

# Strategic Plan

## 2017-2021

Youth Initiative for Sustainable Human Development in Africa (YiSHDA)



## **PREFACE**

I am pleased to present Youth Initiative for Sustainable Human Development in Africa (YiSHDA) Strategic Plan 2017-2021. The plan constitutes the framework that outlines the overall priorities of YiSHDA for the five (5) years period and provide guidance for program formulation and prioritization. It also provides space for YiSHDA to play its unique role especially with respects to create a sustainable platform for young people.

This Strategic Plan represent a turning point in the very way YiSHDA plans, implement and monitor its work. The plan is fully results based and focused on delivering concrete and clearly measurable results. I also note with satisfaction the excellent teamwork and degree of participation that has characterized the strategic plan development process.

I take this opportunity to express gratitude for the efforts and inputs of all YiSHDA team members and to all our partners and stakeholders. You are highly appreciated.

**Joseph Emmanuel Yaba**  
Executive Director/Founder

## EXECUTIVE SUMMARY

YiSHDA brand today is under-leveraged and is not delivering to its full potential. There is a need to revamp YiSHDA's image, review its programmes and develop an operational strategy to guide its activities in the medium term.

Significant opportunity also exists to leverage technology to improve on the delivery of YiSHDA message and its engagement of stakeholders.

- Impact reporting
- Donor, alumni and volunteer mobilization
- Content delivery etc.

YiSHDA can develop additional income-generating opportunities to supplement donor funding and reduce its dependence on donors. It will also go a long way to strengthened YiSHDA's organizational capability needed for effective operations.

## Current Position Assessment

SWOT Analysis indicates that YiSHDA runs highly impactful programs and has an enthusiastic team members, volunteer and alumni base. However, there are obstacles preventing the organization from reaching its full potential.

### Strengths

- High quality modules and transformational programs
- Strong brand equity
- Partnerships across and within Nigeria
- Passionate and committed workforce/alumni /volunteers
- Guidelines and policies - staff handbook, travel policy and communication
- Registration with the Federal Government of Nigeria
- Working Equipment - Laptops, printers, projectors, Phones and Cameras
- Experienced Board of Advisers and Trustees

### Weaknesses

- Poor visibility and under-utilized brand equity
- Low staffing and volunteer workforce base
- Inadequate funding for programs
- Poor data collection and knowledge management system
- Inadequate stakeholder management

### Opportunities

- Developing Partnerships with other NGO, Government and Media
- Opportunity for Expansion
- Untapped Fundraising constituencies
- Sustainable Youth Programs/platform
- Enjoy increasing attention from stakeholders: donors, government, and other stakeholder groups

### Threats

- Shrinking donor base, scarcity of funds
- Staff turnover especially of volunteers that leave after being trained
- Competition and increasing entrant of new nonprofits, who will further erode market/funding opportunities
- Government Policies
- Human resources
- External funding

From the SWOT analysis, it is noted “as YiSHDA’s strengths increase, threats decrease. And as YiSHDA’s weakness increase, opportunities decrease. If YiSHDA has an area of strength which is also an opportunity, then it should be an area of priority”.

