



TOUCH A HEART SOCIAL AND ECONOMIC RIGHTS INITIATIVE

STRATEGIC PLAN (TAHSERI SP)

2017-2021



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2017-2021**

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LIST OF ACRONYMS

AIDS	Acquired Immuned Deficiency Syndrome
BOT	Board of Trustees
CAC/IT	Corporate Affairs Commission/Incorporated Trustees
CRA	Child Rights Act
ECCDE	Early Childhood Care Development Education
ED	Executive Director
HIV	Human Immuno-Deficiency Virus
IGA	Income Generating Activities
KPI	Key Performance Indicators
LTD	Limited
NSPAN	National Strategic Plan of Action for Nutrition
NV 20:2020	Nigerian Vision 2020
PESTEL	Political, Economic Social, Technological, Environment and Legal
SGD	Sustainable Development Goal
SP	Strategic Plan
SWOT	Strengths, Weakness, Opportunities and Threats
TAHSERI	Touch a Heart Social and Economic Rights Initiative
TIPPEAA	Trafficking in Persons Prohibition (Enforcement) Administration Act
UBE	Universal Basic Education
VAPP	Violence Against Persons (Prohibition) Act
VCSLA	Voluntary Community Savings and Loans Associations

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ACKNOWLEDGEMENTS

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EXECUTIVE SUMMARY

With the need to uplift and uphold the rights of the less privileged in the society, TAHSERI came into being to help achieve that. In furtherance of this need, a 5 year Strategic Plan was mooted and developed by a team of technical experts with inputs from the BOT and a crop of seasoned and dedicated staff of the organization. All this was achieved under the leadership of the Executive Director.

The development of this Plan is to further promote the goals, mission, vision and values which the organization holds sacrosanct and dear in executing its activities that are gender sensitive, people oriented and community centered.

This Plan shall serve as a guide as well as a resource mobilization tool as it clearly outlines expected results to be achieved. An estimated N500,000,000.00 shall be required for the actualization of this Strategic Plan



**Grace P. Dafiell Esq.
Executive Director**

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ORGANIZATIONAL PROFILE

Touch a Heart Social and Economic Rights Initiative (TAHSERI) is a not for –profit, non-governmental, non-religious and non-political organization established in 2012 but registered with CAC on 15/1/2013 with CAC/IT/No. 58956 and with head-quarters at No. 5 Makama street, UngwaMakama and Adamawa Office located at Opposite GSS Sahudu Road, Tsamiya, Mubi and with other branch offices in Plateau, Taraba, with plan to expand to Bauchi, Niger, Sokoto, Delta, Akwalbom, Lagos and Ogun states. It has a three (3) man Board of Trustees, 7 Technical Advisors, 12 full staff, 3 part-time staff and 10 dedicated Volunteer staff for the smooth running of the organization led by Bar. Mrs. Grace Dafiell, the Executive Director (ED) of the Organization. These Boards are responsible for formulating policies that ensure good governance of the organization. Its membership includes pharmacists, clergy, child protection experts, social and economic experts, lawyers, academicians (researchers and social scientists) and philanthropists

GOAL

All youths, girls, boys, adolescents, men, women and persons with disabilities are empowered to cater for themselves and have self- actualization.

VISION

A society where the populace are socially and economically emancipated.

MISSION

To promote the social and economic emancipation of the Nigerian people by building their capacities and providing assistance to them to become economically self-sufficient and improving their general wellbeing

OBJECTIVES

1. To create social and economic rights awareness among rural dwellers
2. To promote the economic and social welfare of vulnerable children in the society
3. To promote the study of social and economic rights in our schools
4. To create awareness about governance, social and cultural rights and explore strategies for securing their realization
5. To promote the rights of disadvantaged population especially people living with disabilities.
6. To promote empowerment youth, girls, boys, adolescents, persons with disabilities, men and women
7. To build the capacity of youths, men and women to be socially fit and economically independent.
8. To conduct and promote research, monitoring & evaluation, accountability and learning on rights related issues in Nigeria

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9. To practice rights-based approach in programming and integrate gender into programs and activities.
10. To protect the rights of Nigerian citizens and create awareness on such rights
11. To create awareness on civil and civic rights, mass literacy, environmental protection and conservation, good governance and economic empowerment.
12. To partner, network and Collaborate with the government, other NGOs, CSOs, FBOs and other agencies to design/implement policies and programs that are women and children related.

