



TAYO OLAWOYE FOUNDATION GRANT-PROPOSAL 2024-2025



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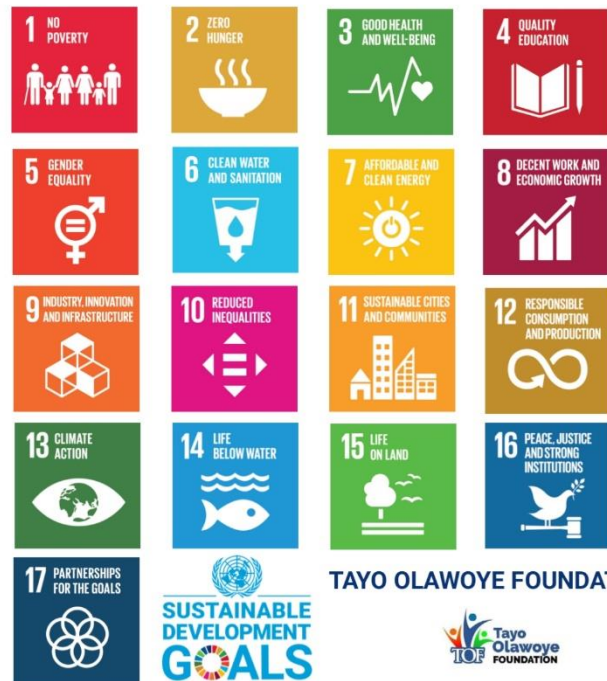
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TAYO OLAWOYE FOUNDATION



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TABLE OF CONTENT

LIST OF FIGURES AND TABLES

EXECUTIVE SUMMARY

PURPOSE OF THE STRATEGIC PLAN

IMPORTANCE OF STRATEGIC PLANNING FOR NGO'S

1. INTRODUCTION
2. RESEARCH METHODOLOGY
3. RESEARCH TOOLS
 - a. INTERVIEW
 - b. FOCUS GROUPS
 - c. QUESTIONNAIRES
 - d. DOCUMENTS AND REPORTS
 - e. REAL TIME OBSERVATION
4. NEEDS AND PRIORITIES ANALYSIS OF TARGET GROUPS
5. IDENTITY OF THE FOUNDATION
 - a. VISION
 - b. MISSION
 - c. VALUE
6. ENVIRONMENTAL ASSESSEMENT- SWOT ANALYSIS
 - INTERNAL ENVIRONMENT ANALYSIS (STRENGTHS AND WEAKNESSES)- who we are?
 - EXTERNAL ENVIRONMENT ANALYSIS (OPPORTUNITIES AND THREATS)- where we are now?
7. STRATEGIC ISSUES, GOALS AND STRATEGIES- where we want to go?
 - HUMAN RESOURCES DEVELOPMENT
 - FINANCIAL RESOURCES SUPPORT AND DEVELOPMENT
 - EFFECTIVENESS AND QUALITY OF SERVICES PROVIDED (OPERATIONS)
 - MARKETING
 - INTERNAL AND EXTERNAL COMMUNICATION IMPROVEMENT
8. GENERAL LOGICAL FRAMEWORK OF THE STRATEGIC PLAN
9. RECOMMENDATIONS

