

**JUNE 2025**



# **FIVE YEAR STRATEGIC PLAN**



**Nicky's Foundation**  
**Supporting vulnerable people in SW Cameroon**  
Registered Charity No. 1159991



## Foreword

This document presents Nicky's Foundation's Strategic Plan for the next five years commencing January 2025. The trustees and advisors of Nicky's Foundation in both the UK and Cameroon, and in collaboration with key stakeholders working in the field of disability inclusive development in the southwest region of Cameroon, have all contributed to the development of this Plan. It is from our learning in the field that we have identified the key priority areas on which to concentrate our work over the coming years and, in fact, work is already underway.

We hope you find this Strategic Plan informative, and we encourage you to help us deliver our key priorities over the next five years.



**Nicola Smith**  
Director  
Nicky's Foundation

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# Executive Summary

## Executive Summary

Nicky's Foundation was established as a UK registered charity in 2013 to assist and support people with disabilities and vulnerable children living in the southwest region of Cameroon. Nicky's Foundation is dedicated to creating a more inclusive and supportive environment for people with disabilities in southwest Cameroon. By focusing on these strategic priorities and implementing a comprehensive approach, we are confident that we can achieve our goals and make a meaningful difference in the lives of those we serve. Together with our partners, stakeholders, and donors, we will continue to advocate for the rights of persons with disabilities and work towards a future where everyone has the opportunity to thrive. Our assistance is multifaceted, including financial, material, educational, physical, and psychosocial support, directed towards those individuals who are most in need.

## Financial Assistance

We provide financial assistance by paying school fees for children with disabilities and other vulnerable children whose families cannot afford the costs. We also cover hospital costs for individuals requiring life-changing corrective surgery or lifesaving surgery, and training costs as part of entrepreneurial skills training.

## Material Assistance

Material assistance includes the donation of assistive devices to persons with disabilities and physical assistance such as renting and equipping stores to house small businesses.

## Strategic Priorities

Following engagement with stakeholders, we have identified key priority areas to focus our work over the next five years. These priorities are informed by our learning in the field and are designed to address the most pressing needs of the communities we serve.

### 1. Development of an Outreach Service:

- **Objective:** To ensure that people with disabilities in rural areas have access to essential services and support.
- **Approach:** We will conduct community mapping and identification exercises to locate individuals with disabilities and understand their specific needs. Mobile rehabilitation teams will travel to rural areas to provide essential services directly to those in need. Awareness campaigns will inform people about the rights of persons with disabilities and the services available to them.

### 2. Inclusive Livelihood Skills Program:

- **Objective:** To empower youths with disabilities by providing them with skills and opportunities to start their own businesses.
- **Approach:** We will continue to develop and expand the Inclusive Livelihood Skills Centre in Mamfe, offering vocational training programs tailored to the needs of youths with disabilities. Apprenticeship and internship placements will enhance practical experience and job readiness. Community engagement will support the socio-economic inclusion of youths with disabilities. We will share our learning with other providers across the Region and nationally so more young people can benefit.

### 3. Advocacy and Awareness:

- **Objective:** To promote the rights of persons with disabilities and raise awareness about the challenges they face.
- **Approach:** We will build strong advocacy teams both in Cameroon and the UK to champion the rights of persons with disabilities. Collaborations with other organisations and stakeholders will amplify our advocacy efforts.

Success stories and testimonials will demonstrate the positive impact of our work and attract further support from donors.

#### 4. Sustainable Development:

- **Objective:** To ensure the long-term sustainability of Nicky's Foundation's programs and initiatives.
- **Approach:** We will develop comprehensive financial plans that involve cost-sharing with clients and their families for education and health interventions. Generating income through the Inclusive Livelihood Skills Centre and reinvesting in services will provide financial stability. Infrastructure development will ensure the centre continues to provide valuable services to the community while generating income. Sharing our learning and good practice on a consultancy basis across the Region, nationally and internationally will strengthen our brand.

### Our People

Our team is our greatest asset. We are a diverse group of dedicated professionals and volunteers who are passionate about making a difference. Each section of our team plays a crucial role in achieving our mission and strategic priorities.

- **Outreach Team:** Trained professionals, including social workers and community-based rehabilitation experts, who ensure that rehabilitation practitioners can deliver high-quality services directly to those in need.
- **Inclusive Livelihood Skills Centre Team:** A multi-disciplinary team of teachers, trainers and sign language interpreters tailoring entrepreneurship training to the needs of the trainees.
- **Advocacy Team:** Dedicated to championing the rights of people with disabilities both in the UK and Cameroon, using various platforms to promote disability rights.
- **Communications Team:** Responsible for effective communication and outreach, using fundraising campaigns, newsletters, webinars, training sessions, sensitisation campaigns, and social media postings to increase our reach.