OUR VALUES include: T- transparency, A- accountability, H- honesty, S- social Inclusion of all, E-Empowerment, R-responsiveness and resilience, I- integrity

THEMATIC AREAS OF INTERVENTION

Health, Education & Empowerment, Protection, Environment and Humanitarian

TARGET AUDIENCE

Youths, girls, boys, adolescents, men, women and persons with disabilities

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STRATEGIC ANALYSIS -SWOT ANALYSIS

STRENGTH	WEAKNESS	OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Capacity to implement projects • Ability to work with target audience as well as public and private sector • Dedicated, hardworking staff with outstanding technical expertise • Free/enabling work environment • Functional office • Internal drive to accomplish her mission and vision. • Skilled manpower who are always working as a team and as a family with all vigour. • Energetic and hard working Executive Director and leadership able to show and provide clear direction • Good community entry strategies and commitment to meeting community needs and working with communities • Taking on impromptu assignments (ad-hoc operations) • Good advocacy skills • Ability and skills in initiating programs 	<ul style="list-style-type: none"> • Poor implementation of organizational policies • Communication gaps • Occasional staff motivation • Weak dissemination of information on organizational activities • Inadequate skilled staff at state levels • Weak monitoring and evaluation of its activities and publicising results 	<ul style="list-style-type: none"> • Increased donor presence • Community acceptance and partnership • Improved policy environment 	<ul style="list-style-type: none"> • Politics involved in NGO work in the country at different level. • Insecurity in the country. • Staff welfare not commensurate to assigned workload

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<p>that meet the needs of the target population</p> <ul style="list-style-type: none"> • Good sustainability strategies for community interventions • Good and functional organization structure • Defined plan of action for key interventions on thematic areas. 			
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STRATEGIC ANALYSIS -PESTEL ANALYSIS

POLITICAL	ECONOMIC	SOCIAL	TECHNOLOGY	ENVIRONMENT	LEGAL
<ul style="list-style-type: none"> • Good political climate for interventions • Political will of leaders there by creating enabling environment for interventions 	<ul style="list-style-type: none"> • Inflation is not constant and is always put into consideration for budgeting • Market surveys are usually done to deter 	<ul style="list-style-type: none"> • Culturally acceptable practices are predominant in states of operations. • Cultural tolerance exist in the states of operations • Peacef 	<ul style="list-style-type: none"> • Availability of website and other social media handles for information dissemination 	<ul style="list-style-type: none"> • Good and secured office spaces in the states of operations • Current insecurity and instability 	<ul style="list-style-type: none"> • Availability of legal compliant policies • Availability of legal framework for intervention

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n	mine intervention <ul style="list-style-type: none">• Market instability is a threat and opportunity	ul co-existence among different religious groups			
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BACKGROUND TO THE STRATEGIC PLAN

Over the past six(6) years, TAHSERI has expanded and increased program focus and operations. This has implication as it places demands on the organization in terms of staffing (number and mix of skills and expertise), organizational structure, coverage and mobilization of resources to meet with increasing demands for its services. This strategic plan is designed to support a systematic approach to determining the issues and needs for attention and action, and the necessary resources, structures and systems that will enable TAHSERI implement the agreed priority actions. TAHSERI core focus is empowerment for self-actualisation of its target audience, however, the changes and demands of the internal and external environment necessitate a review of TAHSERI program scope to increase the mix of programs, services and strategies. It is an outcome of a rigorous but systematic process of review of TAHSERI Constitution, consultations, brainstorming, examinations, knowledge exchange and weighing different options for growth and development and consensus building on the best way forward. TAHSERI is desirous of contributing to the achievement of National and Sustainable Development Goals (SDGs) and national health and socio- economic development goals by initiating, developing and implementing programs that respond to health and socio-economic concerns in Nigeria. The attainment of these goals provides the rationale for the process that produced this plan.