LIST OF TABLES

TABLE 1: NEEDS AND PRIORITIES ANALYSIS OF TARGET GROUP

TABLE 2: NEEDS ANALYSIS AND PRIORITIES ANALYSIS OF TARGET GROUP

TABLE 3: NEEDS AND PRIORITIES ANALYSIS OF TARGET GROUP 3

TABLE 4: FOUNDATION'S STRENGTHS AND WEAKNESSES

TABLE 5: FOUNDATION'S OPPORTUNITIES AND THREATS

TABLE 7: PROPOSED STATEMENT OF INCOME AND EXPENDITURE 2019

TABLE 9: LOGICAL FRAMEWORK OF THE STRATEGIC PLAN

LIST OF FIGURES

FIGURE 1: THE TAYO OLAWOYE FOUNDATION BUDGET, 31 MARCH

FIGURE 2: PROPOSED BUDGET 2017

EXECUTIVE BRIEF

Tayo Olawoye Foundation (hence forth called TO Foundation) is a voluntary, non-governmental and non-profit Nigeria charity organization Established in 2023, the foundation primarily cater for disadvantaged children, less privileged and young people aged (4-18) and women, in order to bring about positive changes in their lives through various arms of TO Foundation, in order to enhance their sense of belonging, safety and self-confidence, enhance their ability to make integrated and right decisions through the many and varied programs that help them to physically, psychologically and intellectually grow and thrive. Tayo Olawoye Foundation partner with sustainable development goal 17, especially in the area of SDG goal 1 No Poverty, goal 2 Zero Hunger, goal 3 Good health and well-being and goal 4 Quality education. The foundation endeavors to deepen the sense of economic development in the mind of everyone through entrepreneurship empowerment to effect decent work & economic growth, responsible consumption and production SDG Goal 8 and 12 respectively, support the less privilege to make them most promising creators and innovators amongst the peers and promote their talents and creativity as a national resource that should be nurtured, as well as working actively on the positive integration of orphan vulnerable children in the community.

Additionally, TAYO OLAWOYE Foundation also works on activating the role of members of the community and increases the degree of awareness of cultural, societal and political issues. The foundation's main interests are centered on topics related to social services and cultural programs targeting children, youth and women.

PURPOSE OF THIS STRATEGIC PLAN

The foundation, relying solely on funding from donors, grants and the donations from well-wishers to adopt and develop a comprehensive strategy for the next four years, so as to be able to play its vanguard role in the Nigerian Society and face the inherent challenges in the next few years

This plan has been accomplished in full cooperation by Rotarian Philips Ojo as the in-house consultants to TAYO OLAWOYE Foundation, and the foundation's board members, staff, active members and volunteers from the development committee.

The planning process was conducted in consultation with target groups and other stakeholders in order to identify needs and involve them to develop the foundation's aims and objectives, as well as sensitize the participants on the various steps to achieve the purpose of the plan.

IMPORTANCE OF STRATEGIC PLANNING TO THE ORGANISATION

Strategic plan is one of the important and fundamental tools that ensure the continuity of the organization in performing its developmental role; it allows the organisation to adapt its role to fit the diverse needs of the target groups. Strategic planning means a systematic process aimed at identifying and addressing specific issues in a participatory manner in order to attain the desired outcomes (Rick James, 2013. International NGO Training and Research Centre).

Perhaps, NGOs can have a clear strategy without having a strategic plan;

However, making a strategic plan can;

- Contribute to identifying internal capabilities and what characterizes the organization in terms of strengths, weaknesses, opportunities and threats (**where we are now?**), and how to deal with each of them in a way to sustain the expectations of the target groups.
- Assist in achieving the desired results sought by the organization (**where we want to go?**)
- Lead to improved quality of decisions taken by the organization by focusing on vital matters and challenges facing the organization. It helps decision-makers to determine **how to get there?**
- Create the organisation's identity and contribute to its grassroots development.
- Helps the organization to allocate and distribute available resources and identify ways to use them, strategic planning depends on precise considerations of the organization capabilities and its environment, leading to the adoption of important decisions involving resources management.

- Increase the awareness and sensitivity of managers about winds of changes and the threats and opportunities that surrounds, it is planning by taking the change into account. And perhaps the only popular idea these days is change rather than resolving the current situation.

1. INTRODUCTION

Planning has become a trait featuring our modern life, and any nation seeking a better future, sets planning as a tenet that guides its actions and directions to effectively manage its resources, tackles threats, hedge against uncertainties and reap the benefit of current and future opportunities. Failure to address adequately the long-term strategic position of the organization culminates in under-performance otherwise called strategic drift.

Organisations without a clear strategy easily get overstretched and ineffective. Although NGOs may have a clear strategy without having a strategic plan, though writing it down enables it to be better understood by partners, by funders and donors and even by staff and trustees. This is especially important if people in the organization leave or new ones join.

2. OUR RESEARCH METHODOLOGY

The process of preparing the strategic plan of the foundation was based on a descriptive and analytical approach, through using SWOT, for environmental scanning to identify internal strengths and weaknesses as a basis for self-assessment, and perusing external opportunities and threats as a starting point for the development of the strategic plan, including the vision, mission and strategic objectives. As well as improving weaknesses and maintaining the internal points of strengths through their integration in the strategic planning agenda of the TAYO OLAWOYE Foundation. In addition to, benefiting from opportunities and managing external risks through mitigation measures to ensure the achievement off the desired results.

