



DOVE-HAVEN FOUNDATION

5-Year Strategic Plan

2022- 2026

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Executive Summary

Dove-Haven Foundation (DHF) has made a significant impact in the cancer advocacy space of Nigeria within the space of 2years of its existence. The organisation has grown in leaps and bounds from just an idea of an individual to a well-structured organisation with over 180 members and volunteers. The open-door policy of the founder, Dr. Ekundayo Samuel would have probably played a significant role in the rapid growth of the organisation. Everyone with an idea to reduce the burden of cancer in Nigeria is warmly welcomed and offered an unrestricted platform of DHF to express his/her passion for reducing the burden of cancer. Every organisation no doubt needs a strategic plan, but it is even more imperative for DHF to align the varying goals and objectives which her passionate volunteers and members are bringing on board through a well-documented strategic plan.

All stakeholders of DHF key into the vision of the organisation, which is a *world without cancer threat*. They collectively work towards the mission of reducing the prevalence of cancer in Nigeria and beyond through the implementation of cancer prevention, management, research and advocacy activities. This strategic plan 2022 - 2026 (DHFSP 2022 - 2026) is therefore structured such that DHF will harness all the diversities of its members and volunteers to achieve the organisation's set objectives. The history and values of the organisation were presented to show the humble beginning with great potentials the association represents. What the association has been able to achieve within the space of 2years despite the challenges including the Covid-19 pandemic is simply phenomenal. A SWOT analysis was conducted to guide the development of the strategic plan in line with DHF's vision and mission.

The DHFSP 2022 - 2026 identifies 3 areas of thrust; 1 - Programmes and People: Engineering Behaviour Change for Cancer Prevention, 2 - Partnership: Deepen Collaboration to Make a Difference, 3 - Profile Development: System Strengthening and Support Services for Cancer Activities. Specific objectives were developed for each of these areas of thrusts to guide the activities of DHF from 2022 through 2026 with clear indicators to monitor progress. The final implementation of the plan will depend on available resources. Financial targets were outlined with an enumeration of potential sources of funding. The biggest resource available to DHF is the human resources that have selflessly made and still making sacrifices for the association, keeping the association running even when finances are scarce. The DHFSP 2022 - 2026 recognises the immense sacrifices of her volunteers and members.

The DHFSP 2022 - 2026 has developed a clear roadmap to guide the implementation of activities towards an overall goal of reducing the burden of cancer in Nigeria and beyond. While limited resources can be a threat to the implementation of the plan, innovative thinking and collaborative actions which are part of the organisational strategies will no doubt surmount all obstacles to the implementation of the strategic plan.

Dr Ishak Lawal

Chairman, Strategic Plan Committee

Introduction

Statement from the Trustee/Patron/Patroness

Before its formal launch in 2021, DHF's vision, mission and organisational objectives were clearly defined. The appropriate organisational structure that comprises the Patrons, the Board of Trustees, the Chief Executive Officer, the Technical Advisers, the Technical Experts and the Departments was designed. The right people were also carefully selected to occupy the various positions within the organisational structure. Before and since its launch, DHF carried out many activities that are relevant to its vision, mission and organisational objectives but without developing a strategic plan. The development of this first Strategic Plan of the organisation is, therefore, a very important milestone. The participatory process adopted (the involvement of all relevant players) in developing the strategic plan is worthy of note and highly commendable.

I read through an earlier draft of the plan document and made some observations and suggestions. I am now satisfied with the layout, coverage, clarity and relevance of this final version of the plan document. Congratulations to the Executive Director, his staff and others who were key to its development.

This maiden 5-Year Strategic Plan should serve at least four purposes. First, all stakeholders should see it as the roadmap over the next 5 years for moving towards the achievement of DHF's vision, mission and core organisational objectives. Secondly, the document should serve as a tool for the mobilisation of resources that will be needed to implement the activities spelt out under each thrust/strategic objective of the plan. Thirdly, the document should facilitate the efficient management and use of the organisation's resources. Fourthly, the document should facilitate the periodic assessment of the progress the organisation is making towards the attainment of its vision, mission and core organisational objectives.

I implore everyone to play their role to ensure the successful implementation of this maiden strategic plan so that we may all celebrate DHF achievements at the end of the planning period.

Professor Eyitayo Lambo

DHF Patron

Statement from the Executive Director

Dove-Haven Foundation (DHF) was established in 2019 and blessed with a committed and supportive team. Our team have been working hard to take the organisation to a great height. With the development of this first Strategic Plan of the Dove-Haven Foundation, I am optimistic about the milestones we will attain in the future after its implementation. Dove-Haven Foundation innovative programmes have made a significant impact on the cancer awareness level, quality of life and wellbeing of our beneficiaries. We will continue to contribute to cancer burden reduction in Nigeria, Africa and globally.

I am pleased to present the Strategic Plan of the Dove-Haven Foundation to you. The strategic plan sets out the blueprint of action for the organisation for the next five years (2022 to 2026), giving the community and DHF team direction and inspiration to continue its efforts towards cancer threats reduction. Our history has an impressive legacy, and this strategic plan will continue to build on the remarkable works we are currently doing. Our existing programmes and services are building blocks, and building on them will allow us to achieve more and make a huge community impact.

This strategic plan intends to drive positive changes within Dove-Haven Foundation and the people we serve. The strategic plan will allow the team to focus on the strategic thrusts, objectives, and activities for the period under consideration. Over the next five years, we will implement programmes targeted at engineering behavioural change towards cancer prevention, carry out cutting-edge research for better cancer management and advocate for better healthcare in Nigeria.

Collaboration and partnership is key to achieving our goals, and we see you as a part of our vision. As you read more about our strategic plan, I hope you will imagine yourself as a future Dove-Haven Foundation (DHF) partner in some capacity, and you may be our next hero for a change.

Dr Ekundayo Samuel

Who We Are

Dove-Haven Foundation (DHF) is a not-for-profit, non-political and non-governmental organisation that **aims to reduce the threat of cancer** in society. We are working towards cancer prevalence reduction in Nigeria and beyond through cancer prevention, management, research, and advocacy activities. We designed our programmes to improve cancer awareness and education, provide access for cancer screening and testing, prevention strategies, diagnosis, management, and enhance the quality of life of cancer patients through support.

