train community member on various nutrition activities. ▪ Promote breastfeeding among lactating mothers except where it is not medically recommended. ▪ Promote commercial agriculture for poor households to enable them generate income and meet their diversified dietary needs. ▪ Search and write proposals for grants award to address Malnutrition,
<ul style="list-style-type: none"> • Increased access to and utilization of safe water and sanitation facilities at the community and institutional levels especially schools. • Registered with effective Water, Sanitation and Hygiene WASH network groups . ▪ Community members with changed behavior on WaSH and its effect in the community. 	<ul style="list-style-type: none"> ▪ FAROF registered with the State/National WASH related network group. ▪ Partnership with other WASH organizations established. 	<ul style="list-style-type: none"> ▪ Register with WASH related network group. ▪ Design a WASH project and receive award for implementation in Nigeria. ▪ Link FAROF to other WASH organizations in North west region of Nigeria. ▪ Search and write proposals for grants award on WaSH.,

FAROF 2017-2020 STRATEGIC PLAN

STRATEGIC PRIORITY 5: ORGANIZATIONAL STRENGTHENING AND SUSTAINABILITY

Strategic Objectives:

- To Strengthen Staffs capacity and organization structure and close gaps by October 2020.
- To build a stronger monitoring and evaluation strategy by October 2020.
- To establish a new board member, office setting and activities implementation in at least one African country other than Nigeria by the year 2020.

Result Log Framework

Expected Outcome	Results/Output Indicators	Activities
<ul style="list-style-type: none"> • A well-built organizational structure established and operational. • Updated Website and Technological platform for sustainable Volunteering services worldwide. • Established a functional resource mobilization Unit that raise continuous resources for the foundation. 	<ul style="list-style-type: none"> ▪ FAROF staffs, volunteer/interns capacity strengthened on managing the organization programs. ▪ FAROF website functional with frequent updates on implementing activities. ▪ Organizational assessment conducted to close gaps. ▪ Established a RMU of the foundation 	<ul style="list-style-type: none"> ▪ Hire volunteers/interns to learn and assist and support staffs in order to manage their jobs with quality. The Staffs in turn builds the capacity of volunteers/interns by providing on-the job training and assistance as needed. ▪ Establish, and identify persons for the Resource Mobilization Unit-RMU of the Foundation. ▪ Develop a functional website and well updated of all information related to implementing activities, train a staff on website development skill and how to manage the website. in order to ensure quality and frequent updates. ▪ Recruit/hire a professional consultant

FAROF 2017-2020 STRATEGIC PLAN

		<p>to build the capacity of staffs and management, gaining knowledge and insights into organization management and program development. On-the-job training is provided as well as workshops on effective fundraising.</p> <ul style="list-style-type: none">▪ Invites experienced people from organizations partners both states, national and international to share their knowledge and experiences, so that the staffs are able to learn more on organizations best practices.▪ Develop new initiatives focused on strengthening the organizations structure.▪ Establish a committee members within the organization to make dialogue with other partners, youth network, government, local authorities, and civil societies to provide their volunteer professional skills in building FAROF▪ Conduct self-assessment to determine organizational capacity gaps.
--	--	----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

FAROF 2017-2020 STRATEGIC PLAN

		<ul style="list-style-type: none"> ▪ Organize programs to address the gaps. ▪ Conduct annual organizational assessment to identify and address its gaps. ▪ Build the capacity of staffs and volunteers in dialogue skills, facilitation, knowledge of projects and FAROF policies, etc. To build their capacity, FAROF will conduct performance assessment and capacity need assessment. ▪ Train staffs on IT and documentation basics.
<p>Strengthened Monitoring and evaluation system of the organization.</p>	<ul style="list-style-type: none"> ▪ Ensure that monitoring and evaluation requirements are complete. ▪ Community volunteers are trained as M&E officer to assist in monitoring implementing activities within the communities. ▪ Number of review meetings and workshops held. 	<ul style="list-style-type: none"> ▪ Develop and adopt a management information system for all projects. ▪ Train community volunteers as M&E officers to assist to monitor implementing activities within their communities. ▪ To measure our success. FAROF will use quarter monitoring base in which our monitoring and evaluation tools including logical framework, timeframe, budget plan, regular monthly meeting, regular quarterly report,

