



**Supporting Citizen Initiative for Development in Africa
(SCIDA-Liberia)
STRATEGIC PLAN 2019 -2023**

Contact

SUPPORTING CITIZEN INITIATIVE FOR DEVELOPMENT IN AFRICA

Ganta Youth Center Building, PEA-146 Pearson Community, 3510 Ganta City
Nimba County, Liberia

Email: sdevelopmentinafrica@gmail.com / richedaniell7@yahoo.com

Tele: 0886287611/0770198410 or 0886986643

Follow us on Facebook: <https://web.facebook.com/SCIDALiberia/?ref=bookmarks>

Follow on Twitter: <https://twitter.com/ScidaLi>

FOREWORD

Dear Colleagues & Stakeholders

It is with great sense of satisfaction that we look back over the last five years to see the positive outcomes from our work over the years.

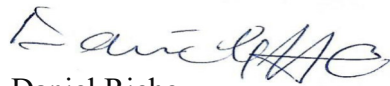
It is my pleasure to thank you for the contribution you have made that has enabled SCIDA-Liberia to rise and shine over the years and to become known as the organization that is championing the needs of the poor local communities people (youth and women) in Nimba County and other parts of Liberia.

Looking back over the years we have expanded the width and breadth of the interventions that we are involved in for the benefit of our target group the poor citizens. We have seen through our work, the health of our people improving, their agricultural productivity expanding, governance, education, the livelihoods becoming better, their children performing well in school and their self-confidence mounting.

We have along the way developed a deep commitment from our staff, board and donor partners to the changes that we see and those we envisage to come. All the above we have achieved through successive strategic plans to which new have always steadfastly committed.

It is my honor and privilege therefore to unveil this new five year strategic plan 2019-2023. While building on the gains from the last strategic plans, this particular one sets a new ambition for us. We embark on this new five year journey with a commitment to particularly transform the social economic wellbeing of our target communities while at the same time we raise our commitment to health, education, agriculture, civic engagement and preserving our environment. I have no doubt that the targets we set our selves though this plan will leave a huge positive mark on the lives of our people

Welcome to SCIDA-Liberia 2019-2023 strategic plan.



Daniel Riche
Chief Executive Officer

ACRONYMS:

SCIDA-Liberia	Supporting Citizen Initiative for Development in Africa
WAC	West African Community
SDG	Sustainable Development Goals
SWOT	Strength Weaknesses Opportunities and Threats
USE	Universal Secondary Education
UPE	Universal Primary Education
ICDP	Integrated Community Development Program
CHT	County Health Team
CHWs	Community Health Workers
DAGs	District Action Groups
PSC	Project Starring Committee
CRP	Community Resource Person
WASH	Water, Sanitation and Hygiene
GOL	Government of Liberia
USAID	United States Agency for International Development
CSDFs	County and Social Development Funds
DDC	District Development Council
HC	Health Centre
HH	Household
BOD	Board of Directors
M& E	Monitoring and Evaluation
PPP	Public Private Partnership
CSOs	Civil Society Originations
CA	County Administration
LG	Local Government
PPAD	Prop Poor Agenda for Prosperity and Development
NGO	Non-Governmental Organization
INGO	International Non-Governmental organization
AIDS	Acquired Immune Deficiency Syndrome
HIV	Human Immunodeficiency Virus
SHG	Self Help Group
CBOs	Community Based Organizations
PTA	Parents Teachers Association
PWDs	People with Disabilities
MOE	Ministry of Education
MOA	Ministry of Agriculture
MOYS	Ministry of Youth & Sports
MOJ	Ministry of Justice
USE	United States of America Embassy
USDS	United States Department of State
LNP	Liberia National Police
FLF	Federation of Liberian Youth

TABLE OF CONTENTS

Foreword	2
ACRONYMS:	3
EXECUTIVE SUMMARY	5
Overview	5
Structure of the Strategic Plan	5
CHAPTER 1: INTRODUCTION:	6
1.1 Background	6
1.2 Review of the 2014 – 2015 Strategic Plan period	7
1.3 Process of developing the consolidated Strategic Plan	11
1.4. Structure of the strategic plan.	12
CHAPTER 2: ANALYSIS of SCIDA-Liberia Operational Context	12
2.1. Internal context analysis	12
2.1.1. The SCIDA-Liberia Timeline	12
2.1.2. Implications of the time line	16
2.2. SWOT analysis	16
2.2.1. Strengths	16
SCIDA-Liberia is well grounded in the community. 2.2.2 Weaknesses	16
2.2.3 Opportunities	16
2.2.4 Threats	16
2.2.5 Implications of the SWOT analysis	17
2.3. External Context Analysis	17
2.3.1. Donor context analysis	17
2.3.2. Political / Policy Context Analysis	18
2.3.3. Social and economic context analysis	18
2.4 SCIDA-Liberia’s NICHE	20
2.5 The SCIDA-Liberia Institutional Profile	21
2.6 SCIDA-Liberia’s Strategic Positioning	21
2.7 Aims of the Strategic Plan.....	22
CHAPTER 3: THE SCIDA-Liberia’s STRATEGIC PLAN	24
3.1. Overview	24
3.1.1. Geographical focus.....	24
3.1.2. Consolidated SCIDA-Liberia’s work programs	24
3.1.3. The SCIDA-Liberia Theory of Change	24
CHAPTER 4: THE INTERVENTION STRATEGY	26
4.1. Thematic area 1: Citizens Empowerment and Livelihoods transformation	26
4.2 Thematic area 2: Networking and partnership building	28
Thematic area 3: Advocacy.....	29
4.3. Thematic area 4: SCIDA-Liberia’s Institutional strengthening.....	30
CHAPTER 5: Implementation, Monitoring and Evolution	30
5.1 Overview.....	30
5.2 Coordination arrangements.....	31
5.3 Monitoring and Evaluation arrangements	31
5.4 Risks, Mitigating Measures and Critical Success factors	32
5.4.1 Risks and Mitigating Measures	32
5.4.2 Critical success factors	35
CHAPTER 6: Financing Plan	35
Annexes	38
Annex one: The log frame.....	38
Annex 2: Proposed detailed year one activity outline.....	46

EXECUTIVE SUMMARY

Overview

This 5 year Strategic Plan for SCIDA-Liberia for the period 2019 to 2023 emerges from broad stakeholder consultation and review of SCIDA-Liberia's work in the past six years. The new strategic direction was collectively set at a two day stakeholder consultation meeting held in Ganta City, Nimba County in August, 2017.

This plan is based on the recognition of the political, economic and social dynamics within SCIDA-Liberia's operational context as well as a deeper focus on the development aspirations of the people in Nimba County and Liberia at large. SCIDA-Liberia derives its mandate from its legal status as a non-for-profit organization; the aspirations of this Strategic Plan are enshrined in the SCIDA-Liberia's vision and Mission statements and are further reflected in its goals and objectives. Approximately over the next five years SCIDA-Liberia's work through this strategic plan shall focus on;

1. Citizen Empowerment and Livelihoods transformation.
2. Education (Early Childhood Education)
3. Agriculture / food security
4. Health, sanitation and Hygiene
5. Networking and Partnership Building
6. SCIDA-Liberia Institutional Capacity Strengthening

By championing its work through the above strategies, SCIDA-Liberia will strengthen its position and relevance. As a core aspect of its work, SCIDA-Liberia will focus on empowerment of the citizens in its target communities so that they take more responsibility for their livelihoods development. This will be achieved through building their civic confidence and competencies to know their rights and obligations. SCIDA-Liberia will strengthen its networking and collaboration both with state and non-state actors that have a shared viewpoint of the development of Nimba County and Liberia as a whole.

Considering the centrality of policy in defining the development trajectory of any nation, SCIDA-Liberia shall strengthen its peace building and advocacy work. This Strategic Plan shall be executed through establishing strategic partnerships with likeminded organizations and synergizing efforts through coordination and networking. Effort shall also be invested in further strengthening SCIDA-Liberia institutionally particularly its Operational capacities, Systems, policies and Procedures.

Structure of the Strategic Plan

This SCIDA-Liberia's Strategic Plan is divided into five chapters.

- Chapter one is an introduction that highlights SCIDA-Liberia's background and the methodology used for the design process, the structure and presentation of the plan.
- Chapter two gives a detailed situation analysis of SCIDA-Liberia's strengths and weaknesses as well as a scan of its operational environment.

- Chapter three presents SCIDA-Liberia’s Vision, Mission, Strategic goals, and corporate values and its ambitions in the next five years.
- Chapter four provides an elaboration of the goals and extraction of objectives, strategic initiatives, outputs and outcomes of the plan. It also elaborates on the specific milestones and targets under each Strategic Objective.
- Chapter five discusses the implementation of the strategy and sets out how the goals and objectives of the strategy can be achieved, and the Monitoring and Evaluation arrangements.
- Finally, chapter six presents the financing plan and budget.

Chapter 1 Introduction

1.1 Background

Supporting Citizen Initiative for Development in Africa (SCIDA-Liberia) has been actively involved in implementing integrated community development interventions in Nimba County since 2013. Initiated in 2014 the work of SCIDA-Liberia has over the year’s generated outstanding positive impact in the lives of many poor people, especially youth and young women in Liberia.

From originally implementing small single isolated projects benefiting a few households SCIDA-Liberia’s programs have grown into multi-disciplinary and multi-sectors programs and projects transforming the lives of a wide range of communities. SCIDA-Liberia’s work is mainly focused on Youth and Women empowerment, Civic Engagement (Advocacy) Natural Resource Management Life Skills, Livelihood development, Agriculture, Health, and Hygiene and Sanitation sectors with the Environment, Gender and HIV/AIDS being key cross-cutting issues mainstreamed in all her programs.

SCIDA-Liberia promotes a participatory development approach through all its work. The Integrated approach which is the main vehicle by which Supporting Citizen Initiative for Development in Africa services the communities it works with is built on the tenets of participatory development. The adoption of the integrated community development approach by Supporting Citizen Initiative for Development in Africa was informed by field experience of best practice over the years. Gratefully all the major partners of SCIDA-Liberia embraced this approach and offered invaluable support which has terminated into high impact interventions for the rural poor and marginalized communities.

In order to deliver organized and focused development services to the poor and marginalized communities of Liberia, SCIDA-Liberia adopted a culture of strategic planning. Its first three year strategic plan was developed in 2014 and covered the period 2015 to 2016. And then the just concluded one that covered the period 2017– 2018. This 2019 -2023 strategic plan is the first five years plan that SCIDA-Liberia is developing. It builds on the achievements of the last strategic plan but also recognizes the need to base development planning on the relatively longer period of five years.

1.2 Review of the 2014 – 2017 Strategic Plan period

Vision of SCIDA-Liberia

The vision of SCIDA-Liberia pursued during the past strategic period is that, SCIDA-Liberia work to mobilize marginalized citizens through education, training, civic engagement and creates engagement opportunities to help move communities away from the abuse of rule of law, violence, poverty, disease, and hunger.