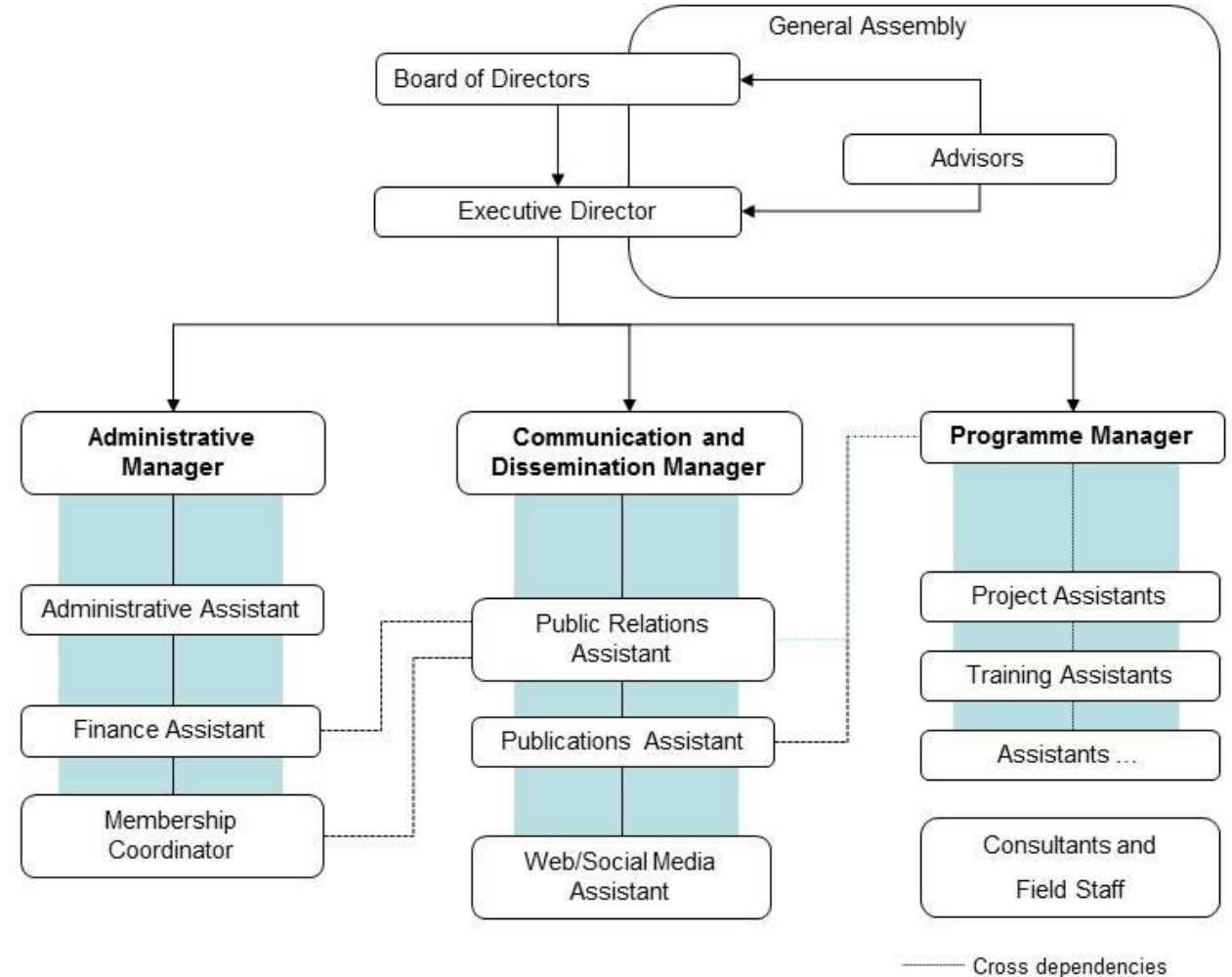
Opportunity exploration – It is crucial that YiSHDA continue to seek ways to strengthen the opportunity of being in the library such that if management changes, YiSHDA would not be easily dispensable.

