

JNB FOUNDATION

STRATEGIC PLAN

2022-2024

“The actions we take today will shape JNBF’s future. We have to be even more vigilant about managing project costs and wisely spending every dollar we invest back into the communities we serve. We are proud to be a part of this crucially important task that will involve every single stakeholder in the JNBF’s workforce.” JNBF’s Strategic Plan Committee

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A Message from the Founder and Chairman of the Board

About JNBF

It was founded on November 30, 2018 as a Non-Profit and Charity Foundation under the Association Law of Liberia, Title 5. The JNBF is registered as Section 510(c)3 nonprofit organization in the State of Rhode Island, United States of America. It has six pillars as its founding purposes. These pillars are Agriculture, Education, Health, Youth and Gender Development, Water and Sanitation, and Environment.

Our **VISION** is to become a leading catalyst and driver of transformative social change and improved living conditions of all (mainly rural inhabitants) and a peaceful, inclusive, and equitable society in which people are safe

Our **MISSION** is to aid and support sustainable agriculture production and food security, healthcare service delivery, the provision of quality and affordable education, training of youths and gender development, provision of safe drinking water and the protection of the environment.

Our **STRATEGY** is rights-based, demand driven, and partnership approach in designing and implementing programs that address specific needs of people and communities for the improvement of the living conditions of all. We work through implementing partner organizations to reach out and partner with less privileged and disadvantaged communities and people to improve their lives.

Our **STRATEGIC GOAL** is to strengthen and develop the potential of rural and disadvantage communities and people (especially rural women) to become sustainably productive with improved conditions of lives and to feel inclusive and protected.

The Way Forward

The Joseph Nyema Boakai Foundation exists to make a voluntary commitment to undertake sustainable agricultural projects in rural communities, provide education assistance to deserving youth, medical assistance, water and sanitation, youth empowerment, and the protection of our ecosystem. Achieving the full scope of JNBF's mission requires a careful balance between competing objectives. Knowledgeable of our founding purposes, we seek to web-based our system of non-profit and charity operations to ease the administration of the Foundation. We developed this strategic plan in response to the needs and interests of the communities we serve, with the overall goal of strengthening and enabling fellow citizens to build a more reliable, viable and prosperous rural and urban communities, and to uplift parts of the society that are at-risk.

Where we are now?

The JNB Foundation since its inception in November 2018; it has had its share of the country's economic meltdown and surge of COVID-19 pandemic. The Foundation's ambitious plan to complement the Government of Liberia to intervene in critical areas such as agriculture, education, community health, youth and gender development, water and sanitation, and environment protection have been under funded, the good news is the current management team has triggered a strategic plan and post COVID-19 recovery activities for the years (2022-2024).

Agriculture

Bearing in mind the objectives of the Liberian Agriculture Sector Investment Plan (LASIP II); and JNBF's Agricultural Pillar as a promised catalyst in national food security system, the Foundation's forward looking ideas for the next three years are:

- ✓ **STRATEGIC** – Providing more strategic direction to guide Rural Communities Climate Smart Agriculture (RCCSA), work with climate change experts to provide climate resilience roles for the next three years and beyond.
- ✓ **DEMAND DRIVEN APPROACH TO DEVELOPMENT** – Ensuring RCCSA work is guided by the needs of beneficiaries and linked to realities on the ground.
- ✓ **INCLUSIVE** – Adopting diversity of rural dwellers and social inclusion of all segments of targeted communities or towns with special attention to farmers, women and youth.
- ✓ **UPTAKE** - Increasing awareness of RCCSA and promoting communal farming, use and adaptation of Climate Smart Agriculture (CSA) approaches at local level.
- ✓ **ENGAGING** - Forming rural farming groups, working with women and youth groups, local politicians to promote climate resilience project and commitment to Climate Smart Agriculture (CSA), resulting in involvement and ownership of RCCSA projects.
- ✓ **WORKED WITH PARTNERS TO SCOUT GREEN CLIMATE FUND**- Safeguarding sustainable funding to cover the core budget of JNBF'S Agriculture project.

Our Flagship Agriculture Projects 2022-2024

Where we want to be 2024 with Cassava, Peanut, and Pepper (CPP) in JNBF’s communities? From the beginning of 2022-2024, JNBF will lead the community of rural towns in Twah River Administrative District Four in Nimba County to reduce the pressing issues of food poverty by working with farming groups to cause the commercial production of cassava, peanut, and pepper by 30%. The JNBF will achieve the above goals by working with all stakeholders and rural women who will lead CPP project initiative focusing on communal farming method, agricultural technology, capacity building, and resource mobilization.

Targeted Beneficiaries

The direct beneficiaries of the CPP’s project are rural women and their children who are the most vulnerable groups in the ongoing food poverty before the COVID-19 hit Liberia. The indirect beneficiaries are men and other dependents not directly related to the prime movers of the projects. It is essential to recognize that those people most vulnerable to food and nutrition crisis in the context of COVID-19 are those who were already exposed to critical food and dietary deprivations before the onset of the crisis (United Nations, 2020). The rural women in the project areas are not exception to the threatening food insecurity. The project is expected to benefit 40 women in each of the seven towns selected, a total of 280 rural women will drive the commercial production of cassava, peanut, and pepper for three years and beyond using from “Farm to Market Business Model” (FMBM) strategy for sustainability and replication in other towns.