3. RESEARCH TOOLS

INTERVIEWS

Key face-to-face interviews have been conducted with:

- ❖ Executive Director and members of the board
- ❖ Financial Director

INTERVIEWS

Two focus groups have been formed from:

- ❖ Full time staff
- ❖ Volunteers

QUESTIONAIRES

Questionnaires have been established in order to investigate the views of all employees and volunteers of the TAYO OLAWOYE Foundation.

DOCUMENTS AND REPORTS²

The following documents have³ been used:

- ❖ The TAYO OLAWOYE Foundation files and records
- ❖ Available database of the foundation

REAL-TIME OBSERVATION

Real-time observation of methods of works and collaboration processes inside the foundation.

4. NEEDS AND PRIORITY ANALYSIS OF THE TARGET GROUP/AREA OF FORCUS

Target Group 1	Proportion	Characteristics of the target group			Priority of the target Group/Area of Focus
		Aspect	Description	Rate	
4 Children 2-18	45%	Children of both sexes	From Age of 2-12 (Permanent & continuous)	50%	<ul style="list-style-type: none"> ✓ Admission into TO Foundation School and provided with decent clothing and feeding. ✓ Encouraging the children to read their favourite stories and memorise songs, poetry and develop their creative writing skills through a dedicated library. ✓ Children participation in computer and English courses and attend educational sessions through active learning. ✓ Integration of all children to make new friends and cultivate habit of praises regardless of their social and environmental differences. ✓ Safeguard children rights. ✓ Advocate for the protection of children rights with the policy makers.
		Marginalised children of both sexes	From age of 6-10 (From other states especially on specific project)	30%	
		Children of both sexes	From age of 12-18 (Limited programs)	20%	

Table 1: Needs and priorities of the target group

Target group 2	Proportion	Characteristics of the target group			Priority of the Target Group / Area of Focus
Women	40%	Aspect	Description	Rate	First: The Economic Side <ul style="list-style-type: none"> ✓ Improve the economic situation of women by training them FREE on different vocational skills that will make them self-reliant and be productive. ✓ Raise the economic situation of women by providing them with necessary tools and machines FREE after their vocational training with TOF Foundation. ✓ Help the women who excel at their vocational training and come up with the best display of learning showcase their product to the world and generate sales through our e-commerce platform FREE. Second: Cultural slide <ul style="list-style-type: none"> ✓ Develop awareness, knowledge and culture among women through participation in workshops and seminars. ✓ Organizing cultural forums for females and women at both local and international level providing a space for them to exchange information and express opinions. ✓ Literacy and educational program for adults
		Economic situation	Average income From (#20,000- #50,000)	20%	
			low income from (#10,000- #20,000)	30%	
		Work situation	House wives caring for their homes and her families	40%	
Students who are studying at universities and institutes	10%				

Table 2: Needs and priorities of the target group 2

Target group 3	Proportion	Characteristics of the target group			Priority of the Target Group / Area of Focus
Youth	15%	Aspect	Description	Rate	<ul style="list-style-type: none"> ✓ Developing the sense of decent work and economic growth in Africa. ✓ Creating industrial revolution through responsible consumption and Production. ✓ Encouraging and creating market environment to strive. ✓ Mentoring young entrepreneurs, connecting the mentors with mentee throughout the United Nations States.
		Entrepreneurship programs	Production and Packaging of viable consumable goods	60%	
		Mentoring	Mentee Required for growth	40%	

Table 3: needs and priorities of the target group 3.

5. IDENTIFY THE TAYO OLAWOYE FOUNDATION

VISION:

The Tayo Olawoye Foundation aims to be the leading organization in the service of the less privileged in Nigeria society and world at large, particularly focusing on disadvantaged children, youth and women through nurturing their capabilities and skills to enhance their self-resilience and improve their aptitudes in all aspect of life. And this can be expressed through the following statement;

“Endeavors to be the leading organization in the activation of the role of disadvantaged children, young people and women in their local communities under a framework based on democracy, social justice and equal opportunities.”

MISSION

The Tayo Olawoye Foundation specializes in Charity works and consider it as a foundation of individuals and community development. Through adopting developmental and social solidarity projects, the foundation seeks to meet the basic needs of the community (urgent and ongoing needs), as well as raising the cultural, socio-economic level of citizens in order to achieve sustainable development.

