



**Friends of Guéoul
Strategic Plan**

An Overview of the Strategic Plan

Through the development of the strategic plan, we have identified top goals and objectives that will help stabilize and grow Friends of Guéoul into the future. We have developed a four-year plan that places heavy emphasis on the first fiscal year with urgency. This plan is expected to be reviewed biannually for progress and necessary updates as the long term targets are based upon meeting the first fiscal year targets.

The goals and objectives highlight project timelines in terms of annual goals. Our immediate focus is to stabilize and grow the budget through fundraising efforts. We are aiming to update our website with impact stories; increase community presence in Denver, Colorado and Senegal; and carefully strategize fundraising events to inspire new donors. Included in this plan is a fundraising goal Excel document titled *Living: Fundraising Goals/Marketing Strategies*, attached as an appendix. This document will be updated frequently with fundraising techniques, projected goals, and outcomes. In the future, this document can be replicated annually and serve as an analysis tool to measure success and areas of growth in the following year.

Internally, FoG will utilize an Excel document titled *Marketing Action Items: 2022/2023* to carefully track needed targets and monitor progress of each marketing campaign. This document (as of August 2022) is attached to the strategic plan. There will be frequent updates as campaigns begin.

Above, there are proposed edits to the existing mission statement that will reflect the direct actions of Friends of Guéoul as an organization. The updated mission statement maintains the integrity of the original statement, while aiming to increase community and donor understanding of how we operate in Guéoul.

Mission:

Friends of Guéoul (FoG) enables Senegalese girls to achieve economic and life successes by providing them with resources to continue in their education through high school and beyond.

Proposed new mission statement:

Friends of Guéoul enables female students in Guéoul, Senegal to achieve economic and life successes by creating access to education through annual scholarships and learning enrichment opportunities to pursue education through high school and beyond.

Vision:

Explore opportunities to scale the impact of keeping females in school through fundraising efforts that will foster autonomy for the Senegalese board and increase yearly available scholarships.

Background:

Friends of Guéoul, established in 2005, is a Colorado-based non-profit organization dedicated to improving educational access for girls and young women affected by poverty in West Africa, specifically the village of Guéoul, Senegal.

Senegal has been a stable democracy for the last 30 years with a flourishing population and steady economic growth. Following such development, citizens of Senegal have spoken about the power of education, especially for female students. Friends of Guéoul aims to solidify these messages for the rural community of Guéoul through its programming. Together, Friends of Guéoul's Senegalese and USA staff work collaboratively to provide resources for female scholars to continue their education through high school and beyond.

Now in its 17th year, Friends of Guéoul has been sustaining an after-school program and has supported 226 female scholars.

FoG's scholars are selected every year by the Association of Parents of Schools, a professional group that consists of educational professionals, parents, and teachers. Each year, 14 students are selected to receive the scholarship based on their merit and need to pursue their education at a local public school for one year. After students have been selected, the US team, alongside field staff, visits each of the newly selected scholarship recipients to give them school supplies and conduct preliminary interviews. At the end of the school year, Friends of Guéoul hosts a celebratory fete to congratulate students on a successful school year and awards scholarship money to the family. Also, during the fete, Friends of Guéoul awards students for top academic performance.

While supporting students through scholarships, Friends of Guéoul hosts after-school programming that fosters educational enrichment opportunities such as ESL classes, computer and IT literacy, language, science, and more. This is a time when students are able to seek additional support from education professionals and prepare for upcoming examinations.

There has been significant growth and autonomy for Friends of Guéoul staff who live, work, and grew up within the community of Guéoul. There is a unique advantage to being led by local employees who truly know the best solutions to the problems impacting the community.

In March of 2022, FoG finalized its non-profit status within the country of Senegal and now looks forward to the future! Together with the-soon-to-be-established Senegalese board, FoG will identify ways to grow its impact, create new sources of revenue, grow autonomy, and ultimately continue to keep girls in school!

Why Education and Why Girls?