To achieve this SCIDA-Liberia pursued the following Mission;

Mission

SCIDA-Liberia exists to efficiently and effectively provide, support, promote and implement integrated community development interventions that enhance the knowledge, skills and rights of the poor communities mainly in Nimba County to sustainably utilize the available resources, services and skills to better their socio-economic status. This mission was delivered through the following objectives:

Objectives

- To become the most respected and most efficient development organization in the provision of integrated community development services for the poor and marginalized communities of Nimba County.
- To efficiently, effectively and sustainably provide integrated development services to the poor and marginalized communities in Nimba County and beyond so as to achieve healthy, prosperous, empowered and self-reliant communities.

Areas of Operation

During the last strategic plan period SCIDA-Liberia programs were implemented in Nimba County in six administrative Districts out of the 17 administrative Districts:

- Garr-Bain Administrative District
- Leewehypea Administrative District
- Meinpea-Mahn Administrative Districts
- Sanniquellie-Mahn Administrative District
- Yarmein Administrative District
- Kparblee Administrative District

Target Group of SCIDA-Liberia's Work

SCIDA-Liberia's work targets the rural poor and marginalized communities as classified below:

- At risk groups (youth, women and LGBT communities)
- Perpetrators of violence and crimes
- Without access to clean and safer water;

- Affected environment
- Cannot access public health facilities (distance and means)
- Affected by high incidence of preventable diseases;
- Have low levels of education.
- Food insecure and low incomes;
- Are vulnerable (crime victims and Child-headed households)

Governance and Staffing of SCIDA-Liberia

SCIDA-Liberia is governed by a seven member Board of Directors while the Chief Executive Officer is assisted by a team of Program Managers and the Finance Manager; and they are responsible for the day-to-day management and operation of the organization. They are supported by a team of 12 well qualified and experienced staff.

Programs Implemented Over the Last Strategic Plan Period

SCIDA-Liberia’s work focuses on the following key areas: Civic Engagement, Life Skills Training, Community Health (hygiene and sanitation improvement) and Civic Education. SCIDA-Liberia implements integrated community development interventions in the above core areas (with both direct and practical support) so as to promote holistic development. SCIDA-Liberia’s focus in each sector is summarized below.

a) Civic Engagement

The main goal in this sector is to strengthen citizen’s engagement and participation to act along or together to protect positive public values or make change or difference in their communities to address public concerns and promote the quality of community development. SCIDA-Liberia supports small-scale CBOs such as DAGs and PSC with capacity building training to enhancing good governance, creating access to public resources and participations.

b) Community Health Program

SCIDA-Liberia’s work in this sector focuses on increasing education (HIV/AIDS health services among the rural poor. This is in order to reduce the high morbidity and mortality levels. SCIDA-Liberia has over the years set up and runs an engaging community health program using the Community Based Health Education Approach (CBHEA). The program imparts knowledge and skills (hygiene, environmental sanitation, and home management, e.tc.) to enhance the capacities of target communities in managing and controlling preventable diseases.

The major activities under the program include;

- Community mobilization.
- Promoting low-cost health Education approaches
- Training and equipping Community with preventive care
- Engaging youth in hygiene promotion.
- Health Education in rural communities focusing on HIV/AIDSs, Ebola and other preventable diseases;
- Sensitization campaigns through drama awareness.

C) Life Skills Training

In 2014, SCIDA-Liberia in partnership with Creating Opportunity for Development in Liberia (COFDEL) jointly implemented a grant from the Danish Refugee Council (DRC) in communities of Kparblee District to name a few Behwalay, Dubuzon, Zodru, Kparblee, New Yourpea, and Old Yourpea. The project entitled ‘Advancing Adolescent Girls Education Program (AAGEP) provided life skills training for 450 vulnerable young women and adolescent girls in 15 bordering communities within Kparblee District. .

The major activities under the program include;

- HIV Prevention, care and support
- Health promotion
- Human rights and social, and emotional issues
- Violence prevention and peace building
- Sustainable development

The program also provided school going materials to hundreds of young women and adolescent in order to encourage and increase the number of young women and adolescent girls going to school within the Kparblee District.

D) Sanitation and Hygiene Program

The main objective of SCIDA-Liberia’s work in sanitation and hygiene is to improve access to both clean and safer environment as well as clean and decent sanitary facilities for rural communities and public institutions especially schools and health centers. To achieve this objective SCIDA-Liberia implements the following actions:

- Mobilization of youth and communities to participate in home and environment improvement campaigns;
- Engage schools to construct water and sanitary facilities;
- Promotes hand washing by hand-washing facilities;
- Engage youth in trees planting and environmental promotion.

The on-going SCIDA-Liberia Programs

At the end of the last strategic plan which ended in October, 2018 the following were the on-going SCIDA-Liberia programs:

- The Integrated Community Development Program for Ganta City funded by SCIDA-Liberia Self-Help Initiative project.
- Strengthening Citizens’ Initiative for Transparency and Accountability (SCITA) funded by U.S. Department of State implemented in five administrative districts (Garr-Bain, Leewehypea, Meinpea-Mahn, Sanniquellie-Mahn, and Yarmein).

Networking and Collaboration

SCIDA-Liberia continued to appreciate the strength and collaborations in networking and retained its membership of the following organizations, networks and committees:

- a. Mandela Washington Fellowship/ YALI-Liberia
- b. Nimba NGOs Network Secretariat (NNS)
- c. Youth Action Liberia (YAL)
- d. Ganta YMCA
- e. Catholic Justice and Peace Council (JPC)
- f. Ganta Youth Center

Through these networks, SCIDA-Liberia continued to expand its influence and impact

- a) SCIDA-Liberia also maintained its collaboration with other development actors in the Nimba activities of either party. The period under review witnessed a continued collaboration with all key organs of the local and central Government.

SCIDA-Liberia’s Annual Budget and Major Donors

The period 2015-2016 saw SCIDA-Liberia retain a high rate of growth during which it sustained its programs and funding group. This is reflected in the number and scope of programs executed as well as the range of donors that supported the organization over the period. SCIDA-Liberia Continued to respond to the needs of the beneficiary communities through the range of initiatives that it offered in education, civic engagement, health, agriculture and policy influence.

Key SCIDA-Liberia achievements of during the last six years:

a) Donors funding remain the strong support for SCIDA-Liberia levels attained earlier. This was in part due to retaining most of the longtime donor Danish Refugee Council (DRC), SCIDA-Liberia also sustained its collaboration with other donors that had come on board during the previous strategic period. These included; U.S. Department of State (USA), Mandela Washington Fellowship/YALI-Liberia and DAI Global.

c) SCIDA-Liberia Programs continued focusing on the key areas of Youth and Women empowerment, Civic Engagement, Health Education, Life Skills Training, Agriculture, Hygiene and Sanitation as well as education. SCIDA-Liberia currently benefits well over 2600 rural poor and marginalized communities. The vast majority of these beneficiaries are in the rural areas where the mining activities are taking place where they engage themselves in varied farm and off-farm activities. A significant number of these are youth and adolescent girls also in schools where the School Life skills and Sanitation Improvement Programs were implemented.

Generally the increased program /project activities during the period coupled with the on-going activities contributed immensely to improving governance through increased numbers of improved decision making processes and better civic engagement as well as better health care services both at community and Health Centre level. There has been a recorded great improvement in the food security and income situation of many beneficiary households.

Key challenges encountered

The following are the key challenges that SCIDA-Liberia met in the last strategic period:

- Funding shortfalls that led to failure to implement some of the planned activities; Going forward SCIDA-Liberia should strengthen its own self-generated resource base to enable it fill shortfalls in funding. .
- The poor road infrastructure in SCIDA-Liberia target area was still faced as a major hindrance to service delivery. Going forward SCIDA-Liberia advocacy and campaign should include rural infrastructure as a point of focus.
- Inadequate skills of beneficiaries“ leads to slow update of technologies and this affects achievement of planned targets. Going forward SCIDA-Liberia shall intensify its training and community mobilization and awareness raising programs.
- The MDGs were replaced with the SDGs. This new focus requires SCIDA-Liberia to adopt and refocus its work to ensure it’s relevant to these new targets.
- Climate change effects became more visible as rains continued being erratic and this is complicating the planning cycle and projections by the small-scale rural poor farmers.
- An unpredictable weather pattern continues to affect the SCIDA-Liberia field operations. Going forward SCIDA-Liberia shall intensify identification and promotion of new technologies that enhance farmers“ capacity to respond and adapt to changing and erratic weather conditions.

1.3 Process of Developing the Consolidated Strategic Plan

The process of developing this strategic plan involved a wide range of consultation and reflection on the previous work of SCIDA-Liberia. It included a review of SCIDA-Liberia’s work and journey during implementation of the 2015-2018 strategic plans. The process also involved intense consultations with diverse stakeholders. As a result this strategic plan builds on both the achievements of the last four years and also aims at tackling new and emerging developments within SCIDA-Liberia’s operational context.

Various methods were used to generate information used in the formulation of this strategic plan. The planning was preceded by a series of consultations among the Board, Staff, Representatives of Beneficiary communities“ local leaders and Other Stakeholders. A review of existing literature such as project proposal documents, evaluation and end of project reports generated in the course of implementing the 2015-2018 strategic plans was also done. The climax of the planning process was the two (2) days Strategic Planning Workshop held at the Ganta Youth Center in Ganta City, Nimba County. At the workshop various stakeholders reviewed SCIDA-Liberia’s work over the last two years and set priorities for the next five years. Thus through the workshop consensus was reached on the focus for the next five years of SCIDA-Liberia’s work.

A comprehensive SWOT analysis enabled the identification of new opportunities and challenges/threats that prevail within SCIDA-Liberia’s operational context and hence the need for these to be addressed. The process also took cognition of the emerging global discourse as reflected under the SDGs and how they linked to local and national efforts to fight poverty. At national level the Government development agenda, as reflected in the Vision 2030 and the subsequent National Development plans and how these were to be executed through sector and the County development plans were also considered.

The planning process underscored SCIDA-Liberia’s core values particularly the principles of good governance, broad based stakeholder participation, fairness and equity, efficiency and

effectiveness. The participatory nature of the strategic planning process yielded valuable inputs and ownership of the eventual outcome by staff, beneficiaries and other key stakeholders.

The above analysis translated into this five year plan. The plan spells out SCIDA-Liberia's strategic priorities over the next five years.

Eventually through this plan, SCIDA-Liberia will continue to contribute to the fight against poverty and good governance for the resource limited rural communities in Liberia through improved education, civic engagement, youth and women empowerment, household food and income security, improved access to clean and safe water and general community health as well as promoting linkages, partnerships, networks, joint action, action learning and knowledge management with key stakeholders in the fields of Sustainable Agriculture, Primary Education and Health Care, access to clean and safe water and the environment.

1.4. Structure of the Strategic Plan.

This Strategic Plan is divided into six chapters.

Chapter one is an introduction that highlights SCIDA-Liberia's background and the methodology used for the design process, the structure and presentation of the plan.

Chapter two gives a detailed situation analysis of SCIDA-Liberia's strengths and weaknesses as well as a scan of its operational environment.

Chapter three presents SCIDA-Liberia's Vision, Mission, Strategic goals, and corporate values that represent the ambitions of the organization in the next five years.