# Introduction

## What is Nicky's Foundation?

Nicky's Foundation was established as a UK registered charity and given authorisation to practice in Cameroon in 2013 to assist and support people with disabilities and vulnerable children living in the southwest region of Cameroon.

## How we work

At Nicky's Foundation, our approach is rooted in inclusivity, empowerment and sustainability. We are dedicated to transforming the lives of people with disabilities and vulnerable children in southwest Cameroon through a comprehensive, community-centred strategy. We achieve this in the following ways:

### Community-Centred Approach

We believe that meaningful change starts at the community level. Our programs are designed to be inclusive and accessible, ensuring that people with disabilities in rural and underserved areas receive the support they need. We conduct community mapping and identification exercises to locate individuals with disabilities and understand their specific needs. By engaging with local communities, we build trust and foster a sense of ownership and participation.

### Community-Based Rehabilitation Services

To overcome the barriers of distance and accessibility, we have established mobile rehabilitation teams. These teams, comprising physiotherapists and mental health professionals, travel to communities to provide essential services directly to those in need. This approach ensures that even the most remote communities have access to high-quality care and support, and we aim to reach such communities.

### Inclusive Livelihood Skills Training

Economic empowerment is a key component of our strategy. Our Inclusive Livelihood Skills Centre in Mamfe offers vocational training programs tailored to the needs of youths with disabilities. By providing training in areas such as ICT, music production, dressmaking and hairdressing, we equip individuals with the skills they need to start their own businesses and achieve economic independence. We also facilitate apprenticeship and internship placements to enhance practical experience and job readiness.

### Advocacy and Awareness

Raising awareness about the rights of persons with disabilities and advocating for policy changes are central to our mission. Our advocacy teams work both locally, nationally and internationally to promote disability rights and inclusive development. We collaborate with other organisations and stakeholders to amplify our impact and drive systemic change. Through community sensitisation campaigns, we aim to reduce stigmatisation and foster a more inclusive society.

### Sustainable Development

Sustainability is at the heart of our operations. We develop comprehensive financial plans that involve cost-sharing with clients and their families for education and health interventions. By generating income through the Inclusive Livelihood Skills Centre and reinvesting in our programs, we ensure financial stability and the continuous growth of our initiatives. We also focus on infrastructure development, aiming to own and maintain a self-sustaining building for our training centre.

## Monitoring and Evaluation

To ensure the effectiveness of our programs, we implement robust monitoring and evaluation mechanisms. We track progress against our strategic objectives and use feedback from beneficiaries to continuously improve our services. This data-driven approach helps us demonstrate impact to donors and stakeholders, ensuring transparency and accountability.



## Context

Cameroon, located in West Africa, has a population of approximately 28.6 million people. Among this population, around 5.4% have a disability, with higher prevalence rates in regions like South and Littoral, where it can reach up to 11% (Borgen Project, 2023). Despite the existence of laws and policies aimed at protecting the rights of persons with disabilities, there remains a significant gap between legal theory and practical reality. This gap is exacerbated by several contemporary issues that the Strategic Plan aims to address.

### Legal and Policy Gaps

Although Cameroon has enacted various laws to protect the rights of persons with disabilities, the enforcement of these laws is often lacking (Project House, 2021). There is a need for stronger political will and better implementation mechanisms to ensure that these rights are effectively protected. The Strategic Plan will focus on advocacy and sensitisation efforts to bridge this gap and promote the enforcement of existing laws.

### Stigmatisation and Awareness

Persons with disabilities in Cameroon face significant stigmatisation and a lack of awareness about their rights (HRLRC, 2021). Cultural and traditional beliefs often contribute to this stigmatisation, leading to social exclusion and discrimination. The Strategic Plan includes initiatives to raise awareness about disability rights and reduce stigmatisation through community engagement and education.

### Economic and Social Marginalisation

Disabled individuals in Cameroon experience disproportionate socio-economic marginalisation, resulting in poorer health outcomes, lower quality education, limited employment prospects and restricted community participation (Borgen Project, 2023). The high level of poverty, particularly in rural areas, further exacerbates these challenges. The Strategic Plan aims to address these issues by providing livelihood skills training, supporting small business development and improving access to education and healthcare.

### Accessibility Challenges

Access to services for persons with disabilities is often hindered by financial barriers and inadequate infrastructure (Borgen Project, 2023). Many individuals cannot afford the transport costs to reach specialised services, and mainstream schools and healthcare facilities are often not equipped to meet their needs. The Strategic Plan includes the development of outreach services and the improvement of physical accessibility in schools and healthcare facilities.