INTRODUCTION TO THE STRATEGIC PLAN

TAHSERI Strategic Plan is a five-year strategic framework to guide the multi-sectoral operationalization of the objectives and strategies of the organization aimed at ensuring the empowerment for self-actualization of its target audience in the states of operations in Nigeria.

The TAHSERI SP reviewed national documents on health, education, protection, environment and humanitarian interventions to the context of which is based on the understanding that investment in the poorest and most vulnerable population in Nigeria is a prerequisite towards achievement of not only the Vision but also many of the specific goals of NV20:2020 and the SDGs. The TAHSERI SP is built around Seven(7) major STRATEGIC OBJECTIVES, with focus on the critical priorities that must be addressed in order to ensure the achievement of the goals as stated below.

The target results of the strategic plan are:

- 25% of the poor and vulnerable populace have equitable access to and benefit from comprehensive social protection services.
- 25% of target population are safe from abuse, violence, exploitation and neglect (especially Violence against women and children, sexual and gender based violence).
- 25% of vulnerable youths, children, women, persons with disabilities and adolescents are healthy and well-nourished.
- 25% of vulnerable children women, persons with disabilities and adolescents have equitable access to and benefit from quality formal and informal education

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(ECDE, primary, and junior secondary for formal education, vocational & skills training, ICT, financial education & literacy and education in emergencies).

- 25% of vulnerable children, women, persons with disabilities and adolescents have an adequate standard of living conditions within a safe and secured environment.
- 25% of children are protected and have a legal identity.
- 25% of vulnerable children, women, persons with disabilities and adolescents have the right to participation, protection, and information.
- To ensure data collection, collation, and analysis through research, learning and practices in the areas of focus.

1. TAHSERI SP FRAMEWORK

This framework shall serve as guide upon which Annual Operational Plans of the Organization shall be drawn from in the next 5 years. It clearly spells out the strategic objectives, strategies to be used, activities to be carried out and indicators to be tracked.

1.1. Purpose and Goals of the TAHSERI SP

The TAHSERI Strategic Plan aims to mobilize resources that will empower the vulnerable populace for self-actualization and improve the quality of life and wellbeing of vulnerable children, women, persons with disabilities and adolescents by 25 % by 2021.

1.2. Strategic Approach

The TAHSERI SP recognizes that to reduce vulnerability and improve access to effective, integrated and coordinated social services for vulnerable children, women, persons with disabilities and adolescents, there must be a functional system which operates from organization level to community level to the state level and ultimately the national level.

The TAHSERI SP encourages the use of systems strengthening approach towards ensuring the sustainability of the achievement of its goals and specific results. Within this strategic approach, clear delineation of the coordination mechanisms and the definition of the specific programs are essential elements. The systems-building approach promoted by the TAHSERI SP is supported by a cross-cutting strategy of Partnerships, Networking, and Collaboration.

1.3. Process of Development

Following the desk review of national documents relevant to its work, TAHSERI Strategic Plan 2017-2021 was developed through an extensive consultative and participatory process involving members of the board, staff and technical advisory committee. The SP development was led by the Executive Director with technical and financial support from the Chairman of the Board.

1.4 Legal Framework for protection

The legal framework to ensure the realization of protection for the vulnerable populace include: the 1999 Constitution of Nigeria which guarantees the right of all citizens

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including fundamental human rights, Child Rights Act 2003, Trafficking in Persons (Prohibition) Enforcement and Administration Act (TIPPEAA), 2015,¹Labour Act,² and Violence Against Persons Prohibition Act (VAPP) 2015. Others include NSPAN 2014-2019, National Policy on Environment, UBE Act 2004, National HIV/AIDS Policy and Strategic Plan 2017-2021 etc.It is based on the need to do more to achieve the principles of the Nigerian Constitution, CRA and other legislations that necessitated the development of this TAHSERI SP.