The table below depicts beneficiaries’ towns and selection of crops for the first year 2022.

Garplay	Behplay	Diaplay	Duaplay	Geainplay	Gbeivonwea	Gbonwea
2022	2022	2022	2022	2022	2022	2022
Cassava	Peanut	Pepper	Cassava	Peanut	Pepper	Cassava
10 hectares	10 hectares	10 hectares	10 hectares	10 hectares	10 hectares	10 hectares

The JNBF’s Agriculture Strategic Plan 2022-2024
Strategic Objective One
Community mobilization, voluntary commitments and stakeholder mapping to create platforms, to foster mutual dialogue, networking, experience sharing, collective brain storming and learning that lead to action.
Goal
To sustain and facilitate communities level discussion/exchange of ideas, meet people who are affected by prevailing food poverty and learning from their situations, allowing multiplicity of views, and as change agent to expand and accelerate existing Climate Smart Agriculture know how.
Outcome 1.1
Well-versed decisions and actions among key players and stakeholders in the RCCSA Towns on Climate Smart Agriculture issues and related Biotic vs. Abiotic problems that may affect the Foundation’s mission.
Outcome 1.2
More stakeholders would be motivated to engage in RCCSA processes and rural communities/towns mobilization to undertake various actions to reduce food insecurity and food chain value addition to prevent post-harvest loss and access to markets.
Outcome 1.3
Stakeholders in most affected local communities/marginalized situations such as, peasant farmers, smallholders, women, youth, and indigenous peoples are supported to participate in JNBF/RCCSA processes and undertakings.

Output

JNBF's semi-annual/annual board of directors meetings will address specific issues as the strategic plan is executed during the three years. At JNBF's board meeting, RCCSA representation/participation in stakeholder gatherings with the aim to promote, advocate for, and foster the Rural Community Climate Smart Agriculture (RCCSA) is paramount.

Activities

JNBF will co-convene with the Liberia National Climate Secretariat, Environmental Protection Agency (EPA) and United Nations Environment Programme (UNEP) to share national plan and strategies on the implementation of climate resilience projects to sustain national food security.

Strategic Objective Two

JNBF believes that communities and citizens should clearly identify their most pressing and urgent needs; initiate local actions team (LAT), participate in the creation of and communities policies, as well as define objectives and contribute towards their implementation; develop innovative instruments to communicate directly with governments; promote and maintain social cohesion. Leveraging multi-local actions to generate problem-solving knowledge and partnerships is our strategic objective.

Goal

JNBF functions as a neutral broker, to facilitate mutual helping relationships that would benefit all stakeholders in collaborations and joint actions in delivering on "greater public goods and services" to advance the commitment to Climate Smart Agriculture at the end of 2024 and beyond.

Outcome 2.1

Research and Development at JNBF means researching issues that affect the communities and funders of our organization and developing programs that fit the changing realities of the world around us. We believe that increased research and development promoting an integrated approach to Climate Smart Agriculture technologies, practices, and policies, along the value chain, and technical assistance are key issues for the next three years.

Outcome 2.2

Public, Private Partnership (PPP) is our strategic for sustainability in the near future. Therefore; private funds injection in Climate Smart Agriculture (CSA) that are more effective and surest way to sustain our ambition to complement the Government of Liberia quest for food security..

Output

JNBF asserts that functioning RCCSA's Local Action Teams with key local influencers and interested stakeholders participating based on each Local Action Team's Work Plan would positively shift the landscape of Climate Smart Agriculture (CSA). Here mutual and collaborative studies, analysis of actual farming experience, and research documentation among stakeholders and external partners are few of enumerated outputs we seek to endorse during the three years. In addition, partnering with local and climate change advocates would facilitate Liberia contribution to the implementation of the SBGs.

Activities

Work together on issues raised by stakeholders and beneficiaries communities in line LASIP Phase II, National Climate Office, Environmental Protection Agency (EPA), Climate Information Services; follow up on COP 26 Agenda and Action Plan.

Strategic Objective Three

JNBF seeks to build a team of CSA experts to response to the climate change crisis in the communities we serve. The team will manage existing knowledge of CSA and at the same time and collaborate with external partners.

Goal

To deliver easy access to combined and simplified information and knowledge on Climate Smart Agriculture (CSA) through a serviceoriented and purpose-built CSA knowledge management system

Outcome 3.1

The perceived result would be frequent and efficient body of emerging knowledge and innovations on Climate Smart Agriculture and climate change connection.

Outcome 3.2

The creation of functioning web-based facility where stakeholders, rural farmers, women groups and peasant farmers are able to share and co-create knowledge on Climate Smart Agriculture Players, having access to a one-stop point for update integrated information on CSA in targeted communities and towns.

Output

JNBF's user-friendly RCCSA Website with interactive facilities/services functioning and always up-to date rural farmers on climate change information, crop health and weather watch to guide farmers during the farming seasons. RCCSA knowledge and farming experience sharing on crops matter. The provision of farmers' field school and co-creation of opportunity to empower farmers with no access to web-based services.