### Political and Social Instability

The ongoing political tension in the northwest and southwest regions of Cameroon has led to the displacement of civilians and increased insecurity (HRLRC, 2021). This instability poses additional challenges for the delivery of services to persons with disabilities. The Strategic Plan will incorporate measures to ensure the safety of staff and clients and to continue operations despite these challenges.

By addressing these contemporary issues, Nicky's Foundation aims to create a more inclusive and supportive environment for persons with disabilities in southwest Cameroon. The Strategic Plan outlines clear objectives and initiatives to tackle these challenges, ensuring that the rights and needs of disabled individuals are met effectively.

# Thematic Areas

After 12 years of working closely with communities in the southwest region of Cameroon and in particular Manyu Division, we have begun to understand what matters most to the local population as well as identifying the barriers faced by people with disabilities when accessing local services and community life in general. We have adopted the approach of 'Nothing About Us Without Us', whereby people with disabilities are involved in the creation of policies and strategies that affect their lives. Our community-based rehabilitation team have listened to clients and their families and together, in collaboration with other key stakeholders, they have identified two thematic areas on which we intend to focus our plans.

## 1. Accessibility

- **Taking outreach services to communities who cannot afford to travel**

Investment in public health medicine has seen the recent opening of a brand-new rehabilitation training facility in southwest region of Cameroon. This is hugely welcomed by us, and we are looking towards future collaborations with the team there. With the Centre offering professional qualifications in occupational therapy, physiotherapy and multi skilled technicians, it serves as a flag ship for rehabilitation not only regionally but nationally. The expertise offered by the Centre is much needed, particularly in rural areas such as the area served by us. However, the traveling distance to the Centre will be a barrier for many living in poverty as transport costs remain high. To optimise the use of the resources available at the Centre we will aim to set up an outreach service whereby the rehabilitation experts will travel to the clients, rather than vice versa. The outreach model will first consist of a comprehensive mapping and identification of persons requiring expert help, before we ask the experts to travel. This approach will mean that Nicky's Foundation team, who are trained and experienced in the identification process, will ensure the rehab experts are taken directly to those in need and therefore wasting no resources. (See more in Strategic Priorities page 10)

- **Supporting youths with disabilities (YwDs) throughout the Inclusive livelihood skills program**

Nicky's Foundation Inclusive Livelihood Skills Program was set up in 2022 with the Livelihood Centre itself being situated in Mamfe, a small rural town in Manyu Division, southwest region. The Centre offers a choice of livelihood skills training for youths with disabilities and already many young people have graduated and were able to set up successful small businesses of their own. This focus on entrepreneurial skills training will remain a priority for us as we continue to develop the Centre to offer more in both opportunities for young people and services to local people as a means of income generation. (See more in Strategic Priorities Page 10)

- **Creating wider awareness of our services (Cameroon and UK)**

Our mission has always been to raise awareness of the rights of a person with a disability and the rights of the child and we will continue to do this, as we inform the local populations of the services that are available to help those most vulnerable in society. Alongside these messages we will also do more to inform people of how the assistance provided by Nicky's Foundation can and has changed lives, completing the feedback loop to donors.

- **Using technology to support clients**

We will leverage appropriate technology solutions to enhance inclusivity and service delivery. We will utilise online platforms to share learning and best practice with other service providers via webinars so that more young people can benefit from inclusive solutions.



## 2. Our People

### **Our People**

At Nicky's Foundation, our team is our greatest asset. We are a diverse group of dedicated professionals and volunteers who are passionate about making a difference in the lives of people with disabilities and vulnerable children in southwest Cameroon. Each section of our team plays a crucial role in achieving our mission and strategic priorities.

### **Design and Development of an Outreach Team**

Our Outreach Team consists of trained professionals, including social workers and community-based rehabilitation experts. We have established close links with education providers to ensure continuous training and development. The Outreach Team is essential for reaching people in need, particularly in rural areas. By investing in our team members and providing them with the necessary skills, we ensure that rehabilitation practitioners can deliver high-quality services directly to those who need them most.

### **Providing a Safe Working Environment for Our Staff**

Our staff operate in challenging environments, particularly in anglophone areas of Cameroon affected by political crisis. We work closely with local authorities to ensure the safety of our staff and clients which is paramount. By following required procedures and obtaining the correct permissions, we can operate effectively while minimising the risk of violence and ensuring the well-being of our team.

### **Building a Strong Advocacy Team**

Our Advocacy Team is dedicated to championing the rights of people with disabilities both in the UK and Cameroon. We use various platforms such as radio, social media, and everyday working practices to promote disability rights. Advocacy is a key component of our mission. By building a strong advocacy team, we can amplify our voice, drive systemic change and ensure that the rights of people with disabilities are respected and upheld.

