



SUMMARY STRATEGIC PLAN
2022-2027

*Empowering the Less Privileged for Positive Peace,
Secure Livelihoods and Decent Development*



GLOBAL FORUM FOR THE DEFENCE OF
THE LESS PRIVILEGED
GFDLP

ACKNOWLEDGEMENTS

Work on this Strategic Plan (2022 – 2027) commenced in 2019 with a Workshop organized on June 20 – 21 2019 to brainstorm the way forward for the Global Forum for Defence of the Less Privileged (GFDLP). The Board of Trustees members and other stakeholders present emphasized the need to clearly delineate the areas of focus of the organization, align them to the mission statement and vision statement, and cost the action plan for the five year strategic plan period (2022 – 2027) and articulate how funds are to be raised for implementation.

The President and Chief Executive Officer of GFDLP is immensely grateful to the BOT members and other stakeholders whose suggestions/recommendations helped documentation of this Strategic Plan. We are particularly grateful to Prof. Uwem Essia who graciously accepted to organize the ideas to produce this document. We equally are also grateful to all our partner institutions and organizations for their support in the past years.

FOREWORD

As it is often said, a goal without a plan may amount to wishful thinking. As difficult as sticking to a plan may seem, very few persons are able to achieve success sustainably without implementing a plan. Basically therefore, a strategic plan articulates the goals and objectives of an organization, and the essential steps and actions needed to accomplish them. Strategic plan is thus a living document that directs the overall functioning of any organization.

Essentially a strategic directs an organization towards its goals as well as reviews and adjusts the overall direction of the organization in response to changing circumstances. It equally filters the problems that prevent organizational growth and progress and suggests suitable measures and steps in correcting these issues.

An effective strategic planning is a result of disciplined efforts which ultimately define an organization, shapes and guides its activities and functions, classifies its services and the reasons behind its functions and services along with a strong focus on the future. It communicates the overall journey of an organization, the necessary actions that are needed to be taken for its growth and development and also the ways by which it will assess its progress and evaluate its achievements.

The beginning point for strategic plan is visioning, which is often backed up with a SWOT analyses. Overall, visioning gives a futuristic revelation to the organization's present image and standing. After visioning, the goals set are used to set the objectives, outputs/outcomes, and activities/initiatives.

Also it may be correct to submit that a strategic plan is incomplete without some effort put to costing the activities. Understandably, situations do changed from time to time, prices of good/services may change when inflation rates increase astronomically. Nonetheless, a costed strategic plan may likely serve as a better guide than one that is not costed.

Strategic planning is central to the leaders and the top management of NGO, and its donors/partners. This underscore the need for a wholly participatory process so that top management and personnel alike should own the plan. Summarily, the plan indicates that GFDLP has Protection, WASH, Livelihoods, Healthcare, Education, Nutrition, Education and skills acquisition, Business Incubator, and peacebuilding and development as its core activity areas.

It is my humble view that this strategic plan has the essential elements of a typical strategic plan for an NGO in today's age. I therefore have no hesitation recommending that state institutions, multilateral organization and leading donor/development agencies read through the plan and consider partnering with and or supporting GFDLP in ensuring the implementation of its activities over the 5 year plan period 2022 – 2027.

List of Abbreviations

GFDLP – Global Forum for Defense of the Less Privileged
NGO – Non-Governmental Organization
LPP - Less Privileged Persons
WASH – Water, Sanitation and Hygiene
SWOT - Strength, Weaknesses, Opportunities and Threats
IEC – Informational, Educational and Communicational
IDPs – Internally Displaced Persons
SaUC – Separated and Unaccompanied Children
GBV – Gender Based Violence
VET – Vocational Education and Training
PFM – Project and Fundraising Manager
WA – Website Administrator
IM – Information Manager
PEC – Publicity and Education Coordinator
PC – Protection Coordinator
WHC – WASH and Healthcare Coordinator
LPC – Logistics and Programs Coordinator
KPIs – Key Performance Indicators
CEO – Chief Executive Officer
MEC – Monitoring & Evaluation Coordinator

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Executive Summary

Work on this Strategic Plan (2022 – 2027) commenced in 2019 with a workshop organized on June 20 – 21 2019 to chart the programs for GFDLP in the medium term. Basically a strategic plan articulates the goals and objectives of an organization and organized the requirements for actualizing them, sustainably. Strategic planning is central to the leaders and the top management of NGO, and its donors/partners.