VALUES

Cooperation, Solidarity and Partnership: Since the charity work is based on cooperation and coordination between all parties, whether at the governmental level, the civil society level or at the level of funders and donors. This is believed the represent the best ways and means to communicate with the target groups in the Nigerian Society.

Integrity, Transparency and credibility: Through the screening of integrity, transparency and accountability in all activities and implemented projects.

Social Responsibility: Strong belief in the foundation’s prominent and active community role in addressing the negative phenomena and promoting the community values and principles through changed personalities.

Teamwork culture: Based on teamwork, brotherhood and co-ordination among the employees and volunteers of the foundation as well as partners.

Justice and Equality: The belief that every Nigerian citizen has the right to benefit from the foundation’s services regardless of religion, partisan considerations, sexual discrimination between men and women or similar.

Commitment: The belief that mutual trust is key to success and this trust is generated by the commitment pledged by the foundation towards all the society members.

Respect: By respecting the values and principles of Nigerian Society as well as the biblical principles of just society.

Innovation and Creativity: Creating opportunities for creativity and promoting distinctive ideas and rewarding innovation and development through series of training and workshop of the TOF foundation.

Professionalism and objectivity: The work is based on professional practices that are clear, smooth, and well known to all the pioneers of the organization from various social and economic levels.

6. ENVIRONMENTAL ASSESSMENT- SWOT ANALYSIS

INTERNAL ENVIRONMENT ANALYSIS (STRENGTHS AND WEAKNESSES) – who we are? The consultant along with Mr. Abayomi Enitan has conducted an internal scanning of point of strengths and weaknesses. The results were as follows:

STRENGTH	WEAKNESS
The Tayo Olawoye Foundation Performance	
<ul style="list-style-type: none"> • Few numbers of project and activities carried out and their continuity over 3 years indicates the success of the foundation in enlisting funds for the implementation of various charity programs. • A positive effect is noticeable of the foundation’s activities in the area covered. • Availability of volunteers. • Availability of internet presence to present the foundation and its works to global world. • Projects follow changes and different requirements of the target groups. • Ability to identify the need of the target groups and ease to communicate with them. • Ability to communicate with the media. • There is room to work on the strategic plan 	<ul style="list-style-type: none"> • Limited funding in carrying out project to reach out to the target groups. • Low usage of internet presence to reach to the outside world and source for funding from donors beyond the geographical limitations. • Low level of awareness of the importance of media coverage for the foundation’s important activities. • The foundation specialises in multiple fields, weakening its control and diluting its efforts. • Weak interest in assessing projects success and measuring the impact of each goal or plan.

Tayo Olawoye's Reputation

<ul style="list-style-type: none"> • The founder's reputation as decent businessman and philanthropist has also lent more credibility to the foundation. • Community confidence in the foundation is further enhanced by the history of the foundation in delivering targeted beneficial activities to a wide range of communities. • The social standing of the foundation as a result of its effective communication for social and cultural activities had substantially increase its reputation. 	<ul style="list-style-type: none"> • Inability to cooperate awareness campaign of the organization within the area covered and pay advocacy visits to the community leaders has limited the foundation's reputation. • Delay in starting projects negatively affects the foundation's reputation. • Some projects are limited to as specific areas.
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Quality of service provided

<ul style="list-style-type: none"> • Experience of the founder about the less privilege in the society in various capacities, has helped in shaping the services provided by the foundation. • Accumulated experience of volunteers had positively impacted on the quality of services provided. • Precision and follow-up of projects implementation is continually gaining positive impressions after the project completion. 	<ul style="list-style-type: none"> • Reports and outcomes of different activities are not published. • Intricacies of activities are negatively impact on the service provided. • Lack of marketing function in identifying the market needs and adapt the offering to those needs.
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Human Resources