### **Building Our Communications Team in Cameroon and the UK**

Our Communications Team is responsible for effective communication and outreach. We use fundraising campaigns, newsletters, webinars, training sessions, sensitisation campaigns and social media postings to increase our reach. Effective communication is crucial for the success of any team. By building on our achievements and using all available opportunities, we can increase our reach, engage with donors and ensure that our message is heard. Ensuring that we can continue to provide inclusive, empowering and sustainable support to those who need it most.

## Strategic Priorities

We have committed to the following four strategic priorities:

### 1. Development of Outreach Services

**Objective:** To ensure that vulnerable people and people with disabilities in rural areas have access to essential services and support.

Access to services for persons with disabilities is often hindered by financial barriers and inadequate infrastructure as well as lack of information. Many individuals cannot afford the transport costs to reach specialised services, and mainstream schools and healthcare facilities are often not equipped to meet their needs (Borgen Project, 2023). The ongoing political tension in the northwest and southwest regions of Cameroon has further exacerbated these challenges, leading to the displacement of civilians and increased insecurity (HRLRC, 2021).

Nicky's Foundation has learned through its work that many people living in rural Cameroon receive very little information about the services available to them. Without this information, individuals remain in their current circumstances, unaware of the assistance that could change their lives. The Foundation's experience has shown that mainstream services are often poorly equipped to be fully inclusive, resulting in inaccessibility on multiple levels. The Strategic Plan aims to address these issues by developing an outreach service that brings rehabilitation experts directly to those in need, ensuring efficient use of resources and direct delivery of services.

#### Strategies:

- **Community Mapping and Identification:** Conduct thorough mapping exercises to identify individuals with disabilities in various communities. This will involve trained community field workers who will visit communities, raise awareness about available services, and make direct referrals where necessary.
- **Mobile Rehabilitation Teams:** Establish mobile teams of rehabilitation experts, including physiotherapists, occupational therapists and mental health professionals, who will travel to identified individuals in need. This approach ensures efficient use of resources and direct delivery of services to those who cannot afford to travel.
- **Awareness Campaigns:** Implement community sensitisation campaigns to inform people about the rights of persons with disabilities and the services available to them. Use various platforms such as community meetings, radio, and social media to reach a wider audience.

### 2. Inclusive Livelihood Skills Program

**Objective:** To empower youths with disabilities by providing them with skills and opportunities to start their own businesses.

People with disabilities in Cameroon experience disproportionate socio-economic marginalisation, resulting in poorer health outcomes, lower quality education, limited employment prospects and restricted community participation (Borgen Project, 2023). The high level of poverty, particularly in rural areas, further exacerbates these challenges. Providing livelihood skills training and supporting small business development are crucial for improving the socio-economic status of youths with disabilities.

Nicky's Foundation's Inclusive Livelihood Skills Program, established in 2022, has already shown success in empowering youths with disabilities by providing them with vocational training and support to start their own businesses. The Foundation's experience has demonstrated the importance of such programs in promoting economic independence and social inclusion. The Strategic Plan aims to build on this success by expanding the program and by sharing learning and best practice on a consultancy basis, ensuring more young people can access these opportunities across Cameroon.



#### **Strategies:**

**Inclusive Training Centre:** Continue to develop and expand the Inclusive Livelihood Skills Centre in Mamfe, offering a variety of vocational training programs such as ICT, music production, dressmaking and hairdressing. Ensure the centre is equipped with modern training tools and accessible facilities.

**Apprenticeship and Internship Placements:** Facilitate apprenticeship and internship placements for youths with disabilities in local businesses. Provide support for transportation and accommodation where necessary to ensure safe and consistent access to training opportunities.

**Community Engagement:** Work with families and community members to support the socio-economic inclusion of youths with disabilities. Use and empower established parent support groups and community role models to promote acceptance and inclusion.

### **3. Advocacy and Awareness**

**Objective:** To promote the rights of persons with disabilities and raise awareness about the challenges they face.

Persons with disabilities in Cameroon face significant stigmatisation and a lack of awareness about their rights (HRLRC, 2021). Cultural and traditional beliefs often contribute to this stigmatisation, leading to social exclusion and discrimination. Advocacy and awareness-raising are essential for changing societal attitudes and promoting the rights of persons with disabilities.

Nicky's Foundation has found that raising awareness about disability rights and reducing stigmatisation through community engagement and education are critical for promoting social inclusion. The Foundation's experience has shown that effective advocacy can lead to better enforcement of existing laws and policies, ultimately improving the lives of persons with disabilities. The Strategic Plan aims to strengthen advocacy efforts and increase awareness through various platforms.

#### **Strategies:**

- **Advocacy Teams:** Build strong advocacy teams both in Cameroon and the UK to champion the rights of persons with disabilities. Use various platforms such as radio, social media and community events to disseminate information and advocate for policy changes.

