WHY THIS PLAN?
In order for NYF to reach its full potential in delivering on its mission, strong internal policies and processes need to be in place in order to grow funding and to support program execution and development.

By clarifying and improving the process of planning, prospecting, cultivating, soliciting, and stewarding donors, NYF has the opportunity to engage with yet-untapped fundraising sources and build a more sustainable relationship with its donors.

In turn, both fundraising goals and fundraising messages must be aligned with our mission and our programs. Towards this end, NYF has the opportunity—and need—to ensure that program initiatives continue to further the mission and work towards our vision of a better Nepal, and that fundraising and communications are seamlessly integrated with ongoing and evolving programs to ensure all stakeholders are working toward the same shared goals.

This Strategic Plan contains a summary of the fundraising, program management and communications goals and objectives and the activities to achieve them within a defined timeframe.

IMPLEMENTATION PROCESS
In order to achieve a balanced budget and then expansion, NYF must combine increased fundraising with clear long-term program plans and smart deployment of resources. Successful implementation of Board-set priorities will require the alignment of office plans in Nepal, US and Chapters around the world. Detailed action plans, program goals, and operational budgets will be reviewed by the Board every six months, in January and July, in order to monitor the success of existing and new programs and ensure accountability in execution.

OUR MISSION
The Nepal Youth Foundation offers hope and opportunity to Nepal’s most impoverished children by providing them what is every child’s birthright: vital healthcare, education and a safe environment.

OUR VISION
NYF’s vision is a Nepal where all youth are empowered to achieve their potential. It deeply admires and respects Nepalese culture and society, and strives to promote both in the children it serves.

Programs are developed in the context of locally-identified need, potential, and participation. NYF understands that each child and family it serves has its own unique history and challenges, and takes a highly personalized approach to their needs, protecting the family unit whenever possible.

NYF employs a multi-pronged approach to address complex issues, recognizing that no single effort is likely to provide lasting benefit. When choosing recipients of assistance, the organization prioritizes marginalized communities in terms of ethnicity, gender and disability. NYF also seeks to promote diversity in the staff it hires and foster tolerance in the communities it serves. NYF has no religious or political affiliation, and it neither selects beneficiaries of its services nor hires staff based upon religion, caste, political affiliation or sexual orientation.
STRATEGIC PRIORITIES 2018-2021

Strategy 1 | Income Generation – increase unrestricted funding to balance the budget and then expand operations and programs

1. Ensure coordination of the annual and multi-year development plans among US, Nepal and Chapters.
   1.1. Each office to exchange annual development plan and semi-annual update.
2. Ensure that annual operational and multi-year projected budgets accurately reflect fundraising operations and capabilities
   2.1. Align development budgets with staffing, and vice versa
   2.2. Continue to develop systems and tools to support needed fundraising efforts and to maximize return
   2.3. Ensure accountability and responsibility for budgets in each office.
3. Encourage practices that foster donor retention and re-engagement of lapsed donors, including assuring donor confidence by providing strong governance and a clear strategy
   3.1. Identify lapsed donors for re-engagement efforts
   3.2. Understand the reasons for lapse and build on strengthening perception
   3.3. Identify opportunities to transition specific program donors to NYF’s wider mission
4. Establish framework for increased foundation support by ensuring processes and reporting capabilities required by larger foundations, recognizing that programmatic planning is inextricably linked to grant requests that cover multiple-year asks
   4.1. Nepal and Sausalito offices to prepare specific proposals for exchange of information commensurate with the demands of foundation targets
5. Refine and clarify NYF’s approach to unrestricted and restricted fundraising
   5.1. Analyze donor pipeline to prioritize individual, foundation and corporate donors
   5.2. Develop messages and proposals that support unrestricted funding
   5.3. Cultivate top-100 list for long-term investment conversations
   5.4. Develop initiatives to increase commitment and investment of major individual donors, including creating opportunities for Board connections
6. Establish policies that enhance NYF’s Planned Giving Program (Legacy Circle), including determining the scope of planned giving vehicles, minimum gift requirements, etc.
   6.1. Update and create new marketing materials for planned giving opportunities
   6.2. Promote Legacy Circle to acknowledge and encourage planned giving among existing donors