FAROF 2017-2020 STRATEGIC PLAN

		<p>six month review meeting, yearly review workshop, midterm evaluation, and final program evaluation workshop. With these tools,</p> <ul style="list-style-type: none">▪ Involve all stakeholders and beneficiaries in the six month review meeting, yearly view workshop, midterm, and final program evaluation.▪ Ensure project provides a feed back▪ Engage an external independent evaluation to measure how far we have bounced, success and failure we made and the recommendation for the improvement.▪ At the end of the year, an important workshop is conducted to reflect what has been done, impacts, challenges, good practices, and recommendation. This annual workshop is conducted in every year with full participation from all stakeholders, networks representatives, and other relevant partners.▪ A midterm evaluation will be conducted to review this strategy and
--	--	------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

FAROF 2017-2020 STRATEGIC PLAN

		<p>provide recommendation for the last three years implementation. And at the end of this four year plan, a final evaluation will also be conducted in terms of revealing the impacts, lessons learnt, and recommendations to share to all partners, as well as the other relevant stakeholders.</p>
<p>Having offices and project works in Minimum of 5 states in Nigeria, 3 African countries and 2 Europe countries.</p>	<p>FAROF is legally recognized and registered with relevant ministries in 5 states and African country and 2 Europe countries.</p>	<ul style="list-style-type: none"> ▪ Selection of new Board Members as advisory board. ▪ Removal of non-active board members. ▪ Strengthen and equip FAROF office space with needed mechanism. ▪ Registration of FAROF and creation of Office space in at least three Africa country and 2 Europe countries..

STRATEGIC PRIORITY 6: PROMOTING CHILD PROTECTION AND GENDER PROGRAMMING (ENDING GENDER BASE VIOLENCE)

Strategic Objective 6: To engage young people in local, national and international level to campaign towards child protection, human trafficking and ending violence against children and young people, especially adolescent girls and young women by October 2020.

Result Log Framework

Expected Outcome	Results/Output Indicators	Activities
------------------	---------------------------	------------

FAROF 2017-2020 STRATEGIC PLAN

<ul style="list-style-type: none"> • Reached 70% GBV Victims and addressed gender violence cases. • Published human trafficking Action research that affects women victims 	<ul style="list-style-type: none"> ▪ Capacity of staffs on gender issues strengthened. ▪ FAROF registered with the Human Trafficking Network. ▪ Gender mainstreamed in FAROF policies and programs. ▪ Have an action plan for human trafficking that is women victim focused 	<ul style="list-style-type: none"> ▪ Encourage to involve the same amount of women and men (50%=50%) as project beneficiaries and engagement in activities such as trainings, campaigns etc. ▪ Integrate gender issue during all project dialogues. ▪ Conduct action research on Returned Women Trafficked Victim-RWTV ▪ In all projects, gender matter must be highlighted to be the point for the discussion toward the improvement. ▪ Sensitize community members on gender norms, Conflicts resolution and violence against young women and girls. ▪ To be able in addressing the gender mainstreaming issues and to integrate gender perspective to the program implementation, all FAROF staff and volunteers will be trained on this matter prior to the commencement of the program
----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

FAROF 2017-2020 STRATEGIC PLAN

		<p>implementation. A professional person working in gender issue will be invited to train them and also to help in monitoring the gender issues in the program implementation.</p> <ul style="list-style-type: none"> ▪ Register FAROF with Human trafficking network and extend implementation of human trafficking project to other states.
--	--	--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

STRATEGIC PRIORITY 7: COMMUNITY EMPOWERMENT

Strategic Objective 7: To strengthen the economic system and reduce the level of unemployment, poverty and hunger in our society by October 2020.