Friends of Guéoul aims to close the gap between gender and access to education through programs that promote girls' participation and access to learning opportunities. Evidence shows that access to education is the number one tool that will help to open new opportunities, break cycles of intergenerational poverty, and create a self-sustaining future. However, for girls, particularly in rural development settings, access to education can be life-altering. In places where culturally entrenched gender discrimination holds an impactful voice, families often prioritize educating sons over daughters. Access to education for girls will not only do all of the above, it will also foster autonomy and confidence, postpone young marriage, reduce incidents of child birthing, and so much more.

Goal One: Increase the overall operating budget by \$20,000 through fundraising to sustain program growth.

(Please see Goal One Amendment on Page 14)

For Friends of Guéoul to succeed in the future, the organization must have a primary focus on the stabilization and growth of the annual budget by increasing fundraising outcomes. Fundraising goals can be met through social engagement, grant writing, donor stewardship techniques, and new donor acquisition models.

Objective One: Improve online donor experiences within the first fiscal year via website improvement.

Target	Date	Steps	Outcomes
Launch Donor Survey to understand strengths and areas of growth	2022/2023	Network for Good outreach	Obtain feedback on donors' experiences to better understand strengths and areas of growth to boost donor stewardship Understand donor motivation
Implement QR Code	2022/2023	Online	Increase easy donation/information access
Equip website with updated information and various ways to support FoG	Ongoing 2022/2023	Improve website platform via graphics, links, and content all with a focus on ethical storytelling Volunteer Graphic Designer	Create a more user friendly experience and improved professional online appearance

Objective Two: Update the "[Planned Giving](#)" section of the FoG website to enhance viewer experience and offer alternative ways to support Friends of Guéoul within the first fiscal year.

Target	Date	Steps	Outcomes
Increase monthly recurring donors from 15 to 30	2022/2023	Speak to the importance of sustaining monthly donations Launch messaging on	Create more sustainability

		socials, website, and eblast to address this goal	
Recruit 5 donors willing to participate in peer-to-peer fundraising	2022/2023	Launch peer-to-peer fundraising ideas via website and social media to educate donors how to host a fundraiser for FoG	Increase FoG income and awareness
Increase current participation in retail rebate program from 5 households to 10 households	2022/2023	Update website with information on how to sign up (hyperlinked on website) and why it is helpful for FoG Promote FoG through email and social media	Additional monthly income
Utilize a marketing strategy calendar with clearly defined fundraising goals per event	See Marketing Strategies document https://docs.google.com/spreadsheets/d/17pC-S5GXfHMfn5TTfQwMu3gBqn6ApzEMl9x_Lkst14/edit?usp=sharing	Update calendar as necessary to monitor progress	Continue to increase fundraising efforts that clearly outline steps and goals of each event Utilize tool for future years

Objective Three: Implement proactive donor stewardship within the first fiscal year that will continue throughout the duration of the strategic plan.

Target	Date	Steps	Outcomes
Relaunch donor appreciation events	2022/23	Direct contact with donors to invite them to events Direct contact with board members to host events	Increasing donations through donor stewardship
Acknowledge all donations a timely manner	Ongoing; Acknowledgement completed within one week of donation	Curate Messages within Network for Good (our donor management software) to thank new and existing donors for their donations Input donations received outside of web address (checks, cash, Venmo) into Network for Good and acknowledge donation	Increase and retain donations by ensuring donors feel appreciated

Develop an Annual Review to share with donors	Sent annually in June To be completed annually	Develop through online platforms Direct Mailing or e-blast booklet of review Focus on impact stories, photos, successes from the last fiscal year	Donors will be able to understand the impact of their dollars through the annual review. Increased professional appearance Marketing tool to current and prospective donors
Tax Letter	January: Annually	Personal email with tax letter attachment OR Personal tax letter direct mail	Possible tax deduction for donors Maintain good non-profit standing

Objective Four: Seek Intricately aligned grant opportunities that have high probabilities of success.

Target	Date	Steps	Outcomes
Create common grant application	Immediately Reviewed annually for updates	Organize via Google Workspace	Streamline grant writing process
Utilize grant tracker and fundraising calendar	Ongoing	Update online grant tracker (Google Workspace) and fundraising calendar (due dates)	Organize overview of upcoming grant deadlines and increase success rate

Goal 2: Increase the programming budget allocation to scale impact and improve infrastructure.

