



VISION:

Our vision is that Friends of Liberia be an effective organization for helping Liberia in its quest to be a peaceful and just country in which every Liberian has opportunities for quality education and employment, and access to adequate health care.

MISSION:

FOL is a non-governmental, non-profit organization that seeks to connect and engage interested parties in Liberia to positively affect Liberia and Liberians through education, economic and humanitarian programs and through advocacy efforts.

STRATEGIC PLAN 2019 - 2021

STRATEGIC ISSUE 1: PROGRAMS

01

What programs can we support with a large impact that draw on the expertise of FOL membership, capitalize on FOL's comparative advantage, and support Liberia's long-term development strategy?

STRATEGIC ISSUE 2: FUNDING

02

How can FOL diversify, increase and sustain its financial resources to support programming for bigger impact on Liberia and more engagement of members?

STRATEGIC ISSUE 3: GOVERNANCE & OPERATIONS

03

How can FOL organize itself for more efficiency and effectively management of its work in the U.S. and in Liberia?

STRATEGIC ISSUE 4: MEMBERSHIP ENGAGEMENT

04

How can FOL recruit new members and engage more members in its work by offering opportunities to carry out FOL's mission?

CORE VALUES:



Service:

We are committed to timely and reliable service based on mutual respect. We engage in programs and activities that respond to needs identified by Liberians and that help them shape solutions.



Partnerships:

We value collaboration and seek partnerships with like-minded organizations and individuals. We build strong working relationships and coalitions to help ensure self-reliance and sustainability as ultimate goals of our work.



Accountability and Transparency:

We follow the highest ethical standards, and demonstrate honesty and fairness in every action that we take. Measurable outcomes and sound financial management are important elements of our accountability. We expect the same from our partners and those we serve.



Integrity:

We are responsible to our members, board, donors and the communities and country we serve for ensuring that our programs and activities meet the highest standards of professional and personal integrity.



Stewardship:

We are able to accomplish our mission through the generosity of our members and others. We respect donors' intentions on the use of their gifts, and are responsible stewards of the resources they entrust to us.

**STRATEGIC
ISSUE 01**

PROGRAMS

What programs can we support with a large impact that draw on the expertise of FOL membership, capitalize on FOL's comparative advantage, and support Liberia's long-term development strategy?

FOL's comparative advantage is its collective program experiences and history in Liberia, and the resumes of its members. This expertise plus priorities for Liberia as defined by Liberia's development goals, lead to clear options for FOL. Implicit in these choices is the large impact that can be made in Liberia, based on a co-commitment to raise significant funds to implement these programs. In addition to our members' extensive knowledge and experiences regarding Liberia's needs and culture, FOL members bring a wealth of executive, administrative and management experiences and knowledge to the program categories listed below. By emphasizing these four program priorities, FOL can leverage its comparative advantage to make a significant contribution to Liberia's growth and prosperity. As we co-design and facilitate program implementation, we will follow basic capacity building principles of regional and local representation and ownership; partnerships and alliances; donor coordination.

GOAL 01 EARLY CHILDHOOD EDUCATION/FAMILY LITERACY

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All three FLI partners --- Friends of Liberia, HIPPY – International, and WE-CARE Foundation--- have agreed on the following plan as FLI completes its third and final pilot year and prepares for 2019 and beyond. The components are based on discussions among the three partners; build on the success of the pilot; and provide a basis for sustainable expansion.

- 1 Stabilize current FLI program in same 4 communities (West Point, Duazon, Caldwell, Neezoe), including finalizing operating manuals and adding a maximum of ten children in each of the original three communities.
- 2 Add the adult literacy program.
- 3 Liberianize the HIPPY curriculum.
- 4 Formulate and implement a strategy, including policies and procedures, to transition and track the children to kindergarten and first grade. Document the strategies FLI has attempted in existing communities and build on existing model.
- 5 Determine the cost of the program per family and explore ways to make the program cost effective and attractive to others who may consider implementation. Develop alternative options for implementing the FLI program and propose a pilot of what may be a more cost-effective module. Pilot an alternative, more cost-effective, delivery method, e.g., 1 Home Visitor for 5 parents at a time.
- 6 Clearly define and develop the concept of the current program as a model and hub (a National Center for Family Literacy) for expansion including budget, staffing, professional development, funding, infrastructure and implementation plans.
- 7 General concept: Expand FLI in Liberia by creating new partnerships with other organizations who can run the program in their communities, workplaces, etc. The underlying principle is to scale by decentralizing ownership while maintaining program quality and fidelity. These partner organizations will need training and support. In addition to running its own programs in four communities in the Monrovia area, WE-CARE would house this national center to: (i) convene interested partners, (ii) train them, and (iii) monitor the quality of the program. This would change the focus of WE-CARE's work, so rather than expanding directly to reach many new communities, they would maintain the FLI program they have already established as a model program and partner with other organizations, on a fee basis, to expand.

