

# Remember Niger Coalition

## **Strategic Plan 2018-2021**



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Remember Niger Coalition Strategic Plan 2018 - 2021

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# Introduction

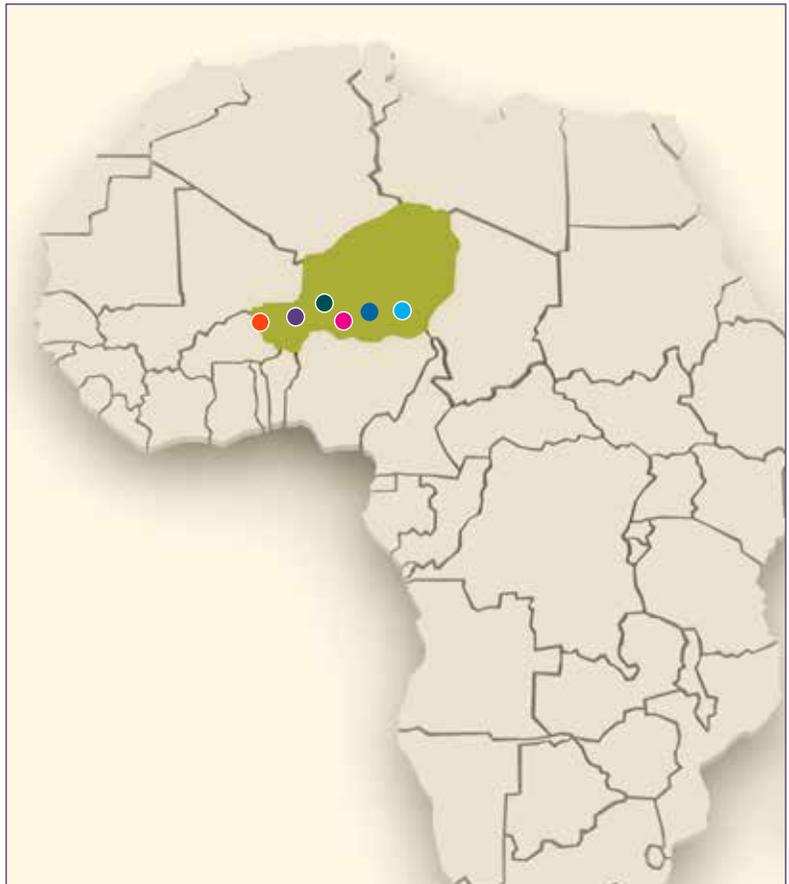
## Environmental and External Factors

Niger has one of the highest birthrates in the world and is among those countries with the highest mortality rates. The majority of Nigeriens have never walked into a classroom and only 38% of school aged children attend primary school and 11% attend secondary school. The lack of educational opportunities for girls is particularly severe, with only 9% of girls entering secondary school. Research shows that educating girls and young women is an important factor in lowering the birthrate, increasing the average age that young women and girls marry, and increasing the rate that women send their children to school. In other words, educating girls and women is critical to the development of a society. Public schools in Niger often struggle with a lack of funding, teachers, supplies, and inconsistent support. RNC is working to enhance educational opportunities by partnering with the leaders of local Nigerian organizations and schools who are creating quality educational programs.

Niger also faces geographic and sustainability challenges as much of the land is desert and the nation is bordered by Algeria, Libya, Chad, Nigeria, Burkina Faso and Mali. Niger has been vulnerable to extremist group attacks, which have led some private and governmental organizations, including the Peace Corps, to withdraw from Niger.

- **Tsibiri**
- **Zinder**
- **Aguié**
- **Madaoua**
- **Dogondoutchi**
- **Niamey**

**Tahoua – Future site**  
**Diffa – Future site**  
**Filingue – Future site**



# Core Values

The Remember Niger Coalition is inspired and motivated by the verses in the Bible in Matthew 25 that exhort us to “help the least of these.” While committed to assisting all Nigeriens in accessing quality educational opportunities, RNC is particularly concerned with helping people who are under-represented in education and leadership roles and have the fewest opportunities in Nigerien society, including young women and girls, orphans and widows, the deaf community, the disabled and the poor.