- **Collaborations:** Partner with other organisations and stakeholders to promote inclusive development and humanitarian action. Engage in joint advocacy efforts to amplify the impact of awareness campaigns.
- **Success Stories:** Share success stories and testimonials from individuals who have benefited from Nicky's Foundation's programs. Use these stories to demonstrate the positive impact of the Foundation's work and to attract further support from donors.

#### 4. Sustainable Development

**Objective:** To ensure the long-term sustainability of Nicky's Foundation's programs and initiatives.

Sustainability is crucial for the long-term success of any organisation. Ensuring that programs and initiatives can continue to operate and grow over time is essential for achieving lasting positive change. Financial sustainability, infrastructure development, and continuous improvement are key components of this priority.

Nicky's Foundation has learned that involving families, caregivers, and local communities in service delivery creates an environment of trust and mutual participation, leading to higher success rates. The Foundation's experience has shown that generating income through initiatives like the Inclusive Livelihood Skills Centre can provide financial stability and support the expansion of services. The Strategic Plan aims to build on these successes and ensure the sustainability of its programs.

**Strategies:**

- **Financial Planning:** Develop comprehensive financial plans that involve cost-sharing with clients and their families for education and health interventions. Generate income through the Inclusive Livelihood Skills Centre and reinvest in services.
- **Infrastructure Development:** Aim to own and maintain a self-sustaining building for the Inclusive Livelihood Skills Centre. Ensure the centre continues to provide valuable services to the community while generating income.
- **Monitoring and Evaluation:** Implement robust monitoring and evaluation mechanisms to track progress against strategic objectives. Use feedback from beneficiaries to continuously improve programs and demonstrate impact to donors.

### How will we achieve our priorities?

Nicky's Foundation is committed to transforming the lives of people with disabilities and vulnerable children in the southwest region of Cameroon. To achieve our strategic priorities, we have developed a comprehensive approach that leverages our past experiences, addresses contemporary issues, and aligns with best practices in the disability sector. Here's how we intend to achieve our goals:

#### Developing Our Team

The Objective is to build a skilled and dedicated team capable of delivering high-quality services and support.

#### **Approach:**

- **Training and Development:** We will invest in continuous training and development for our team members, ensuring they have the skills and knowledge required to provide effective support. This includes qualifications in social work, community-based rehabilitation and other relevant fields.
- **Collaboration with Education Providers:** We will maintain and strengthen our partnerships with education providers to facilitate ongoing training programs for our staff.
- **Recruitment of Specialists:** We will recruit rehabilitation professionals such as physiotherapists, occupational therapists, mental health workers and multi-skilled technicians to enhance our outreach services.

A well-trained and skilled team is essential for delivering high-quality services. By investing in our people, we ensure that they are equipped to meet the needs of our beneficiaries and contribute to the success of our programs.

#### **Providing a Safe Working Environment**

The Objective is to ensure the safety and well-being of our staff and clients in challenging environments.

#### **Approach:**

- **Heightened Security Measures:** We will operate with heightened security in anglophone areas of Cameroon affected by the political crisis. This includes working closely with local authorities to obtain the necessary permissions and following all required procedures for optimum security.
- **Risk Management:** We will implement risk management strategies to minimise the threat of violence and ensure the safety of our staff and clients.

Ensuring the safety of our staff and clients is paramount. By implementing robust security measures, we can operate effectively and provide uninterrupted services to those in need.

#### **Building a Strong Advocacy Team**

The Objective is to promote the rights of persons with disabilities and raise awareness about the challenges they face.

#### **Approach:**

- **Advocacy Initiatives:** We will build on our achievements to become strong advocates for people with disabilities both in the UK and Cameroon. This includes using platforms such as radio, social media and community events to disseminate information and advocate for policy changes.
- **Collaborations:** We will partner with other organisations and stakeholders to amplify our advocacy efforts and drive systemic change.

Advocacy is a key component of our mission. By raising awareness and advocating for policy changes, we can create a more inclusive society where the rights of persons with disabilities are respected and upheld.

#### **Building Our Communications Team**

The Objective is to enhance our communication and outreach efforts to increase our reach and engage with donors and stakeholders.

**Approach:**

- **Effective Communication Strategies:** We will use fundraising campaigns, newsletters, webinars, training sessions, sensitisation campaigns and social media postings to increase our reach and engage with our audience.
- **Overcoming Communication Barriers:** We will address challenges such as intermittent internet and telephone network coverage in the areas we serve, ensuring that our communication remains effective and consistent.

Effective communication is crucial for the success of our organisation. By building a strong communications team, we can increase our reach, engage with donors and ensure that our message is heard.