Result Log Framework

Expected Outcome	Results/Output Indicators	Activities
<p>Empowered deprived and poor households with vocational skills, startup tool kits; financial education and formation of cooperative groups which enables them to be economically stabled.</p>	<ul style="list-style-type: none"> ▪ 3500 poor households are enrolled into various vocational skills. ▪ 3500 deprived and poor households are trained on financial literacy. ▪ 60 saving schemes are established for poor households for sustainability. ▪ 20 cooperative societies established and operational 	<ul style="list-style-type: none"> ▪ Engage community household on vocational skills, empowerment programs. ▪ Train deprived and poor household on financial literacy and saving schemes. ▪ Design and implement other forms of empowerment activities to improve the livelihood of deprived and needy communities.

Other Outlined activities include.

FAROF 2017-2020 STRATEGIC PLAN

- a. Register with other Networks for coalition purpose
- b. practice a quality service delivery activities
- c. Conduct training on leadership principles, Information Communication technology know how and health related matters in line with the organization mission statement and programs
- d. Develop and implement a communication intervention medium
- e. Develop and maintain a state-of-the art and user friendly website and other social network group chat
- f. Establish and run District and Regional Forums
- g. Develop and disseminate Social Behavioral Change and communication-SBCC materials
- h. Conduct organizational capacity assessment to FAROF members and other community groups
- i. Identify a resourceful mobilization strategy and strategy for policy engagement and advocacy.
- j. Conduct Action Research on health and strategically selected issues.
- k. Raise more funds to implement programs reaching more lives positively.

To successfully accomplish these strategic objectives FAROF will make use of the following **Strategies.**

- Initiate an Integrated program approach.
- Initiate a community participatory and outreach approach
- Establish a stronger alliance and dialogue with community leaders, stake holders, Nongovernmental Organizations, Religious leaders as well as relevant Ministries, Departments and Agencies.
- Establish community network members within hard to reach area.
- Mobile HTS
- Peer education
- Establish a feedback mechanism
- Resourcefulness
- community mobilization
- Advocacy
- Family Planning Techniques(Condom promotion and contraceptives)
- Identify and develop strategies to increase linkage to care and use of ART; maximize adherence to ART and retention in care; reduce transmission risk behaviors and provide partner services
- Identify drivers of Mothers and Child health Programs incidence in priority populations (as identified in the MDG goals)
- Implement and evaluate effective behavioral and structural technologies, interventions and strategies at scale to maximally reduce HIV/AIDS infection amongst PWID and general populace
- Develop an electronic medical record system EMRS and Establish an ICT medium of communication

FAROF 2017-2020 STRATEGIC PLAN

- Create friendly centers for family planning system and collection center of condoms and contraceptives.
- Income generating activities IGA.
- Create a stronger relationship with media personnel and other social groups

FAROF will design and implement a user-friendly monitoring and evaluation to track progress of all project implementation and execution, each state log frame matrix will be adopted to serve as an important tool for monitoring and evaluation.

Over the coming four years 2017-2020, the organisation requires human, material and financial resources to be able to accomplish its strategic objectives. For efficient and effective implementation and management of the programme, FAROF will need to maintain the existing and recruit additional members of staff and volunteers. Selection and recruitment will be base on a rigorous job analysis, thorough job descriptions and job specification.

The organization needs material resources to implement programme activities efficiently and effectively. Such material resources include, but not limited to, vehicles, computers, printers, digital camera, overhead projector and power point machines, Flip chart stands, photocopier, binding and lamination machines and stationery. The organisation has secured plots of land but need funds to construct an office building.

5 BENEFICIARIES AND GEOGRAPHICAL FOCUS:

The main beneficiaries will include Children, women, youths and the communities they serve. The other beneficiaries will include but not limited to Local Government Authorities, School teachers, Ministries, Departments, Agencies and other Civil Society Organisations.

The services and activities of FAROF will cover all the **regions in Nigeria** and have office space in at least 10 states, with her head office located in northern west region (Kaduna State), project offices shall be open in each Local government areas in a state where projects is being awarded and expands to other **Africa countries** as funding is made available

6 PROJECT IMPLEMENTATION METHODOLOGIES

The Foundation will use Community participatory methodology and communication intervention in the design, development, implementation and evaluation of its activities.