Our Vision

A world without cancer threats

Our Mission

Our mission is to reduce cancer prevalence in Nigeria and beyond through cancer prevention, management, research, and advocacy activities.

Our Motto

Making others win, makes you a winner

Who We Serve

Our primary beneficiaries are:

- Underserved communities
- Individuals at risk of cancer
- Cancer Patients

To reach our target audience, we engage the federal and state ministries, primary, secondary and tertiary health/educational institutions, religious leaders, traditional rulers, health workers, public and private health facilities, health and medical research institutions, policymakers, and other civil society organisations.

Where We Operate

We currently operate in Nigeria and have a physical office at Ayetoro Street, Itedo-Makutu, Isanlu, Yagba East L.G.A, Kogi State, Nigeria. Our activities are carried out in Nigeria and disseminated across the globe through digital technology and media.

Our Core Values

- ❖ Love: Our activities are based on love towards mankind
- ❖ Passion: We do not give up in challenges because of the passion we have for the people
- ❖ Equity: We believe in equal access to resources regardless of the socioeconomic status and location of people

- ❖ Promptness: We respond quickly to the need of the people in the community
- ❖ Integrity & Accountability: The internal and external management of our activities are based on integrity and accountability
- ❖ Innovation: We seek innovative ways to reach our target audience with a cancer-preventive lifestyle as well as research innovative methods for cancer management
- ❖ Partnership & Collaboration: We recognise the role of working with others to get amplified results and long-lasting impacts
(LoPEPIIP)

Organisational Core Objectives

Our core ideologies are reflected in our activities and guided by the following objectives:

- ❖ Cancer Awareness and Education
- ❖ Cancer Screening, Diagnosis, and Management
- ❖ Cancer Advocacy
- ❖ Resource Mobilisation for Cancer Management
- ❖ Engineering Behaviour Change for Cancer Prevention
- ❖ Cancer Research
- ❖ System Strengthening and Support Services for Cancer Activities

Organisational Profile and History

Our History

The burden of establishing the Dove-Haven Foundation (DHF) originated from the direct and indirect experiences the founder, Dr. Ekundayo Samuel had with cancer patients, survivors, and their family members during his undergraduate veterinary training at the University of Ibadan, Nigeria. He later carried out his final year research dissertation on a cancer-related topic. This passion to contribute to cancer burden reduction continued during the compulsory one-year national youth service (NYSC) programme. Dr. Ekundayo Samuel organised an impactful and well-attended one-day public awareness and educational seminar on cancer and cancer-related issues despite its diverseness from his first degree. This later earned him the Federal Capital Territory Minister's Honours Award. He thereafter organised various activities on cancer awareness and prevention strategies.

The burden of cancer is alarming in sub-Saharan Africa as this region disproportionately has low access to cancer resources. The increasing incidence rate of cancer with about 80% mortality rate in Nigeria informed the change of

his career focus from veterinary medicine to biochemistry at the Master's degree level to understand the basic science and underlying mechanisms behind cancer.

The vision of a 'world without cancer threats' led him to enroll in a Ph.D programme that focuses on developing alternative therapies for the prevention and treatment of cancer. The urgent need for direct intervention and impact at the community level led to the establishment of the Dove-Haven Foundation, an organisation that focuses on cancer prevention, management, advocacy, and research. Dove-Haven Foundation was officially registered with the Federal Government of Nigeria (Corporate Affairs Commission) on 30th July 2019, and the Kogi State Government on 27th January 2020. The official launch was done on the 3rd February 2021 at Isanlu, Kogi State. The first event of Dove-Haven Foundation was carried out on the 22nd October 2019 - a radio interview on Diamond F.M. 101.1, University of Ibadan, to commemorate World Breast Cancer Day. The event had the Executive Director, Dr. Ekundayo Samuel, and Prof. Oyeronke Odunola, the Director of Research, Cancer Research and Molecular Biology Laboratories, Department of Biochemistry of the University of Ibadan as Speakers. Ever since the organisation has carried out several physical and online programmes to pursue its vision. This has been made possible with the efforts of the Board of Trustees, the Patrons, the Technical Advisers, the Technical Experts, the Management Team, Volunteer Members, Community Stakeholders as well as collaborations with other organisations.

Our Impact

In the past 2 years, Dove-Haven Foundation has carried out the following activities which had reached our target audience.

S/N	ACTIVITY	Date	Reach
1	Radio Interview at Diamond F.M. 101.1 to commemorate the World Breast Cancer Day	22nd October, 2019	1,000,000
2	Media Interviews for Social platforms (YouTube etc)	From 15th January, 2020	
3	Cancer Awareness Walk and Sensitisation Lecture to commemorate World Cancer Day 2020	3rd and 4th February, 2020	300,000 – 500,000
4	Development and Production of Information, Education and Communication (IEC) materials	From 3rd February, 2020 (Monthly)	
5	Online Lecture: COVID-19 Pandemic & Cancer Patients	24th April, 2020	300,000 – 500,000
6	Grant and Proposal Writing Seminar	25th April, 2020	50 - 60

7	Online Symposium: Cancer Control in Nigeria: Can We Get It Right?	30th May, 2020	1,000,000 – 2,000,000
8	Donation of Palliatives to Cancer Patients	From 27th June, 2020	3
9	Online Symposium: Volunteering in NGO: Challenges and Prospects	22nd August, 2020	30 – 40
10	Launch of Global Strategy to Eliminate Cervical Cancer: Lighting of Bristol Tower, Osogbo, Osun State	17th November, 2020	1,000,000 – 2,000,000
11	Launch of Global Strategy to Eliminate Cervical Cancer: Virtual Conference	18th November, 2020	200 - 300
12	Collaboration with Health Crusaders Foundation for the Inauguration of Cervical Cancer Screening Center, Osogbo, Osun State	9th December, 2020	200 - 300
13	Official Launch of DHF and Commemoration of 2021 World Cancer Day	1st - 6th February, 2021	2,000,000 – 3,000,000
14	Free Cervical Cancer Screening at DHF Office, Isanlu	From 10th February, 2021	
15	Online Webinar: Access to Cancer Care in Nigeria	29th May, 2021	20,000
16	Cervical and Breast Cancer Awareness Programme at Come Up Higher Academy, Isanlu	18th June, 2021	100
17	Awareness Programme at Faith Based Organisations in Isanlu	20th June, 2021	650
18	MONSUF Grant submission	29th July, 2021	
19	2021 International Cancer Week Abstract Submission on Prostate Cancer Preliminary Study	6th September, 2021	
20	Australia Government Direct Aid Program Grant submission	28th September, 2021	
21	The Role of Transportation Workers in Cancer Control	29th September, 2021	500,000
22	Participated in the 2021 International Cancer Week	25th - 29th October, 2021	
23	A Webinar on Breast Cancer	30th October, 2021	180
24	ACT Foundation Grant submission	8th November, 2021	

Strategic Context

External Trends

Dove-Haven Foundation operates in a complex and dynamic environment where emerging trends presents potential opportunities as well as challenges to carry out our mission. External scoping was performed to understand the current state of cancer care and control in Nigeria.