The Remember Niger Coalition uses a collaborative model of partnership, in which we work side-by-side with Nigerien educational institutions, including churches, associations and non-profit organizations. We are committed to building strong relationships with our partners, which we see as fundamental to achieving our shared goals. The foundation of our partnerships consists of three core values: Respect, Trust and a Passion for providing quality educational opportunities to all Nigerien children and youth.

Remember Niger Coalition works in both private and public school communities in 5 of the 7 administrative regions in Niger. We currently have 10 partners, of which 8 are schools and 2 are education centers. Our Primary Partner is the l’Élise Evangelique de la Republique de Niger (EERN), a protestant denomination that has over 5,000 members in 100 churches spread throughout Niger. In addition, we support students at the Niger Deaf School which is a public school operated by the Niger Association for the Deaf. In 2016, we added the Hamsa Girls’ Education Center as a partner, and last year we initiated working with the Maradi Handicap Center to start a tutoring program for students with disabilities and children whose parents have disabilities.

The RNC core values are:

- Respect
- Trust
- Passion for providing quality educational opportunities to all Nigerien children.

The RNC core values are:



# Mission and Vision

## Mission

Remember Niger Coalition (RNC) is a 501(c)(3) nonprofit organization dedicated to uniting people and mobilizing resources to expand quality educational opportunities in Niger, Africa. RNC is unique in that it partners with and supports Nigerien partners who have a remarkable vision for their country and share RNC's core values. RNC helps its Nigerien partners construct, furnish, and support schools in Niger, in order to provide quality education for students.

## Vision

Our vision is to enable participants to have more opportunities and choices in education, business and leadership in their communities and beyond. Through our work, we will reach a tipping point in Niger. Enough children will have received a quality education to have an enormous impact on their communities in Niger and will positively transform their country economically, spiritually and socially.

In 2021, RNC will support ten primary schools and two middle schools spread throughout Niger with over 2,400 students, over 300 of whom will graduate from primary school every year. Ultimately, we will support and help facilitate the development of 100 primary and secondary schools and educational centers, including formal education and vocational training.

Our students are taught by well-trained, dedicated teachers and acquire the skills and knowledge that a quality education provides.

- Students will learn to think critically about the world around them and to discover solutions to the challenges they face.
- Students will be inspired with a vision for their lives and their futures and will gain the confidence to create and realize their dreams.
- Students will be encouraged to lead healthy and productive lives and will consider their role in making a positive difference in their communities

# Strategic Goals, Objectives and Outcome Performance Measures

By 2021 the Remember Niger Coalition will be recognized for:

## Goal I Increase in Quality Educational Opportunities

### **Objective 1: Established sponsorship and scholarship program plan**

Strategy: Develop sponsorship and scholarship communications plan that includes: goals, objectives, strategies and timeline.

Performance Measure: RNC Sponsorship Coordinator and RNC team use the Sponsorship and Scholarship Program Communications Plan to increase donor satisfaction, number of donors, and volume of donations -- contributing to increased educational opportunities for children.

### **Objective 2: More classrooms and schools built and supported to provide quality educations**

Strategy: Identify and engage interested potential partners in creating quality schools in accordance with RNC values and partnership model.

Performance Measure: Increase in number of quality classrooms and schools

### **Objective 3: Expand educational opportunities for under-represented populations**

Strategy A: Enhance partnerships that provide educational opportunities for differently abled persons

Strategy B: Integrate vocational training with traditional education to prepare upper level students for the workforce. Provide resources and expertise in collaboration with other organizations.

Strategy C: Expand focus on girls' education through completion of girls' school

Performance Measure: Increase in number of students, within identified categories, receiving a quality education and completing programs successfully.

## **Objective 4: Raise student performance and educational outcomes**

Strategy A: Increase ability of Remember Niger to obtain educational performance and outcome data including: attendance; test results; grades; and graduation rates (or program completion rates).

Strategy B: Use improved data collection to identify areas of growth for improving educational outcomes.

Strategy C: Collaborate with partners on strategies to improve educational outcomes, using global education best practices.