7 FAROF WORKING STRUCTURE

IMPLEMENTATION AND MANAGEMENT ARRANGEMENT

Organization Management

FAROF is facilitated by its operation unit and managed by its by-law, which is upheld by the board of directors, composed of five people. Board of trustees, composed of 8 people. The

FAROF 2017-2020 STRATEGIC PLAN

operation unit which runs the association is run by the management team which includes the CEO, Program Manager, and M&E Manager, Financial and Administrative manager. A policy and internal regulation under the provision of the by-law was developed and approved by the board of directors and trustees, in order to provide guidance for the operation unit. In the FAROF policy, the frameworks of the financial issues were determined in order to provide transparency to the staff, members, partners, and donors.

Board of Trustees

The board of trustees will serve as the advisory board of FAROF, will provide all paramount advise, suggestion and recommendation to the operating unit of the organization and will meet 4times in a year (quarterly). Will review and approve annual budget submitted by the Board of directors.

Board of Directors

The board of Directors shall be the supreme governing body responsible for programmatic oversight. This organ will be responsible for approval of annual plans and review of physical and financial progress reports.

Committees (Technical Advisor, Advocacy and Resource mobilization)

A 3 board committee board will be formed from amongst the board members and directors, which shall comprise of: Advocacy, technical and resource mobilization committee. And cab hired as part-time or full time consultant to assist FAROF in managing its organization including fund raising, capacity building, and activities implementation.

Founder

The founder of FAROF is also the secretary to the Board of FAROF trustee and the CEO/Chief of the operation unit. As a Chief/CEO of the operation unit, she is to ensure the implementation of this program strategy with FAROF 6 core values.

She has roles in supervision of all staff in the operation unit. She therefore is also accountable to the donor with the board of director/Trustees. However, she is under the supervision of the board of Trustees, and in important cases, she could not make decision alone unless the active board of trustee members agree.

Chairman

FAROF by-law, FAROF Chairman is elected by all the members in the general assembly every three years and can work for a period of 3years and renewable.

FAROF 2017-2020 STRATEGIC PLAN

At the moment Ambassador (Mrs.) Eunice Adams handed chairmanship to a **Member** at the 2017 congress meeting, She desire to be focused in running the day to day activities of the organisation, while she put a male to front the fight for women rights. Mr Farouk Yusuf will be the Chairman of FAROF. He is a strong commitment person, fast learner, and has strong leadership. Holding several skills on NGO affairs, he used to work for some organizations and recently with Society For Family Health-SFH.

The Operation Unit

In FAROF by-law, the operation unit is the secretariat of the organization who facilitate meetings and the involvement of all FAROF team/ members. The operation unit is managed by the CEO, assisted by special assistant to the CEO, and run by its own staff with support or assistance from the active board of trustee members. The operation unit works for both supporting and facilitating the members as well as to run the programs. The staffs of the operation unit are all paid in accordance with their quality and experiences. The operation unit must be locate in Nigeria as decided by board members as the head office of the organization, and shall have branches in other African countries and Europe in the future. Project Offices can be created in various communities, local government areas or state during award of contract, the operation unite has the right to recruit staffs based on the approval from the CEO.

60% of female will manage the day to day running of the organization. The project Coordinator/program manager will be in charge of managing the organization awarded projects, such as programme design, implementation and management towards accomplishment of strategic objectives.