Thank God to information technology, rural farmers access to social media (non-web-based) networks such as mobile phone, weather reports, Whatsapp and Twitter are sources for easy spreading and sharing of a wide range of CSA community information

Activities

JNBF seeks to collaborate with community radio stations in the targeted towns and villages to develop and implement robust communication strategy aims at reaching all stakeholders, direct and indirect beneficiaries. Co-creation to support innovative communications initiatives and platforms of RCCSA towns.

Rural Communities Climate Smart Agriculture's Expected Results

By 2024, as a result of the implementation of JNBF/RCCSA's Strategic Plan 2022-2024:

1. RCCSA will be widely recognized by all key stakeholder groups and rural farmers as a valued platform, knowledge center, networking, and marketplace to support their work on productive, resilient, and low carbon agriculture;
2. RCCSA's will have expanded significantly, drawing more farmer's groups in rural towns;
3. RCCSA will be recognized by a growing farming cooperatives and partners as a key strategic partner in their efforts to scale CSA practices,
4. JNBF/RCCSA will attract potential donors financing, and expand Climate Smart Agriculture technologies and coordination;
5. JNBF/RCCSA model of CSA local ownership and leadership by key stakeholders and rural farmers would be enhanced; Climate Smart Agriculture (CSA) platforms and processes will develop progressively in rural communities where such mechanisms either do not currently exist.

Education

JNBF believes that high quality education produces responsible citizens and vibrant communities. This plan takes into consideration the Government of Liberia Education Sector Plan (ESP) of 2020 in line with Millennium Development Goals (MDGs), education for all by 2015. In the Education Sector Plan (ESP), special attention is given to accelerated progress aimed at significant achievement in the Education For All (EFA) despite limited resources.

The Joseph Nyuma Boakai Foundation's Education Strategic Plan	
Strategic Objective An uncompromising commitment in three years to assist and empower rural community schools to initiate information technology classroom, assist disadvantaged students, and work with PTAs to provide needed school supplies and technical assistance.	Our education strategic in the next three years and beyond is to link students learning to the world in which they live. Given the pace of information technology literacy, JNBF's model of education assistance seeks to empower students and teachers use up-to-date technology to gather, evaluate, and use information, broaden world view and communicate ideas creatively and effectively.
Parameters Boundaries within which the JNBF will accomplish its education assistance mission; self-imposed limitations	<ol style="list-style-type: none"> 1. We will base decisions on what is within GOL/MOE curricula/syllabus best for students. 2. Adopt GOL/MOE method of inclusive education, which asserts the rights of all children and youth to receive an education that is appropriate to their strengths and needs. 3. We will create honor relationships and treat students with dignity, respect, ensure a culture of integrity and excellence, and honest communication. 4. We will be responsible stewards of our resources.
Tactics Courageous resolutions that dedicate the Foundation's resources and synergies toward the continuous creation of systems to achieve the extraordinary as expressed in the mission and objectives.	Our Education Team (ET) will work with rural teachers in JNBF's communities to engage, innovate, and undertake rigorous learning experiences that will optimize learning beyond traditional academics. We will improve student access to computers literacy, chatrooms for academic information sharing and printing of school works. Improve Literacy and Numeracy outcomes for all students; increase the proportion of students in rural communities in reading, writing and numeracy.
Strategic Goals	Technology Needs Assessment of JNBF's communities' schools (2022-2024).
Target 1.1	To improve literacy and numeracy outcomes for all students. By 2023, the percentage of JNBF's communities students achieving computer related literacy : <ul style="list-style-type: none"> • Reading from 0% 2022 to 20% 2023 • Writing from 0% 2022 to 10% 2023 • Numeracy from 0% 2022 to 10% 2023
Target 1.2	By 2024 build JNBF's communities teachers capability to utilize computer data and a range of assessment strategies to teach a differentiated and stimulating computer driven curriculum that

	targets each student's point of need
Target 1.3	To improve engagement in learning for all students <ul style="list-style-type: none"> • Reading from 20% 2023 to 40% 2024 • Writing from 10% 2023 to 20% 2024 • Numeracy from 10% 2023 to 20% 2024

Health

JNBF's idea is to mobilize medical resources for rural communities, provision of mobile clinic and distribution of medical supplies to health facilities in order to complement government efforts in health care delivery. Our mission is to ensure that economically deprived community has equitable access to high-quality healthcare that is delivered in the community, close to where people live. To deliver healthcare that is informed by evidence and that is integrated, timely, culturally safe and efficient.