## Organizational Structure

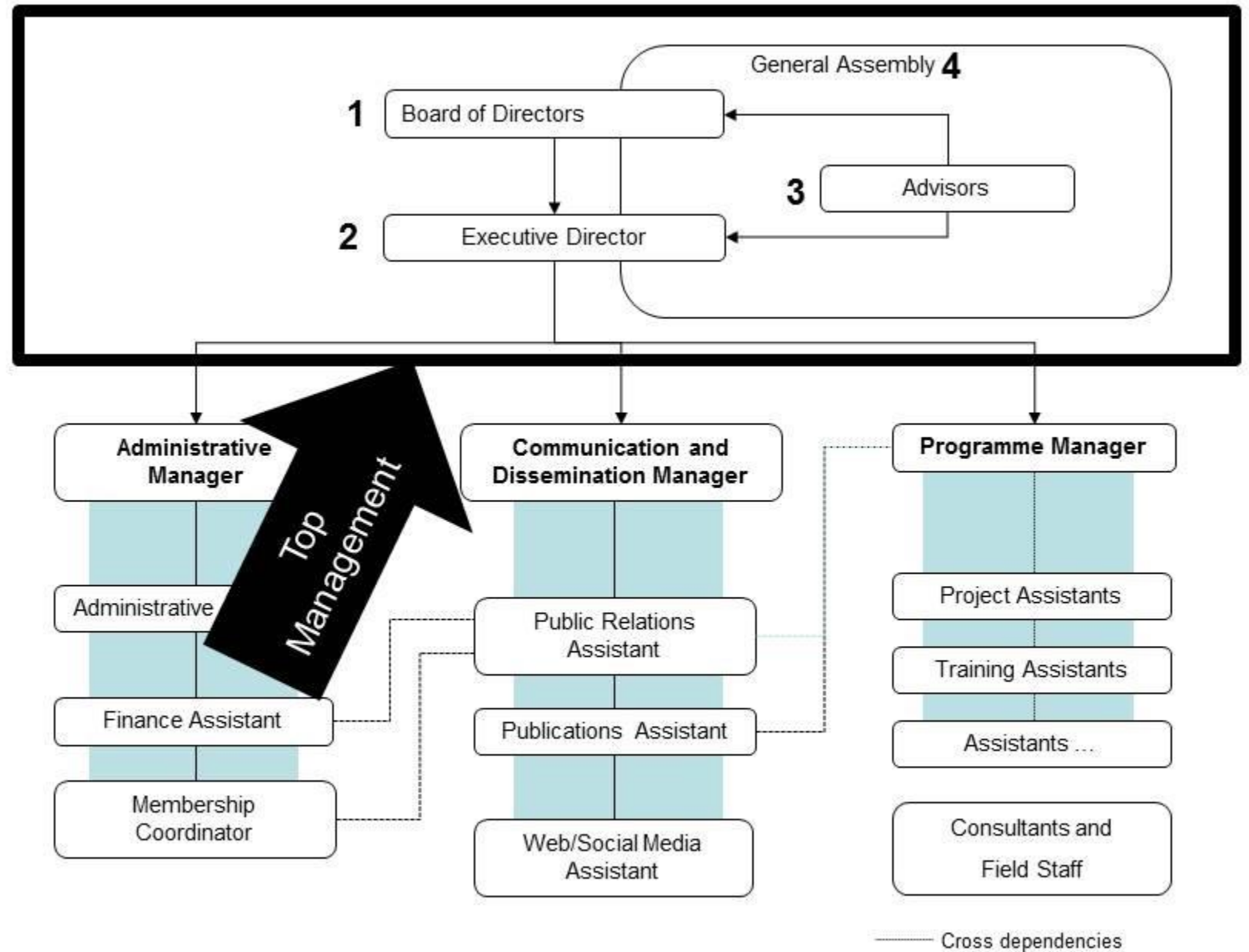
We propose the following organizational structure and arrangements for YiSHDA to ensure adequate and effective implementation of activities.

Organizational structure is important for the growth of YiSHDA and to provide guidance and clarity on specific human resources issues, such as managerial authority.