<ul style="list-style-type: none"> • Few volunteers who have been supporting the vision of the foundation are the present work force for the foundation. 	<ul style="list-style-type: none"> • Little experienced and qualified personnel to manage the affairs of the foundation in accordance with the goals and plan of the foundation under supervision of the board. • No large percentage of women involved which could have provide significant human resources, especially in field of activities that includes children and women. • No permanent staff of the foundation yet hence there is no incentive and bonus system in place to motivate the workers. • Lack of training and development programs for employees. • Poor planning for human resources development.
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Funding and relation with funders	
<ul style="list-style-type: none"> • Ability of getting multiple sources of funding • Advantage of easy connection with local donors through the founder's network. • The foundation's reputation is also important in building good relationship with funders. 	<ul style="list-style-type: none"> • Poor strategic plan for sourcing funds from local donor. • Impaired ability to engage in dialogue with founders both locally and internationally. • Lack of compete and experience in project formulation and marketing the foundation's project to funders/donors.
Means of communication	
<ul style="list-style-type: none"> • A viable online presence (website) that has been serving as the official central place for information and about TO Foundation's activities and a means to recruit volunteers, accept donations as well as gather information such as email, address and phone number for further contact and also a place where media and press men/ women can always source for firsthand information. • A radio program sponsored towards sensitizing the need for caring for the less privilege in the society. • Experience and knowledge sharing with other foundations through a network relationship. 	<ul style="list-style-type: none"> • Lack of in-house communication and publicity strategy. • No formal archiving and documentation system in use. • Absence of quick referencing database' to readily identify foundations/charity organization operating in the same field.
Monitoring and evaluation systems	
<ul style="list-style-type: none"> • Reliance and evaluation results, which motivates all stakeholders to focus on the quality, accuracy and performance. 	<ul style="list-style-type: none"> • Evaluation reports are not published accordingly either in print or online. • Poor reports appraisal and result evaluation.

Table 4: The TO Foundation's strengths and weaknesses.

EXTERNAL ENVIRONMENT ANALYSIS (OPPORTUNITIES AND THREATS) – where are we now?

A strategic scanning at the macro and micro level has been conducted to identify and analyse the organizational threats and opportunities.

OPPORTUNITIES	THREATS
Demographic changes	
<ul style="list-style-type: none"> Population increases in Nigeria especially in Osun state provides an opportunity to create other branches for the foundation in three senatorial districts of the state. 	<ul style="list-style-type: none"> Reduced opportunities for funding possibilities to create new branches.
Education Funding	
<ul style="list-style-type: none"> Establishment of an educational center called school from pre-school to Grade level to cater for the less-privileged in educational sector due to the partnership with the Sustainable Development Goals 17 of the United Nations. Strengthening and correcting social, moral and value concepts through activities and programs, as a result the foundation collects more funds. 	<ul style="list-style-type: none"> The less-Privileged environment requires quality education but could not afford it. Reasons for funding We firmly believe that education is essential to human development but over 59 million children at the primary level remain out of school. EAC's sole focus is to help to close this gap by addressing barriers to education including poverty
<ul style="list-style-type: none"> Various cultural and social trends allow for the opportunity to implement new activities to keep pace with these new trends. 	
Economic condition	
<ul style="list-style-type: none"> Opportunity to focus on projects that improve the economic status of the population and alleviate their suffering. Addressing funders in order to obtain support for issues such as poverty and marginalization within a human context. 	<ul style="list-style-type: none"> Increase of the unemployment rate. Increase in poverty rate as a result of continued due to bad policy from the policy makers.
Political conditions	
<ul style="list-style-type: none"> Opportunity to focus on social peace projects and dissemination of awareness among the civil society and address funders to raise funds in this regard. 	<ul style="list-style-type: none"> Politicization of external funding by linking it the prevailing political situation represents a threat of interruption of funding and confines it to humanitarian aspects alone.
Legislation and laws	

<ul style="list-style-type: none"> • Opportunities to introduce new laws in support of the civil society and provide legal and formal protection of NGOs. • Participation of the foundation in the formulation of new law improving the economic situation of members and reduce unemployment. 	<ul style="list-style-type: none"> • Possibility of issuing new laws that handicap the work of civil society institution such as restricting external funding. • Weak legislation governing the relationship between the government and NGOs.
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Funding

<ul style="list-style-type: none"> • Focus on the humanitarian aspects related to the economic development of the population to attract the necessary funding to support them in this field. • Activities funding is obtained in the basis of low representation of accredited foundation operating in the same field of the national scale. 	<ul style="list-style-type: none"> • Financial resources are not sustainable. • Totally depending on funders and goodwill of the contributors. • No reliable ways to predict the amount of money that will be donated in a given cycle, therefore difficulties to create budget. • Feebleness in managing budgets as a result of low skill for technical staff specialized in audit and budget follow up. • Lack of independent project investments and means to generate secure financial resources for the foundation.
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Partnership and competition