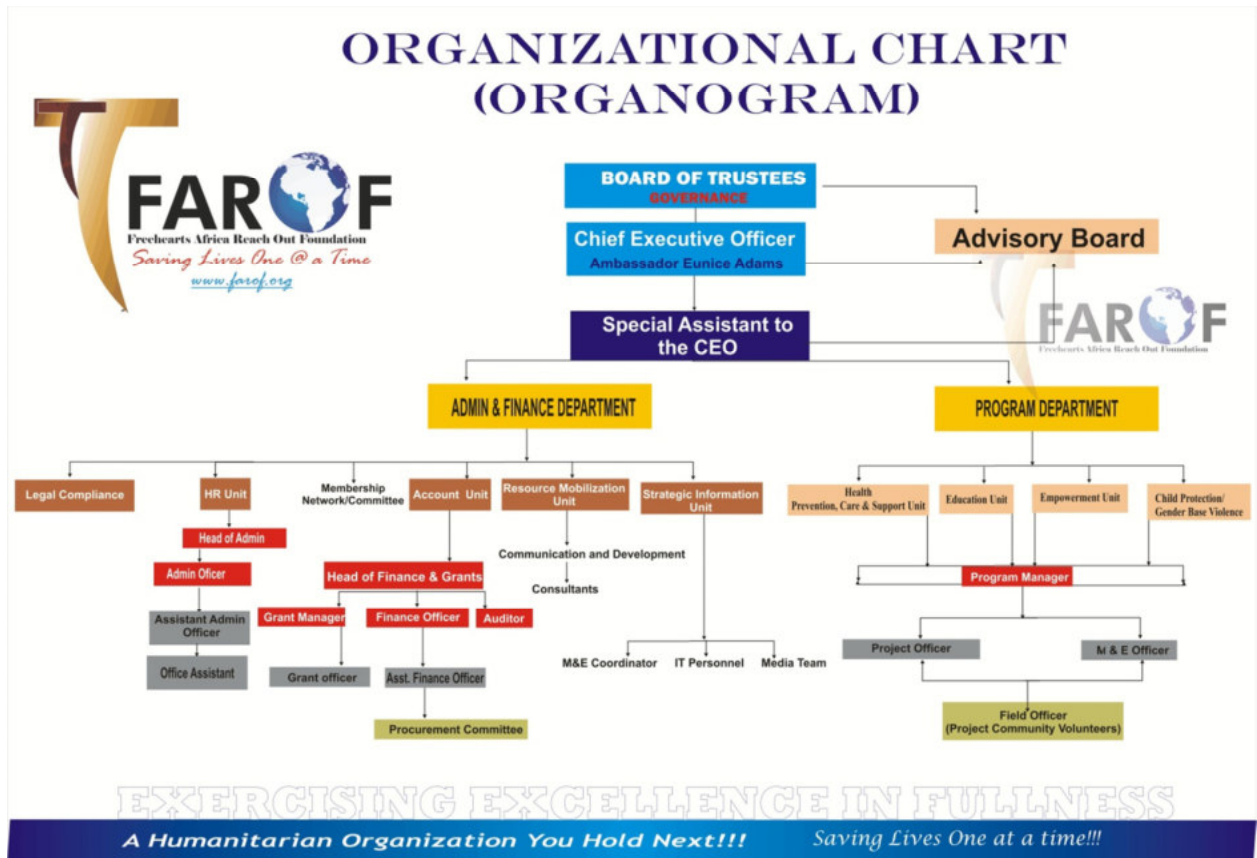
The project Team leaders will coordinate, implementation and management of their respective programmes and activities. Efforts will be made to create team spirit and create good work climate for increased productivities of staff and partners we work with. The organisation shall constitute adaptive committee for special project and programme such as the Community Development Leadership (CDL) to provide technical oversight and advisory support for efficient and effective project cycle management.

For security purpose, the operation unit will need a guard and an office assistance to clean the office.

Here are the following available operation Departments:

1. Admin and Finance Department
2. Program Department

FAROF 2017-2020 STRATEGIC PLAN



8 CONSTRAN

FAROF is cognisant of the fact that some factors outside its control can negatively impact upon its programme implementation and management thereby constraining realisation of its planned objectives. These factors popularly known as risks and assumptions need to be identified, monitored and managed for successful programme cycle management and institutional development. The risks and assumptions to be monitored will include, but not limited, to the following:

- The country continues being politically Unstable
- Community members proving adamant to participatory attitude
- Policy and Legal frameworks for Civil Society activities remain favourable.
- Financial Resources will be available.
- Capacity building service providers will be affordable.

FAROF 2017-2020 STRATEGIC PLAN

9 MONITORING AND EVALUATION

Monitoring and Evaluation will be one of the core principle and functions of FAROF. The organization will design and implement a user friendly monitoring and evaluation to track progress of project.