Chapter four provides an elaboration of the goals and extraction of objectives, strategic initiatives, outputs and outcomes of the plan. It also elaborates on the specific milestones and targets under each Strategic Objective.

Chapter five discusses the implementation of the strategy and sets out how the goals and objectives of the strategy can be achieved, and the Monitoring and Evaluation arrangements.

Finally, chapter six presents the financing plan.

CHAPTER 2: ANALYSIS OF SUPPORTING CITIZEN INITIATIVE FOR DEVELOPMENT IN AFRICA (SCIDA-Liberia) OPERATIONAL CONTEXT

2.1. Internal Context Analysis

To conduct a comprehensive internal context analysis a timeline method was used. The outcomes are summarized in the table below:

2.1.1. The Supporting Citizen Initiative for Development in Africa Timeline

SCIDA-Liberia Timeline 2014 - 2017

Years	2015	2016	2017
What make us smile?	<ul style="list-style-type: none"> • Adolescent girls Life skills training program implemented in communities of (Behwalay, Dubuzon, Zodru, Kparblee, New Yourpea, and Old Yourpea) of Kparblee District that led to reduction in teenage pregnancy outcome and increased in school attendances. • Provision of agriculture inputs, seeds and tools to local farmers. • Tree planting • Natural resource management advocacy. • Ebola Virus Disease (EVD) prevention and care awareness. • Youth leadership development. 	<ul style="list-style-type: none"> • Our CEO benefited from the Mandela Washington Fellowship program facilitated by Virginia Tech which led to successful redesigning of SCIDA-Liberia governing and programs structures and subsequent funding opportunities. • Training and establishment of community advocacy clubs. • Training and establishment of ant-illicit drugs clubs in Ganta. • Launched of MOB violence campaign in Ganta. 	<ul style="list-style-type: none"> • Adolescent reproductive program with focus on family planning, STI, HIV/ADIS and STD prevention and education which directly impacted 260 adolescent girls. • Civic voter education and awareness project that impacted 700 first time voters, youth and women with funding from MWF-Liberia. • Strengthening Citizen Initiative for Transparency and Accountability was implemented in five administrative districts in Nimab County which established 5 DAGs & PSCs with funding from the U.S. Department of State. • Collaboration with CSOs, CBOs & local government. • Board restructuring and capacity development. • Continued civic engagement support to affected communities of ArcelorMittal concession Mining communities. • Increased staff and more donors support.

<p>What made us sad 2013</p>	<ul style="list-style-type: none"> • Low experience • Lack capacity to effectively response community needs. • Departure of some staff members & volunteers in searcher of better jobs and education. • Lack funding support. • Not being able to reach all communities hence not all sensitized. • Closure of the integrated development program in Ganta. • Ebola Virus Disease outbreak in our operation communities that led to the death of many of our beneficiaries. 	<ul style="list-style-type: none"> • Low coverage of development areas due to insufficient staff & funds. • Hard communities demand to climate change. • Departure of some staffs and volunteers in searcher of higher education. 	<ul style="list-style-type: none"> • Not completing some planned activities due to lack of funds. • Need for more field work staff. • Economic crisis that led to the depletion of local Liberia currency on the market. • Donors slow down. • Completion major donor funding supports. • Departure of key volunteers in searcher of higher education.
<p>Our flash moments</p>	<ul style="list-style-type: none"> • Celebrating International Youth Day with vulnerable communities where this community was supported by SCIDA-Liberia. • SCIDA-Liberia received an overwhelming supporting from both community and local government in support of her many contributions to development. • Established partnership with 	<ul style="list-style-type: none"> • International capacity building training support to our CEO provided the by U.S. Government through the Mandela Washington Fellowship for Young African Leaders. • SCIDA-Liberia has capacity to increase incomes and expanding to other communities. 	<p>Partnership and funding support from the U.S. Department of State.</p> <ul style="list-style-type: none"> • More staff recruited and training. • If only we had more SCIDA-Liberia we would make greater impacts. • Extension of our programs in other communities that we didn't existed before. • Organizational capacity development. • Value for money in SCIDA-Liberia programs. • Youth development and Child friendly schools programs. • Positive community engagement programs.

	<p>Danish Refugee Council (DRC).</p>	<ul style="list-style-type: none"> • Employment and sponsorship of staff for additional development training in College. • Civic engagement programs. 	<ul style="list-style-type: none"> • Acknowledgment of our programs by the U.S. Embassy, Liberia. • Public Management focusing on the County and Social Development funds (CSDF).
--	--------------------------------------	---	---

2.1.2. Implications of the timeline

Generally SCIDA-Liberia made a lot of progress in achieving the targets that were set in the last strategic plan. It grew institutionally and broadened its networking as evidenced by the number of networks in which it attained membership. It also registered impressive growth in its activities. SCIDA-Liberia therefore enters a new strategic planning period as a stronger organization.

2.2. SWOT Analysis

2.2.1. Strengths

- SCIDA-Liberia has a track record in its work
- SCIDA-Liberia has well qualified human resource.
- Availability of SCIDA-Liberia trained Community Resource Persons.
- Strong governing board and leadership;
- Availability of assets such as office space and equipment;
- Use of participatory approaches that encourage the participation of stakeholders;
- Use of an integrated community development model;
- SCIDA-Liberia membership in various CSO networks that enhances its experience and technical capacities;
- Already established good working relationship with national government and International body such as the U.S. Government;
- Availability of logistics that enable program implementation;

SCIDA-Liberia is well grounded in the community. 2.2.2 Weaknesses

- Strong dependence on external donor funding;
- Inadequate skills in result based management.
- Inadequate access to and familiarity with technologies that would enhance efficient communication.
- Inadequate generation and utilization of self-generated data for planning purposes.
- Insufficient follow up and M & E and preparation of exit strategies for some projects;
- Inadequate networking

2.2.3 Opportunities

- Availability of donor agencies that SCIDA-Liberia needs to tap into in country and outside.
- Availability of technical assistance in the country;
- Modern technologies that can ease work;
- Possibility of accessing corporate social responsibility support such as funds that companies set aside to support social programs;
- The policy that allows CSOS and public organizations to work together in service delivery;

- There is a favorable and stable political environment that allows CSOs to operate and projects to be initiated without hindrance.
- Cordial working relations with other stakeholders such as the Local government Office, INGOs, NGOs CSOs, CBOs, and local community's leaders;
- Level ground that allows for participation of all;
- Opportunities for business outsourcing;
- Availability of communities needs that call for interventions;
- National and local Government cooperations;
- Availability of local resources that support programs implementation.

2.2.4 Threats

- Depletion of the local currency that makes budgeting difficult.;
- Macro-economic instability;
- Shifts in donor geographical focus and interests;
- Weak beneficiary mindsets that results in slow adoption rates and complacency;
- Civil Conflict in the Madelia East and humanitarian crisis in Europe that may divert donors' resources from Africa to refugees that have flooded Europe;
- Climate change that is caused by environment degradation and also exacerbates it;
- Poor infrastructure that renders some program areas hard to reach;

2.2.5 Implications of the SWOT analysis

Using each of the strengths that have been identified, SCIDA-Liberia should attach the opportunities identified within its operational context.

2.3. External Context Analysis

2.3.1. Donor context analysis

(i) Donor trend analysis and their implications for SCIDA-Liberia

Generally across the world donors resources are becoming less and less available. There is more demand on organizations to fundraise and also to effectively account for the resources once received. It is necessary for recipients of donor funds to be effectively accountable and transparent and to also use the resources carefully and prudently.

In many instances though there is a growing trend in which donors are willing to provide social investment funds. SCIDA-Liberia will need to examine this possibility as well.

Increasing amounts of donor's funds are also available through the government agencies and initiatives such as MOH, MOE, MOA and MOYS. This is one other option SCIDA-Liberia will need to explore for possible collaboration and partnerships.

2.3.2. Political / Policy Context Analysis

2019 the period when implementation of this strategic plan shall commence is a midyear senatorial election preparation year in Liberia. The first two months of 2019 therefore are likely to be taken up by election preparation and pre campaign activities and communities may not be available for meaningful development engagements. Some politicians have in the past reacted negatively and harshly to CSOs and at times considered them as enemies especially when they raise matters of governance and accountability.

Often during election periods, many promises are made by politicians and these tend to create a lot of differences among community members. Experience however shows that rarely are such promises kept.

This often further causes conflict among citizens. The post-election period may therefore be characterized by post-election tensions where citizens contemplate whether they made gains or losses in the elections. During the past years trade and iron ore mining has increasable been on the increased in Nimba County area where SCIDA-Liberia's operations are also located. As a result of trade and increased in illicit drugs use in Nimba County and consequent to the many margents and companies being licensed to take part in the trade industries, exploration and mining exercise, many people are migrating to the region. Ganta too has seen its population increase significantly over the past years.

(ii). Political trends and their Implications for SCIDA-Liberia.

In the run up to the elections SCIDA-Liberia should maintain a political stance to avoid fueling any negative political backlash. Post elections, SCIDA-Liberia will need to study the policies of the current new government and ensure compliance and also explore emerging opportunities.

Based on issues highlighted for Liberia in the manifesto of the current government, SCIDA-Liberia will need to refine its lobby and advocacy strategies.

2.3.3. Social and economic context analysis

(i). Social economic context analysis and their implications for SCIDA-Liberia

2015 marked the end of the Millennium Development Goals (MDGs) as the overarching global development framework. In the same year the Sustainable Development Goals (SDGs) were adopted as the guiding framework for global development over the next fifteen years.

The goals represent commitments by world leaders to make the world a better place for every one focusing on ending poverty, protecting the planet and ensuring prosperity for all. Each goal has specific targets to be achieved over the next 15 years.

The 17 SDGs just like the MDGs that came before them demonstrated a commitment by world leaders and the global community to sustainably deal with extreme poverty by creating an environment conducive to development. The declaration recognizes that development depends among others on good governance within each country and at the international level. The Heads of States resolved to put in place actions that will lead to marked improvements in the human condition by 2030. At the United Nations it is believed that everyone can make a contribution to making the world a better place. In spite of the investment in the MDGs much still needed to be

done to tackle issues of poverty and marginalization. At the time of the advent of the SDGs, the Liberia Government had already developed and adopted its Vision 2030 as the overarching guide to national development policy. The aspirations of the Government of Liberia as enshrined in the Vision 2030 and the five year Pro-Poor Development frameworks represent the national priorities and ultimately Liberia's commitment to the SDGs.

Many parts of the world especially Sub-Saharan Africa still present very poor progress on most of the poverty indicators that the MDGs set out to address. Extreme poverty is still high with well over a billion people suffering from extreme poverty. Mortality rates too are still high.

Access to safe clean water too is still very low. On health, maternal mortality rates are high, HIV/AIDS prevalence is also high and some countries are recording increased infection rates Liberia being one of them.

Specifically for Liberia approximately 54% (World Bank Report Oct 19, 2016) of Liberians still live below the poverty line. Access to clean and safe water is still a challenge in many parts of the country where about 65% is still unreachd. Latrine coverage too is still low with just about 40%. The rate of environmental destruction especially of forests and wetland is one of the highest in the world. Forests continue to be cleared for cultivation purposes and timber exploitation. Maternal and infant mortality rates are still very high ranging in 56.2 deaths per 100,000 births and 122 per 1000 live births respectively. Child mortality is also high standing at 205/1,000.