<p>Focus Area 1: The number of births and the ageing population will have a particular impact on the demand for services we expect to render going towards 2024. Our partnerships with stakeholders in providing rural and urban health services are our priority and focus area number one.</p>	<p>Strategic Actions Community engagement and empowerment, Strengthen community development and outreach approaches with beneficiaries and communities dwellers that are vulnerable. Continuous awareness of COVID-19 prevention and post COVID-19 recovery activities.</p>
<p>Focus Area 2: JNBF will consult with medical facilities owners regarding improving existing facilities and the introduction of new facilities.</p>	<p>Strategic Actions Improving access and experience through new and improved service locations</p>
<p>Focus Area 3: Our targeted beneficiaries, families, caregivers and patients</p>	<p>Strategic Actions Information and access, consult with consumers to tailor our communication to meet their information, literacy and language needs, ensure culturally competent practices, including the use of interpreters, availability of bilingual workers, valuing diversity, and participation in cultural competency training</p>
<p>Focus Area 3: Our services and programs include supplying and distribution of medical supplies, mobile clinic, and partnership with health practitioners and health facilities.</p>	<p>Strategic Actions Collaborate with county and district health service providers to reach targeted beneficiaries, such as babies, children, elderly and patients.</p>
<p>Focus Area 4: About our medical staff, education, and research to prepare for the future before 2024 and beyond.</p>	<p>Strategic Actions Supporting the health, staff development and wellbeing of our staffs for their achievements, identify leaders of the future and support structured succession planning. Maintain our annual Research and Evaluation Forum.</p>

Youth and Gender Development

The World Health Organization (WHO) and the United Nations define Adolescents as individuals in the 10-19 years age group and ‘Youth’ as the 15-24 year age group. (The United Nations Programme on Youth, 2021). However, each country has its own specific definition of youth. In Liberia youth is an individual between the age group of 15-35. (The Revised National Youth Policy (2012-2017). At JNBF we acknowledge the social fact that as members of societies, youths deserve full access to:

- ❖ Education ,,
- ❖ Employment ,,
- ❖ Financial services ,,
- ❖ Participation in public life

We agree with the the United Nations Programme on Youth (UNPY) that recognition of their unique perspectives and contributions must be taken into account in order for youth to fully realize their potential and for governments to fulfill human rights obligations and democratic principles. The JNBF prepares young people to meet the challenges of adolescence and adulthood through a coordinated, progressive series of activities and experiences which help them to become socially, morally, emotionally, physically, and cognitively competent. On gender analysis, we understand the socially constructed roles, behaviour, activities, and attributes that a given society considers appropriate for men and women. Here we present:

The JNB Foundation’s Youth and Gender Development Strategic Plan

Strategic Objective: To mobilize and support vocational and artisan trainings of economically challenged and disadvantaged youths, mainly girls by 2024 and beyond.

Focus Area 1: Education	The JNBF’s communities will establish a network of inclusive students, irrespective of sex, age, ethnicity, and persons with disabilities, children and youth, especially those in vulnerable situations, to have access to lifelong learning opportunities to acquire the knowledge and skills needed to exploit opportunities and to participate fully in the Liberian society.
Focus Area 2: Employment	At the Foundation, we believe that youth unemployment is a threat to the social and economic peaceful co-existence of the Liberian society. JNBF seeks to create youth employment through domestic investment into agricultural cooperatives and fisheries.
Focus Area 3: Financial Services	Investment in youth will produce long-standing returns for local communities and national development. Today’s youth believes that the older generations are the cause of their economic hardship. They feel that our endowed resources were used by people who came before them without allocating some for the future generations. At JNBF, we believe that investing in youth will prevent many future problems such as school drop-outs, juvenile delinquency, and robbery.
Focus Area 4: Participation in public life	Youth are now at the forefront of the various calls witnessed in Liberia political and public service over the past sixteen years. The message echoed throughout the rural towns and urban communities is the urgent need to

	ensure opportunities to assume their role in society and that public services respond to their needs adequately.
Gender Analysis	
Strategic View: JNBF agrees that the new world order defines gender equality to be women and men, boys and girls who are able to enjoy equal status without sex discrimination, and have equal entitlements and opportunities for fully realizing all human rights, making choices, and accessing assets, services and public goods, without limitations imposed by legislation, policies, gender norms and stereotypes.	
STEEP Tactics	During the next years the Foundation will use the below tools to analyze gender equalities.
Social	Ratio of poverty of women to men, traditional harmful practices to women than men, weakness to violence and discriminatory attitudes and practices, and neglect of sexual and reproductive health, women and men access to education.
Technology	The ratio of women's and men's access to information technologies, such as mobile phones and computers, which increase capacities, agricultural technologies, financial services information, and weather's watch.
Economic	Economic disparity among rural women and men, gender division of employment within the rural economy, gender differences in ownership of economic assets, rates of employment and salaries, domestic unpaid labor.
Environmental	Differences in women's and men's access to scarce natural resources and their experiences of climate change.
Political	Gender inequalities in political power, women and men participation in rural political processes, access to decision-making and representation.

Water and Sanitation

Water is life and sanitation dignity. Article 20 (a) of the Liberian Constitution proclaims that “No person shall be deprived of life”. Since water is life, it follows that nobody living in Liberia should be deprived of water. (MINISTRY OF LANDS, MINES AND ENERGY 2009). The sixth Goal of the UN’s Sustainable Development Goals is ‘Ensure Access to Water and Sanitation for all’. We all need WASH – water, sanitation and hygiene to survive and thrive. This is true in times of stability and crisis, in urban and rural communities, and in every country around the world. (UNICEF 2016).

