

**JUNE
2023**

**Friends ★
Of Liberia**

**STRATEGIC PLAN
2023 - 2025**

Prepared by: The Strategic Planning Committee

Approved by: Friends of Liberia Board

Vision

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

Mission

FOL is a non-governmental, non-profit organization that is driven by Liberian initiatives, programs, and innovations that seek to positively affect Liberia and Liberians through education, social, cultural, economic, and humanitarian programs, and through advocacy efforts.



OUR VALUES

Listening & Learning

We know that the best way to be supporters/friends of Liberia is to invest ourselves, our time, and our resources to listen to and learn from Liberians through their stories, histories and experiences.

Action

Possible edit: We engage in programs and activities identified by Liberians that respond to needs and that help shape solutions. We do this by providing timely and reliable support based on mutual respect.

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 & 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 support.

Integrity

We are responsible to our members, board, donors and the communities and country we support 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 ISSUES

Strategic Issue 1: Programs

Strategic Issue 2: Funding

**Strategic Issue 3: Governance
& Operations**

**Strategic Issue 4: Mission
Partner Engagement**

STRATEGIC ISSUES

STRATEGIC ISSUE 1: PROGRAMS

What programs can we support with a meaningful 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

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



Strategic Issue 3: Governance & Operations

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



Strategic Issue 4: Membership Engagement

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



STRATEGIC ISSUE 1: PROGRAMS

Program Goal 01: Education/Family Literacy

All three Family Literacy Initiative (FLI) partners --- Friends of Liberia, HIPPY International, and the WE-CARE Foundation --- have agreed on the following plan as FLI completes its eighth year and prepares for 2023 and beyond. The components are based on discussions among the three partners, build on the success of the previous years, and provide a basis for sustainable expansion. The FLI partners hope to use the recently completed tracking study to help secure long-term funding for the program and to explore expanding the program to new, more rural communities using communities such as Nyemah as a model. The partners also hope to improve upon the sustainability of the existing model.

Goals, strategies, and related activities

1. Continue to support WE-CARE and help them secure long-term funding for the FLI programs
2. Continue the HIPPY Home visitors program in the current communities (West Point, Duazon, Caldwell, Neezoe, and Nyemah).
3. Continue the Adult Literacy Program (ALP): create strategies for participant retention and finalize the higher-level curricula.
4. Expand the existing FLI programs (HIPPY Home Visitors, ALP) to new areas focusing on rural communities.
5. Further contextualize the HIPPY curriculum to Liberia (adapting activities, materials, etc.) and the creation of new materials produced by WE-CARE that can be used beyond HIPPY programs.
6. Continue to track HIPPY home visitor program students after they graduate from the FLI program.
7. Further document the strategies FLI implemented in existing communities and build on the existing model.
8. Determine the program's cost per family and pilot ways to make the program more cost effective.
9. Explore additional partners to help expand the FLI program, utilizing WE-CARE as a facilitating partner.
10. Develop annual work plans including budgets, measurable outputs and outcomes

STRATEGIC ISSUE 1: PROGRAMS

Program Goal 02: Health

Provide education-focused health workshops to improve the knowledge base and competency of faculty at the Liberian schools of nursing and midwifery and practicing clinicians at Liberian clinics and hospitals.

Goals, strategies, related activities

1. Conduct annual continuing professional development (CPD) workshops for faculty of Liberian schools of nursing and midwifery and practicing clinicians at Liberian clinics and hospitals.
2. Conduct follow-up assessments to evaluate the impact of projects, and continue to improve the workshop and keep it relevant
3. The Liberian Health Team (LHT) leads the project with the U.S.-based team providing mentoring and support.
4. The LHT continues to consult with prospective partners in Liberia, including the appropriate governing boards.
5. The U.S. and Liberian teams collaborate on a budget for the proposal and potential funding partners (in-kind and actual).
6. Obtain approval from the FOL Board of Directors for the annual budget.
7. Work with the FOL Development Committee to find partners to obtain funding for the project, including partnership with Global Giving.
8. Continue to conduct needs assessments as determined by FOL-LHT to re-evaluate and improve the workshops, and evaluate the need for additional projects.
9. Develop annual work plans including budgets, measurable outputs, and outcomes.

STRATEGIC ISSUE 1: PROGRAMS

Program Goal 03: 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.