1.5. Guiding Principles for TAHSERI SP Implementation

The implementation of the TAHSERI SP is guided by a set of key interlinked principles as follows:

Rights-Based Approach

The TAHSERI SP is firmly based on the principles of Legislation. This principle recognizes that all human beings have rights and are the subject of their own rights. The fulfillment of these rights is not an option, nor a favour or kindness, nor is it an expression of charity. As such, all interventions under the TAHSERI SP will ensure that (i) the 'best interest' of the target population are the primary concern in any decision affecting them; (ii) there is no discrimination against any person, whatever their race, religion or abilities, type of family they come from, where they live, the language they speak, what their parents do, whether they are males or females, what their culture is, whether they have a disability, or whether they are rich or poor; (iii) every person is given the conducive environment to survive and develop to their full potential; (iv) target population especial women, persons with disability and children are able to express their views and to participate in family, cultural and social life and participate in decisions that affect them.

Gender sensitive and equity

Gender equity and equality means that women and men, and girls and boys, enjoy the same rights, resources, opportunities and protections. Under the TAHSERI SP, programmes and interventions will adopt a gender-sensitive approach which recognizes that females and males face different obstacles to the full realization of their rights, and that gender equality is unlikely to be achieved by providing them the same set of services, opportunities and protection.

Life Cycle

Under the TAHSERI SP, programmes and interventions will take into consideration age-appropriate approaches for ensuring the rights and meeting the needs of infants, young children, older children and adolescents, women, men and persons with disability as there are different survival, protection and development issues across the stages of one's life from birth through to death.

¹Formerly, Trafficking in Persons (Prohibition) Law Enforcement Administration Act (TIPPLEA), 2003. It prohibits trafficking in human beings, particularly children and women and established the National Agency for the Prohibition of Traffic in Persons (NAPTIP) as the statutory agency for enforcing this law.

²Cap L1, Laws of the Federation 2004

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Equity

Large disparities across the different strata of the country and the most deprived vulnerable persons experience multiple forms of exclusion simultaneously. Programmes and interventions promoted by the TAHSERI SP will adopt an equity focus, seeking to understand and address the root causes of inequity so that all vulnerable population, particularly those who suffer the worst deprivations in Nigeria and states of operations, have access to education, health care, sanitation, clean water, protection, and other services necessary for their survival, growth, and development.

Family and Community Focus

The TAHSERI SP recognizes the importance and responsibilities of the family in a child's development, and the supportive role that is played by the community. Programmes and interventions will adopt a household-centred approach, strengthening the capacity of the family to ensure the fulfillment of their children's rights, and promote community participation, ownership and empowerment, with the government providing necessary support.

2. INSTITUTIONAL FRAMEWORK: COORDINATION AND RESPONSIBILITIES

2.1. RESPONSIBILITIES FOR IMPLEMENTING THE TAHSERI SP:

The TAHSERI SP recognizes that to vulnerability reduction is a function of an effective and efficient system and mechanisms with all stakeholders been involved. It therefore follows that the implementation of the TAHSERI SP is multi-faceted as all staff, volunteers, contractors, vendors and board have specific responsibilities to ensure actualization of the plan.

2.2. Management and Coordination

The head- quarters and the senior management of TAHSERI referred to as High Level Management Committees has the overall responsibility to provide leadership and management of the implementation of the TAHSERI SP, in close collaboration with the state teams.

The Executive Director/Vice President shall be the head of operations and shall ensure the full implementation of the SP and shall be supported by the Technical Director Operations for the smooth running of the organization who shall liaise directly with the states team leads for project/programme implementation. Project/Program managers shall be employed from time to time to oversee the day-to-day running of projects/programs of the organization at the state level.

2.3. Terms of Reference Of TAHSERI SP Management And Coordination Structures

High Level Management Committee (HLMC):

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- I. Direct the technicality and all issues relating to the coordination, harmonization and implementation of TAHSERI SP response on all projects/programs.
 - II. Approve resources and monitor its use on all organizational project/programs activities.
 - III. Oversee the implementation of all state activities.
 - IV. Approve capacity building activities, projects and programmes.
- State Team Project/Program Coordinating Committee (STPCC):*
- I. To provide technical support to the coordination, harmonization and implementation of projects/programs in the state.
 - II. To recommend best practices on strategies to strengthen the workings and operations of the organization.
 - III. To facilitate the implementation of all state activities.
 - IV. To collaborate with the relevant state structures, MDAs that will promote collaboration, partnership and networking.