WASH is important in its own right, and is also necessary for health, nutrition, education and other outcomes for children. Girls and women are particularly affected by poor WASH, as are people living with disabilities. Cognizant of these facts, the JNBF presents its strategic plan for WASH as follow:

JNBF’s Strategic Plan for Water, Sanitation and Hygiene (WASH)	
Strategic Objective	To work in collaboration with Liberia National Water, Sanitation & Hygiene Commission and other WASH sectors in a bid to promote safe and equitable WASH practices by 2024 ahead of UN Sustainable Goal Target of 2030, to achieve universal and equitable access to safe and affordable drinking water for all.
Strategic Focus	Identification of vulnerable communities and community empowerment in line with WASH’s priorities and overall increase in rural health delivery system, welfare and wellbeing program in safe water deficient community.
Tactics	<ul style="list-style-type: none"> ✓ To end open defecation in JNBF’s targeted communities by 2024 ✓ Support and strengthen the participation of local communities in improving water and sanitation management ✓ Assisting households in disinfection of well water ✓ Assist the communities to manage public water selling points ✓ Mobilizing and training communities to carry out water supply development ✓ Assist the community in developing and adopting improved methods of excretion Disposal

Environment

No country in the world is safe from the effects of climate change. Therefore; building a more sustainable rural’s economy will help reduce the greenhouse gas emissions that cause climate change. It is important to take local actions to meet COP26 GOALS. (Un Climate Change Conference UK 2021). Our idea is to collaborate with National Climate Secretariat and the National Adaptation Plan to create agricultural systems less vulnerable to drought, where the economically deprived inhabitants need urgent financial help to adapt to changing conditions. Currently, the rural women and their children in JNBF’s communities do not have the money to adapt to climate change. Many farms in developing countries already have to endure climates that are too hot and this will only get worse. If nothing is done, scientists think global warming could exceed 4C in the future, leading to devastating heat waves, millions losing their homes to rising sea levels and irreversible loss of farmer plants and animal species. (Britain Broadcasting Corporation COP26, 2021). The JNBF

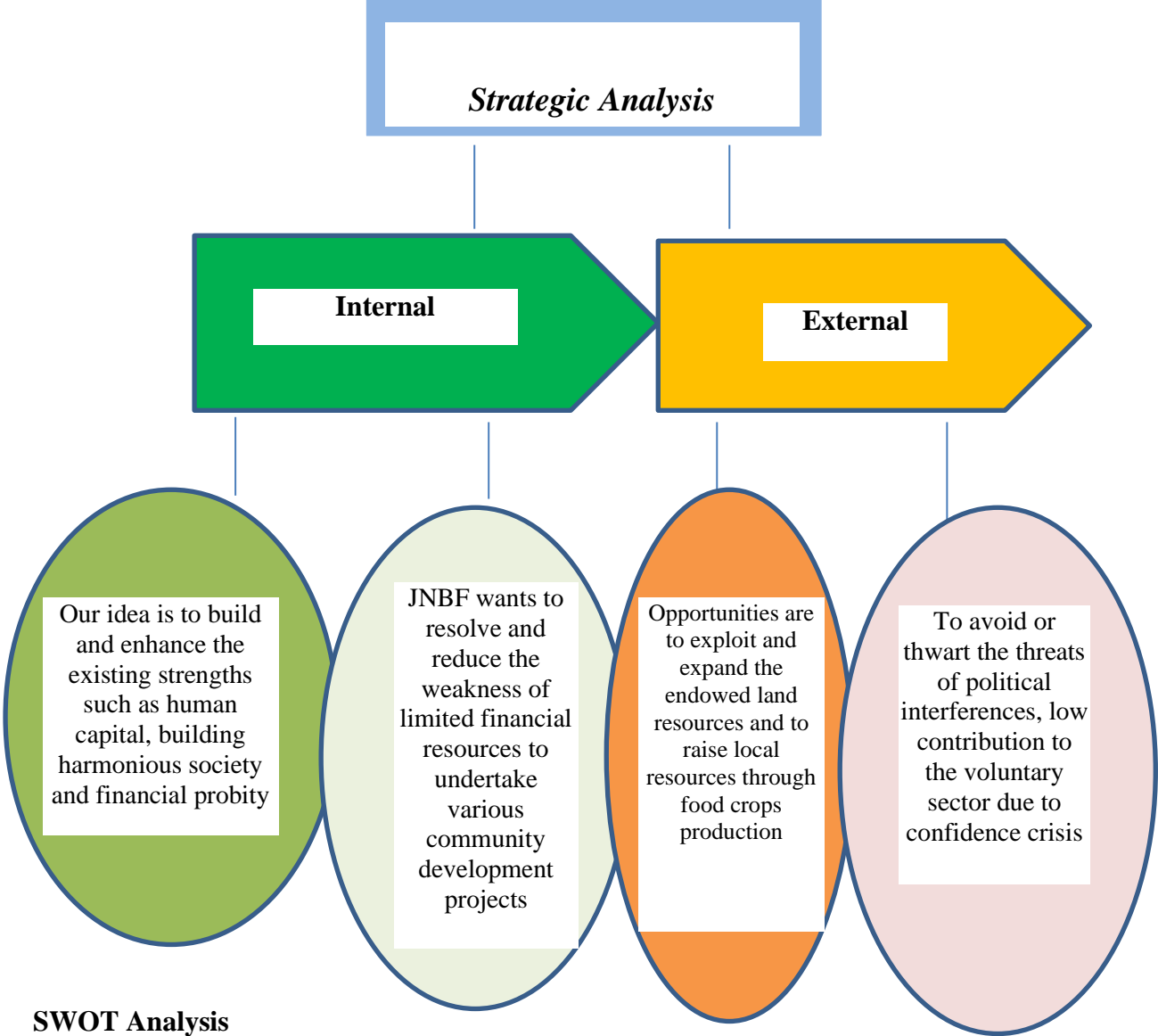
shares the belief that sustainable development and climate action are linked and both are vital to the present and future well-being of humanity. (UN Sustainable Development and Climate Change 2015).