## **Objective 5: Enhance Remember Niger communication to increase number of supporters and social media followers**

Strategy A: Deliver comprehensive communication and marketing plan to include:

- Analysis of our current situation, goal setting, and easily shared descriptions of RNC's work;
- Identifying potential new audiences and /or supporters in the US, whether individuals or organizations, willing to support Remember Niger Coalition mission and vision;
- Strategies for engaging new audiences;
- Strategies for deepening connection with existing audiences;
- Strategies for gathering feedback from supporters and potential supporters to enhance supporter satisfaction with their relationship with RNC
- Hiring a communications and marketing employee to develop, with the marketing and communications committee, a comprehensive internal and external communication and marketing plan with an editorial calendar.

Performance Measure: Communication and Marketing Plan is approved by the board and used to increase involvement of stakeholders.

Strategy B: Develop comprehensive plan to use social media as a vehicle for communications, marketing, fundraising and educational opportunities.

Performance Measure 1: Completed Social Media plan leads to use of social media for RNC internal and external communications and marketing.

Performance Measure 2: Social media results in improved RNC communication regarding our mission/vision/programs/Niger, higher satisfaction of RNC supporters, and larger number of social media followers.

## Goal II

# Successful Finance and Funding

RNC will be a financially stable and sustainable organization that is consistently able to raise the funds necessary to accomplish its mission.

### **Objective 1: Effective finance committee in place**

Strategy: Create a committee structure and protocol to include:

- Review of rough draft financial policy manual with finance committee for vote by the Board of Directors.
- Regular schedule and process for view of finances by the finance committee
- Audit or review of annual finances by accounting firm

Performance Measures:

- Regular meeting of RNC finance committee
- Financial Policy manual is finalized
- Annual audit or review is successful and feedback is used to improve processes

### **Objective 2: Create and implement RNC Annual Development Plan**

Strategy A: Executive Director creates a comprehensive annual development plan template in collaboration with the development committee chair.

Strategy B: Establish a development committee of the Board to assist with implementation of the development plan.

Performance Measure: RNC Annual Development plan is finalized and used by development committee, resulting in higher donations and more consistent funding.

### **Objective 3: Expand major donors and grant opportunities**

Strategy: Identify and develop relationships with potential major funders and funding organizations by:

- Identifying current projects and/or partnerships that could grow with grants or other funding.
- Identifying highly skilled volunteer(s) or grants development organization to help develop a RNC grants program strategy.
- Incorporating major donor strategies into Annual Development Plan

Performance Measures:

- Increase in major donors
- Increase in number of grant applications
- Increase in overall funding

## **Goal III**

# **Establish Organizational Framework and Improve Internal Processes**

An internal organizational framework will support RNC global operations and sustainability with emphasis on current and future stakeholder input, communications, and marketing.

### **Objective 1: Full-time RNC Communications and Marketing Director**

Strategy: Hire the current Communications and Marketing consultant to a full-time employee position.

Performance Measure: RNC has a full-time Communications and Marketing Director.

### **Objective 2: Project implementation, monitoring and evaluation plans**

Strategy 1: The Directors of RNC-US and RNC-Niger will develop plans for project implementation, monitoring and evaluation.

Performance Measure: RNC project implementation, monitoring and evaluation plans are finalized, tested and used by board members, employees, partners, stakeholders and volunteers.

Strategy 2: The Directors of RNC-US and RNC-Niger will create a project plan outlining best practices.

Performance Measure: Project plan template is established and utilized to improve programs.

### **Objective 3: Translations from English to French and native languages to facilitate improved communication**

Strategy: Find affordable translation services and utilize them

Performance measure: Increase volume of communication that is translated between RNC and partner organizations, especially including student work and school data.

## Goal IV

# RNC Employee Organizational Understanding and Growth

RNC staff, board, partners and volunteers will have information needed to be effective members of the RNC community, to enhance their professional growth; and to contribute to RNC learning and growth over time.

### **Objective 1: RNC employee handbook**

Strategy: Clearly describe what all employees should know about RNC, being an employee of RNC, and employee professional growth opportunities in employee handbook, approved by board.