<ul style="list-style-type: none"> • Possibility of partnership with other foundations to improve competitiveness. • Training and developing internal capabilities of workers to improve the foundation fundraising ability, as well as competition capabilities. • Funder's condition to involve more than once a foundation in term of their funding system, which provides an opportunity for foundation to participate. 	<ul style="list-style-type: none"> • Increase in competition between charity organizations as a result of lack of funding opportunities. • Limited funding conditions reduce the opportunities for the foundation to compete for funding • Similarities between foundations activities weaken the chances of competition in other fields.
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Participation and community awareness

<ul style="list-style-type: none"> • Increases in community involvement raises the numbers of volunteers. 	<ul style="list-style-type: none"> • There is still lack of awareness of the importance of community participation that
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<ul style="list-style-type: none"> • Developments of community participation reasons provide chances for the foundation to determine the priorities of the community and to better interrogate social groups in the planning, designing and implementing different program. 	<p>weakens the foundation rule in genuinely represents different community groups.</p>
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Table 5: The TO foundation’s opportunities and threats

7.STRATEGIC ISSUES, GOALS AND STRATEGIES – where we want to go?

Strategic issue 1: Human resources development and support

On assessing the foundation’s performance, one can concede that the human capital represents a fulcrum for any charitable work. As a result, the foundation perennially values its human capital as a valuable asset that allows for distinctiveness and competitive advantage. The foundation’s reputation succeeded to attract volunteers that deliver value proposition through the services offered by the foundation. However, the reputation may not solely be the yardstick to gaining more volunteers, there is an urgent need to ponder the question of incentives and rewards for volunteers to gain and retain them as well as need to recruit full time staff for the foundation.

Goal 1:

- Gain and retain the human capital and offer incentives and reward programs to further motivate them.
- Designing and providing solid training and development programs to boost staff performance to meet high quality objectives.
- Planning for HR development and clearly define the delegation of authority.

Strategic issue 2: Financial Resources development and support

The scarcity of financial resources and the difficulty to obtain fixed or stable funding increases the complexity of the strategic planning, the majority of foundation activities⁸ compete relatively with the same services relying on external sources, this leads to putting any strategic planning at the mercy of funders. As a consequence, this strategic planning will highlight a strategic solution that enables a partial self-funding as well as looking inward for a local funder to diminish the external power of funders threatening the foundation existence and continuity.

Goal 2:

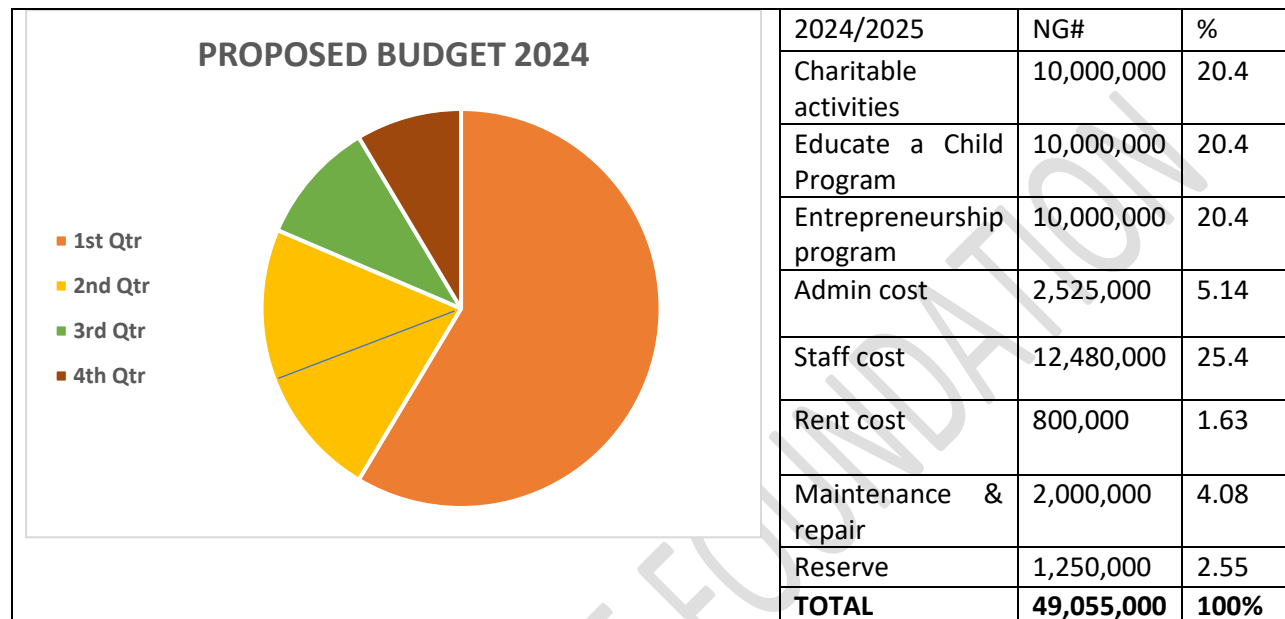
Rationalizing activity spending to increase the foundation self-funding ability develop other ways of raising funds for the foundation in term of self-fundraising, local fund and raising activities.