Each state log frame matrix handled by the ministry of the state and the National body will be adopted for each project.

The organization will make use of a variety of indicators at both program levels. Such markers of progress will entail qualitative, quantitative, process and impact indicators.

The Monitoring and Evaluation system will entail a data collection system that is timely, reliable and flexible enough and modular to allow indicator information to be part of the same database. Such data will be computerized to ease cross referencing of activities, intermediate results, and outputs. This will show how the different components of the programme are performing. The M&E system will have the capacity to:

- Track programme activities through routine data collection.
- Examine achievement of programme activities against planned activities.
- Guide the coordination and implementation of programme activities.
- Measure the extent of achievement of programme outputs and outcomes through the Design or adopting indicators for all projects to be implemented.
- Assess the actual change in target indicators against set benchmarks.
- Assess the impact of the programme.

The organisation will adopt participatory Monitoring and Evaluation for shared accountability and learning. Both physical and financial progress reports will be prepared, shared and documented for learning and adaptive programme cycle management. The programme officers will be responsible for monitoring the implementation of their activities. The Finance and Administration Officer will be responsible for day to day monitoring of financial and material resources.

Management meetings will be held weekly during which updates will be presented and discussed. The Management Team will also meet monthly and quarterly to review progress and at the same time compile Board Papers to be presented during the Board Meetings. Progress reports will comprise weekly updates, monthly, quarterly, semi-annual and reports. Weekly updates and monthly reports will be used internally while quarterly, semi-annual and annual reports will be shared among key stakeholders including donors and the state governments of Nigeria.

FAROF 2017-2020 STRATEGIC PLAN

Both mid-term and terminal evaluation will be carried out to take stock of the extent to which programme objectives have been achieved. Both evaluations will be led by external evaluators who will be selected jointly between FAROF and Partners/donors.

Success Measures Template:

Project Outcomes and Measures

FAROF uses this Template format to measure its Strategic Plan success, by listing her expected project outcomes and how it will be measure. The information below will form the basis of the project performance criteria in funding agreement.

Project Outcomes <i>Measures of Success:</i>	Performance Measures	Means of Verification

Proposed Success measures will be designed base on previous years and shared base on request.

Plan Monitoring, Reviews and Evaluation

Participatory monitoring, reviews and evaluation will be conducted periodically to ascertain the impact, effectiveness and relevance of all strategic priorities that are contained this Plan. The monitoring and evaluation framework will adopt a results-based approach and will capture achievements made, document lessons learned during the strategy period and widely share learning with all our stakeholders.

Some of the monitoring tools and systems that will be put in place include:

Quarterly Reviews and Analysis: There will be quarterly review meetings targeting the implementation teams who shall provide updates and progress reports on the implementation of the planned activities.

Annual Review meetings: Representatives from the implementation teams will hold annual review meetings from which annual updates shall be share and comprehensive progress reports and plans for the following year mapped out.

Enhanced Financial Management Systems: Internal financial management will be enhanced through the establishment of controls in the receipt, storage and use of financial resources to ensure enhanced accountability and transparency.

External Audits and Evaluations: FAROF will ensure that timely annual external audits are conducted while at the same time strengthening internal controls.

A mid-term external evaluation: This will be carried out in the middle of the third year in the life of the Plan. This evaluation activity will endeavor to assess the level of achievement of the outcomes as envisaged by the Strategic Plan at its inception.

FAROF 2017-2020 STRATEGIC PLAN

Summative external evaluation: Towards the lapse of the Plan period a Summative Plan Evaluation exercise will be carried out and its outcomes and key learnings used to inform the planning process and activities for next Strategic Plan for FAROF.

Feedback and Information Sharing: FAROF will enhance information sharing at all levels. Lessons learnt will be documented and shared not only internally but also with other key stakeholders.