PROGRAMS

What programs can we develop with a large impact that draw on the expertise of FOL membership, capitalize on FOL's comparative advantage, and support Liberia's long-term development strategy?

GOAL 02 HEALTH

Develop an education-focused health project to improve the knowledge base and competency of faculty at the Liberian schools of nursing and midwifery.

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- 1 Develop a project proposal to provide sustainable continuing education to these faculty members based on the analysis of the needs assessment data collected from Liberian schools of nursing and mid-wifery by the Liberian team.
- 2 The Liberian team takes the lead on developing this project with the U.S.-based team providing mentoring and support.
- 3 The Liberian team consults with prospective partners in Liberia, including the appropriate governing boards, to determine feasibility and sustainability.
- 4 The U.S. and Liberian teams collaborate on a proposed budget for the proposal and potential funding partners (in-kind and actual).
- 5 Obtain approval from the FOL Board of Trustees for the project and initial budget.
- 6 Work with the FOL Development Committee to find partners to obtain funding for the project.
- 7 Conduct a pilot project.
 - Design: The model & curriculum identified by Liberian team.
 - Technical Approach: Nursing and Midwifery continuing education that will develop improved teaching competencies.
 - Implementation: The Liberian team, with support from the US team, will coordinate the continuing education workshops.
 - Evaluate the pilot project.
 - Develop recommendations to present to FOL Board for continuance, changes, needed partners, etc.

PROGRAMS

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GOAL 03 ENTREPRENEURSHIP

- 1 Identify a FOL member or group to lead formative research for an entrepreneurship strategy.
- 2 Conduct formative research which includes a desk review of existing research among key stakeholders in Liberia's economic development. This will result in a landscape paper of current and past projects and opportunities for investing in small business development.

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GOAL 04 SMALL GRANTS

Support the growth and self-sufficiency of cooperative associations, schools, social service agencies, and other non-governmental organizations by providing modest grants on a regular basis to the most qualified applicants within the budgetary limitations of FOL.

- 1 Use FOL members in Liberia to identify and screen potential grantees through a thorough vetting process and to conduct post-grant evaluations.
Subtask: Implement and evaluate a point scoring rubric that will assist in the review and acceptance of grant requests.
- 2 Participate in Peace Corps Partnership program, as funds permit, to assist PCVs in Liberia with specific projects which they have identified with their counterparts, are approved by Country Director, and the PCV will monitor to completion.
- 3 Strengthen grantee reporting and accountability requirements.
Subtask: Find someone to assist with ideas on way to monitor the grantee reporting and to set standards of what is expected after the grant is provided.
- 4 Provide training and technical assistance to projects in areas such as grant writing and program monitoring and evaluation
Subtask: Find funding to implement a process that allows for on-the-ground training for people writing grants.
Subtask: Formulate a grant writing training that can be shared remotely and on the ground.

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**STRATEGIC
ISSUE 02**

FUNDING

How can FOL diversify, increase and sustain its financial resources to support programming for bigger impact on Liberia and more engagement of members?

Support change and growth in the organization, especially in its financial resources: how they are diversified, increased, and sustained. FOL's priorities in this area are to encourage the development of projects and initiatives that address Liberia's needs; involve the Board and Development Committee members; attract giving and sustainable funding; and mount successful development projects and fundraising campaigns. The committee will support programs in the strategic plan and seek funding for such programs that will have a bigger impact on Liberia.

GOAL 01

DEVELOP AND IMPLEMENT A FUNDRAISING STRATEGY THAT HAS ANNUAL AND LONG-TERM GOALS THAT MEET BUDGETARY NEEDS OF FOL'S OPERATIONS AND PROGRAMS.

- 1 Annually review if the donor tracking software meets FOL needs and if the cost/benefit of a change is productive.
- 2 Analyze donor patterns and interests and stratify appeal messages to solicit larger donorship.
- 3 Encourage legacy contributions (wills and bequests).
- 4 Require that a routine percentage of income, say 10 percent, is designated for general administration or operations.
- 5 Find help with grant writing.
- 6 Report on levels of giving in the Annual Report.

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**STRATEGIC
ISSUE 03**

GOVERNANCE & OPERATIONS

How can FOL organize itself for more efficiency and effectively manage and communicate its work in the U.S. and in Liberia?

Good governance and management are central to addressing this strategic issue, and our approach is grounded in FOL's core values: service, partnership, accountability, transparency, integrity, and stewardship. We define governance as a set of policies and practices that enable FOL to achieve its mission and to respond strategically to present and future needs. Good governance and management ensure that we manage our resources efficiently and effectively, and that we protect and reflect the interests of our stakeholders and those we serve. The following goals and strategies are drawn from the results of the environmental scan and SWOC analysis, the strategic planning discussions in Portland Sept 2012, and research into best practice for non-profits.