The gap between the rich and the poor is widening in the country as agriculture continue to suffer the negative effects of climate change and low investment. This continues to upset the agriculture sector yet it is the main area of employment for most rural poor people in the country. It is noteworthy though that during the MDG era Liberia made significant steps in realizing universal Primary and later Universal Secondary Education. Enrolment levels in both primary and secondary schools have more than doubled over the period but quality still remains serious challenge in Liberia.

Agenda for Transformation (Vision 2030)

As already mentioned the Vision 2030 is delivered through the Agenda for Transformation Development Plan (ATDP). The focus of the current Vision 2030 is the Prosperity for All initiative. The prosperity for all programs summarizes the national development priorities and lays emphasis on improving household incomes and standards of living. All other state and non-state actors included are obliged to embrace the national planning priorities in the formulation of their development plans.

In pursuing its work in the last strategic plan SCIDA-Liberia adopted a Rights Based Approach. Even under this new strategic plan the Rights Based Approach shall be the basis of implementation.

(ii). Cultural context analysis and their implications for SCIDA-Liberia

There is a general recognition in the country that cultures that disadvantage other people should be revised. In Liberia women have for several years now and especially since the 1980s, have been struggling to review laws that prevent women and girls from accomplishing the best there is

in life. SCIDA-Liberia in particular supports the revision of negative cultural beliefs and practices. It therefore offers equal opportunity to all people. It in particular supports efforts that are geared towards emancipating women and girls from centuries of neglect and subjugation. This effort fits with the government efforts of supporting and liberating women and articulated in various national policies and protocols.

The cultural institutions in Nimba County such as the Poro and Sande are major actors in defining the cultural trends that shape the lives of the people. Considering that culture and cultural practices are major determinants of social economic development, it will be essential for SCIDA-Liberia to seek and maintain a cordial relationship with the communities that practices these cultural to achieve the strategic plan.

2.4 SCIDA-Liberia's NICHE

During the Strategic Planning Workshop time was devoted to review the SCIDA-Liberia's Vision and Mission Statements to ensure that they rhyme with the thinking within the organization and its philosophy and values.

Vision

That all human acquire education, protection, skills, self-confidence, and opportunity to participate fully, free, and responsibly in the life of their communities;

Mission

A leading provider of integrated community development services to the disadvantaged so that they realize improved livelihoods.

Values

SCIDA-Liberia works in partnership with local communities to achieve education, health, livelihood, peace, civic engagement and productive societies. Supporting citizen's initiative is place at the center of our development activities as we believe that only through strong communities can Africa feed itself, appropriately exploit its natural resources, educate, care for and protect its children, promote the economic wellbeing of African people and live in peace. As such, SCIDA-Liberia is committed to the following 7 key values in its work and organizational life. These values serve as our working norms and establish the behavioral guidelines for successful organizational performance.

Teamwork: SCIDA-Liberia board and staff work on mutual respect and accountability, dialogue and collaboration. In our work we seek to understand the views and ideas of others, as well as to recognize the positive contributions of each person, so as to build strong relationship within and beyond SCIDA-Liberia.

Integrity: SCIDA-Liberia consistently works in spirit of mutual trust, honesty, transparency and accountability.

Meaningful youth development and participation: young people are agent for positive change. However, SCIDA-Liberia seeks to positively equip youth with the necessary skills and education so that they can be the drivers of their development initiatives.

Open communications: SCIDA-Liberia is committed to sharing information in a respectful and collegial manner. The timely and regular exchange of quality information – between headquarters and field offices, board members and the citizens we served – provides the basis for informed, consultative decision-making in our activities.

Diversity: SCIDA-Liberia seeks to have a workforce that reflects inclusiveness and is diverse by race, gender, and geography.

Transparency and Accountability: We are open and honest in all aspects of our work; everyone takes responsibility for their actions and attitude.

Learning and Improving: We reflect on our experiences to learn and grow and we are passionate about what we do.

2.5 SCIDA-Liberia Institutional Profile

Background

Supporting Citizen Initiative for Development in Africa (SCIDA-Liberia) is a trustworthy national development organization based and operational in Ganta, Nimba County in northeastern Liberia. SCIDA-Liberia is duly registered as a NGO by Guarantee and Not Having a Share Capital according to the nonprofit laws of Liberia and for that matter it is a non-for-profit development organization.

Principal Mandate of SCIDA-Liberia

The principal mandate of SCIDA-Liberia is to enhance the social and economic empowerment of the rural poor, the disadvantaged and the marginalized, majority of whom are youth and women, so that they can improve their livelihood situation and dignity.

SCIDA-Liberia was founded in November, 2013 and since this time it has experienced tremendous growth both in terms of service scale to the communities and institutional structures. SCIDA-Liberia is today one of the leading development players in Nimba County.

SCIDA-Liberia has been mobilizing local communities in various development sectors such as; education, health, sanitation, peace-building, civic engagement, youth development and food security programs that have significantly contributed to enhancing the livelihoods of poor, marginalized and disadvantaged communities in Liberia specifically in Nimba County. SCIDA-Liberia has also been in others sectors including; life skills training, natural resources management, women and youth empowerment, and entrepreneurship development programs. As of 2017 SCIDA-Liberia had 12 staff and 68 volunteers. SCIDA-Liberia has been guided by three basic principles: **go where the need is greatest; support local initiatives** by citizens considering and implementing projects; and integrated community development activities across sectors.

The work of SCIDA-Liberia is presently benefiting a rural population of well over 34,000 poor people primarily in Nimba County.

2.6 SCIDA-Liberia's Strategic Positioning

SCIDA-Liberia has over the years chosen to focus its work in Nimba County. It has grown and expanded its program areas and thus increasingly reaching out to many people.

SCIDA-Liberia thus, has a good track record of delivering effective development services to its target beneficiaries. It as a consequence, has been commended as a key and reliable development actor in remote underserved communities.

SCIDA-Liberia through its effective networking at local, national and international level has been able to build a solid network of strategic partners. As a result the work agenda of ACIDA-Liberia ably links to the work agendas of other partners.

SCIDA-Liberia has also proven to be a very accountable and transparent organization and as a result has won the trust and confidence of many donor partners.

Many lessons emerge for development actors from SCIDA-Liberia's work. Documentation of its experiences and sharing this broadly has been ongoing. However more will need to be done to scale out these lessons.

2.7 Aims of the Strategic Plan

This strategic plan sets out the strategic areas of focus, aims and objectives of SCIDA-Liberia's work in the coming five years. It defines the direction that the organization desires to pursue and the resources that will be needed to achieve those aspirations.

2.2 The Core Development Problem to be addressed through this Strategic Plan.

SCIDA-Liberia's area of operation is Nimba County with the hope of expanding its activities in other Counties. The core problem that SCIDA-Liberia has been addressing in its last strategic plan along with other stakeholders is transparency and accountability in public sectors, civic engagement and extreme poverty. Bad governance tinged with lack of transparency and accountability has characterized exploitation of Liberia's public institutions and natural resource sectors. For decades we made an image of the secrecy of contracts, and allow companies and the ruling elites to enjoy much of the public and natural resources. Due to dictatorship rules in Liberia from the 1970s to 2003 that resulted into civil conflicts, many institutions and individuals lacks the abilities and opportunities to positively engage their communities or government on the change of policy that could impact their lives. For these facts, the abuse of public offices and resources has been the orders of the day due to lacks of civic engagement and responsibilities as citizens.

Due to these bad governance systems, the number of people living below the poverty line remains significantly high. There is also massive food insecurity as well as poor access to clean and safer water and appropriate sanitation facilities both at household and community level, including educational institutions.

Poverty is also caused by the high incessant food and income insecurity brought about by poor farming methods, low and sometimes erratic rainfall, low access to credit, lack of proper farming skills and knowledge, poor dissemination of farming and marketing information, lack of capacity to tap resources by the local farmers, inadequate awareness of how to use available resources,

un-sustainable crop and animal production, lack of awareness and general environmental degradation.

The consequences of food and income insecurity has been that a large part of the farmers are unable to efficiently and effectively utilize the locally available resources for their own betterment, reduced capacity for household support, increased illiteracy, rural-urban migration for employment, drug abuse, HIV/AIDS, rising insecurity, increased family disputes, high rates of mortality due to hunger and disease incidences and un-equal distribution of the country resources.

The poor access to health care, education, clean and safer water is largely a result of the Government inability to provide these services, as the main public service provider, being financially constrained. The available budgets are always much below the needed investment levels for ensuring adequate provision of health care, education, clean and safer water. The available resources are further reduced by corruption and careless work that is quite common with Government implemented projects.

The problem of inadequate sanitation facilities in homes and institutions is the result of carelessness in implementing public health laws and sensitization of the communities. The above have given home to a number of preventable diseases that continue to dominate the morbidity and mortality pattern of Liberia. This continues to happen amidst a situation where many lack access to health facilities.

The problem of low access to credit is a result of prohibitive conditions that are usually set by the formal banks and lack of strong local Savings and Credit Co-operatives. This situation has rendered the prevalence of a big investment gaps in areas and projects that could propel development.

This Strategic Plan will as much as possible address the above core problems so that improved standards of living for majority of the rural poor people can be realized.

2.3 SCIDA-Liberia Target Beneficiaries

Since its establishment, SCIDA-Liberia's work has always targeted rural poor youth, men, women and children as well as disadvantages and marginalized communities. Relevant institutions too have been targeted. This new strategic plan too will continue targeting the same categories of people. Specifically, the health activities will target „households at risk“ and communities with unsafe water sources, poor sanitation facilities, high incidence of preventable diseases and high nutrition deficiency rates. The agricultural activities will target households and communities with low crop and animal production, food insecurity and low incomes including selected institutions such as needy rural schools. In addition SCIDA-Liberia will continue mainstreaming civic Engagement, Early Childhood, Networking and Partnership Building education, Gender, HIV/AIDS Prevention, Care and Management as well as Environmental Protection and SCIDA-Liberia Institutional Capacity strengthening in all her activities.

During implementation of the last strategic plan SCIDA-Liberia adopted the integrated community development approach to its work. Even during the implementation of the 2019-2023 strategic plans, this approach will be maintained. Effort will continue to be made to facilitate target group members to form Self-Help Groups (SHGs) that will offer a financial backbone to

their communities in their strive for development. The SHG approach will literally be mainstreamed into the other activities of Supporting Citizen Initiative for Development in Africa (SCIDA-Liberia).

CHAPTER 3: THE SCIDA-Liberia STRATEGIC PLAN

3.1. Overview

3.1.1. Geographical focus

The current Geographical areas of Nimba County shall continue to be SCIDA-Liberia's primary program area. However, because the organization has grown in visibility and influence, and considering that it may have other resources such as experience that other areas may need, SCIDA-Liberia shall also extend its coverage to other parts of Liberia.

3.1.2. Consolidated SCIDA-Liberia's work programs

In the next five years SCIDA-Liberia's work shall be pursued under the following seven key thematic areas.