3.0. STRATEGIC OBJECTIVES

3.1 Health

5% of Youths, girls, boys, men, women and persons with disabilities have quality health interventions by 2021.

- 5% of target audience have access to HIV/AIDS prevention, care and support and control in states of operations
- 5% of children have access to immunization interventions
- 5% of target audience have access to Malaria and TB prevention, control, care and support in communities of operations by 2021
- 5% of children under 5 years and pregnant women have access to Nutrition services and information by 2021.
- 5% of adolescent have access to quality reproductive health and rights information and services by 2021
- 5% of target audience have access to and are reached with life building skills by 2021
- 5% of target audience have access to Sexual and Gender-Based Violence prevention, care and support and are protected from SGBV by 2021
- Drug abuse reduction by 5% among target audience in 25% communities of operations by 2021.

3.2 Education and Empowerment

5% of Youths, girls, boys, men, women and persons with disabilities have access to quality Education and Empowerment interventions by 2021

- Integration of Early Childhood Care Development into education intervention in all program areas of the organization in 5% of communities of operations by 2021
- Promotion of ECCDE in 5% of our communities of operations by 2021

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- 5% of youths, adolescents, women, men and persons with disabilities have information on civic Education
- Human rights promotion in 5% communities of operations by 2021
- Positive cultural rights and values promotion in 5% communities of operations by 2021
- Better parenting skills promotion and integration in 5% of women and men and persons with disabilities by 2021
- 5% of families have access to Household Economic Strengthening through VCSLA and IGAs by 2021 in community of operations.
- Trainings on Micro Enterprise Fundamentals conducted for 5% of youths, adolescents, men, women and persons with disabilities by 2021 in community of operations
- Trainings on financial literacy conducted for 5% of youths, adolescents, men, women and persons with disabilities by 2021 in community of operations
- Mentoring and linkages to financial institutions of 10% of trained , adolescents, men, women and persons with disabilities by 2021

3.3 Protection

5% of Youths, girls, boys, men, women and persons with disabilities have access to quality Protection services and interventions by 2021

- Legal and social protection available for 5% of our target audience by 2021 in communities of operations
- Provision of Psychosocial Support to all target audience in need of it.
- Integration and mainstreaming PSS into all facets of program interventions and service provision by 2021
- Shelter and Care provision for 5% of children, women and persons with disabilities in 5% of communities of operations
- Case management and referrals

3.4 Environment

5% of Youths, girls, boys, men, women and persons with disabilities have access to and live in safe and secured Environment by 2021

- Promotion of WASH in 25% communities of operations by 2021
- Promoting tree planting for fighting desertification and beautifying the environment in 15% of communities of operations by 2021
- Promotion of proper waste disposal and management for recycling energy by creating awareness in 25% of communities of operations by 2021.

3.5 Humanitarian

5% of Youths, girls, boys, men, women and persons with disabilities have access to quality services and interventions in Humanitarian situation

- Managing livelihood support in humanitarian situation

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- Mobilization of clothing and materials for 5% of IDPs in camps
- Reintegration of children of IDPs into families
- Education for 2% of children in crisis situation in communities of Adamawa and Plateau states.
- Promotion of ending violence against children and women in humanitarian situations through awareness creation in 5% communities of operation.

4.0 Methodology/Strategies

1. Advocacy
2. Community mobilization, involvement and participation
3. Capacity building through trainings, mentorship and coaching
4. Gender mainstreaming and integration
5. Education
6. Networking, collaboration and referrals
7. Strategic Information Management
8. Monitoring, Evaluation, Accountability, Learning and Research