An organisational structure detailing the team roles we will employ to deliver our strategic priorities can be found in Appendix 1

## Road Map

Our journey over the next 3 – 5 years is illustrated in the Road Map below. We have set out a number of key milestones to help us to keep on track with delivering against the strategic priorities described. The Road Map provides an illustration of our action plan ‘at a glance’ and will serve as a useful measure of our progress against this Strategic Plan.

### Nicky's Foundation Strategy Plan Milestones



### We will also measure success by ...

Alongside our targets set in the action plan (appendix 2) we want to go further to demonstrate our achievement against our strategic priorities. We know that simply recording the number of communities visited does not mean that those individuals living with disabilities within those communities feel any more included than they did before. Listening to the stories of those participating in our activities and interventions will give us an insight into the impact our work is having and will also give us clear indicators as to how we can continue to improve. We will publish stories from those who have a lived experience of disability and those caring for a person living with a disability in our target communities. We will also carry out the following activities to gain an understand of the level of impact our strategy has had:

- Quarterly collection of testimonials and case studies such as Helen's story below demonstrating impact
- Annual stakeholder feedback surveys with minimum 80% response rate
- Focus group discussions with beneficiaries and community members
- Before-and-after comparisons of social inclusion and quality of life

## Helen's Story

Helen, a young woman from Besongabang village (pictured below) which is about 5 miles from Mamfe in Cameroon, was born with a condition causing seizures that were happening so frequently her family did not know how to help her. The frequency of her seizures meant Helen was unable to attend school and was confined to the house. Helen's life changed significantly through Nicky's Foundation Inclusive Livelihood Skills Program, supported by Nicky's Foundation and Liliane Foundation. Helen joined the program in 2023 and after receiving community-based rehabilitation services to help her to manage her health condition, and training in business skills, including help with numeracy and literacy, Helen had the skills to open her own provision store in the village.

The impact has been transformative on multiple levels:

- For Helen ... she gained economic independence, community recognition and improved wellbeing
- For her family ... they experienced improved resilience and dignity
- For the community ... there is increased disability awareness and better social inclusion

As Helen herself says ... "Since starting my business two weeks ago, my mind is at peace. I can now buy my own drugs, feed myself and people come to talk with me - which never happened before."

Helen's success story demonstrates how partnerships between local organisations can empower youths with disabilities and challenge stereotypes, showing their potential as valuable contributors to their communities.



## Summary

This Strategic Plan presents an ambitious but achievable roadmap for the next five years. By focusing on accessibility, empowerment, advocacy and sustainability, we aim to create lasting positive change for vulnerable

Successful implementation requires effective collaboration with stakeholders at all levels. While no single organisation can address all needs, through partnership and focused effort, we can contribute significantly to creating a more inclusive society where all individuals have opportunities to thrive.

The relationships and foundation built over our years of operation provide a strong platform from which we can grow and achieve the objectives outlined in this plan. With clear metrics to guide our work, we are committed to transparent, accountable and impactful implementation of this Strategic Plan.