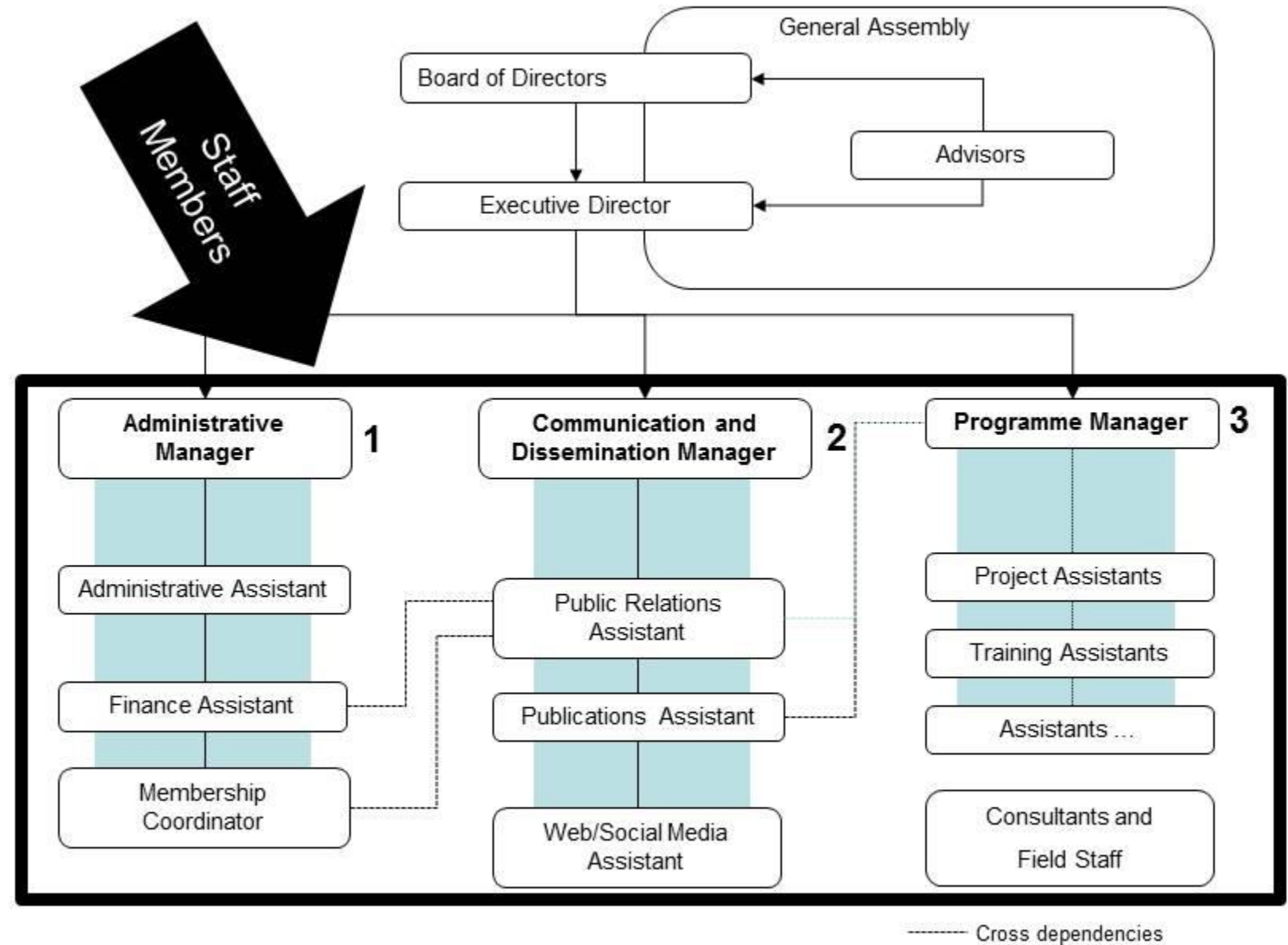
The main purpose of YiSHDA's organization chart is to show the structure and chain of command within YiSHDA. It is a useful management tool that helps organize the workplace. In general, YiSHDA's charts place the top official or department at the head of the chart, with others following below in levels.



YiSHDA's top management team should be effective in making decisions that affects everyone from the Executive Director down to Staff Members.



YiSHDA's should effectively engage its staff members in organizational operations which will in turn help in producing quality and effective outcomes.