Cancer has become a major source of morbidity and mortality globally. Despite the threat that cancer poses to public health in sub-Saharan Africa (SSA), few countries in this region have data on cancer incidence. In Nigeria, cancer leads to over 78 000 deaths with an estimated 124,000 new cases of cancer annually. The estimated incidence for the top five commonest types of cancer is breast cancer (22.7%), prostate (12.3%), cervix uteri (9.7%), non-Hodgkin lymphoma (5.9%), liver (4.2%). Estimated mortality rates are: breast cancer (18.1%), prostate (10.8%), cervix uteri (10.1%), liver (6.4%), and non-Hodgkin lymphoma (6.0%). Breast cancer is the leading cause of cancer-related death in Nigeria, while prostate and cervical cancer are second and third, respectively.

The incidence of cancer has been on the increase in many regions of the world, but there are huge inequalities between developed and developing countries like Nigeria. Incidence rates remain highest in more developed regions, but mortality is relatively much higher in less developed countries due to advanced-stage presentation, and lack of early detection and access to cancer management facilities. Based on population aging alone, cancer incidence in sub-Saharan Africa is projected to increase by 85% in the next fifteen years. Cancer in Africa is characterised by late presentation, low access to treatment, and poor treatment outcomes. Delays in access to cancer treatment result in 80-90% of cases that are in an advanced stage at the time of arrival to treatment. Over 70% of the cancer patients present late stages (III & IV), with few patients having access to the limited treatment facilities. This is due to the traditional beliefs about the disease, attitude of individuals to prevention and care strategies, access and affordability of cancer care.

Current situation analysis of Cancer in Nigeria reflects the following issues:

1. The absence of enabling legislation that reduces the exposure of Nigerians to carcinogens (cancer-causing agents e.g. tobacco, alcohol, etc.) has significantly increased the risk of developing cancers
2. The absence of well-coordinated national screening programmes has significantly contributed to the late presentation of most cancer patients. Screening for all cancers types is currently impossible in Nigeria
3. The management of cancer involves the use of a multi-modal approach which includes surgery, chemotherapy, radiotherapy, nuclear medicine, and palliative care.
4. The absence of a well-structured tumour board at the comprehensive cancer care centers affects the quality of care cancer patients receive.
5. Availability, accessibility, and functionality of the equipment for cancer care are major issues affecting cancer management

6. The palliative care component of cancer control is not often emphasised.
7. Although Nigeria has graduated from having just 3 to 284 registries, the registries face a major challenge of lack of funding and continuous training of registry staff

(References: Nigeria National Cancer Control Plan (2018-2022), FMoH; IARC/WHO Population Fact Sheets: Nigeria)



SWOT Analysis of Dove-Haven Foundation



Strengths: Dove-Haven Foundation has a membership strength of over 180 people with the potential of implementing its various activities. The organisation is registered under the Corporate Affairs Commission of Nigeria and with the Kogi State government. Dove-Haven Foundation is well-organised and structured with the Board of Trustees at the apex of the organogram. The human resources at the managerial level of the organisation is a strength because it comprises experts in different fields serving in various roles.

Opportunities: DHF has the opportunity to partner with interested individuals, other Civil Society Organisations (CSOs), international bodies, and governmental organisations in carrying out its objectives. The team has a strong resource mobilisation strategy and pull to draw from that can attract people in Nigeria and those in the Diaspora. DHF has the potential of getting funding from grants and donations. There are national and international grant funding for cancer intervention programmes and research to which DHF can apply. The skills and expertise of the volunteer members are also an advantage DHF can leverage to achieve the best in its objectives. The pool of human resources domiciled in DHF can provide a sporadic growth and visibility opportunity. Exploring paid membership options is an avenue for internally generated revenue for the organisation while keeping members engaged in funding cancer prevention efforts.

Weaknesses: Currently, the limited number of full-time staff working at DHF is a weakness. Full-time staff avails swift delivery of deliverables which is the current challenge the organisation is facing. The current location of the DHF office is not a permanent site, and this requires the annual renewal of the partnership. The inadequate equipment and facilities necessary are a result of limited funding. The organisation is currently working hard to strengthen these weaknesses; through sourcing, resources to have adequate full-time staff and a fully furnished permanent office.

Threat: Funding is the threat to the organisation's activity, and this informed resource mobilisation is a strategic thrust. However, when it comes to government funding, a lot of bureaucracies are involved which makes the process long and difficult. More focus will be on other sources of funds such as grants, aids. Insecurities and government are external environmental factors that can affect the programmes and activities of the organisation.



Stakeholders

<p>Federal Government</p>	<ul style="list-style-type: none"> • Federal Ministry of Health (National Cancer Control Plan) • Federal tertiary health institutions • Other Federal Ministries (Education, Women Affairs, Youth and Social Development)
<p>State Government</p>	<ul style="list-style-type: none"> • State Ministries of Health • State tertiary health institutions • Other State Ministries (Education, Women Affairs, Youth and Social Development)
<p>Local Government</p>	<ul style="list-style-type: none"> • Department of Primary Health Care Centers • Local Government Education Authority
<p>Development Organisations</p>	<ul style="list-style-type: none"> • International organisations • Union for International Cancer Control (UICC) • Local CSOs/NGOs • Royal United Hospitals, Bath, UK
<p>Consortium of CSOs</p>	<ul style="list-style-type: none"> • Nigerian Cancer Society • Breast Cancer Association of Nigeria • Society of Oncology and Cancer Research of Nigeria
<p>Private Sector</p>	<ul style="list-style-type: none"> • Hospitals • Private Schools • Research institutions
<p>Media</p>	<ul style="list-style-type: none"> • Print Media • Radio and Televisions • Social Media
<p>Faith Based Organisations</p>	<ul style="list-style-type: none"> • Churches • Mosques • Traditional
<p>Individuals</p>	<ul style="list-style-type: none"> • Philantropists • Dignitaries • Community/Traditional Leaders • Politicians and Policymakers
<p>DHF Members</p>	<ul style="list-style-type: none"> • Board of Trustees/Patron/Patroness • Technical Team • Management Team • Staff • Volunteers