Performance Measures:

- Approved employee handbook
- Procedures for employee feedback on handbook and its contents
- Distribution of handbook to employees, volunteers, and RNC partners

### **Objective 2: Access to reliable information and data to make effective decisions**

Strategy A: Provide technical infrastructure to facilitate the dissemination of information needed for organizational effectiveness

Strategy B: Provide technical training opportunities

Strategy C: Create a guide for information collection, storage, and dissemination of information by and to RNC staff, board, partners, sponsors, teachers, volunteers, and other RNC affiliates.

Strategy D: Emphasize protecting confidentiality and privacy, following NGO best practices

Performance Measure A: Improved technical training on information collection, storage, and dissemination. Evaluation of RNC staff, board, partners, sponsors, teachers and volunteers to ensure they have the knowledge needed for effective use of information.

Performance Measure B: RNC staff, board, partners, sponsors, teachers and volunteers have the knowledge and expertise to effectively gather data and information leading to improved decision making.

### **Objective 3: Access to professional development, training, and advancement for RNC staff**

Strategy A: Staff will create annual performance plans with professional growth goals and strategies

Performance Measure: Creation of performance plans and achievement of goals

## Goal V Partner Capacity Building

RNC will support partner organizations in Niger to build their capacity to enhance quality educational opportunities and to fulfill their missions.

### **Objective 1: Build the capacity of our partners to scale up quality education**

Strategy A: Increase knowledge of strengths and areas of growth in educational programming by conducting surveys, interviews, and group discussions with educational stakeholders including: directors, teachers, administrators, parents, and students.

Strategy B: When necessary and appropriate, utilize the information collected from partners to direct funding.

Performance measures:

- Regular reporting/documentation from partners.
- Funding aligns to the needs of partners based on their missions and program evaluations.

### **Objective 2: Build the capacity of our partners to meet the comprehensive needs of their students**

Strategy A: Fund partner food programs for populations at-risk of malnutrition

Strategy B: Encourage and help facilitate vocational and job training programs at partner education centers, which may include connecting partners with other organizations.

Strategy C: Evaluate other needs which may inhibit educational outcomes such as: school supplies; sanitation access; public health challenges; gender; and other barriers.

Performance measure: Basic student needs are met to enhance attendance, school performance, and other educational outcomes.

Objective 3: Build the professional capacity of our partners including: communication, data collection, monitoring and evaluation, and goal setting

Strategy: Create and implement a mutually agreed upon process for consistent communication regarding project progress and student impact.

Performance measure A: Regular communication occurs between Nigerien partners and RNC Director and staff with clear areas for monitoring and evaluation identified.

Performance measure B: Key data is collected for monitoring and evaluation purposes.

Performance measure C: Stories and other information are collected by RNC for dissemination to marketing and outreach communications.

#### **Objective 4: Build the capacity of our partners for resilience**

Strategy A: Help implement solar power for water and electricity at partner education sites

Strategy B: Encourage the creation of and facilitate the process of establishing emergency evacuation and food security plans at partner education sites

Performance measure: Partners have written plans which demonstrate options for resilience in meeting potential challenging situations. Also recommend partners have financial reserves to ensure that resiliency plans can be implemented, when needed.

#### **Objective 5: Facilitate partner knowledge and use of education technologies**

Strategy A: Provide the means for partner teachers' ongoing technology training, including: funding; training staff; and time.

Strategy B: Provide the means to ensure students have relevant professional technical skills

Performance measure: An annual assessment by an outside technology expert of student and teacher technological access, knowledge, and application.

#### **Objective 6: Improved coordination with partner organizations for quality education delivery**

Strategy A: Evaluate memoranda of understanding (MOU) to emphasize complementary functions and reduce duplication. When needed, create and/or revise MOUs.

Strategy B: Establish mutually agreed upon strategies to regularly evaluate MOUs to ensure that they provide an effective and useful guide and that all partners are adhering to them. Develop agreed upon approaches to amending MOUs.

Performance Measure: Coordinated planning with appropriate organizations having complementary functions use MOU criteria to identify and reduce duplicative efforts and increase opportunities. Follow up and reporting ensures adherence to MOU criteria.