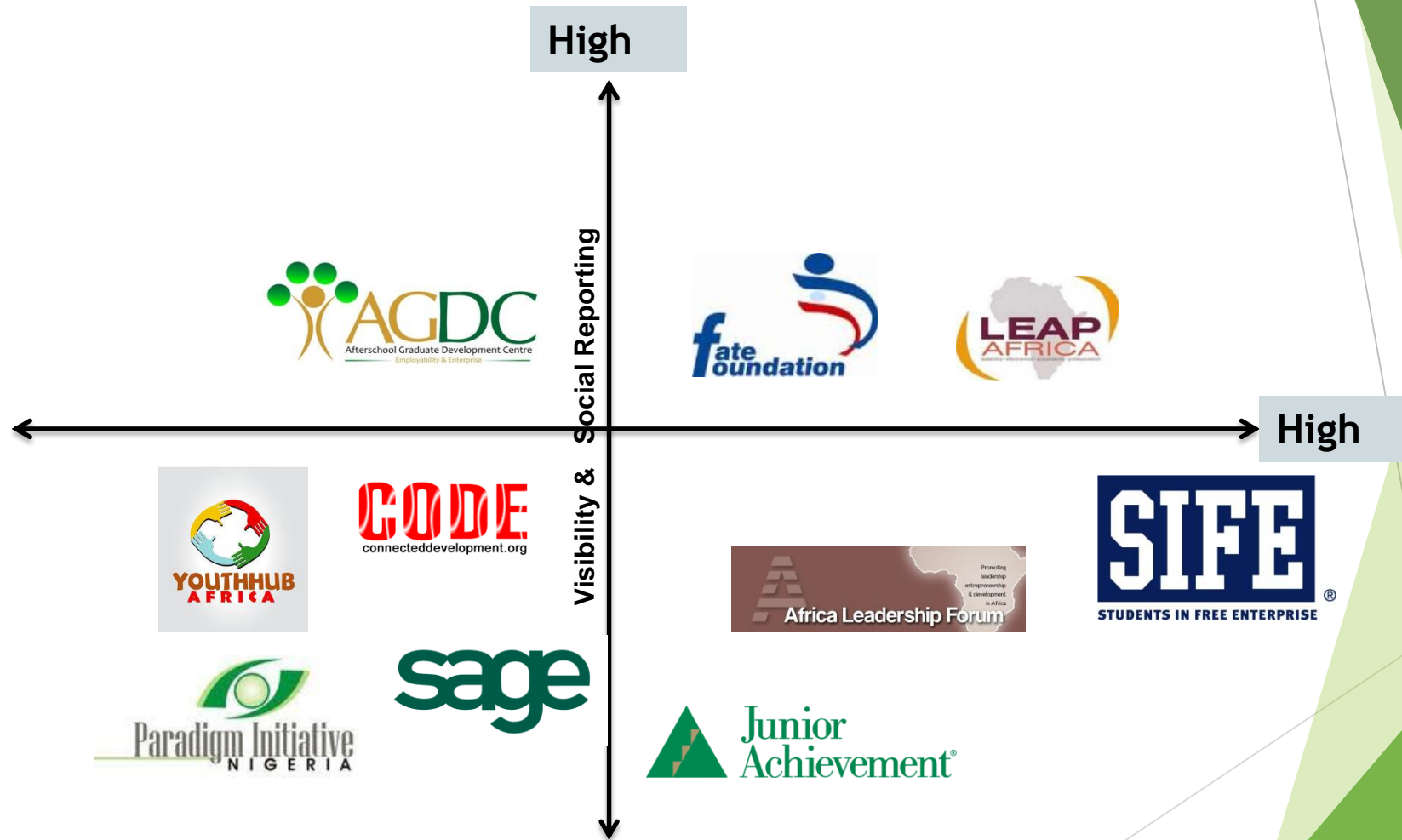
## Strategic Alternatives: Value Propositions

What compelling value propositions should YiSHDA sell to all its stakeholders? Suggestions include.....

Stakeholder	Brand Perceived As	Brand Promise
• <b>Employees</b>	<ul style="list-style-type: none"> <li>○ Great Place to Work</li> </ul>	<ul style="list-style-type: none"> <li>• Rewards &amp; Recognition</li> <li>• Quality Work Environment</li> <li>• Opportunities for Career Growth</li> <li>• Impactful Service</li> </ul>
• <b>Alumni</b>	<ul style="list-style-type: none"> <li>○ A Give-back Platform</li> <li>○ A Networking &amp; Growth Platform</li> </ul>	<ul style="list-style-type: none"> <li>• Opportunity to Pay-it-Forward</li> <li>• Strong Network and Lasting Relationships</li> </ul>
• <b>Donors</b>	<ul style="list-style-type: none"> <li>○ A Result-oriented Social Development Platform</li> <li>○ Optimum Brand Projection for Donors</li> </ul>	<ul style="list-style-type: none"> <li>• Strong Donor Brand Projection for Sponsored Programmes</li> <li>• Impact Report on Sponsored Programmes</li> <li>• Value Alignment with Donor Objectives</li> </ul>
• <b>Partners</b>	<ul style="list-style-type: none"> <li>○ A Credible Partnership Platform</li> </ul>	<ul style="list-style-type: none"> <li>• Projection of Partner Brand on Co-Delivered Projects</li> <li>• Institutional Support for Partner Initiatives</li> </ul>
• <b>Volunteers</b>	<ul style="list-style-type: none"> <li>○ A Give-back Platform</li> <li>○ A Networking &amp; Growth Platform</li> </ul>	<ul style="list-style-type: none"> <li>• Credible Platform to Impact the Younger Generation</li> <li>• Strong Network</li> </ul>
• <b>Students</b>	<ul style="list-style-type: none"> <li>○ An Enterprise Development Organization</li> <li>○ A Career Development Platform</li> </ul>	<ul style="list-style-type: none"> <li>• Transformational Curriculum</li> <li>• Networking Opportunities</li> <li>• Opportunities for Career Growth &amp; Corporate Exposure</li> </ul>

## Qualitative Peer-to-Peer Comparison

YiSHDA ranks poorly against its key “competitors” in terms of visibility, social reporting & donor funding