In the last 17 years, we have seen the steady upward growth of program reach. With a stabilized and growing budget via fundraising, FoG will be able to scale impact to grow programs. Shift narrative from keeping girls in school to creating top performers.

Objective One: Increase the number of boursières sponsored each year.

Target	Date	Steps	Outcomes
Continue to sponsor current (168) and incoming (14) students	2022/2023	Focus on budget stabilization through fundraising strategies articulated above Back to School Campaign	Support for 182 students Raise \$1,750 to sponsor entire incoming class (14)
Continue Back to School Campaign to support incoming 14 students	Annual fundraising Launch annually in August	Flyers E-blasts Social media *To be reviewed for success	Raise \$1,750 to sponsor entire class (14)
Understand the 'why' of the number 14 for incoming boursières	October 2022	Participate in and observe decision making process in Senegal with Makhfou, headmasters and teacher/parent association	Understand potential opportunities for growth
Increase number of students annually by 2, 4, etc. each year (14, 16, 18)	Initial implementation: 2023/2024 \$125/student	Include new incoming boursières numbers in Back to School campaign annually	Grow impact locally in Guéoul

Objective Two: Strengthen and equip Noos Club with additional learning opportunities.

Target	Date	Steps	Outcomes
Maintain current Noos Club Offerings	Ongoing 2022/2023	Focus on budget stabilization through fundraising strategies above	Continue to stabilize and support students through Noos Club

Organize student data	Ongoing 2022/2023	Makhfou will receive access to Google Workspace to house student data Digitize student interviews from in-home visits (incoming boursières)	Gain a clear understanding of the boursières FoG serves
Longitudinal data studies of FoG scholars	Ongoing 2022/2023	Makhfou will utilize data gathered in the past 13 years to conduct data assessments measuring retention rates, grades, and the success of current students in comparison to peers.	In an effort to move from “keeping girls in schools” to “creating top performers” data assessments will help understand the effectiveness of current programming and identify areas to improve learning. Demonstrate positive impact of programming to include in grant writing and marketing
Explore opportunities to expand educational advancement	2023/2024	Research and connect with other nonprofits that offer learning programs in Senegal (e.g.: ESL, career counseling, Excel classes)	Better understanding of existing opportunities to create partnerships so that FoG scholars are equipped with the most knowledge
Expand educational offerings within Noos Club	2024/2025	Fundraising, allocating budget Continue to explore opportunities for educational partnerships in Senegal and the USA.	Students will be exposed to a wider range of learning opportunities

Objective three: Develop post-baccalaureate program.

Target	Date	Steps	Outcomes
Focus on top two programs while continuing to support the 2 students in	2022/2023	Continue to support as in the past	Focus on current and incoming students, as well as Noos Club

university	Graduation: November 2022 November 2023		Maintain support for the students who were grandmothers into programs
Focus group with university students	2023/2024	Organize focus group of current and past university students in Senegal	Better understanding of the design of the program and the needs of students
Research programs to identify opportunities to partner with other NGOs	2023/2024	Meet with NGOs for potential partnership opportunities while in Senegal	Possible future partnerships to support university students Increase presence and create partnerships to improve professionalism
Research partnerships with universities	2023/2024	Meet with universities for potential scholarship/partnership opportunities while in Senegal	Understand opportunities for scholarship partners Increase presence and create partnerships for improved professionalism
Program draft and proposal	2024/2025	Based on focus group and conversations with NGO and universities, draft program proposal with Guéoul team	Proposed draft to begin sourcing funds
Create a projected budget for program	2024/2025	Senegal Team	Better understanding of the financial needs of post-baccalaureate program
Begin sourcing restricted funds for program	2024/2025	USA / Senegal	Gain access to restricted funds (via grants or donors) to support initial implementation in following year
Program	2025/2026		Achieve a fully

implementation			developed and funded post-baccalaureate program to support university students Fulfill mission to support students through “high school and beyond”
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Objective 4: Strengthen and improve infrastructure in Senegal.