Essentially, Global Forum for the Defence of the Less Privileged (GFDLP) was awarded legal authorization in Cameroon as a not-for-profit rights' based Non-Governmental Organization (NGO) on November 2. 2015.

The vision of GFDLP is “a society where everyone is treated with dignity irrespective of cultural heritage, gender, race, economic, political, and social standings, and more especially the rights of less privileged persons are protected and defended, and their cultural values respected”. The mission is, “to defend, support and promote the rights of all persons to qualitative healthcare, property, education, sustainable livelihoods and peaceful habitats, regardless of their vulnerabilities and disabilities, using advocacy, campaigns, capacity building and other support projects/products”.

GFDLP's work is guided by respect for human dignity, integrity and honesty, transparency, honesty and professionalism, openness to learning, and promotion of livelihood security. We assume that in Cameroon, like in many other African countries, legal bottlenecks, cultural inhibitions and inadequate technical skills and technological knowledge prevent the Less Privileged (LP) from accessing the needed help. Hence GFDLP interventions emphasizes continuing advocacy/lobbying of the relevant state authorities and development partners on behalf of the LP, continuing capacity building to upgrade skills and knowledge, and the establishment of pilot/prototype projects in its activity areas that others can learn from and replicate. The GFDLP is currently partnering with a number of national and international organizations and multilateral institutions and is committed to building more networks and partnerships. It is hoped that this strategic plan will help the process of extending the sphere of activities and influence of GFDLP by communicating its strategic direction in simple terms to its current and prospective partners, beneficiaries and donors.

The key programs areas of GFDLP are protection, WASH, volunteering, healthcare, education, nutrition, livelihoods, social welfare and vocational training, Business Incubator, peace building and development. The SWOT analyses in summary, identifies GFDLP's seven years of relationships and networks with past and present employees/collaborators, other NGOs, government officials as its key strength. The absence of accurate information/data, secure funding, limited spaces to house educational and health outreaches are the major weaknesses. However, ongoing state and international partnerships to resolve the Anglophone crises, and the consequential commitment to quickly take many Cameroonians out of poverty offers opportunities that GFDLP can leverage up to access funding for its activities. Yet the fact many disadvantaged persons easily lose faith in the possibility that their lives can get better tends to dampen their overall interest and commitment to ongoing interventions of state and not-state development actors.

To realize the plan's mission, 9 Goals, 15 Objectives, several costed activities, and performance indicators (and the means of verifying them) are provided with justifications.

The summarized budget indicates an estimated total cost to implement the five year (2022 – 2027) at FCFA 1.5 Billion. In terms of yearly estimates, FCFA 446.5 Million (or 29.8%) is for year 1, FCFA 270.9 Million (18.1%) year 2 and year 3 respectively, and FCFA 255.9 Million (17.0%) for year 4 and year 5 respectively.

For programs' prioritization, overall the highest share goes for Protection, which takes FCFA 05.3 Million (53.7%). Next is Project/Fundraising coordination & General Administration taking FCFA 217.6 Million (14.5%). WASH and Livelihoods have FCFA 157.8 Million (10.5%) and Livelihoods FCFA132.5 Million (8.8%) respectively. Education has FCFA 58.0 Million (3.9%) and Healthcare FCFA 57.5 Million (3.8%). Peacebuilding and development has FCFA 12.5 Million (0.8%), while Social Welfare & VET takes FCFA 10.0 Million (0.7%).

Clearly the success of this GFDLP Strategic Plan 2022 – 2027 will depend largely on how well the coordinators of the various thematic areas, and project/fundraising coordinator play their roles under the leadership of the chief executive officer.