Goals, strategies, related activities

1. Seek out Liberian people, especially those living in Liberia, to assume leadership positions in identifying and screening potential grantees through a review process, and conduct post-grant evaluations
 - a. Subtask: Implement and evaluate a point scoring rubric that will assist in the review and acceptance of grant requests.
2. Identify Liberian-led organizations to form partnerships with through small grants, and support new developing organizations with strong plans for sustainability.
 - a. Subtask: Participate in the 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 the Country Director, and which the PCV will monitor to completion.
3. Strengthen grantee reporting and accountability requirements.
 - a. Subtask: Identify and recruit a resource to assist with ideas on ways to monitor 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
 - a. Subtask: Find funding to implement a process that allows for on-the-ground training for people writing grants.
 - b. Subtask: Formulate a grant writing training that can be shared remotely and on the ground.
5. Develop annual work plans including budgets, measurable outputs, and outcomes

STRATEGIC ISSUE 2: FUNDING

Funding Goal: Strategy

Develop and implement a fundraising strategy that has annual and long-term goals that meet budgetary needs of FOL's operations and programs.

Goals, strategies, related activities

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 through 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.
7. Recruit/mentor new committee members
8. Develop annual work plans including budgets, measurable outputs, and outcomes

STRATEGIC ISSUE 3: GOVERNANCE & OPERATIONS

Governance Goal 01: Strengthen Capacity

Goals, strategies, related activities

1. As funds are available, hire a paid executive director, possibly based in Liberia, 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 standard operating procedures to be used by all committees. Prioritizing in-person meetings for collaboration and team building.
3. Develop and implement a simple knowledge management system (start with basic document management)
4. Develop and maintain something similar to an advisory board of FOL members who can offer advice/guidance on various aspects of FOL operations and programs.
5. Establish committees with co-leadership or co-chair.
6. Establish a monitoring framework, reporting processes and point person for maintaining this strategic plan and reaching each goal.

Governance Goal 02: Clearly define roles and responsibilities at every level of the organizational structure to strengthen FOL's institutional presence in Liberia.

Goals, strategies, related activities

1. Clarify and update roles and responsibilities of all positions within FOL.
2. Regularly review committees' structure, mandates/scope of work, and membership
3. Explore establishing an FOL affiliate as a legal entity for fund-raising and other programs in Liberia (e.g. FOL-US and FOL-Liberia). This will create research related benefits, costs, and requirements and, responsibilities and interaction between the two, , and recommend action.

STRATEGIC ISSUE 3: GOVERNANCE & OPERATIONS

Governance Goal 03: Use sound financial management principles and practices.

Goals, strategies, related activities

1. Issue financial reports prior to Board meetings to support recommendations from the Finance Committee and decision-making by the Board.
2. Continue use of financial software to manage finances and reporting.
3. Conduct an annual audit. (Pro Bono preferred)
4. Publish an annual report that includes financial and program results.

Governance Goal 04: Identify and use appropriate technology to enhance communication among key stakeholders.

Goals, strategies, related activities

1. Facilitate the use of virtual participation in board and committee meetings.
2. Continue to build a communication strategy with our members and stakeholders in different ways. Recruit and support a social media point person who also writes email copy.
3. Expand use of dropbox or google shared drive and webmail to establish a simple but effective filing strategy for efficient knowledge management.

STRATEGIC ISSUE 4: MEMBERSHIP ENGAGEMENT

Membership Goal 01: Develop strategies for identifying and recruiting new members

Goals, strategies, related activities

1. Continue to expand the inclusiveness of FOL (Liberians, Peace Corps, NGOs, etc.)
2. Expand outreach to Peace Corps Volunteers before, during, and after their service to engage them throughout their experience in 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. Conduct a regular social media scan.
6. Develop a social media strategy based on the most recent social media scan conducted.

STRATEGIC ISSUE 4: MEMBERSHIP ENGAGEMENT

Membership Goal 02: Identify programs for members to participate in and encourage member involvement wherever they reside (see strategic issue #3)

Goals, strategies, related activities

1. Conduct a regular membership survey 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.



STRATEGIC ISSUE 4: MEMBERSHIP ENGAGEMENT

Membership Goal 03: Maintain robust membership and donor database.

Goals, strategies, related activities

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.



HOW TO REACH FOL

Friends of Liberia

A 501(c)(3) non-profit organization incorporated in Washington, DC
For all inquiries, please contact: Secretary@FOL.org or call
571-217-3083 and you will receive a reply as soon as possible.

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