5.0 Activities

- Conduct advocacy to communities
- Awareness creation on civic education in communities
- Awareness campaigns on ending VAC and ending SGBV in communities
- Awareness creation on effects of hate speeches and violence during elections
- Capacity building and training of target audience in all strategic areas/focus
- Campaigns on program focus areas such as ECCDE, WASH, Malaria, TB, HIV/AIDS, Immunization
- Establishing protection structures in communities for children and vulnerable groups.
- Capacity building through mentoring, coaching and trainings for community leaders and structures like quality improvement teams for protection, livelihood support and VCSLA
- Promotion of livelihood approaches and mentoring of VCSLA groups
- Establishing IGAs for vulnerable population
- Referrals and Linkages to legal and social protection services
- Community mobilization for effective programs implementation
- Block-granting for education support for children
- Training on life building skills and reproductive health and rights issues for adolescents, women, girls and persons with disabilities.
- Establishment of food banks in communities
- Environmental protection activities through tree and flower planting in communities
- Organizing quiz and essay competitions for schools, youths and adolescents

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- Organizing cultural displays and food fairs in communities and schools
- Conduct M&E, researches and learning sessions.

6.0 Key Performance Indicators

Number of advocacy visits and meetings held

Number of awareness campaigns carried out

Number of trainings conducted

Number of protection structures established and strengthened

Number of VCSLA groups established and strengthened

Number of referrals and linkages carried out

Number of beneficiaries of such linkages and referrals

Number of persons provided with legal and protection services

Numbers of community mobilized for service provision for the target audience of
TAHSERI

Number of food banks established and functional

Number of toilets constructed or rehabilitated

Number of trees and flowers planted

Number of schools and communities participating in cultural activities promotion

Number of quiz and essay competitions organized

Number of M&E visits conducted

Number of evaluations conducted for each year

CONCLUSION

This SP shall be a resource mobilization tool for the achievement of TAHSERI goals and objectives while promoting the upliftment of the rights of the less privileged in the society especially communities of operations. Lessons learned in the course of implementing this plan shall be the basis for subsequent plans for the organization.

Annexes

GLOSSARY

Who is a Vulnerable Child?

According to the Nigeria Demographic and Household Survey (NDHS) 2013, a vulnerable child is any child under 18 years who has a chronically ill parent (sick for three or more consecutive months during the past 12 months) or who lives in a household where an adult was chronically ill or died during the 12 months preceding the survey. The 2008 Situation Assessment and Analysis of OVC in Nigeria included a child who has lost one of both parents or/and lives with an old frail grandparent to its definition of a vulnerable child Children who are unlikely to have the opportunity of achieving or maintaining, a reasonable standard of health or development without the provision of social services. They include those whose health or development is likely to be significantly impaired, or further impaired; who have physical or mental impairment, who are in the care of a public authority, or, provided with accommodation by a public authority in order to secure their well-being”³

The definition of vulnerability varies from society to society and is mainly tied to the causes of vulnerability. In an operational context, vulnerable children can be said to be those who are most likely to fall through the cracks of society safety net or regular programmes. A vulnerable child is one who, as a result of economic factors, disease, physical impairment, mental/psychological, emotional, societal, environmental, or political reasons, is placed at a disadvantaged position when compared to children in whom these defining criteria are present.

The World Bank⁴ defines them as children who face a higher risk than their local peers of experiencing:

- Infant, child and adolescent morbidity and mortality;
- Low access to health services - low immunization, poor growth monitoring, high malnutrition, and high burden of disease;
- Low school enrolment, retention and completion rates, high repetition rates, poor school performance and/or high dropout rates;
- Intra-household neglect vis-a-vis other children in the household (reduced access to attention, food, care);
- Family and community abuse and maltreatment (disinheritance, harassment and violence);
- Economic and sexual exploitation due to lack of care and protection.

³<http://www.vanguardngr.com/2014/06/vulnerable-children-national-priority/>

⁴World Bank, Orphans and Vulnerable Children (OVC) Toolkit for Sub-Saharan Africa, accompanying presentation, 2005.