STRATEGIC THRUSTS (2022 - 2026)

- ❖ Thrust 1: Programmes and People: Engineering Behaviour Change for Cancer Prevention
- ❖ Thrust 2: Partnership: Deepen Collaboration to Make a Difference
- ❖ Thrust 3: Profile Development: System Strengthening and Support Services for Cancer Activities

Strategic Objectives and Key Strategies

Our strategic objectives describe the desired “destination”- we want to be in 2026. Our strategic objectives translate our long-term vision into a more focused, actionable set of outcomes. These are organised around the three thrusts

Thrust 1: Programmes and People Objectives: What is the impact we intend to have on our target audience?

Thrust 2: Partnership Objectives: What do we aspire to achieve regarding our most direct stakeholders?

Thrust 3: Profile Development (Internal Building Blocks) Objectives: What are the organisational capabilities we must build to achieve our programmes and partner objectives? What financial outcomes must we achieve in order to ensure that the foregoing objectives are accomplished?

Presented in this section are the strategic objectives, the rationale behind the objectives, key strategies to be engaged in achieving the objectives, and the key performance/success indicators.

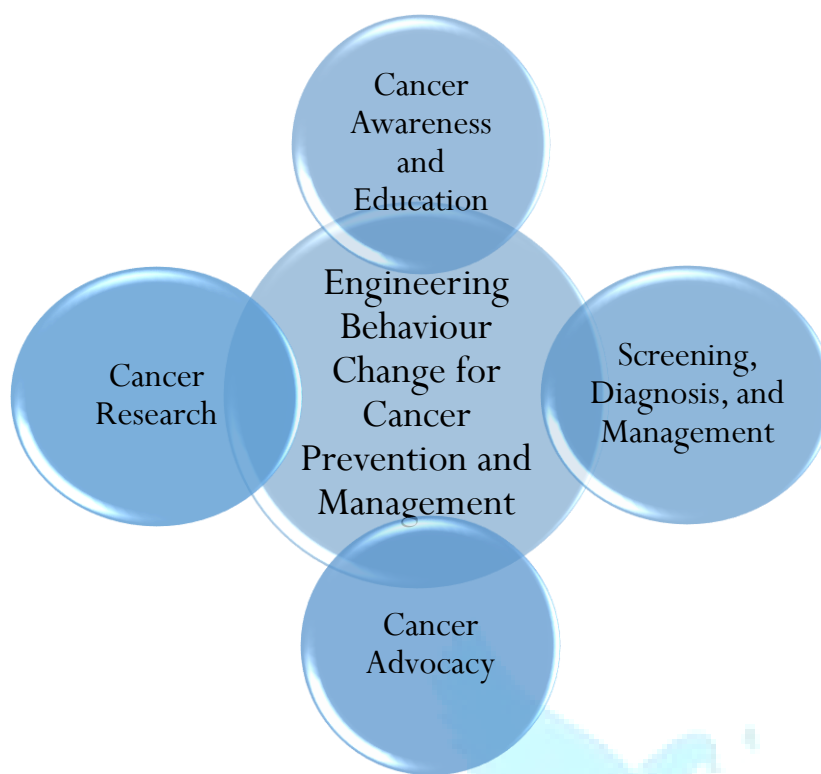
Dove-Haven Foundation Strategy Map

The Strategy Map is followed by a description of each objective and internal building block, an explanation of its strategic importance, and a summary of key strategies that will be employed to achieve the outcome.

Thrusts and Strategic Objectives

Thrust 1: Programme and People Objectives: Engineering Behaviour Change for Cancer Prevention and Management

Develop and consistently implement projects in-line with the objectives of the organisation (initiatives to meet the needs of our target population).



Strategic Objective 1: Cancer Awareness and Education

Design, implement and evaluate cancer awareness and education programmes for at-risk and general populations

Rationale: Raising awareness and providing health information on various preventive measures is essential in cancer prevention and control. The awareness and education programme will be aimed at engineering behaviour change towards a healthy lifestyle and regular screening for prevention and early detection of cancer.

Key Strategies

- Conduct of health information sessions with groups (e.g., faith-based organisations, traders associations, educational institutions, etc.)
- Use of traditional electronic and print media such as radio, television, newspapers, magazines
- Use of digital technology and social media e.g., WhatsApp, Facebook, Instagram, YouTube, Podcast, etc.
- Use of Information, Education, and Communication (IEC) materials such as posters, brochures, books, stickers, and other branded materials
- Training and capacity building programmes
- Community mobilisation and sensitisations
- Awareness walks and campaigns

Expected Outcomes

- Increased number of cancer awareness and prevention programmes
- Increased public enlightenment on cancer prevention and control
- Increased routine cancer screening for early detection

Success Indicators for Measuring Outcomes

- Number of cancer awareness and education programmes carried out
- Number of people reached

Strategic Objective 2: Cancer Screening, Diagnosis, and Management (Breast, cervical, and prostate cancer)

Carry out cancer screening for early diagnosis and follow-up patients for proper cancer management

Rationale: Routine screening is essential for early detection of cancer and better health prognosis. Late presentation often leads to the higher treatment cost and high mortality rates. Unless otherwise stated, free screening will be provided at DHF office and also during health intervention programmes to aid early diagnosis, and proper follow-up will be done for adequate management in patients diagnosed.

Key Strategies

- Provision of routine weekly free cancer service at DHF office
- Organisation of screening services during community intervention programmes
- Referral and linkage of patients with health facilities where they can access advanced care

Expected Outcomes

- Increased voluntary cancer screening
- Increased rate of cancer early detection
- Improved management of cancer cases

Success Indicators for Measuring Outcomes

- Number of people screened
- Number of individuals diagnosed at early stages of cancer
- Number of individuals followed up for cancer management

Strategic Objective 3: Cancer Advocacy

Engage in cancer advocacy activities to support favourable cancer policies as well as the quality of care for people living with cancer.