1. Citizen Empowerment and Livelihoods transformation.
2. Education
3. Agriculture / food security
4. Health, sanitation and Hygiene
5. Networking and Partnership Building
6. SCIDA-Liberia Institutional Capacity Strengthening
7. Peacebuilding and governance strengthening

3.1.3. The SCIDA-Liberia Theory of Change

The underlying theory of change embodied in this Strategic Plan indicates the „domains of change“ that SCIDA-Liberia believes will make a significant contribution towards improved quality of lives for the beneficiaries and states as below:

If Citizens in Nimba County can be empowered, healthy and prosperous which will be reflected in the extent of their awareness of their roles and responsibilities, they would be less powerless and more civically confident and competent to organize their lives. They will be motivated to take actions on key challenges that constrain their livelihoods; **If Early Childhood Education will be achieved.** The numbers of teenage pregnancy cases and nationally displaced persons (less fortunate) will reduce and the right investment will be made in the life of the young children at an early age, and will benefit communities and the society in general. This will be achieved through teacher training, advocacy, schools capacity building supports and the provision of necessary technologies and textbooks for advancement.

If Livelihood development will be food secure at household level. The process of creating food secure households shall entail setting minimum food basket targets that all beneficiary households work towards skills development. This will be achieved through knowledge and skills enhancement as well as training and provision of agricultural inputs. **If SCIDA-Liberia target households are food secure they will achieve improved incomes.** Improved household

incomes will be derived from reduced livelihoods costs particularly medical costs. Household medical costs will be reduced through adoption of improved hygiene and sanitation practices. **If communities in Nimba County and Liberia at large are to remain healthy**, there will also be need to reduce reproductive health issues increasing access to health education, **If SCIDA-Liberia's institutional capacity is further strengthened** and it becomes more efficient and effective in delivering its mandate of delivering an integrated development service to its beneficiaries in Nimba County and Liberia at large; then this will result into empowered, healthy and prosperous citizens.

The Domains of Change

There are six interlinked domains of change underlying the accomplishment of SCIDA-Liberia's 2019-2023 Strategic Plan. These are categorized as: Citizen Empowerment, Early Childhood Education, Livelihood Development, and Agricultural/food security, Health, Sanitation and Hygiene, institutional development and are further explained below:

a) Citizens empowerment

Overall, this domain of change will focus on strengthening the civic confidence and competency of SCIDA-Liberia's beneficiary communities in Nimba County and Liberia in general. This will enable them to know their rights and obligations to organize in an effective CBOs, CSOs, youth and women groups, farmer groups and any other relevant community action groups so as to be able to assert those rights. The underlying hypothesis of this domain of change states that:

If Citizens in Nimba County can be empowered, healthy and prosperous; this will be reflected in the extent of their awareness of their roles and responsibilities, they would be less powerless and more civically confident and competent to organize their lives. They will be motivated to take positive actions on key challenges that constrain their livelihoods and community.

b) If Early Childhood Education will developed child growth; the numbers of teenage pregnancy cases and nationally displaced persons (less fortunate) will reduces and the right investment will be made in the life of the young children at an early age, and will benefit communities and the society in general. The will be achieved through teacher training, advocacy, schools capacity building supports and the provision of necessary technologies and textbooks for advancement. Children will be motivated to take positive steps towards their development.

b) If Livelihood development will be food secure and skills development at household level. The process of creating food secure households shall entail setting minimum food basket targets that all beneficiary households work towards skills development. This will be achieved through knowledge and skills enhancement as well as training and provision of agricultural inputs. Developing the skills of youth and women in marketable skills areas so that they can be self-supportive and dependence, this approach will help reduce the involvement of youth and women into harmful activities and increase access to income.

d) Agriculture / Food security

The main thrust of this domain of change is to ensure household food. The underlying hypothesis of this domain of change states that:

If Empowered citizens will be food secure at household level. The process of creating food secure households shall entail setting minimum food basket targets that all beneficiary households work towards. This will be achieved through knowledge and skills enhancement as well as training and provision of agricultural inputs.

e) Health

The thrust for this domain of change notes that health is a major indicator of positive impact on livelihoods. The underlying theory of this domain of change states that:

If communities in Nimba County are to remain healthy, there will also be need to educate communities about health issues such as HIV/AIDS, Family planning, reduce water borne diseases by increasing access to safe clean water and improving access to health care services and improved hygiene and sanitation practices.

f) Institutional Development

The major thrust of this domain of change is to strengthen SCIDA-Liberia's institutional capacity at local national and regional levels. This change will be brought about by developing and strengthening SCIDA-Liberia's policies and governance systems; strengthening capacity of the Staff and Board to deliver on their mandate; set up a financial sustainability plan; initiate, engage and sustain stakeholders' commitment and SCIDA-Liberia's membership in relevant networks and partnerships. The underlying supposition of this domain of change state that:

If SCIDA-Liberia's institutional capacity is further strengthened and it becomes more efficient and effective in achieving its mandate of delivering an integrated development service to its beneficiaries in Nimba County; then this will result into empowered, healthy and prosperous citizens.

CHAPTER 4: THE INTERVENTION STRATEGY

This chapter details thematic areas and strategic initiatives, objectives, outputs and outcomes of the plan under each thematic area. It also elaborates on the specific actions and targets under each Strategic Objective.

The above objective shall be achieved through the following strategies:

4.1. Thematic area 1: Citizens Empowerment and Livelihoods transformation

Overall objective: 1: To enhance the capacity of target beneficiaries, build their civic competence, and empower them to be organize in their various communities, CSOs, CBOs and other groups so that they are more effective in pursuing identified needs such as livelihoods development, peace and security, governance and civic engagement initiatives.

The above objective shall be achieved through the following strategies:

Strategy 1.1 Strengthen the citizens' civic competence and confidence.

- This strategy aims at supporting community members to understand their civic rights and to build their confidence to organize and positively engage policy makers and stakeholders about matters relating to their wellbeing and development. Women and youth are the primary targets of this intervention. The following interventions will be implemented under this strategy:
- Conduct capacity needs assessments
- Carry out targeted trainings and awareness rising about key development issues.
- Support capacity development of community organizations (youth, women and farmer groups).
- Support community led resource mobilization and Wealth creation interventions.
- Support community led advocacy and engagement initiatives.

Strategy1.2. Promote food securities through improved agriculture and farming practices

This strategy aims at tackling the key challenge of food insecurity in the target County. It will be addressed through the following interventions:

- Provide training on Sustainable Agriculture and other related improved agriculture methods.
- Create awareness about the link between food and nutrition and create awareness about proven local recipes.
- Support households to set up kitchen gardens
- Collaborate with government to support farmers to access improved animal breeds.
- Identify appropriate technologies and link farmers to them.
- Set up agriculture technology demonstration sites.

Strategy1.3. Tackle Climate change and environment degradation

This strategy responds to the issues of environment degradation that Nimba County in particular and the world as a whole are currently experiencing. It will be addressed through the following interventions:

- Promote tree growing
- Sensitize communities about environment conservation.
- Collaborate with FDA & MOA to increase farmer access to tree seedlings.
- Link forest owners to trade initiatives.

Strategy1.4. Support household income generation activities

This is a key strategy through which SCIDA-Liberia aims to tackle the issue of household poverty the major constraint that affects livelihoods in the target community. It will be achieved through the following interventions:

- Mobilize farmers to form farmer cooperatives and support their growth.
- Support entrepreneurship activities by youth and women
- Support farmer collective bulking and selling of produce
- Identify and link farmers to viable produce markets for their produce.
- Support establishment and functioning of self-help groups at community levels.

Strategy1.5. Tackle identified priority health challenges in the communities

This strategy shall focus on health of the beneficiaries. It will be achieved through the following interventions:

- Support community efforts to build the capacity of local health units at various levels.
- Sensitize communities on basic health issues such as reproductive health, HIV/AIDS, latrine construction and hand washing using the CLTS approach.
- Conduct household improvement campaigns.
- Work with communities to undertake hygiene and sanitation initiatives
- Train and establish Anti-Drugs Clubs at school and community levels to educate their peers about the abuse illicit drugs and support health facilities to set up effective counseling programs.
- Support a sustainable and cost-efficient model of delivering health services and livelihood products using the CHW structures at community levels.

Strategy1.6. Address challenges of quality Early Childhood education in the target area.

This strategy aims at addressing the challenge of quality Early Childhood Education in the area and shall be addressed through the following interventions:

- Strengthen schools learning environment that a child will be comfortable to learn.
- The provision of technologies that will enhance learning ability and quality of teaching service;
- Construction of School Water and Sanitation facilities and formation and training of Sanitation Clubs;
- To strengthen the capacity of teachers on quality teaching skills and basic teaching technologies;
- Strengthen PTAs and school boards in the context of child-friendly schools.
- Sensitize parents about the value of good quality education
- Support schools to set up sustainable school feeding programs.
- Collaborate with school management committees, government and funding partners to build classroom infrastructure and quality teaching skills.
- Support brilliant needy students (orphans) to continue in school.
- Support the schools in ensuring effective menstrual hygiene management

Strategy1.7. Increased Hygiene and sanitation Campaign

Hygiene, sanitation and access to safe clean water is a wide spread challenge in Nimba County. Through this strategy SCIDA-Liberia aims at mobilizing youth and community members to engage in hygiene promotion to keep the environment safe and clean. Increasing community access to sustainable safe clean water facilities and decent sanitation; this will be achieved through the following interventions:

- Will support the undertake of youth major cleanup campaign exercise in towns and cities
- Conduct widespread Health water and sanitation sensitization campaigns.
- Support communities to access safe clean water by drilling boreholes, constructing shallow wells, protecting springs and rehabilitation of severely damaged water sources.
- Engage community to undertake environmental protection initiatives.
- Carryout treatment of water for drinking campaigns;
- Support hand washing campaigns.

- Work with schools to increase access to safer water and decent sanitation through construction of improved water and sanitation facilities.

4.2 Thematic area 2: Networking and partnership building

The overall objective of this thematic area is to enable SCIDA-Liberia to scale up its impact. Through networking and effective partnerships SCIDA-Liberia's work will be enhanced and promoted. The above objective shall be achieved through the following strategies:

Strategy2.1. Networking

Networking with other likeminded organizations increases outreach and impact of development services. Through this strategy SCIDA-Liberia shall aim at increasing the scope and reach of its interventions.

- Identify and participate in strategic networks
- Take up membership and leadership roles.
- Retain active membership in networks where SCIDA-Liberia is already active.

Strategy2.2. Form Partnership with Private and Public Institutions

This strategy aims at enabling SCIDA-Liberia to identify strategic institutions that it can partner with in the delivery of actions outlined in this strategic plan.

- Develop partnerships with relevant international Non-Governmental organizations, international public institutions and national government departments and institutions.
- Participate in relevant partner initiatives.

Thematic area 3: Advocacy

The overall objective of this thematic area is to enable SCIDA-Liberia to influence the agenda of other actors especially the government. It will be achieved through the following interventions.