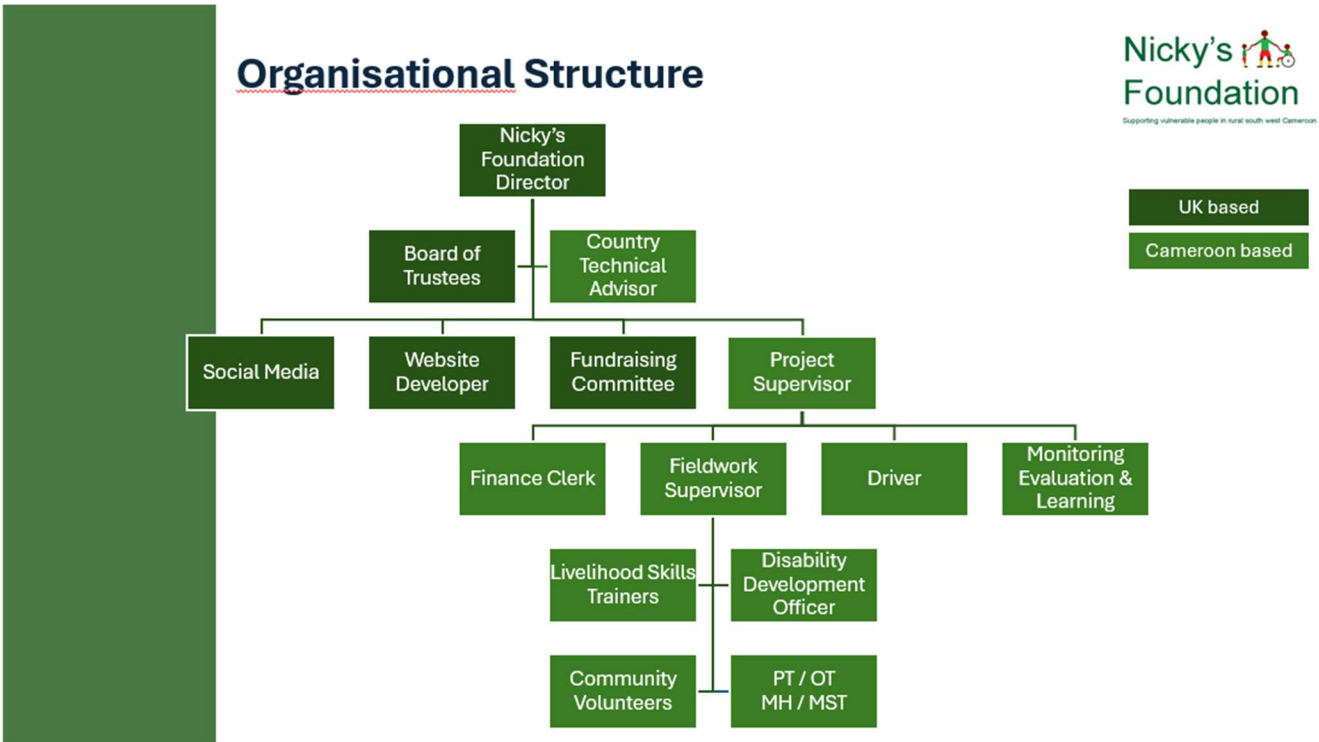
## References

Borgen Project, 2023.

Human Rights and Legal Research Centre (HRLRC), 2021.

# Appendix 1 – Organisational Structure

The diagram below sets out our requirements in terms of team roles to deliver the strategic priorities.



## Appendix 2 – Action Plan

The following action plan describes the activities planned to enable delivery of our strategic priorities.

SERVICE AREA	ACTION	ACTIVITIES	EXPECTED RESULTS	TARGET	DELIVERED BY	TIMEFRAME	STRATEGIC PRIORITY
<b>Community Based Rehabilitation (CBR) Service</b>	Creating a digital data bank of PWDs in MANYU	Build a digital software data collection and storing tool  Conduct community mapping and expand to new areas	Identification and assessment of new communities. PWDs, volunteers, families, local authorities, service providers, stakeholders, community needs and resources. Share/utilise data as part of national databank for PwDs	10 safe communities out of 56 villages under Eyumojock Sub-Division  10 safe communities out of 56 villages under Upper Banyang Sub-Division	Nicky's Foundation CBR Team	Dec 2025	Outreach
	Installation of community volunteers	Training of community volunteers	Provide the skills for data collection, basic assessment and referrals	50 community volunteers are trained	Nicky's Foundation CBR Team	Dec 2026	Outreach
	Putting in place a divisional and sub-divisional advocacy and community child protection mechanism	Hold training sessions/ quarterly meetings	Set up protection team at all levels	1 Division (at least 10 members) 4 Sub-divisions (at least 10 members each)	Nicky's Foundation CBR Team	Dec 2025	Outreach
	Putting in place a comprehensive outreach team	Recruit to carry out outreach/home visits 02 trained CBR workers 01 Multiskilled Rehab Technicians (MRT) 01 Physiotherapist 01 Mental Health 01 Driver	Follow up Individual Rehabilitation Plan (IRP) and CBR services	1000 cases	Collaboration between Nicky's Foundation and Baptist School of Public Health	Dec 2026	Outreach
	Divisional and sub-divisional advocacy and community child protection mechanism	Hold training/ monthly meetings on advocacy, leadership role and socio-economic activities	Setting up at least 10 Older Persons with Disabilities (OPD) /Parent Support Group (PSG) in each Sub-Division	40 OPDs/PSG	Nicky's Foundation CBR Team	Dec 2025	Outreach and Livelihood Skills