10 General Expected Outcomes

- a. Having offices and project works in Minimum of 5 states in Nigeria and 2 African countries.
- b. Established Adolescent and young person's AYP friendly centers in 15 communities.
- c. Built a well-structured organization
- d. Built FAROF permanent office Space(FAROF Complex) with accommodation for staffs
- e. Reached 65% of PWID in hard to reach communities
- f. Reached 70% GBV Victims and addressed gender violence cases.
- g. Deprived Children in schools are reached with educational support materials
- h. Empowered deprived and poor households with vocational skills, startup tool kits and financial education.
- i. 90% community members reached with HTS
- j. 60% young women and families reached with family planning programme
- k. 60% Adolescents and young women who are victims of Vesico-vaginal fistula(VVF) reached with treatment and prevention package.
- l. 65% of ICT literacy within these hard to reach areas of states LGAs
- m. Wider awareness of Our objectives through media, social networks, community network members and other form of participation from local partners
- n. Stronger alliance with effective stake holders (100 within Nigeria "States & Nationally" and 15 international/global stake holders
- o. Care and support for the poor and needy children and mothers within these states.
- p. Established FAROF FOOD BANK Project in Nigeria
- q. Awarded Minimum of 15 grants throughout the four years plan.
- r. AYP girls especially, can access education and retained in school

11 SWOT ANALYSES

SWOT (strength, weakness, opportunities and threat)

SWOT Analysis

<p>Strength</p> <ol style="list-style-type: none"> 1. Highly skilled in ICT capacity (Strong ICT Base) 2. Availability of Inventory software tools for inputting Office inventory list 3. Community involvement and participation(communities easy accessibility through community participatory approach) 4. Availability of Hard copy printed out Policies guiding the Organization 5. Availability of annual budget 6. Experienced and professional/Technical work team both on health and ICT With over 25years working experience(Human resource capacity) 7. Women owned(Woman as head of Organization and heads of program units) 8. Functional organizational structure. 9. Operational, Well equipped and furnished offices on project implementation sites 10. Strong relationship build and developed team spirit working communities 11. Multi tasking working team 12. Communication/information Strategy 13. Excellent M&E record system using EMR System 	<p>Weakness</p> <ol style="list-style-type: none"> 1. Spent extra resources to follow up executed projects even at the end of funding 2. Spend over time for project perfection 3. Inability to completely leave/let go a community even after the end of project. 4. Spend much resources(outside of the funding budget) to acquire more trainings required for project success 5. High level of staff turnover and week capacity among the satellite offices. 6. Lack of proper incentive package and additional staff rights. 7. Huge capacity gap among the staff, as result few of the staff are overloaded with deliverables and activities.
<p>Opportunities</p> <ol style="list-style-type: none"> 1. Use of ICT (social media, SMS etc) to track the HIV virus, flexible documentation, data management and creation wider awareness. 2. Strong acceptability and Network in the 	<p>Threats</p> <ol style="list-style-type: none"> 1. As the communities and local authorities remain deeply divided along clan and regional lines, this creates an environment where rumours and misunderstandings regardless of their

FAROF 2017-2020 STRATEGIC PLAN

implementation of projects in community.	authenticity can undermine the vision and mission of a neutral organization such as FAROF 2. General insecurity and uncertainty in Nigeria. 3. Potential donor interest changes.
------------------------------------------	----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

12 BUDGET

The Foundation is principally funded by assessed contributions made by its members, the assessed contributions, along with other income such as project specific income received as grants to the Foundation, provide the resources for the annual budget which is approved by the Executive Committee and endorsed by the Board of Governors.

The introduction of performance based Budgeting has resulted in a more integrated approach to allocating resources across the organisation, with activity-based budgeting undertaken by management and staff as part of its annual planning and budgeting cycle.

The Foundation's fiscal year runs from 1st January to 31st December. The Foundation's resources are allocated to project activities, the grants programme, and to management and support costs. The allocation of resources is based on expected outcomes and outputs and the financial, human and materials commitments required achieving these outputs.

The resources expended during the year are audited annually by a chartered accounting firm appointed by the Audit Committee, a subcommittee of the Board. The audited financial statements are prepared in accordance with the Nigeria Financial Accounting Standard Board. The accounts are approved and signed by the Chairperson of the Foundation on behalf of the Board of Governors.