Strategy 2 | Internal communications - Encourage collaboration among US, Nepal, and Chapter operations by creating strong internal processes regarding communications and operations

1. Establish clear requirements for any revisions to the Board-approved budget
2. Encourage increased collaboration among NYF teams in regards to fundraising operations
   2.1. Use monthly Executive calls to share information about program updates, prospects, developing donor strategies, upcoming cultivation meetings, solicitations, and stewardship activities
   2.2. Clarify roles and responsibilities and action plans
3. Establish and memorialize schedules for joint development of critical planning materials: e.g., annual budgets, program plans, audits (NYF-Nepal and NYF global), and 5-Year Plan.
4. Encourage improved communication efforts among Nepal, US Staff, Board and Chapters regarding program plans and communications with donors, prospects, and other audiences
4.1. Collaborate regularly among program, development and communications staff or consultants to develop messaging that best captures the spirit and direction of new programs or developments in past programs and how it fits into our mission.

**Strategy 3 | External communications - activate current resources to reach multiple audiences with a layered approach that deepens engagement and yields more resources**

1. Establish policies that continue to nurture and develop a strong brand identity to positively influence donor engagement and funding
   - 1.1. Improve NYF’s understanding of stakeholders’ perceptions to help tailor messaging
2. Encourage methods of centralizing external communications for consistency in donor and program engagement without constraining the need for flexibility and responsiveness to donor inquiries
   - 2.1. Improve publicity and awareness through globally aligned events calendars and marketing strategies where appropriate.
   - 2.2. Nepal office, US office and Chapters staff to present to Board a proposal for how each will work together in new and existing donor outreach that follows Board guidance to leverage the strengths of each office while also ensuring donors do not receive duplicative, or contradictory, messages.
3. Develop a general disaster reaction policy (programmatic, financial and communications) so that Nepal, US, Chapters and Board can act quickly and consistently in the unfortunate occurrence of a disaster.
   - 3.1. US office and Chapters to develop guidelines for responsive fundraising
   - 3.2. Nepal office to develop guidelines for conveying needs to Board, US and chapters and communications coordination
4. Encourage increased awareness of NYF’s work through outreach and publicity.
   - 4.1. CEO and/or Development Director to increase frequency of presentations to live audiences (e.g., community or corporate groups).
   - 4.2. CEO and Development Director to ensure Development Plan focuses on expanded reach and awareness
   - 4.3. Facilitate public speaking opportunities and media coverage for Board members. As needed, include skill building, increasing depth of knowledge, and clear, agreed-upon talking points.
   - 4.4. Maintain calendar of speaking engagements and circulate at least quarterly to Board and staff leadership.
5. To the extent consistent with our respect for the privacy and dignity of aid recipients, explore ways to raise the public profile of beneficiaries and create opportunities to showcase these successes
6. Ensure transparency of financial reporting to allow for easier public distribution and/or limited distribution for donors to be able to track where and when their money is spent.

**Strategy 4 | Succession Planning - develop additional leadership visibility among staff and board**

1. Support the Nominating Committee’s responsibility to develop a strong pipeline of committed board members, ensuring the organization has the necessary skills, contacts and expertise to support activities
2. Continue discussion on leadership succession/development plans.
   - 2.1. Create communications plan for any unexpected executive/founder transitions
Strategy 5 | Sustainability – develop clear strategies for achieving desired program outcomes in service of NYFs mission and ensuring long-term organizational strength

1. Clarify the expectations to allow staff and management to develop and expand metrics to measure the current impact of NYF’s programs
   1.1. Investigate best practices for outcome measurements and compare to NYF’s practices

2. Evaluate current and possible new partnerships and collaboration with other organizations/services in Nepal who may allow NYF to deliver more, or more effective, services while maintaining programmatic focus

3. Establish process, priorities and guidelines to frame decision-making regarding programs (launch, expansion, contraction)
   3.1. Develop proposals for alternative funding of programs, including social entrepreneurship, etc.
   3.2. Develop means to include donors or potential donors and community stakeholders/beneficiaries in decision process

4. Annually review compensation and benefits in order to stay competitive and retain leadership

5. Continually assess investment strategies and management of any endowment or other long term assets to protect for the future.