Rationale: Cancer advocacy helps in providing a conducive environment for cancer prevention and care. It ensures the implementation of government policies and enforcement of regulations to protect the healthcare of people relating to cancer.

Key Strategies

- Advocacy for inclusion of the marginalised at-risk people in cancer control plan
- Advocacy for advanced cancer treatment techniques
- Advocacy for implementation of National Cancer Control guidelines and policies
- Creation of public awareness on providing support to people living with cancer
- Advocacy for effective legislative and regulatory policies on cancer care and research.

Expected Outcomes

- Increased advocacy for cancer prevention and care
- Improved cancer advocacy outcomes

Success Indicators for Measuring Outcomes

- Number of cancer-related issues advocated for
- Number of advocacy engagements carried out
- Number of successful advocacies carried out

Strategic Objective 4: Cancer Research

Develop and implement research to provide scientific-based evidence for cancer prevention and care.

Rationale: Research is essential for the provision of evidence and information to inform policy formulation, better treatment techniques, and as a baseline for intervention programmes.

Key Strategies

- Exploration of secondary data from cancer screening
- Undertaken of primary research using both qualitative and quantitative research methods
- Undertaken of cross-sectional survey using traditional and electronic-based techniques

- Publication of research findings in reputable peer-review journals
- Presentation of research outputs in relevant conferences

Expected Outcome

- Increased evidence-based information on cancer prevention and care

Success Indicators for Measuring Outcomes

- Number of cancer research carried out
- Number of articles published
- Number of conferences attended where research results are presented

Thrust 2: Partnership Objectives: Deepen Collaboration to Make a Difference

Collaboration with other actors working in the development space, funders, research, and educational institutions, together with other stakeholders is pivotal to achieving our programme and people objectives. Cancer care and control in Nigeria is a complex and dynamic structure and requires multiple engagements with various stakeholders at different levels.



Strategic Objective 5: Donors

Apply for grants through submission of proposals to local and international donors for funding

Rationale: Donor organisations provide human, material, and monetary resources to fund proposals in line with their aim and objectives. Maximising this opportunity will enable DHF to access the resources required for the implementation of its people and programmes objectives.

Key Strategies

- Mapping of international and local cancer funding bodies
- Identification of requirements and getting needed documents for the applications
- Development of proposal ideas suitable for funding
- Applying for both solicited and unsolicited grant proposals
- Engaging in due diligence protocols with selected donors
- Implementation of projects and provision of necessary deliverables to donors
- Identification of multiple donation strategies to be used for raising resources

Expected Outcomes

- Increased donors and funding for organisational activities
- Increased donation and resource mobilisation strategies

Success Indicators for Measuring Outcomes

- Number of grant proposals application
- Number of grants proposals won
- Number of resource mobilisation strategies engaged



Strategic Objective 6: Nonprofit Organisations

Increase partnerships and collaborations with local and international organisations

Rationale: Engagement with other civil society organisations (CSOs) with similar interests leads to amplified results in efforts towards cancer prevention and control. Partnership will create an opportunity to maximise individual organisational resources to achieve a bigger outcome and create further visibility.

Key Strategies

- Mapping civil society organisations working on cancer-related issues in Nigeria
- Identification of collaborative opportunities for engagement
Joining civil society organisations groups and coalitions

Expected Outcome

- Increased partnerships with local and international organisations

Success Indicators for Measuring Outcomes

- Number of new partnerships, alliances, and joint projects
- Number of collation groups joined
- Number of joint projects and programmes

Strategic Objective 7: Community Stakeholders

Engage with community stakeholders at the planning, implementation, and evaluation phases of every project

Rationale: Stakeholder engagement fosters ownership and enables the sustainability of intervention programmes. It also accelerates the diffusion of behavioural change. We aim at enhancing stakeholders' awareness, engagement, and communication.

Key Strategies

- Advocacy visits to key stakeholders
- Community sensitisations
- Formative reviews quarterly for regular update
- Townhall and council meetings
- Meetings for dissemination of project outcomes

Expected Outcomes

- Increased stakeholders' participation in DHF activities, projects and events
- Increased stakeholders buy-in and ownership

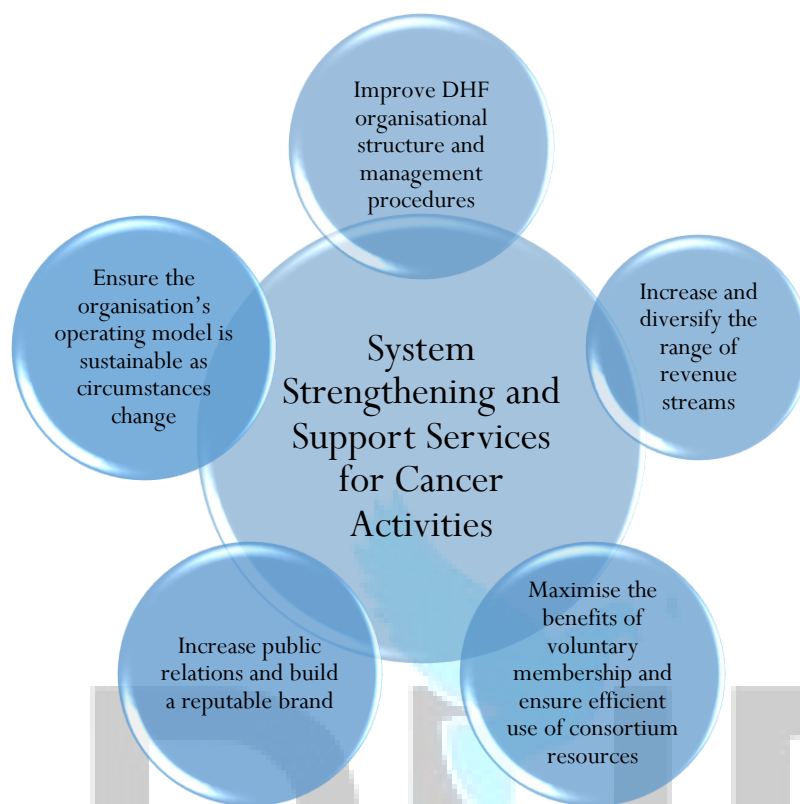
Success Indicators for Measuring Outcomes

- Public acknowledgment of successes and sharing of positive feedbacks or experiences by stakeholders
- Number of stakeholders meetings held
- Reports of stakeholders meeting held

Thrust 3: Internal Building Blocks: System Strengthening and Support Services for Cancer Activities

In order to achieve the strategic objectives described in the previous section, Dove-Haven Foundation must build upon its current internal strengths and capabilities. The internal building blocks are the essential organisational

capacities that the foundation will develop over the coming decade. These are aimed at addressing issues relating to organisational infrastructure, resources, and culture.