FAROF 2017-2020 STRATEGIC PLAN

FREEHEARTS AFRICA REACH OUT FOUNDATION

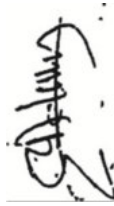
MINIMUM ESTIMATED 4 FISCAL YEAR PROJECTION OPERATING BUDGET WORKSHEET

DESCRIPTION	FISCAL YEARS-FY				ESTIMATED AMOUNT TOTAL
	FY2017	FY2018	FY2019	FY2020	
ESTIMATED INCOME:	₦	₦	₦	₦	₦
Grants(contract INGO)	15,500,000.00	64,000,000.00	128,000,000.00	135,000,000.00	₦ 342,500,000.00
Donations	900,000.00	3,000,000.00	1,200,000.00	2,500,000.00	₦ 7,600,000.00
Fundraising(inkind/monetary)	2,500,000.00	2,800,000.00	3,300,000.00	4,000,000.00	₦ 12,600,000.00
Interest	-	-	-	-	
Other Income	1,100,000.00	2,200,000.00	2,500,000.00	3,500,000.00	₦ 9,300,000.00
TOTAL	20,000,000.00	72,000,000.00	135,000,000.00	145,000,000.00	₦ 372,000,000.00
ESTIMATED EXPENDITURE:					
HR Benefits/Organizational Development Costs	2,200,000.00	3,900,000.00	5,700,000.00	8,100,000.00	₦ 19,900,000.00
Programs/Activities Cost	1,200,000.00	52,900,000.00	112,900,000.00	114,000,000.00	₦ 281,000,000.00

FAROF 2017-2020 STRATEGIC PLAN

Travel	1,200,000.00	2,000,000.00	3,000,000.00	4,000,000.00	
Administrative Office Running Costs	1,700,000.00	5,400,000.00	6,000,000.00	8,500,000.00	₦ 21,600,000.00
Staffing Costs	1,700,000.00	6,900,000.00	8,300,000.00	10,000,000.00	₦ 26,900,000.00
TOTAL	8,000,000.00	71,100,000.00	135,900,000.00	144,600,000.00	₦ 359,600,000.00
SURPLUS/DEFICIT	12,000,000.00	900,000.00	(900,000.00)	400,000.00	₦ 12,400,000.00

Sign by Management: Ambassador Eunice Adams/CEO



FAROF PLAN 2017 – 2020 (HEALTH, EDUCATION, COMMUNITY DEVELOPMENT & CHILD PROTECTION/GBV)

13 MANAGEMENT PLAN

This Plan will be “LIVE” and will need to be reviewed and updated at least annually by FAROF Board and Executive Management Team.

14 THE ACTION PLAN

This is the most flexible part of FAROF Plan. It is the part that we use to stay focused, keep the Team from being overwhelmed, and make sure that we stay on track with our goals. We have designed a template which is to help break down FAROF objectives and goals into manageable chunks! we Plan to “replan.” as this action plan is reviewed/updated at least every few months to check in on progress.

Kindly request for programme Action Plan for each Fiscal Year-FY

Copy right Notice 2017

This is solely the strategic plan of the Freehearts Africa Reachout Foundation FAROF and may be reviewed by external body and used as a guide under the authority of the Board of Governors of the Organization.



Follow us up on:

<https://www.pinterest.com/freeheartsafricareachoutfounda/>

<https://www.linkedin.com/in/freehearts-africa-farof-03b863152/>

(CAC/IT/NO 61548)

SAVING LIVES ONE AT A TIME

www.farof.org

Email: info@farof.org

**FAROF PLAN 2017 – 2020 (HEALTH, EDUCATION, COMMUNITY DEVELOPMENT &
CHILD PROTECTION/GBV)**

<https://plus.google.com/116894875245466130578>

<https://www.instagram.com/freeheartsafrica/>

<https://www.facebook.com/FAROFNigeria/>

<https://twitter.com/FAROFNIGERIA>

**For more information or to arrange a meeting
Visit our website or Contact FAROF Secretariat.**

(CAC/IT/NO 61548)

SAVING LIVES ONE AT A TIME

www.farof.org

Email: info@farof.org