Action plan:

The foundation has never prepare a formula budget for its operations, so the strategic objective would be to prepare a budget for the year 2024/2025 and allocate a part of the budget to create a money reserve for the foundation over the remaining period of this strategic plan [four years]. This strategic move plans to invest the accumulated amount in the reserve on a project with high return on investment in order to allow the foundation to partially self- fund its

operations and activities. The project will be selected among other proposed project according to the method shown in appendix A.

The following chart represents the budget for the year 2024/2025.



BANK: ZENITH BANK PLC

ACCOUNT NAME: Tayo Olawoye Foundation

NAIRA ACCOUNT NO: 1310081897

DOLLA ACCTOUNT NO: 5074617615

The budget allocation is projected to be balanced by ensuring the beneficiaries continuity to receive free services particularly the charity services which is the essence of the foundation.

Strategic issue 3: Effectiveness and quality of services provided [operations].

The effectiveness of services provided the foundation is underpinned by the support of volunteers that do not represent a financial burden on the budget [the TO foundation,2023, November 17. General meeting]. In a similar vein, using moderate resources in delivering good programs and services certainly contribute to the efficiency of operations.

Goal 3:

- Continue having an audience centered approach by delivery quality services using moderate resources to deliver targeted and suitable services to the community.
- Foster partner’s relationship to contribute towards a high service provision. i.e [strategic alliances with doctors, Clinique, transport companies.....]

Strategic issue 4: Marketing

It is widely thought that the Tayo Olawoye foundation merely needs to promote itself to funders as means to obtain financial, thus no marketing involvement is needed.

Nonetheless, this issue, albeit moderately true, represents a narrow understanding of the domain of marketing. The inherent perception is more of an advertising which is merely a constituent of the marketing domain.

Verily the area of marketing is more concerned with providing the right services needed by the target audience rather than what the foundation want to provide to It, marketing identify the market in terms of needs, shadowed by quantifying the ⁹needs of customer groups [segments] within these markets, putting together the value proposition to meet these needs, communicating the value proposition appropriately to all people concerned of delivering them, and finally monitoring the value delivered in a customer driven approach.

Goal 4:

- Carving out a marketing strategy, especially in terms of designing activities and providing services.
- Collaborating closely with other departments for strategic marketing analysis and implementation.

Strategic issue 5: Internal and external communication improvement

It is the duty of all workers in the foundation to entirely understand how to work continuously to improve the means of communication both internal and external, it is of utmost importance amid the civil society and other organization and for the workers themselves.

Goals and action plan

ELEMENTS	Proposed mechanism to improve the means of internal and external communication.
Partnership and Networking	-Create a contact with all partners and institution -Prepare messages, material and other essential elements for a clear and straight forward communication. -Establishing a unified communication system via the official website of the foundation for all partners and institutions.
Internal communication tools	-Create and intranet system to communicate and share information between the workers. -Making periodic workshops and meeting for staff to inform about reform progress and development, ongoing plans, clarify staff roles for each and every process.
Communication with national and international funders	-Assign an experienced and efficient crew to create professional report and negotiate with funders and donors. -Publish updated information about projects and activities on the official foundation website and social media.