The Joseph Nyuma Boakai Foundation’s Environment Protection Strategic Plan	
Strategic Objectives	The main objectives of the strategic plan is to present a three-year action plan for the development of climate adaptive irrigation systems and irrigated agriculture in selected rural towns to help attain broad agriculture sector goals of food and nutrition security and enhanced rural incomes. To collaborate with the Environment Protection Agency (EPA) and National Climate Secretariat (NCS) for the sustainable management of the ecosystem and to assist the EPA in rural communities to further its national plan on the implementation of COP 26 GOALS.
National Adaptation Plan	<p>The Foundation in the next three years will work with the Adaptation Office to introduce the WeatherBug application and weather watch to over 1,000 rural farmers it serves. The National Adaptation Plan and National Climate Change Secretariat under the auspices of the GCF-funded project’s assertion is “To advance the National Adaptation Plans (NAP) process for medium-term investment planning in climate-sensitive sectors (i.e. agriculture, energy, waste management, forestry and health) and coastal areas in Liberia” will work to strengthen institutional frameworks and coordination for the implementation of the NAP process, expand the knowledge base for scaling up adaptation, build capacity for mainstreaming climate change adaptation into planning, and budgeting processes and systems, and formulate financing mechanisms for scaling-up adaptation, including public, private, national and international.</p> <p>The NAP’s report is laudable, but the planners inadvertently overlooked the development of master irrigation plan of thousands of arable land resources in rural communities without modern irrigation systems peasant farmers are unable to produce substantial food which is negatively impacted by climate change. Here, we seek to work with the NAP to include the construction of irrigations as part of the Early Warning Systems for Climate Resilient Development and adaptation to climate change in rural Liberia in the communities we serve.</p>
Strategic Focus Area	For all season’s agriculture purposes, the current pressing issues of the Foundation is the creation of master irrigation plan in the rural communities to boost agricultural production.
Tactics/Specific Actions We will take	In consultation with appropriate climate change stakeholders, we will develop environment friendly agriculture promotion, safe utilization of land resource for industrial purposes, public awareness, and non-formal education about the protection and sustainable management of the environment, in line with EPA regulatory requirements.

Internal and External Analysis

There is no way to move forward reaching targeted goals and defining strategy if JNB Foundation does not know where it stands. It entails undertaking an evaluation of the organization’s DNA. Here we survey the Foundation existing assets, human capital, and business process. From reason and experience most of the activities at JNB Foundation are dependent on national circumstances, environmental or outside factors beyond the control of the management team.

Therefore; JNBF having defined its goals and targets, it perceives possible risks that may arise while executing the strategic plan to achieve the goals. We discuss detectible risks and challenges as of the date of this writing. Although every risk will not be identified and addressed up front during the planning process, and having strategies in place to deal with them strengthens the plan, enhances management’s credibility and increases the confidence potential donors will have in the strategic plan and its financial projections. The risks are discussed in the next sections.



SWOT Analysis

At JNB Foundation, we did not only list our strengths, weaknesses, opportunities, and threats but also how they are going to be managed. The Foundation plans how it is going to use its strengths to increase its activities in raising more funds to serve more beneficiaries, how it is going to overcome its weaknesses, how it is going to use opportunities to expand its activities and what steps it is going to take to mitigate threat that would undercut productivity.

- JNB Foundation is endowed with resourceful people, the primary strengths is the human capital back with multiple and inter-disciplinary skills in project management, community development specialist, not for profit financial management acumen, donor reporting,

specialists in agronomy, education, health advisory services, Water and Sanitation Hygiene (WASH).

- Weaknesses, currently the Foundation is overwhelming and inundated with project proposals from the fifteen (15) counties. The Foundation's Management Team is expressing difficulty in finding sufficient, appropriate and continuous funding for its flagship projects in the above programmatic areas. Currently, it finds accessing donors as challenging because of national circumstances. The Foundation has limited resource mobilization skills and is often not looking for funds locally, preferring to look for international donors. There is a high dependency of donors and a tendency to shift interventions to match donor priorities, and poor networking.
- Opportunity, with seed capital JNB Foundation has the human capital to mobilize local resource. All of the Foundation projects as enshrined in the three years strategic plan are aimed at raising funds from local businesses, individuals, government and locally generated income. To do these JNB is opportune to have a strong governance and accountability mechanisms, clear strategies and local credibility. On local networking, thank to technology, the Foundation's implementing partners envisage the opportunity to benefit from whatsapp Messenger to share weather reports on crops health and vegetation. It provides opportunities for mutual learning, identifying appropriate development initiatives, generating learning resources, improving coordination and cooperation with local government, harmonizing approaches to development, and pursuing effective local advocacy.
- Threats, political interference and government inaction to transparently regulate the NGOs exempt statute in line with the Liberia Revenue Code § 9. JNBF perceives the threats of force adoption of its staff into harmful traditional practices by local politicians and civic leaders.