Strategic Objective 8: Structure, Process, and Resource Alignment

Improve DHF organisational structure and management procedures

Rationale: There is a need to align and integrate staff and committee structures, resources, and administrative processes in order to achieve the other strategic objectives. This will enable greater effectiveness and accountability. It will also provide more opportunities for donors to become more involved in the organisational activities.

Key Strategies

- Development of necessary organisational policies
- Implementation of organisational policies
- Fostering internal systems within the organisation that promote collaboration, agility, and efficiency within and among departments.
- Ensuring staff has the capacity, knowledge, skills and tools required to achieve the objectives of the strategic plan

Expected Outcomes

- Demonstrated improvement in organisational culture
- Increased staff involvement in training and developmental programmes

Success Indicators for Measuring Outcomes

- Number of organisational policies developed and implemented
- Organisational policies
- Administrative report of organisational activities

Strategic Objective 9: Diversify Revenue Streams

Increase and diversify the range of revenue streams to maximise our effectiveness in connection with the organisations programme and people objectives

Rationale: In order to achieve the objectives and carry out the strategic objectives, DHF will seek to increase revenue streams through grantmaking, donations, and other internally generated revenue schemes. Resource donation is not limited to funding only, materials, time, and skills are resources that can be effectively utilised.

Key Strategies

- Diversification of revenue streams beyond membership due and donations through grants and collaborations
- Maximisation of opportunities for working together with donors to leverage and steward resources to address laid down objectives.
- Identification and implementation of several fund-raising strategies
- Use of media such as GoFundMe for fundraising activities

Expected Outcome

- Increased revenue streams for organisational activities

Success Indicators for Measuring Outcomes

- Number of revenue streams identified
- Number of revenue streams harnessed

Strategic Objective 10: Maximise Human Resource

Maximise the benefits of voluntary membership and ensure efficient use of consortium resources

Rationale: We recognise that monetary and material resources alone cannot help us in achieving our objectives, a multi-faceted approach that leverages all forms of resources, people and relationships is required. The membership strength and human resource domiciled within the organisation will be engaged to achieve set objectives

Key Strategies

- Recruitment of competent permanent staff and develop a commitment to the career development of staff and volunteers
- Increasing leadership roles that staff, volunteers, and donors play on the implementation plan
- Fostering a learning environment for staff and volunteer members
- Engaging more with volunteer members at the departmental level
- Building, nurturing, and leveraging strategic relationships with leaders in public, private, and nonprofit sectors, and in the community
- Training and re-training of staff

Expected Outcomes

- Improved participation and commitment of volunteer members
- Improved competencies of organisation's staff and volunteers

Success Indicators for Measuring Outcomes

- Positive staff performance appraisals
- Low volunteer and staff attrition rate
- Number of permanent staff recruited



Strategic Objective 11: Public Relations for local and international visibility

Increase public relations and build a reputable brand using information and communication technology Improved global visibility

Rationale: There is a need for more visibility to achieve set objectives. This will not only help the funding raising activities but also the awareness and campaign programmes.

Key Strategies

- Effectively harnessing of the media in promoting the organisational activities and impacts
- Engagement of all members in publicity activities
- Development and implementation of a social media schedule with engaging posts and resources

- Collaboration with media agencies to have cancer-related materials and resources on their platforms

Expected Outcomes

- Increased public relations of DHF
- Improved organisational branding and visibility

Success Indicators for Measuring Outcomes

- Increased visibility on traditional and social media platforms
- Increased engagement on organisational websites and social media platforms
- Number of followers, likes, and subscriptions on organisational media platforms
- Number of media mentions

Strategic Objective 12: Sustainable Operating Model

Ensure the organisation's operating model is sustainable as circumstances change

Rationale: The current operating model is heavily dependent on philanthropic donations and volunteered membership. A more sustainable model should be developed and adapted to cushion any external occurrence that can threaten the existence and effectiveness of the organisation.

Key Strategies

- Creation of a sustainable operating model for DHF
- Securing a permanent office for DHF at Isanlu
- Development and sustaining a system for assessing the impact of DHF strategies and activities
- Creation of and maintaining knowledge sharing and feedback mechanism within the organisational members, donors, and community members.
- Engaging in deep analysis and projection of our current operating model and modify as needed
- Monitoring of the trends, demographic changes, policies, and security situation of the country and identify how they will affect the organisations operating model.

Expected Outcome

- A sustainable operating model developed and implemented

Success Indicators for Measuring Outcomes

- Report of the sustainable operating model developed

Financials

Financial Goals for the next 5 Years

	FY3	FY4	FY5	FY6	FY7
Revenue Projection (R)	\$25,000.00	\$26,250.00	\$27,562.50	\$28,940.63	\$30,387.66
Revenue Growth	5%	5%	5%	5%	5%
Cost Projection (C)	\$24,000.00	\$25,000.00	\$26,000.00	\$27,000.00	\$28,000.00
Financing Gap (R-C)	\$1,000.00	\$1,250.00	\$1,562.50	\$1,940.63	\$2,387.66

Risk Analysis

Major risks the organisation may face and the possible ways to minimise the risks