SERVICE AREA	ACTION	ACTIVITIES	EXPECTED RESULTS	TARGET	DELIVERED BY	TIMEFRAME	STRATEGIC PRIORITY
Access to Education	Promote inclusive education and school placement of Children with Disabilities (CWDs)	Payment of school/tuition fees in both public and private inclusive schools and mainstream schools accepting CWDs	Promote inclusive education and increase general access to education for CWDs  Support extremely vulnerable CWDs	Support to extremely vulnerable cases, individuals with a learning disability= 20 Cosmetic=10 Impaired mobility=30 <b>Total = 60 CWDs/YWDs</b>	Nicky's Foundation	Dec 2026	Outreach
		Payment of school/tuition fees in Special Schools	Promote inclusive education and increase general access to education for CWDs  Support extremely vulnerable CWDs	10 Children with visual impairment 10 Children with hearing Impairment  <b>Total =20 CWDs/YWDs</b>	Nicky's Foundation	Dec 2026	Outreach
		Support minimum adjustment in schools to improve physical accessibility and reasonable accommodation	Promote inclusive education and increase general access to education for CWDs  Support extremely vulnerable CWDs	5 schools will receive construction of ramps, toilets, renewal of black board etc	Nicky's Foundation working in collaboration with Education Providers	Dec 2026	Outreach
		Provision of didactic materials to vulnerable CWDs in schools	Promote inclusive education and increase general access to education for CWDs  Support extremely vulnerable CWDs	individuals with a learning disability= 5 Cosmetic=05 Impaired mobility=05  <b>Total = 15 CWDs/YWDs</b>	Nicky's Foundation	Dec 2030	
		Holding of training with key stakeholders to facilitate implementation of inclusive education			Nicky's Foundation	Dec 2030	

SERVICE AREA	ACTION	ACTIVITIES	EXPECTED RESULTS	TARGET	DELIVERED BY	TIMELINE	STRATEGIC PRIORITY
Access to Health Care	Prevention and treatment of disability	Payment of consultation, lab, scanning/X-ray and treatment (e.g. monthly medications)	Reduce rate of impairments and disability in the community Increase functionality and participation of CWDs in community life and development	Support to extreme vulnerable cases: Cerebral Palsy = 10 Learning Disability = 40 Visual = 10 Hearing =10 Cosmetic =10 Impaired mobility = 20  <b>Total = 100 CWDs/YWDs</b>	Nicky's Foundation	Dec 2030	Outreach
		Payment of surgeries and operations	Reduce rate of impairments and disability in the community Increase functionality and participation of CWDs in community life and development	20		Dec 2030	Outreach
		Orthopaedic devices (including tricycle, wheelchair, orthopaedic boots, callipers, splints, artificial limbs etc)  Sensory assistive devise		Extreme vulnerable cases: Cosmetic =10 Impaired mobility =10 Visual = 10 Hearing =10 Other = 10  <b>Total = 50 CWDs/YWDs</b>		Dec 2030	
		Make minimum adjustment (inclusive communication materials, ramps etc) in 02 referral health facilities to improve accessibility and reasonable accommodation	Increase accessibility	Targeting more accessible service providers		Dec 2030	Outreach

SERVICE AREA	ACTION	ACTIVITIES	EXPECTED RESULTS	TARGET	DELIVERED BY	TIMEFRAME	STRATEGIC PRIORITY
Access to Livelihood Skills Training (LST)		Provision of basic personal training equipment to facilitate LST (eg sewing machine, computer, hair dryer, generator, barber equip)	Provide livelihood skills and economic empowerment to CWDs/YWDs  Reduce poverty among families	Learning Disabilities=20 Visual=10 Hearing=10 Cosmetic=10 Impaired mobility=50 <b>Total 100 YWDs</b>		Dec 2030	Livelihood
		Sponsorship of internship placement	Increase professional skills	Learning Disabilities = 10 Visual = 05 Hearing = 05 Cosmetic = 10 Impaired mobility = 20 <b>Total 50 YWDs</b>		Dec 2030	
		Support accommodation or foster parenting of YWDs from other divisions interested to undergo livelihood skills trainings	Increase livelihood opportunities for vulnerable cases	Learning Disabilities = 06 Visual = 06 Hearing = 06 Cosmetic = 06 Impaired mobility = 06 <b>Total 30 YWDs</b>		Dec 2026	
		Provision of modern equipment to improve quality of training in graphic department and poultry farming	Improve quality of training and products for income generating activities	100 YWDs		Dec 2026	
		Stocking of one stop shop	Marketing of products produced by trainees			Dec 2026	
		Socio-economic empowerment of vulnerable parents and caregivers of CWDs	Set up individual business for vulnerable cases to reduce poverty and increase welfare of CWDs	Parents/caregivers = 20		Dec 2026	
		Minimum adjustment to improve accessibility and suitable accommodation with local providers hosting YWDs	Increase accessibility	10 local livelihood service providers		Dec 2030	
		Organise and participate in exhibitions/webinars to share best practice	Increase accessibility and awareness	01 yearly		Dec 2030	

		and promote social inclusion					
		Organise local resource mobilisation, fund raising and advocacy	Source more funding	01 yearly		Dec 2026	
<b>Communications</b>	Increase our reach for service delivery and receiving donations	Coordination of social media activities	Increase in post engagements Source more funding	Weekly schedule of social media posts/engagement	Nicky's Foundation Communication Team		Outreach and Livelihood



**Nicky's Foundation**

Supporting vulnerable people in South-West Cameroon