Strategy3.1. Build Strategic Linkages and Alliances

To achieve greater mileage SCIDA-Liberia shall work in partnership and in alliance with other likeminded organizations and networks at local, national, sub-regional and global levels. Under this strategy the following interventions shall be made:

Retain membership in already established networks and endeavor to take up leadership in those networks.

- Identify and subscribe to strategic networks and coalitions.
- Share information and linkages with sister CSOs.
- Identify strategic funding partners to support in building a stable resource base by developing an effective fundraising strategy.

Strategies 3.2. Generate issues and Carry out Capacity Building and Advocacy Actions

This strategy aims at enabling SCIDA-Liberia to carry out policy capacity building and advocacy actions so as to cause local and national government actors to be more responsive to the needs of the community.

- Carry out Policy research capacity and advocacy training for local community structures.
- Launch and publish research outcomes

- Advocacy transparency and accountability in the management of natural resource sectors
- Advocate for the establishment of child friendly schools.
- Advocacy transparency and accountability in the implementation of the County and Social Development Funds (CSDF);
- Adopt at least one annual campaign theme.

4.3. Thematic area 4: SCIDA-Liberia’s Institutional Strengthening

Overall objective 4: To support the institutional strengthening of SCIDA-Liberia. This will be achieved through the following strategies:

Strategy 4.1 Strengthen SCIDA-Liberia’s Governance and Management

Through this strategy SCIDA-Liberia seeks to strengthen its governance and management. This will be achieved by reviewing and or updating its policies and management systems. Specifically the following interventions shall be implemented:

- Hold regular senior management and Board meetings.
- Prepare and share regular reports with all relevant stakeholders.
- Organize annual staff and Board planning retreats.

Strategy 4.2 Develop a Sustainable Resource Base.

Through this strategy SCIDA-Liberia shall be able to mobilize the resources that it needs to implement all its programs. To achieve this strategy the following actions shall be undertaken:

- Set up a clear resource mobilization strategy and department for resource mobilization.
- Conduct on going Fundraising
- Set up well managed self-generated resource interventions.
- Investment and resource mobilization for the same

Strategy 4.3 Increase SCIDA-Liberia’s Visibility through Documentation and Communication

A visible SCIDA-Liberia at County, National and International level will ensure that the best practices of SCIDA-Liberia are spread. Under this strategy the following interventions shall be made:

- Strengthen the current SCIDA-Liberia communication strategy.
- Document and widely disseminate outcomes of SCIDA-Liberia’s work.
- Produce and circulate annual reports, calendars, bulletin and other media materials
- Update and upgrade the website and make it more interactive and active.
- Increase communication via the social media such as Twitter and Facebook.

CHAPTER 5: IMPLEMENTATION, MONITORING AND EVALUATION

5.1 Overview

This chapter presents the SCIDA-Liberia Strategic Plan implementing mechanisms with particular focus on key elements of the monitoring and evaluation. A set of performance indicators has been proposed to measure progress towards the objectives of the Plan.

Strategy implementation is perhaps the most critical aspect of any Strategic Planning process as this is the phase when planned benefits are delivered. All other phases of the strategic planning process are, therefore, essentially supportive of the implementation phase. In many instances effectively formulated strategies fail because they are not successfully implemented. Robert S. Kaplan and David P. Norton report that, “fewer than 10 percent of effectively formulated strategies ever get successfully implemented” (Kaplan and Norton, 2001). They thus conclude that “the ability to execute a strategy is more important than the quality of the strategy itself”.

The purpose of strategy implementation is threefold:

- Deliver the results, achieve purpose and contribute effectively to the overall strategic plan goals;
- Manage the available resources efficiently
- Monitor and report on progress to support performance management.

It is important to emphasize that strategy implementation is invariably more difficult than strategy design. While strategy design involves positioning forces before action, focuses on effectiveness (doing the right things), requires good intuitive and analytical skills and co-ordination among a few people, implementation on the other hand involves managing forces during action, focuses on efficiency (doing right things well), is primarily an operational process requiring considerable funds, special motivation and leadership skills. And for a key actor like SCIDA-Liberia faced with plenty of challenging needs, it will involve co-ordination of many different stakeholders.

5.2 Coordination Arrangements

Implementation of this plan shall be spearheaded by the National Secretariat based in Ganta City. It will be supported by the field offices that may be opened up in the various other parts of the County and Liberia in general. Internal coordination arrangements shall include quarterly, biannual and midterm reviews. The SCIDA-Liberia senior management and boards shall be crucial in the execution of this plan. .

Key elements of reporting should include but not be restricted to the following;

- Monthly updates shared by the various programs and between management and the Board of Directors.
- Quarterly update Reports containing a three months consolidation of monthly reports;
- Annual reports shared with the various stakeholders.

5.3 Monitoring and Evaluation Arrangements

The purpose of Monitoring and Evaluation is to guide the implementation of the Strategic Plan by tracking challenges, outcomes and impact as well as making adjustment where necessary. Other aims of monitoring and evaluating this plan include;

Ensuring that the plan is on course;

Accountability to ensure that the resources released are utilized for the intended purpose;

To provide experiential learning that can be captured, consolidated and utilized for refining implementation process;

Identification of lessons learnt in the implementation process;

Measure achievements against set targets;

At the end of the five -year period, there will be an evaluation of the plan to document achievements, best practices, challenges, success stories and lessons learnt.

Other M&E arrangements shall relate to the following;

- i. Monthly reports
- ii. M&E results shall be disseminated to key stakeholders including funding partners;
- iii. Website;
- iv. Publication and dissemination of the Annual Reports.

5.4 Risks, Mitigating Measures and Critical Success factors

Risks that could impact on the implementation of the plan have been identified; so too have possible mitigating measures to minimize their impact on the success of the plan.

5.4.1 Risks and Mitigating Measures

Risks envisaged in the implementation of the Strategic Plan are both internal and external. Internal risks relate to factors within the control of the organization while external risks relate to factors beyond the control of SCIDA-Liberia that may affect implementation of this plan. The following table summarizes identified risks and proposed possible mitigation measures.

Risk	Description/ Discussion	Mitigating Measure
Internal Risk		
Staff attitudes may be about business as usual.	<ul style="list-style-type: none"> • SCIDA-Liberia staff may not fully buy-into the plan and may not be innovative and creative in executing it. 	<ul style="list-style-type: none"> • An extensive and consistent inter organization communication strategy needs to be developed and implemented by the management to socialize the Plan.
An over-ambitious plan to bring SCIDA-Liberia to a new level.	<ul style="list-style-type: none"> • Unrealistic targets especially being the first five year plan. • Limited commitment to the plan by stakeholders • Limited commitment among development partners. 	<ul style="list-style-type: none"> • Ensure that SP objectives are SMART and targets achievable within available resources. • Set realistic annual targets. • Undertake extensive advocacy to popularize the plan among development partners and other stakeholders.
Weak M&E system	<ul style="list-style-type: none"> • The M&E system does not operate efficiently. 	<ul style="list-style-type: none"> • Extensively use internal and external benchmarking & performance measures that have been identified • Enhance reporting mechanisms during senior management and BOD meetings.
Low financial support	<ul style="list-style-type: none"> • Unsure financial sources. • Unrealistic fundraising strategic • Over predicted budget 	<ul style="list-style-type: none"> • Ensure that the strategic plan fait within donors funding parities areas. • Collaborate with international partners to jointly engage in fundraising activities to sustain implementation of the strategic plan.
Low staff and capacity	<ul style="list-style-type: none"> • Limited number of staffs due to low funding. • Low experience of some staffs in the thematic areas of strategic plan. 	<ul style="list-style-type: none"> • Outsource more funding to retain staffs, • Provide in-services training for staffs and volunteers on the strategic plan thematic areas.
External Risks		

Political interference.	<ul style="list-style-type: none"> • There is no envisaged negative Political interference that can badly affect SCIDA-Liberia operations besides the elections that will be held in 2023. 	<ul style="list-style-type: none"> • SCIDA-Liberia should ensure that it remains non-apolitical and that it complies with all the policies and regulations set by the government. • SCIDA-Liberia should also undertake strong high level advocacy to ensure that it receives and retains both local and national government“ recognition and partnership.
Mobilization and securing resources for implementation of the plan.	<ul style="list-style-type: none"> • Failure by SCIDA-Liberia to broaden its funding base and engaging other funding partners. 	<ul style="list-style-type: none"> • Ensure current donor partnerships are maintained through proper accountability. • Pursue a proactive stance to mobilize resources by for instance organizing an annual Donors visits.
Coordination and collaboration	<ul style="list-style-type: none"> • Slow coordination among the different levels and programs of SCIDA-Liberia as an organization. 	<ul style="list-style-type: none"> • Strengthen Coordination through regular meetings and information exchange.
Ineffective plan implementation.	<ul style="list-style-type: none"> • Due to failure to mobilize drivers of strategic success including: • failure to put in place relevant organizational structures, • failure to introduce and adhere to modern management systems and procedures, and • Failure to introduce and manage change. 	<ul style="list-style-type: none"> • Achieving strategic alignment (creating strategy awareness) and enlisting “buy-in” of all stakeholders. • Avoid complacency by setting and monitoring performance targets. • Mobilize drivers of strategic success, a strategy - supportive culture and an action plan.

5.4.2 Critical success Factors

The following success factors have been identified for this plan:

- i. Strategic leadership and management at both management and Board level to provide the vision and a sense of direction for the growth and success of SCIDA-Liberia as well as build ownership and alignment at the various levels of implementation.
- ii. Broad ownership and participation by SCIDA-Liberia staff in all aspects of plan implementation.
- iii. Effective partnership with national, international organization and local CSOs, CBOs and government relevant departments.
- iv. Ensure that community concerns receive immediate attention all the time.
- v. Sufficient resources (financial, technical and material) for the execution of the plan.

CHAPTER 6: FINANCING PLAN

The Implementation of this SP shall require adequate and timely financial resources. This will call for continued collaboration with development partners and broadening the current funding base.

SCIDA-Liberia will need to develop a comprehensive resource mobilization/fundraising strategy in light of this strategic plan. In addition an annual growth of 10-20% should be maintained.

Funding for this SP shall be secured not but not restricted to the following strategies;

- Donor funding.
- Invest in self-grow services such as agricultural.
- Grants and donations received from any source approved by the SCIDA-Liberia Board.
- Internally Generated Revenue from services provided by SCIDA-Liberia

Each strategy is explained below:

Donor Funding

This will continue to be the main source of funding for SCIDA-Liberia in the short and medium term. It will be achieved by:

- i. Over the years SCIDA-Liberia has established relationships with several strategic funding partners. These relationships will need to be nurtured and sustained by establishing sound financial management and accountability procedures. Donors will have to be kept well informed about the impact their support is making and how the support is being utilized. Regular financial updates and audits will be essential to realize this objective.
- ii. Once the strategic plan and budget are done, SCIDA-Liberia should organize an official launch of the SP at which strategic donors are invited. The donors' presence should be with a view of requesting them to pledge their commitment to fund aspects of the strategic plan.
- iii. SCIDA-Liberia should strive to broaden its donor partnerships and to always have at least 4 different donors.
- iv. Within SCIDA-Liberia, a resource mobilization unit should be set up.. The unit will be responsible for identifying funding sources and engaging them to mobilized funds for the organization's strategic plan.

v. An annual budget based on an annual work plan will be needed to form the basis for resource mobilization for the year.