## Strategic Alternatives: Social Media

### What Does YiSHDA want to Do with Social Media?

Alternative 1	Alternative 2
<b>Advocacy, Marketing &amp; Education</b>	<b>Impact Reporting, Marketing &amp; Education</b>
<ul style="list-style-type: none"><li>❑ Identify areas where YiSHDA would lead its advocacy campaigns</li><li>❑ Lead media campaign with YiSHDA Blog, dedicated newspaper columns, feature articles, and Facebook</li><li>❑ Implement marketing &amp; education drive through the above and the use of Twitter, YouTube, etc.</li></ul>	<ul style="list-style-type: none"><li>❑ Publish regular reports of YiSHDA activities and circulate through identified channels</li><li>❑ Lead media campaign with Newsletters, feature articles and on Facebook</li><li>❑ Implement marketing &amp; education (thought leadership) drive through the above and the use of Twitter, YouTube, etc.</li></ul>



## Strategic Alternatives: Programme Design

Which Programmes Areas Should YiSHDA focus on?

### Current Programme Focus

Girls in ICT Program

Citizenship & Civic Education Program

Enterprise/Business Development

Girl Child Summit

Career Development

HIV/AIDS (Zip Up With No Apology)

Girls Enterprise Program

School Initiative on Environmental Program

Emerging Young Leaders Program

Menstrual Hygiene Program

Girls Mentorship Program

### Recommended Programme Focus

#### Economic Empowerment

- Agricultural Development Program
- Community Development Program
- Business/Enterprise Development Program
- ICT4Development
- Environmental Education Program

#### Primary Healthcare

- Water, Sanitation and Hygiene Program
- Reproductive Health Program
- Nutrition, Maternal Health Care

#### #WhyGirlsMatter Campaign

- Girls in ICT
- Girls Enterprise Program
- Girls Mentorship Program
- Girl Child Summit
- Menstrual Hygiene Program

#### Civic Engagement

- Emerging Young Leaders Program
- Aspiring Young Leaders Program
- Citizenship & Civic Education Program

Infuse Leadership and Career Development content into all programmes

## Marketing & Communications

Objectives, Targets & Key Initiatives

- Youth Initiative for Sustainable Human Development in Africa (YiSHDA) currently has strong brand equity and an enthusiastic stakeholder base. Improving the organization's visibility can achieve a ripple effect in terms of creation & sustenance of awareness amongst its target stakeholder groups
- Diversification of publicity channels (using a dynamic blend of traditional and new media) is critical to increasing the size of the stakeholder pool
- Improved publicity can assist YiSHDA with achieving other highly-sought outcomes:
  - Increased volunteer recruitment
  - Improved donor funding
  - More partnership opportunities

### Initiatives

- Strategic partnerships with corporate and other aligned nonprofits, and engagement of brand evangelists
- Adopt Integrated Marketing Communications

## YiSHDA's Operational Policies

It was observed that YiSHDA's Operational Policies is currently underutilized. For effective internal and external control, YiSHDA should strictly comply with already existing policies as it will go along way to translate into organizational effectiveness.

The already existing policies in YiSHDA include:

- Finance Policies and Procedure
- Travel Policy
- Communication Policy
- Staff Hand Book


### Recommendation

- It is therefore recommendable for Policies to be reviewed every two years.
- Staff Hand Book is too bulky. Reduce to three to four page for easy understanding.
- Key staff rules to be displayed on notice board.

## YiSHDA's Sustainability/Funding

- YiSHDA's activities has potential to impact young people and the Nigerian society but have challenged by inadequate financial resources.
- Adequate funding therefore remains a key imperative as YiSHDA seeks to re-invent itself and become relevant to its various stakeholder groups.
- The primary goals sought from an improved fund-raising capability include:
  - Increased quantum and consistency of funds
  - Expanded donor base
  - Earned revenue income streams

### Initiatives

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- Create Earned Income Revenue Stream for YiSHDA
  - Increase Donor Base; Build a Donor Database and make a compelling case for support around what YiSHDA does
  - Charge a "Sustainability Fee" on every proposal sent out to funders
  - Stagger projects to fit in with funders' budgeting cycle
  - Collect fee for training organized. YiSHDA's Training can also be free but participants will have the options of paying for a certificate which can be accredited by the government/institution
  - YiSHDA to set-up a "Social Business Venture" which profit can be plunger back into YiSHDA's work.