



Programs Strategic Plan 2023-2027

STRATEGIC DIRECTION 1: Develop high quality program portfolio that demonstrate success in addressing the issues of extreme poverty, vulnerability and human suffering.			
Key Actions	2023	2024 & 2025	2026 & 2027
1.1 Proactively pursue funding opportunities for MRUSA programs with institutional and non-traditional donors;	<ul style="list-style-type: none"> 15% of MRUSA funds raised from institutional donors; 	<ul style="list-style-type: none"> 25% MRUSA funds raised from institutional donors 	<ul style="list-style-type: none"> 50% of MRUSA funds raised from institutional donors
1.2 Regular interaction with potential donors – sharing information on MRUSA programs, attendance at meetings & events etc.	<ul style="list-style-type: none"> Program briefs/reports/brochures developed and regularly disseminated Coordinate donor visits to MRUSA projects/events Meetings with donors – within the USA and overseas Participation in donor and other NGOs events 		
1.3 Review and finalization of MRUSA project proposal and reporting templates for i) seasonal, ii) humanitarian and iii) development projects	<ul style="list-style-type: none"> Project proposals and reporting templates revised and finalized Orientation/guidance provided to MRUSA field staff and IPs on use of templates; 	<ul style="list-style-type: none"> All MRUSA partners and IPs using project proposal and reporting templates Annual review of templates, and necessary changes/amendments made 	
1.4 Development of MRUSA program guidelines and standards for IPs and field representatives, and ensuring compliance;	<ul style="list-style-type: none"> Review of MRUSA program interventions Identification of 2-3 signature programs for MRUSA Development of program guidelines and standards 	<ul style="list-style-type: none"> Continuous orientation/training of MRUSA and IP staff on program guidelines and standards Ongoing improvement of guidelines and standards based on the lessons learned Conduct program audit for selected MRUSA country programs/IPs to ascertain compliance with the agreed standards and guidelines 	

STRATEGIC DIRECTION 2: Build strategic partnerships with organizations, institutions and entities that add value to Muslim Response USA and help in achieving its vision and mission.			
Key Actions	2023	2024 & 2025	2026 & 2027
2.1 Proactively look for partnership opportunities with public, private and NGO sector organizations - within USA and overseas;	<ul style="list-style-type: none"> ✦ Clarity among staff on strategic partnerships ✦ Identify potential partners ✦ Development of new partnerships – strategic and implementing partnerships 	<ul style="list-style-type: none"> • # of partnerships developed by MRUSA by type i.e. with govt. organizations, NGOs, private sector etc. • # of joint initiatives planned and executed in USA and overseas • Documentation of key lessons learned from working in partnership with other organizations 	
2.2 Development of tools for implementing partners' capacity assessments – programmatic, managerial and financial; and develop a mechanism for their comprehensive anti-terrorism screening;	<ul style="list-style-type: none"> • Development and finalization of partner capacity profile and capacity assessment tools; • Complete and document assessments of all current and new IPs; • NGO partner staff and board members undergo anti-terrorism screening; 		
2.3 Get involved in networks and alliances that support MRUSA's program priorities, and contribute to related advocacy work at different levels;	<ul style="list-style-type: none"> • Identify relevant networks/alliances - within USA and overseas • Identify and agree on key advocacy issues for MRUSA • Secure MRUSA membership at the selected networks 	<ul style="list-style-type: none"> ✦ Active participation in advocacy events organized by networks/alliances ✦ Take lead or support advocacy events organized by networks/alliances ✦ Support the development of position papers for advocacy 	<ul style="list-style-type: none"> • Evaluation of our membership and presence at the networks and alliances • Assessment of MRUSA's advocacy work; documentation of the key lessons learned and recommendations for MRUSA's future engagements
STRATEGIC DIRECTION 3: Transform Muslim Response USA into vibrant humanitarian and development organization, which has the competence to support innovative practices based on knowledge and evidence.			
Key Actions	2023	2024 & 2025	2026 & 2027
3.1 Build human capital in MRUSA – leadership skills and expertise in	<ul style="list-style-type: none"> • Explore the opportunities of training MRUSA staff • Conduct training need assessments for MRUSA staff 		

<p>program development, management, and relationship building;</p>	<ul style="list-style-type: none"> • Coordinate/ support training of staff with yearly refreshers • Learning/exposure visits for MRUSA staff • Evaluation of the staff training and recommendations made for the future – year 3 		
<p>3.2 Build understanding of MRUSA and IP staff on key humanitarian, development and rights-based program approaches</p>	<ul style="list-style-type: none"> • Identification of capacity gaps through TNAs • Plan and execute MRUSA staff and IPs capacity building programs • Periodic refreshers • Regular monitoring, review and evaluation of the training program – effectiveness and value for money 		
<p>3.3 Develop M&E frameworks for MRUSA signature programs and identify impact indicators to be used in MRUSA system;</p>	<ul style="list-style-type: none"> • Development of M&E Framework, tools and impact indicators for MRUSA's signature programs • Finalization of indicators and tools after pre-testing in the field • Rolling out of impact indicators, tools and staff/IP training/orientation 	<ul style="list-style-type: none"> • Continue monitoring programs following M&E framework, tools and approaches • Continue collecting data for the identified impact indicators • Training refresher for MRUSA and IP staff on M&E framework 	<ul style="list-style-type: none"> • Undertake Impact Assessment for MRUSA signature programs • Documentation of the findings, lessons learned • Suggest changes/ amendments to the M&E framework, tools and indicators, if required.
<p>3.4 Regularly review and evaluate MRUSA programs and IP projects for impact assessment with adequate documentation and dissemination of good practices and lessons learned;</p>	<ul style="list-style-type: none"> • Regular monitoring of MRUSA country programs and IP projects • Project reviews and mid-term evaluations and final evaluations of MRUSA programs • Publication of success stories, model practices, lessons learned and dissemination Project 		