Grants and Donations

SCIDA-Liberia should look out for grants and donations that would enhance its operations. This should be achieved through:

- i. Engaging corporate private sector on specific initiatives that resonate with their interests while at the same time meeting the livelihoods needs of the community. Examples could be organizing a fundraising walk for a health unit with sponsorship from a private company.
- ii. The resource mobilization team once established should endeavor to attract big donations including in kind such as books, equipment and materials.

Invest in Self-grow Services such as Agricultural.

SCIDA-Liberia will invest in a range of initiatives in the key sub sectors of entrepreneurship health, education, agriculture and social development. Engagement with those initiatives can potentially transform into funding streams for SCIDA-Liberia. Communities are also open to collaborating with CSOs in championing its own development agenda. SCIDA-Liberia should therefore position its self as an ally of the communities at various levels as a consequence benefit from available funding resources.

SCIDA-Liberia should enter MOUs with district and local communities to enable it access resources from communities such as farmland. Plenty of resources are now easily accessible through various community programs and initiatives. Specifically SCIDA-Liberia should target the government initiative of Operation Wealth Creation (OWC) through agriculture. Through OWC, SCIDA-Liberia should be able to connect resources that would be beneficial for its beneficiaries.

ii. SCIDA-Liberia MOU with both local communities and government will focus on accessing production site at the community levels taking the lead on implementing fundraising initiatives within its area of operation through agriculture. SCIDA-Liberia should particularly focus on those sectors where government has placed emphasis such as agriculture to achieve its sustainability plan.

iii. In Nimba County where it operates, SCIDA-Liberia should establish clear formal partnerships with the local communities for investment. SCIDA-Liberia could utilize staff of government in its programs as well as undertake joint implementation of projects in these in areas.

Internally Generated Resources from SCIDA-Liberia Services

It is essential for SCIDA-Liberia to start seriously to consider its financial suitability. Self-generated resources are the most important basis for building financial sustainability. The following strategies are viable and should be considered:

- i. Adopt a policy that requires management to committedly raise at least Negotiate with all donors to agree to a 5-10% contribution included in budgets, earmarked to SCIDA-Liberia organizational development.

ii. To explore the option of social investment in which a cost recovery element is inbuilt in development interventions so that households and communities can in the long run return to SCIDA-Liberia some of the costs invested to their benefit. This would enable SCIDA-Liberia to raise funds from the very development interventions that it undertake and hence be sustainable. This approach will need to be internalized and negotiated with the donor partners.

SCIDA-Liberia has developed unique staff competencies over its years of operation. These for instance, include ability to plan, mobilize resources and execute development initiatives; these competencies should be exploited to generate resources for the organization. For instance providing tailor made training for which participants pay the market rate,

iv. Many CSOs and donors have begun questioning the rationale and sustainability of development aid in its current form. In a terrain where funding for development initiatives are increasingly scarce, CSOs have to set up investments which generate revenue that can be invested in the social development programs they run. SCIDA-Liberia must identify and invest in profit making initiatives that can generate resources for its work.

v. The SCIDA-Liberia should set up and operated as a viable and effective enterprise. Therefore a separate board for the Agro business should be appointed. Clear business plan and performance targets should be set for the Agro business with clear indications of the percentage that will be annually given to SCIDA-Liberia to run is social development programs. The current enterprises vegetable, rice, animal feeds and honey processing should be run along commercially viable terms.

ANNEXES

Annex 1: The log Frame

Focus Area	Intervention Logic	Key Performance Indicator	Means of Verification	Assumption
Vision	That all human acquire education, protection, skills, self-confidence, and opportunity to participate fully, free, and responsibly in the life of their communities;	<ul style="list-style-type: none"> Communities served by SCIDA-Liberia represented more favorably on the quality of life indicators. Communities served by SCIDA-Liberia live more sustainable lives in line with rule of law. 	<ul style="list-style-type: none"> Comprehensive assessment of SCIDA-Liberia and its work Success stories of beneficiaries communities 	Social economic and political contexts in which SCIDA-Liberia is located will remain stable and supportive.
Mission	A leading provider of integrated community development services to the disadvantaged so that they realize improved livelihoods	SCIDA-Liberia the first point of call for development support within its area of operation. SCIDA-Liberia programs impactful and beneficiaries stand out.	<ul style="list-style-type: none"> Annual program assessments. Impact and end of term project evaluations. Photographers and documentary. 	Resources will be available for SCIDA-Liberia and its programs.
Program Area 1: Citizen Empowerment and Livelihood transformation				
Strategic Objectives	Strategies	Key actions	Outcomes	
To enhance the capacity of target communities, build their civic competence, and empower them to organize in their various CSOs.	Strategy 1.1 Strengthen the citizens' civic competence and confidence.	<ul style="list-style-type: none"> Conduct capacity needs assessments Carry out targeted trainings and awareness rising about key policy and development issues. Support capacity development of community 	<ul style="list-style-type: none"> At least one capacity development intervention carried out per year for each target community. Target communities 	<ul style="list-style-type: none"> SCIDA-Liberia will remain committed to its mandate and that its funding partners will commit the necessary

CBOs and other groups so that they are more effective in pursuing identified livelihoods development initiatives.		<p>organizations (farmer groups)</p> <ul style="list-style-type: none"> • Support community led resource mobilization and Wealth creation interventions. 	<p>visibly and actively champion development initiatives in their own localities.</p> <p>Target communities adequately resourced.</p>	<p>financial and technical support.</p>
	Strategy 1.2; Promote food security through improved agriculture and farming practices.	<ul style="list-style-type: none"> • Provide training on improved agriculture methods. • Create awareness about the link between food and nutrition and create awareness about proven local recipes. • Support households to set up kitchen gardens 	<ul style="list-style-type: none"> • Improved agricultural performance, food security and nutrition standards in all SCIDA-Liberia target communities. 	<ul style="list-style-type: none"> • Communities will remain responsive to SCIDA-Liberia programs and weather conditions will be stable.
	Strategy 1.3. Tackle Climate change and environment degradation	<ul style="list-style-type: none"> • Promote tree growing • Sensitize communities about environment conservation. • Collaborate with FDA & MOA to increase farmer access to tree seedlings. • Link forest owners to Agro trade initiatives. 	<ul style="list-style-type: none"> • Environment protection will be mainstreamed in the. 	
	Strategy 1.4. Support household income generation activities	<ul style="list-style-type: none"> • Mobilize farmers to form farmer cooperatives and support their growth. • Support farmer collective bulking and selling of produce. 	<ul style="list-style-type: none"> • Farmers' cooperatives in place in all SCIDA-Liberia operational areas. • Farmer cooperatives leading the 	<ul style="list-style-type: none"> • Farmers willing and committed to organize in and cooperatives.

		<ul style="list-style-type: none"> Identify and link farmers to viable produce markets for their produce. Support establishment and functioning of self-help groups. 	<p>marketing of farmer produce.</p> <ul style="list-style-type: none"> Farmer led s established and operational at all levels. 	
	Strategy 1.5. Tackle identified priority health challenges in the communities	<ul style="list-style-type: none"> Support community efforts to set up health units at various levels. Sensitize communities on basic health issues such as latrine construction, hand washing. Conduct household improvement campaigns. Support formation of school health clubs. Train and establish anti-drugs clubs at schools and community levels. Support and set up effective reproductive health counseling programs. 	<ul style="list-style-type: none"> SCIDA-Liberia target communities are healthy and have access to quality health education and services all the time. 	<ul style="list-style-type: none"> Government and private sector will be willing to collaborate with SCIDA-Liberia to deliver health services to all target communities.
	Strategy 1.6. Address challenges hampering accomplishment of quality education in the target area.	<ul style="list-style-type: none"> Strengthen PTAs and schools management team. Sensitize parents about the value of quality education Support schools to set up sustainable school feeding programs. Collaborate with school 	<p>Education facilities within SCIDA-Liberia operational areas are well managed and provide quality education services. Brilliant needy students from SCIDA-Liberia</p>	<ul style="list-style-type: none"> Education managers in the operational area will view as a strategic partner.

		<p>management committees, government and funding partners to build classroom conveniences and good teaching skills.</p> <ul style="list-style-type: none"> To strengthen the capacity of teachers on quality teaching skills and basic teaching technologies. 	<p>operational area enabled to pursue their education to the highest levels possible.</p>	
	<p>Strategy 1.7. Increased Hygiene and sanitation Campaign.</p>	<ul style="list-style-type: none"> Will support the undertake of youth major cleanup campaign exercise in towns and cities Conduct widespread Health water and sanitation sensitization campaigns. Support communities to access safe clean water by drilling boreholes, constructing shallow wells, protecting springs and rehabilitation of severely damaged water sources. Engage community to undertake environmental protection initiatives. Carryout treatment of water for drinking campaigns; Support hand washing campaigns. Work with schools to increase access to safer water and decent sanitation through 	<ul style="list-style-type: none"> 100% of SCIDA-Liberia Target communities have access to safe clean environment and water all time. Sanitation standards across SCIDA-Liberia’s operational area meet established national standard. 	<ul style="list-style-type: none"> Reduction of diseases cause by environmental conduction. Community readiness to take their own self-development into their own hands. Self-guided initiative undertakes. All other stakeholders will be willing to join hands with SCIDA-Liberia on this endeavor. Communities and Schools will willingly participate in sanitation and

		construction of improved water and sanitation facilities.		hand washing interventions.
Program Area 2: Education (Early Childhood Education)				
	Strategy 2.1: Strengthen Early Childhood Education quality.	<ul style="list-style-type: none"> • Strengthen schools learning environment that a child will be comfortable to learn. • The provision of technologies that will enhance learning ability and quality of teaching service and meet the stander of the SDGs; • Construction of School Water and Sanitation facilities and formation and training of Sanitation Clubs; • To strengthen the capacity of teachers on quality teaching skills and basic teaching technologies; • Strengthen PTAs and school boards in the context of child-friendly schools. • Sensitize parents about the value of good quality education • Support schools to set up sustainable school feeding programs. 	<ul style="list-style-type: none"> • All teachers in SCIDA-Liberia targeted areas are well-trained to implement activities that encourage independence and social engagement of students. • At least positive learning environment will be created for children motivation and explore learning. • SCIDA-Liberia will support with technologies, economic stability, textbooks and monitoring. 	<ul style="list-style-type: none"> • An increased in students enrolment. • Teaching quality and stable environments. • Increased in donors support and partnership.
	Strategic 2.2. Fundraising: Form Partnership with private and public international institutions to	<ul style="list-style-type: none"> • Develop partnership with relevant private, public international, and national 	<ul style="list-style-type: none"> • Through this partnership SCIDA-Liberia capacity 	<ul style="list-style-type: none"> • Strong contact are built through these partnership