Likelihood 1-5

Not likely (Occurs in exceptional situations) 1

Slightly likely (occurs but is not common) 2

Possible (May occur sometimes) 3

Very likely (Occurs in a majority of situations) 4

Certainly (is basically expected to occur) 5

Impact 1-5

Not dangerous (Established routines are sufficient to control the risk) 1

Slightly dangerous (will threaten some of the activities of the programme) 2

Moderate impact (would require adjustments of the programme) 3

Major impact (will affect some of the goals and impacts of the program) 4

Threat to the programme (If they occur the programme will cease to exist) 5

S/N	Risk	Likelihood	Impact	Risk Management
1	Inability to get permanent office location in due time	1	4	Make necessary plans to retain current location while working on securing a permanent location
2	Lack of funding	3	4	Actively apply for grant proposals, develop and engage multiple funding raising and resource mobilisation strategies
3	Insecurity	3	3	Carry out proper scoping before choosing physical project locations; ensure virtual programme

				components in all projects; have an emergency exit plan during physical activities
4	Political instabilities	2	3	Avoid any form of political affiliations
5	Adverse government policies	1	3	Operate DHF in line with the current policies and make necessary adjustments when needed; advocate for favourable policies
6	Data falsification and corrupt practices	1	4	Implement organisational policies and carry out routine quality assessment evaluation
7	Staff turnover or lack of staff	2	3	Institutionalise staff capacity development through a step-down training, encourage a positive work culture
8	Natural disasters	1	3	Ensure environmental protection measures are followed in all activities
9	Mismanagement of funds	1	4	Implement organisational financial policies; engage an external auditor yearly
10	Inadequate infrastructure	2	2	Maximise and maintain available resources, improvise or partner with or organisation with available infrastructure; seek for support in acquiring more resources
11	Cultural risk	1	1	Ensure equity in community stakeholder engagement; transparency in stakeholders' engagement
12	Community conflicts	1	2	Avoid identification with any community group, identify and engage conflict resolution strategies used in the community

Implementation Plan

A yearly operational plan will be developed as an implementation plan for the strategic priorities. The plan will be done alongside the implementing budget. This will put into consideration operational grant proposals and other collaborative efforts the organisation is engaged in to achieve its strategic priorities.

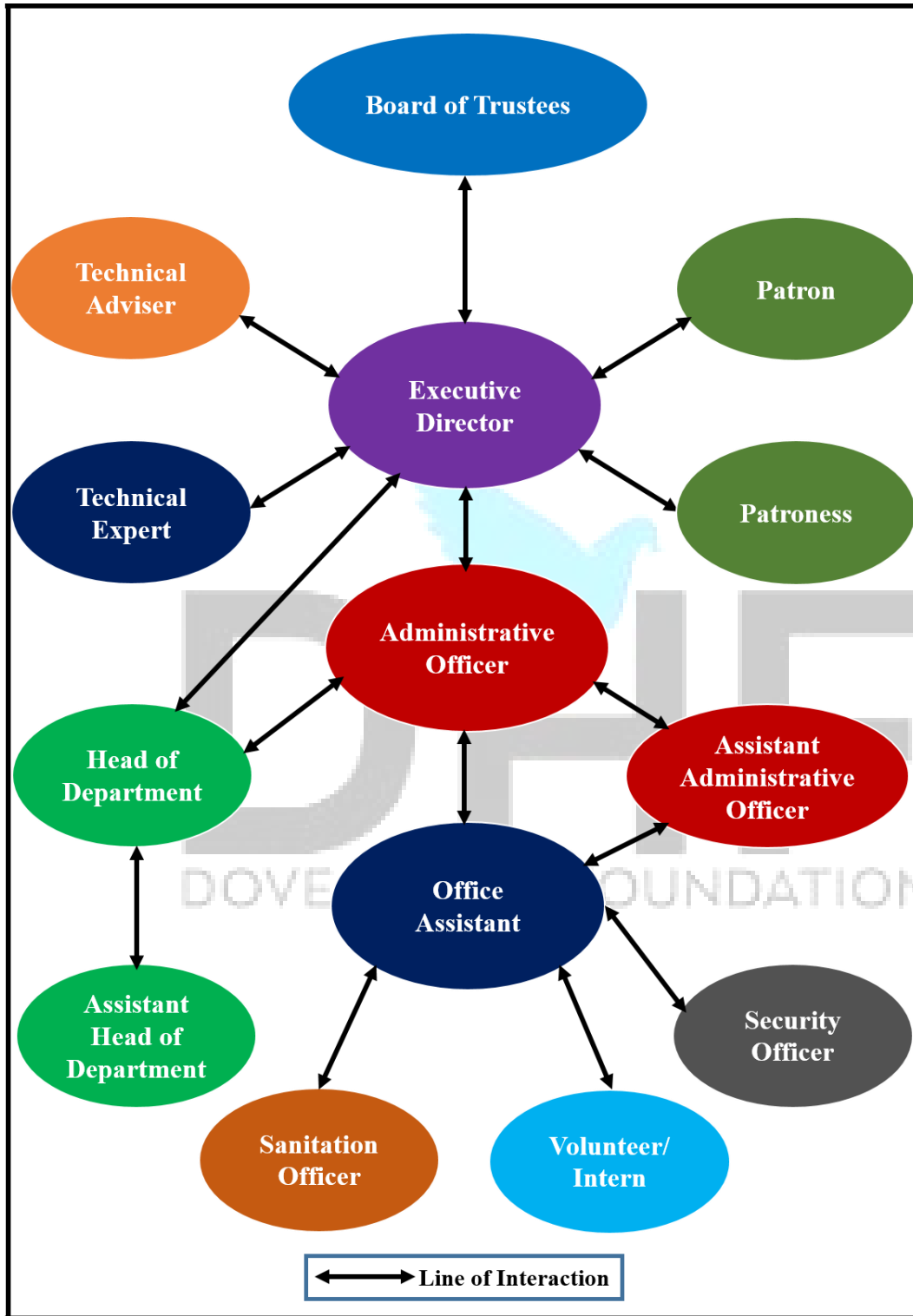
Monitoring, Evaluation and Feedback

A monitoring and evaluation (M & E) plan will be developed alongside the annual operational plan clearly stating the key performance indicators and the target for each indicator. A monitoring and evaluation officer will be recruited to ensure proper documentation as well as evaluation of organisational activities in-line with the M & E plan.