<p>Database and management</p> <p>-Media and online publications.</p>	<p>-Identify a clear archiving system and process for data preservation.</p> <p>-Furnish a special database of all workers, institutions, funders, community and target groups.</p> <p>- Establish effective relationships with various media.</p> <p>- Prepare a comprehensive plan for dealing with the available media to focus on achieving the communication goals with the target groups.</p> <p>- Activation of the foundation website.</p> <p>- Issuing newsletters for both decision-makers and business people, investors and influential groups.</p> <p>- Focus on media interview as informative way to communicate with target groups.</p>
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8: LOGICAL FRAMEWORK OF THE STRATEGIC PLAN

GOALS	STRATEGIES	PERFORMANCE INDICATORS	MEASUREMENT TOOLS	
GOAL 1 HUMAN RESOURCES DEVELOPMENT AND SUPPORT	<ul style="list-style-type: none"> Adopting a plan to build the workers capacity to enhance the ability to cope with work requirements. 	<ul style="list-style-type: none"> Personnel performance level 	<ul style="list-style-type: none"> Performance evaluation and staff engagement¹⁰assessment 	<ul style="list-style-type: none"> Swift personnel response and commitment. Foundation stability. Foundation's recognition and awareness of personnel development.
	<ul style="list-style-type: none"> Furnishing incentives benefits and compensation for volunteers. 	<ul style="list-style-type: none"> Volunteers' satisfaction 	<ul style="list-style-type: none"> Employee satisfaction 	
	<ul style="list-style-type: none"> Defining roles, responsibilities and delegation for volunteers. 	<ul style="list-style-type: none"> Organizational structure, hierarchy and job description 	<ul style="list-style-type: none"> Progress monitoring and engagement survey 	
GOAL 2 RATIONALIZING ACTIVITY	<ul style="list-style-type: none"> Administration cost must be bared to 30% 	<ul style="list-style-type: none"> Cost of stationery Call cost 	<ul style="list-style-type: none"> Admin budget 	<ul style="list-style-type: none"> Ability to generate independent funding for the foundation
	<ul style="list-style-type: none"> Charitable activities must be bared to 50% to afford 30% fund and reserve. 	<ul style="list-style-type: none"> Unpopular project and activities should be stopped. 		

<p>GOAL 3 IMPROVING EFFECTIVENESS AND QUALITY SERVICES PROVIDED [OPERATIONAL ACTIVITIES]</p>	<ul style="list-style-type: none"> Delivering quality services in an audience centered approach using moderate resources 	<ul style="list-style-type: none"> Quality service Size of service Number of beneficiaries Continuity of opportunities Participation level Audience interest level 	<ul style="list-style-type: none"> Surveys and feedback Plans and documents Report and statistical data Questionnaires and polls Fields visit and observation Peer reviews Evaluation and evaluation against financial plan 	<ul style="list-style-type: none"> Target group responsiveness External environment stability Community cooperation High efficiency and productivity Process efficiency and strategic lesson from partners
	<ul style="list-style-type: none"> Foster relationship with partners 	<ul style="list-style-type: none"> Competitive and unique services 	<ul style="list-style-type: none"> Benchmarking related services offered by other foundation 	
<p>GOAL 4 CREATING A MARKETING STRATEGY</p>	<ul style="list-style-type: none"> Marketing strategy for designing and providing services aligned with the foundation aims and objectives 	<ul style="list-style-type: none"> Right services for the right target audience at the right time and place Evaluate new opportunities 	<ul style="list-style-type: none"> Community scanning [internal & external] Marketing mix 	<ul style="list-style-type: none"> Measurement of service provided Meeting and exceeding audience needs Increase turnout
<p>GOAL 5 INTERNAL AND EXTERNAL COMMUNICATION IMPROVEMENT</p>	<ul style="list-style-type: none"> Stimulate partnership and increase networking Improve communication with locals and national funders while seeking new relationship with international donors 	<ul style="list-style-type: none"> Foundation's image and reputation Level of foundation's participation in different events 	<ul style="list-style-type: none"> Reviews about foundation 	<ul style="list-style-type: none"> Increase efficacy Create dynamism and effectiveness

RECOMMENDATIONS

- The preparations of this plan are the first step in the strategic planning process, which is considered an ongoing process that needs to be periodically followed and assessed.
- The TO foundation is ought to work on the preparation of its annual plans on the light of what has been encapsulated in this strategic plan.
- Assigning a committee to assess the strategic plan every six months and issue a report to the board of directors to determine the level of progress of this strategic plan and solve any problems hindering its implantation.

TAYO OLAWOYE FOUNDATION