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Category of Vulnerable Children

For the purpose of this TAHSERI SP, the children who are included under the category of 'vulnerable' include:

- ✓ Children living in poor households
- ✓ Children in need of alternative family care or deprived of primary caregivers
- ✓ Children with disabilities
- ✓ Children living on the street
- ✓ Children in need of legal protection or in conflict with law
- ✓ Children infected or affected by HIV or other chronic illnesses
- ✓ Children in 'hard-to-reach' areas
- ✓ Children living in households where the breadwinner is living with HIV or other chronic illnesses and are impoverished
- ✓ Children living in households with recent deaths of a working age adult (breadwinner)
- ✓ Children who are abused or neglected
- ✓ Children in exploitative labour
- ✓ Trafficked children
- ✓ Children 'on the move' (exploited almajirai, nomadic, militants, migrant workers)
- ✓ Children affected by armed conflict
- ✓ Socially excluded children
- ✓ Child-headed households
- ✓ Abandoned children
- ✓ Child survivors of sexual and gender based violence

Categories of Persons with Disabilities

- Physical disability like blindness, deafness and lameness
- Mental health challenges like autism, down syndrome, dyslexia and impaired speech in children

Categories of vulnerable women

- Survivors of sexual and gender based violence
- Widows
- Women from very poor households
- Women in need of legal protection
- Trafficked women in need of rehabilitation

Categories of adolescents/youths

- Those at the risk of abuse of substance
- Trafficked adolescents in need of rehabilitation
- Sexually/emotionally abused youths
- Those involved in risky behavior
- Youth/adolescents in need of legal protection
- Adolescent led-households heads

Social services

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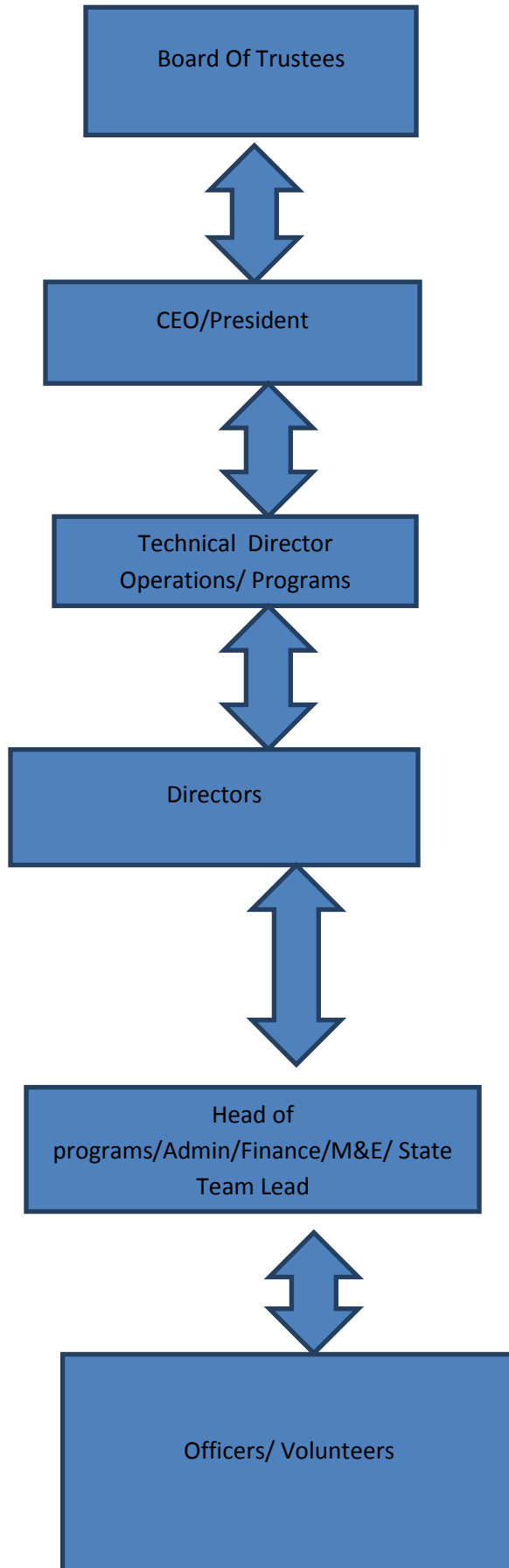
These social services include education, health care, water and environmental sanitation, social assistance and welfare, housing through partnerships and collaborations, and legal protection.

Humanitarian services

Provision of clothing, food and technical support to IDPs in camps and communities

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ORGANOGRAM



LIST OF CONTRIBUTORS

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3. Mr. Barnabas Nor