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GOAL 01 STRENGTHEN THE HUMAN CAPACITY OF FOL

- 1 As funds are available, hire a paid executive director, even part-time, to provide daily management, stability, and continuity of FOL programs. Funds could come in the form of a dedicated grant or as percentage of program grants.
- 2 Develop and document standard operating procedures for adding and removing members to/from the organization. This could include standardized messaging when someone joins and requesting that all new members complete a Membership Form.

GOAL 02 CLEARLY DEFINE ROLES AND RESPONSIBILITIES AT EVERY LEVEL OF THE ORGANIZATIONAL STRUCTURE TO STRENGTHEN FOL'S INSTITUTIONAL PRESENCE IN LIBERIA.

- 1 Clarify and update roles/responsibilities of and relationships for Trustees.
- 2 Use Expectations of Trustees and use as a tool in the nomination process.
- 3 Document clarification of committees in terms of their: structure (look at various types of committees, working groups, task forces); mandates/scope of work (e.g. considering broadening nominations committee to become a governance committee); and, membership (e.g. recruitment of recently returned RPCVs)
- 4 Develop standard operating procedures for all members of structure.
- 5 Explore establishing an FOL affiliate as a legal entity for fund-raising and other programs in Liberia (e.g. FOL-US and FOL-Liberia). Research related benefits, costs, and requirements, responsibilities and interaction between the two, and recommend action.

GOVERNANCE & OPERATIONS

How can FOL organize itself for more efficiency and effectively manage and communicate its work in the U.S. and in Liberia?

GOAL 03 MODERNIZE AND USE SOUND FINANCIAL MANAGEMENT BASIC PRINCIPLES AND PRACTICES

- 1 Issue financial reports prior to Board meetings to support recommendations from the Finance Committee and decision-making by the Board.
- 2 Use Quicken to keep accounts.
- 3 Conduct an annual audit. (*Pro Bono preferred*)
- 4 Publish an annual report that includes financial and program results.

GOAL 04 IDENTIFY AND USE APPROPRIATE TECHNOLOGY TO ENHANCE COMMUNICATION AMONG KEY STAKEHOLDERS

- 1 Facilitate the use of virtual participation in board and committee meetings.
- 2 Selectively use email, website, Facebook, twitter and other forms of technology to communicate efficiently and effectively with members, partners, and others.
- 3 Identify and transition to a more stable and effective file management system that allows for ease of file sharing between the FOL board and committee members.

**STRATEGIC
ISSUE 04**

MEMBERSHIP ENGAGEMENT

How can FOL recruit new members and engage more members in its work by offering opportunities to carry out FOL's mission?

GOAL 01 DEVELOP STRATEGIES FOR IDENTIFYING AND RECRUITING NEW MEMBERS

- 1 Continue to expand the inclusiveness of FOL (international development organizations, missionaries, Liberians, Peace Corps, academics, etc.)
- 2 Expand outreach to currently serving Peace Corps Volunteers to engage them before they leave Liberia. Let them know about the Small Grants program as a resource for their counterparts and community members.
- 3 Create a short video and other marketing materials about FOL to be used to recruit new members.
- 4 Focus on targeted outreach to groups in the U.S. that have Liberian connections. (e.g. missionary groups, Peppercorps, Liberia County associations in the U.S.)
- 5 Develop a social media strategy based on the social media scan conducted in 2017.

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GOAL 02 IDENTIFY PROGRAMS FOR MEMBERS TO PARTICIPATE IN AND ENCOURAGE MEMBER INVOLVEMENT WHEREVER THEY RESIDE (SEE STRATEGIC ISSUE #3)

- 1 Conduct a membership survey in 2019 to gauge membership interest in and awareness of FOL programs and crowdsource ideas for new partnerships and programs.
- 2 Encourage members to host events (RPCV reunions, networking, Liberian speakers, etc...) and facilitate outreach to the rest of FOL membership about these events.
- 3 Connect members with each other through a website news page, periodic social events, and relevant regional and local programs happening in their area. Facilitate FOL member development of 'Third Goal' outreach activities that educate Americans about Liberia and invite participants to join FOL.
- 4 Organize, co-sponsor, or endorse at least one service trip to Liberia for membership.
- 5 Invite members to serve on (and chair) FOL committees as well as offer opportunities to engage with FOL on short term projects.
- 6 Plan programs and events for membership engagement around the 60th anniversary of Peace Corps in 2021.

GOAL 03 MAINTAIN ROBUST MEMBERSHIP AND DONOR DATABASE.

- 1 Use the database analytical functionality to review donation trends. Use this information to inform decisions and development initiatives regarding outreach (geographic, generational, by interest), news bulletins, appeal mailings, and other donation activities.
- 2 Establish a standardized messaging plan for members, including how often membership is contacted en mass via email.