Obtain permanent building	Ongoing	Continue to research and pursue opportunities by maintaining a close relationship with the community and private donors in Senegal	Increased professionalism Establish a place of belonging for FoG scholars Provide Noos Club with better opportunities for growth
Identify appropriate salaries and compensation for all FoG employees in Senegal	2022/2023	Work with Makhfou and Senegalese board to identify projected salary raises through budgeting Create incentive programs for top performing teacher	FoG employees will receive raises and opportunities to participate in incentive programs Understand projected budget for 2023/2024
Increase staff salaries in Senegal	Implement 2023/2024	Achieved through fundraising Implement incentive programs for top performing teacher(s)	Increase staff investment in and dedication to the program

Goal 3: Board Development in USA and Senegal

In order to continue upward growth, Friends of Guéoul needs to foster a space of professionalism and collaboration amongst professionals who are able to give their time and expertise in Senegal and the United States. Part of this process will be identifying the diverse responsibilities of the Board of Directors in each country, how each board works in its own context, and how they will work together. Board members will gain an understanding of their personal obligations as board members and best practices for board operations.

Objective One: Create professionalism within Friends of Guéoul in Senegal

Target	Date	Steps	Outcome
Provide Senegal executive staff with access to Google Workspace	2022/2023	Create new email and login for Makhfou to engage in Google Workspace	Establish clear communications between US and Senegal executive teams
Establish Board of Directors in Senegal	2022/2023	While in Senegal, assist Makhfou in board creation	Improved professional appearance in Senegal and USA Increase fundraising and outreach in Senegal and USA Improve cultural understanding and increasing local influence
Draft contracts for all Friends of Guéoul staff	2022/2023	Assist Makhfou as needed	Legitimize employees' work Incentivize employee performance Improve organizational accountability
Contracts for all Friends of Guéoul staff	2023/2024	Finalized contracts will be given to each Friends of Guéoul employee to sign Record will be kept	Support staff through legal documents and FoG employment

Objective Two: Outline and implement the responsibilities and standards of the Board of Directors for each country.

Target	Date	Steps	Outcome
Improve and educate the USA Board of Directors' understanding of their responsibilities and the responsibility of the board within the organization	2022/2023	Review current bylaws and handbook with Board President and Vice President for any revisions Host Board meeting dedicated to board member responsibility	Improve understanding of board member responsibilities and scope of board authority
USA: Implement existing bylaws for Board of Directors	2022/2023	Review current bylaws for any revisions for immediate implementation	More effective and efficient Board of Directors in the USA
Continue performance review of USA executive teams	Annual	ED Review from Board of Directors ED to review staff members	Measure the success of the executive team
Develop and implement bylaws and handbook for Board of Directors in Senegal	2022/2023	Assist Senegalese Board of Directors as needed	Clear understanding of board member responsibilities and scope of board authority in Senegal

Strategic Plan: Amendments to Goal 1

Addressing the deficit

Preliminary goals, descriptions, and objectives were initially proposed to the board at the September board meeting for discussion. Proposed goals, descriptions, and objectives are presented at the November board meeting for approval.

Preliminary Goal One: Increase the overall operating budget by \$20,000 through fundraising to sustain program growth.

Proposed Goal One: Increase emphasis on fundraising, donor stewardship & engagement, and campaign giving to sustain programs and offer growth opportunities.

Preliminary Description:

For Friends of Guéoul to succeed in the future, the organization must have a primary focus on the stabilization and growth of the annual budget by increasing fundraising outcomes. Fundraising goals can be met through social engagement, grant writing, donor stewardship techniques, and new donor acquisition models.

Proposed Description:

For Friends of Guéoul to succeed, the organization must address and close the operating deficit to foster stabilization and growth. Fundraising goals can be met through social engagement, grant writing, donor stewardship techniques, and new donor acquisition models. The organization must come together as a whole; with staff, board members, and volunteers, to support financial growth.

Preliminary Objective one: *Improve online donor experiences within the first fiscal year via website improvement.*

Preliminary Objective two: *Update the “[Planned Giving](#)” section of the FoG website to enhance viewer experience and offer alternative ways to support Friends of Guéoul within the first fiscal year.*

Preliminary Objective three: *Implement proactive donor stewardship within the first fiscal year that will continue throughout the duration of the strategic plan.*

Preliminary Objective four: *Seek Intricately aligned grant opportunities that have high probabilities of success.*

Proposed added Objective five: *Increase transparency with stakeholders about the impact of their donation while having discussions to increase their annual giving.*