PESTEL Analysis of JNB Foundation

A PESTEL analysis is an acronym for a tool used to identify the macro (external) forces facing an organization. The letters stand for Political, Economic, Social, Technological, Environmental and Legal. In this section we will look at what a PESTEL analysis is in the context of concern for the welfare society shifting to transformative approach.

- **Political Factors**

These macro-economic factors present the level of Government of Liberia intervention in the economy and its impact on the NGOs community. Due diligence in public spending is the source of confidence for NGOs operation that is engineered by donors 'commitment to intervene where government is unable to finance public goods and services due to inadequate public finance. Here the Government of Liberia has done little to convene INGOs on its spending priorities on a sector by sector basis, as a means of directing INGOs and Local NGOs to venture where the government is unable to intervene. The government's dominant rule and manipulation of the NGOs registration process through fabricated exemption waiver, arbitrary de-registration of selected NGOs on political grounds, delay in granting certain NGOs permit, threat of arrest and public corruption undermine the human rights of NGO partners and citizens.

Currently Liberia is a consumption economy and the government is unable to reduce the perennial balance of trade deficits because there are no rigorous national trade policies that would make government a direct market participant in the foreigners controlled market; instead the government is market regulator. Experience and research of our local economy has shown that government regulatory rules are no more working to control profiteering. On tax policy, the decision to tax and not to tax some taxpayers is affected as a result of a textual deficit in the current exempt statute and the need to reform the prevailing tax expenditures that are replete in the Code. Furthermore, government has great influence on agriculture, health, education, and infrastructure of a nation, but the tangible results to boost the sectors are yet to be realized. It is observed that the current political changes are affecting the promised improvements earmarked by the Foundation.

- **Economic Factors**

It is public fact that often the political factors spill over into economic factors. For example, the Foundation intends to introduce micro-finance under the theme “Village Saving for Rural Dwellers” as part of its post COVID-19 recovery strategic, but interest rate is a major factor presently affecting the liquidity of cash in the economy. Traditionally, interest rates are decided by a central bank, but political interference, unregulated market forces in the informal banking sector, communities saving associations are the deciding parties, the Central Bank of Liberia is unable to regulate interest rate. For the reasons given above, the JNB Foundation believes that interest rates affect a firm's cost of capital and therefore; its business judgment with respect to the announced micro-finance will depend on the prevailing interest rate in the informal sector.

Moreover; the current state of the Liberian Dollars is 80 percent mutilated or destroyed, it continues to affect the purchasing power of the Foundation and its implementing partners. The exchange rate comes into the picture in case of export and import of the Foundation’s procurement activities. It affects international payment and price of goods and that affects the economy. Today, the JNB Foundation, as a catalyst of social agent, its functions is adversely affected by a mixture of unregulated exchange rates, inflation levels, with the increase in demand price of goods or service increase which results in inflation and with inflation money supply in the market increases, unequal income growth, and low rate of debt repayment and consumer fraud are few of the economic factors we are encountering.

- **Social Factors**

The JNB Foundation is a people center and social entity. We acknowledge that social factors influence people's choices and include the beliefs, values and attitudes of society. The communities we serve are of no exception. So our strategic choices and intended changes are designed to effect a whole change of targeted beneficiaries. Such changes can impact purchasing behaviour and the ability to remain sustainable at the end of the project. Our social factors include beneficiary’s cultural aspects, health consciousness, population growth rate, age distribution, career attitudes and emphasis on safety. For example, substance abuse population may imply an ineffective, unproductive, less-willing workforce thus affecting the quality of works and increasing the cost of labour. Furthermore, Local NGO in the case of JNB Foundation may change its strategies to adapt to these social trends such as recruiting young and resourceful workforce to effectuate the social change we all desire.

- **Technological Factors**

The management team at JNB Foundation asserts that fast developing technological setting presents numerous opportunities for non-profits. As information technology advances in our project areas, the cost of communication on crops health, weather watch for farmers, farmer field school information sharing are still costly for farmers and implementing partners. The Government

of Liberia recent increment in the costs of GSM data and minute call continue to affect the cost of transactions, and JNB Foundation is not an exception. We hope the cost of tech and software comes down, in the near future so rural farmers, students, teachers, health worker and social workers in our network can induct and adopt these innovations. Doing so would allow them to enhance efficiency, improve task management, streamline documentation, social media platforms and enhance communication technology. Here, we believe that the long term sustainability of the Foundation depends on Research and Development activity, automation of our internal processes, accounting, technology incentives and the rate of technological change.