Appendices

ORGANOGRAM



GOVERNANCE

Management Team

Executive Director

- Dr. Ekundayo Samuel

Administrative Department

- Administrative Officer - Mrs. Joy Dorcas Famoyegun
- Assistant Officer 1 - Mrs. Funmilayo Olorunmo
- Assistant Officer 2 - Ms. Omolade Olayioye

Finance and Resource Mobilisation (RM) Department

- Head - Mrs. Adebola Lemoshe
- Assistant Head Account - Mrs. Funmilayo Olagunju
- Assistant Head RM - Mr. Oluwaseun Adebisi

Programmes Department

- Head - Mrs. Damilola Ayodele
- Assistant Head 1 - Mr. Ifeanyi Oduaro
- Assistant Head 2 - Mrs. Faith Oyebanji
- Assistant Head 3 - Mr. Jeremiah Olusesi
- On leave - Dr. Abel Adeosun

Medical and Research Department

- Head - Dr. Olawale Adamson
- Assistant Head Medical 1 - Mrs. Phebean Alo
- Assistant Head Medical 2 - Mrs. Gbemisola Baba
- Assistant Head Research 1 - Dr. Victor Oyebanji
- Assistant Head Research 2 - Pharm. Olabimpe Olayinka

Human Resources (HR) and Welfare Department

- Head - Mrs. Omowunmi Agunsoye
- Assistant Head Welfare - Mrs. Rebecca Oke
- Assistant Head HR - Dr. Oluwamuyiwa Falola

Media and Communications Department

- Head - Mrs. Oluwaseun Anselm
- Assistant Head Communications - Mrs. Abimbola Nihi
- Assistant Head Media - Mr. Isaac Ipadeola

Liaison Unit

- Head - Dr. Abiola Adimula
- Assistant Head - Mr. Adedapo Aderombi

Procurement and Supplies

- Head - Pharm. Ropo Ogunwale
- Assistant Head - Mr. Ayodeji Aduloju

Compliance Officer

- Barr Miracle Samuel



Board of Trustees

- Dr. Ekundayo Samuel - Chairman
- Mr. Temitope Mark - Secretary
- Dr. Rahmatu Hassan
- Prof. Oluwatoyin Ajala
- Pastor Olusegun Alabi
- Hon. Justice George Oguntade
- Mr. Ayodeji Titus

Technical Advisors

- Prof. Oyeronke Odunola - Research
- Prof. Mark Beresford - Medical
- Prof. Oladapo Campbell - Medical
- Dr John Mata - Research
- Prof. Francis Durosinmi-Etti - Medical and Policy
- Dr. Ikeoluwapo Moody - Administration
- Mrs. Adeola Samuel - Finance

Technical Experts

- Prof. Olufunke Ola-Davies - Research
- Dr. Ayorinde Folasire - Medical
- Dr. Omolara Fatiregun - Medical
- Dr. Babatunde Afolabi - Medical
- Dr. Oladiran Olatunbode - Medical
- Dr. Ishak Lawal - Partnership and Collaboration

Patron

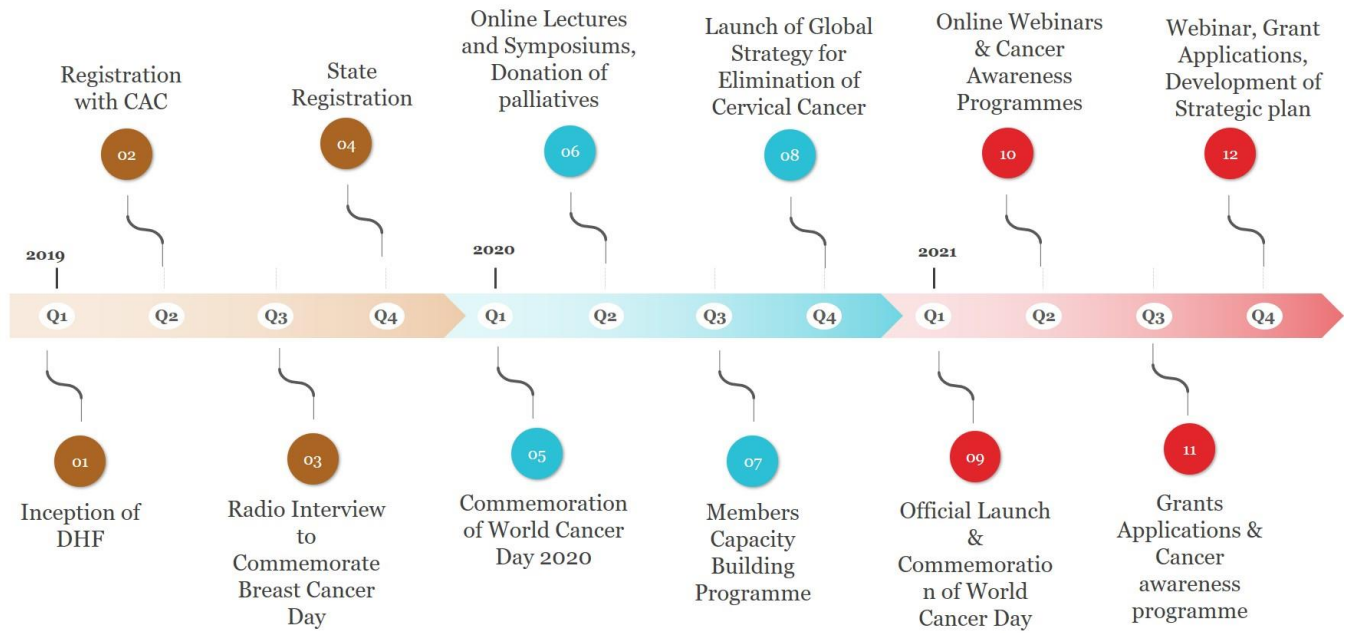
- Prof. Eyitayo Lambo

Patroness

- Prof. Gbemisola Oke



DHF Organisational History Chart



Strategic Plan Committee Members

1. Dr. Ishak Lawal - Chairman
2. Mrs. Joy Dorcas Famoyegun - Secretary
3. Mrs. Damilola Ayodele
4. Mr. Adedapo Aderombi
5. Dr. Oluwamuyiwa Falola
6. Dr. Olawale Adamson
7. Mrs. Adebola Lemoshe
8. Mrs. Oluwaseun Anselm
9. Mrs. Adebisola Oyebanji
10. Dr. Abel Adeosun
11. Mrs. Phebean Alo
12. Pharm. Ropo Ogunwale
13. Barr. Miracle Samuel
14. Dr. Ayorinde Folasire
15. Dr. Ikeoluwapo Moody
16. Prof. Oluwatoyin Ajala
17. Prof. Eyitayo Lambo
18. Dr. Ekundayo Samuel