	raise funds to address educational challenge.	government in addressing educational challenges within SCIDA-Liberia targeted areas.	will be built and recognized. <ul style="list-style-type: none"> At least 100% SCIDA-Liberia targeted areas will have access to quality education through this partnership 	
Overall objective	Program Area 3. Networking and Partnership Building			
To enable SCIDA-Liberia scale up its impact.	Strategy 3.1. Identify and participate in strategic networks.	<ul style="list-style-type: none"> Identify and participate in strategic networks Take up membership and leadership roles. Retain active membership in networks where SCIDA-Liberia is already active e.g Nimba County Civil Society Association. 	<ul style="list-style-type: none"> SCIDA-Liberia active in at least one network at County and national levels. 	<ul style="list-style-type: none"> SCIDA-Liberia has in place relevant policies to guide its networking agenda.
	Strategy 3.2. Form international with partnership private and public institutions.	Develop partnerships with relevant government departments and non-governmental institutions. <ul style="list-style-type: none"> Participate in relevant partner initiatives such as fundraising events and programs implementation. 	<ul style="list-style-type: none"> EDF formally recognized through the MOUs local government and with strategic government departments at local and international levels. 	<ul style="list-style-type: none"> SCIDA-Liberia has in place financial policy to guide funds and activities generated from this partnership initiative.
Overall Objective	Program Area 4: Civic engagement and Advocacy			
To educate and empower people to	Strategy 3.3. Build strategic linkages and	<ul style="list-style-type: none"> Retain membership in already established networks and 	<ul style="list-style-type: none"> SCIDA-Liberia acquires 	<ul style="list-style-type: none"> SCIDA-Liberia staff will

engage in hands on democracy in order to individually and collectively take strategic actions on identify and address the root bad governance.	alliances.	endeavor to take up leadership in those networks. <ul style="list-style-type: none"> Identify and subscribe to strategic networks and coalitions. Share information and linkages with sister CSOs. Identify strategic funding partners to support in building a stable resource base by developing an effective fundraising strategy. 	membership and takes up leadership in at least four strategic networks at national and international level. <ul style="list-style-type: none"> SCIDA-Liberia adopts an effective funding strategy and has stable funding base. 	consider participation in networks important.
	Strategy 3.4. Generate issues and carry out lobby and advocacy actions	<ul style="list-style-type: none"> Carry out Policy research, lobby and advocacy Launch and publish research outcomes Lobby for funding support for this Strategic Plan. Advocate for the establishment of child friendly model schools. Adopt at least one annual campaign theme. Advocacy women and youth empowerment policy inaction by law makers. 	<ul style="list-style-type: none"> At least one SCIDA-Liberia led policy research shall be conducted and disseminated per year. Advocacy will be a cross cutting issue in all our activities per year. 	<ul style="list-style-type: none"> Political environment will remain conducive to engagement and advocacy.
Overall Objective.	Program Area 5: SCIDA-Liberia Institutional Capacity Strengthening			
To support the institutional strengthening of SCIDA-Liberia	Strategy 4.1 Strengthen SCIDA-Liberia's governance and management.	<ul style="list-style-type: none"> Hold regular senior management and Board meetings. Prepare and share regular 	SCIDA-Liberia effectively managed.	Resources shall be available to enable governance activities to take place.

		<p>reports with all relevant stakeholders.</p> <ul style="list-style-type: none"> Organize annual staff and Board planning retreats. 		
	Strategy 4.2: Develop a sustainable resource base.	<ul style="list-style-type: none"> Set up a clear resource mobilization strategy and department for resource mobilization. Conduct on going Fundraising Set up well managed self-generated resource interventions. Investment and resource mobilization. Build staffs capacity to effectively round the day-to-day activities of SCIDA-Liberia. 	<ul style="list-style-type: none"> SCIDA-Liberia able to mobilize all the resources it needs to implement its strategic plan and annual work plans. 	<ul style="list-style-type: none"> Donor landscape will remain stable and supportive.
	Strategy 4.3 Increase SCIDA-Liberia's visibility through documentation and communication.	<ul style="list-style-type: none"> Strengthen the current SCIDA-Liberia communication strategy. Document and widely disseminate outcomes of SCIDA-Liberia's work. Produce and circulate annual reports, calendars, bulletin and other media. Update and upgrade the website and make it more interactive and active. 	<ul style="list-style-type: none"> SCIDA-Liberia documentation and materials widely accessible through various medias such as Facebook, website etc. 	<ul style="list-style-type: none"> SCIDA-Liberia communications unit will be fully established and enabled to function.

Annex 2: Proposed detailed year One Activity Outline

Strategic objectives:

1. To enhance the capacity of target communities, build their civic competence, and empower them to organize in their various CSOs, CBOs and other groups.
2. To enable SCIDA-Liberia to scale up its impact
3. To enable SCIDA-Liberia to influence positive change of other actors at the community level.
4. To support the institutional strengthening of SCIDA-Liberia.

Strategy	Key Action	Year 1 2019	Year 2 2020	Year 3 2021	Year 4 2022	Year 5 2023
Strategy 1.1: Strengthen the citizens' civic competence and confidence.	Conduct capacity needs assessments.	x	x	x	x	x
	Strengthen civic capacity building training for local community's people and groups.	x	x			x
	Create an environment for engagement on key laws and global policies that local community stands to benefit from.	x	x	x	x	x
	Support capacity development of community organizations (farmer groups).	x	x	x	x	x
	Support community led resource mobilization and Wealth creation interventions.		x		x	x
Strategy 1.2; Promote food security through improved agriculture and farming practices.	Provide training on improved agriculture methods.	x		x	x	
	Create awareness about the link between food and nutrition and create awareness about proven local recipes.			x	x	x
	Support households to set up kitchen gardens.	x	x	x	x	
	Collaborate with government to support farmers to access improved skills and equipment.	x		x	x	
Strategy 1.3. Tackle Climate change and environment degradation.	Promote trees growing and protections.	x	x	x	x	x
	Sensitize communities about environment conservation.	x	x	x	x	x
	Collaborate with FDA & MOA to Increase farmer access to tree seedlings.	x		x		x
	Link forest owners to crops		x		x	

	production trade initiatives.					
Strategy 1.4. Support household income generation activities	Mobilize farmers to form farmer cooperatives and support their growth.	x		x		
	Support farmer collective bulking and selling of produce.			x	x	
	Identify and link farmers to viable produce markets for their produce.		x	x		x
	Support establishment and functioning of self-help groups.	x	x	x	x	x
Strategy 1.5. Tackle identified priority health challenges in the communities	Support community efforts to set up health units or support the already existing unit at various levels.	x		x	x	x
	Sensitize communities on basic health issues such as latrine construction and hand washing.	x	x	x	x	
	Conduct household improvement campaigns.		x	x		x
	Support formation of school health clubs and functionality.	x	x	x		
	Train and establish anti-drugs clubs at schools and community levels.	x	x	x		
	Support and set up effective reproductive health counseling programs.	x	x			
Strategy 1.6. Address challenges hampering accomplishment of quality early childhood education in the target area.	Strengthen PTAs and schools management team capacity.	x		x		x
	Sensitize parents about the value of quality education and after school programs.	x	x		x	
	Support schools to set up sustainable school feeding programs.			x	x	x
	Collaborate with school management committees, government and funding partners to build classroom conveniences and good teaching skills and qualities.	x	x	x	x	x
	To strengthen the capacity of teachers on quality teaching skills and basic teaching technologies.	x	x	x	x	
Strategy 1.7. Increased	Will support the undertaking of	x	x	x	x	x

Hygiene and sanitation Campaign.	youth major cleanup campaign exercise in towns and cities.					
	Conduct widespread Health water and sanitation sensitization campaigns.	x	x	x	x	
	Support communities to access safe clean water by drilling boreholes, constructing shallow wells, protecting springs and rehabilitation of severely damaged water sources.		x	x	x	x
	Engage community to undertake environmental protection initiatives.	x	x	x	x	
	Carryout treatment of water for drinking campaigns;		x	x	x	
	Support hand washing campaigns.	x	x		x	x
	Work with schools to increase access to safer water and decent sanitation through construction of improved water and sanitation facilities.	x	x	x		
Strategy 2.1: Strengthen Early Childhood Education quality.	Strengthen schools learning environment that a child will be comfortable to learn.	x	x	x	x	x
	The provision of technologies that will enhance learning ability and quality of teaching service and meet the stander of the SDGs;		x	x		x
	Construction of School Water and Sanitation facilities and formation and training of Sanitation Clubs.				x	x
	To strengthen the capacity of teachers on quality teaching skills and basic teaching technologies;	x	x	x	x	
	Strengthen PTAs and school boards in the context of child-friendly schools.	x	x		x	x
	Sensitize parents about the value of good quality after school programs.	x	x	x	x	x
	Support schools to set up sustainable school feeding programs.			x		x
Strategic 2.2.	Develop partnership with relevant	x	x	x	x	x

Fundraising: Form Partnership with private and public international institutions to raise funds to address educational challenge.	private, public international, and national government and non-government institutions in addressing educational challenges within SCIDA-Liberia targeted area.					
Strategy 3.1. Identify and participate in strategic networks.	Identify and participate in strategic networks.	x	x	x	x	x
	Take up membership and leadership roles. Retain active membership in networks where SCIDA-Liberia is already active e.g Nimba County Civil Society Association.	x				
Strategy 3.2. Build strategic linkages and alliances.	Retain membership in already established networks and endeavor to take up leadership in those networks.	x	x	x		
	Identify and subscribe to strategic networks and coalitions.	x		x	x	x
	Share information and linkages with sister CSOs.	x	x	x	x	x
	Identify strategic funding partners to support in building a stable resource base by developing an effective fundraising strategy.	x	x	x	x	x
Strategy 3.4. Generate issues and carries out lobby and advocacy actions.	Carry out Policy research, lobby and advocacy.		x	x		
	Launch and publish research outcomes.				x	x
	Lobby for funding support for this Strategic Plan.	x	x	x	x	
	Advocate for the establishment of child friendly model schools.	x	x	x	x	
	Adopt at least one annual campaign theme	x	x	x	x	x
	Advocate for women and youth empowerment policy inaction by policy makers.	x		x		x
Strategy 4.1 Strengthen SCIDA-Liberia's governance and management.	Hold regular senior management and Board meetings.	x	x	x	x	x
	Prepare and share regular reports with all relevant stakeholders.	x	x	x	x	x
	Organize annual staff and Board planning retreats.	x	x	x	x	x

Strategy 4.2: Develop a sustainable resource base.	Set up a clear resource mobilization strategy and department for resource mobilization.	x				
	Conduct of ongoing Fundraising events.	x	x	x	x	x
	Set up well managed self-generated resource interventions.	x	x			
	Investment and resource mobilization.	x	x	x	x	x
	Build staffs capacity to effectively round the day-to-day activities of SCIDA-Liberia.	x	x	x	x	x
Strategy 4.3 Increase SCIDA-Liberia's visibility through documentation and communication.	Strengthen the current SCIDA-Liberia communication strategy.	x	x			
	Document and widely disseminate outcomes of SCIDA-Liberia's work.	x	x	x	x	x
	Produce and circulate annual reports, calendars, bulletin and other media.	x	x	x	x	x
	Update and upgrade the website and make it more interactive and active.	x	x	x	x	x