- **Environmental Factors**

Adapting to the impact of climate change is the emerging challenge for all INGOs and Local NGOs. JNB Foundation is a lead climate change campaigner in the communities it serves; the challenge here is there are no needed resources to undertake climate resilience projects to cause the commercial production of agricultural production in rural communities. Common factors of climate change include, recycling procedures, carbon footprint, waste disposal and sustainability

- **Legal Factors**

Like any business, JNB Foundation is subject to legal limitations. We understand the Government of Liberia legal perimeter with respect to NGOs regulatory statute and the law governing our specific program area. Political factors do cross over with legal factors; however, the key difference is that political factors are led by government policy, whereas legal factors must be complied with. The most single challenge of our time is the dispensation of justice without political interference, public corruption in the judicial system, weak law enforcement, secret killing of prominent citizens are few of the public issues currently affecting our legal system. These factors have the propensity to affect the operation of all INGOs and Local NGOs.

Stakeholders and Management Team Inputs

The stakeholders at JNBF are the life-blood of the organization; satisfying all groups is the primary objective of the strategic management team. Stakeholders' conflicts of interests are resolved only for the good of the Foundation through stakeholder mapping. Stakeholder mapping allows categorization of key prime movers of JNBF. It details the inter-relationships and shows the way to achieve the Foundation's strategic objectives.

What is going to get in our way?

The JNBF is cognizant that expanding agricultural land can lead to deforestation, additional Green House Gas (GHG) emissions, and a loss of biodiversity. These three challenges undercut feeding a growing population, providing a livelihood for farmers, and protecting the environment. It must be tackled together if we are to make sustainable progress in any of them. (OECD, BETTER POLICIES FOR BETTER LIVES, 2019). The current wave of climate change would certainly get in our way in an attempt to reduce food poverty in the communities we serve; protecting the environment by mean of adapting climate resilience project is the surest way to achieve our 2024 goals.

Leadership

At this point what we have written are the specific tactics or actions we need to take to outweigh our rivals and meet the changing conditions we promise to fix. The JNBF's leadership has a vital role in the implementation of this three years strategic plan. Without an effective and enterprising leadership, escalating conflict of priorities will be consequence of reduced harmonization since staff may perceive the avoidance towards disconcerting and intimidating circumstances by top management, in a result organization may go through impediments in strategy implementation. (Yusoff, 2019).

Therefore, the JNBF's Strategic Plan Committee assertion is the impact of strategic leadership on strategy implementation is key for all purposes. Here leadership is found as an important driver in successful strategy execution. Therefore, role of leadership should be undertaken meticulously while articulating and implementing the strategic decisions.

Communication

At JNBF, we define communication as the art of passing information from one person to another so that they can be received in the manner they were meant. We believe that the effectiveness of communication affects organization's success. Based on the idea of effective communication as the lifeblood of organization, the Strategic Committee recommends the following:

1. that communications which promote warmth and cordiality among the workforce should be cultivated,
2. a simple communication channels or structure should be designed and implemented for easy flow of communication, and
3. manager should treat his subordinates with humane in order to get the best from them.

Needed Financial Resources

This plan is quantified in order to aid the management team to monitor performance and evaluate the results achieved. The JNB Foundation projects revenues and expenses to be drawn up for the planned period (2022-2024). Generally, it is a three year period for which projections are made to be as realistic as possible. The annual plan is broken down into monthly plan for effective monitoring of actual performance and timely correction of deviations.

The Key Performance Indicator (KPIs) measure the efficiency of individual activities that constitute JNBF's overall operations, Financial Projections (targets) monitors the overall plan. In a Non-Profit Organization (NPO) where profit is not the motive, financial projections fix expense budgets to be within allocated resources for various activities.

The JNBF spends only what it raises as grants and funds from its beneficiaries and hence everyone in the Foundation should know how much they can spend on various activities to be within the available funds' position. Where expenses go beyond the projected limits, the Foundation's management takes corrective action to bring down such expenses.

This Financial Projection forecasts grants to be received and funds to be raised during the planned period (2022-2024). The management team entrusted with this activity should ensure that

the targeted grants and funds are raised to meet the expenses planned during the planned period. Where it is found that the planned fund-raising is falling below targeted values, the JNBF management should increase its efforts to raise the shortfall grants and funds. The trends of eating cassava, peanut, pepper, and buying locally and on foreign markets are expected to continue to as human beings exist on the planet earth. The Flonkwado Farmers' Cooperative plans to cash in on these trends and deliver what the market wants.

- **Measurement of Success**

The JNBF's Strategic Plan will measure the success of its activities jointly with donors during the monitoring and evaluation process. This will be a measurement of its services, as a Non-Profit Organization, since there would be no profit to judge the success of the JNBF's operations. The details of each project will be measured and compare with projection or goals achieved.

- **Plan Appraisal**

Having prepared the strategic plan, JNBF's stakeholders are required to use the plan in achieving the targeted results. The Foundation's management should conduct periodical reviews of actual performance in comparison with the strategic plan, call for review meetings with concerned staff and take corrective steps wherever deviations are reported. The strategic plan should help in monitoring the activities of the Foundation.

Conclusion

Reference

