



Strategic Plan

Executive Summary

2022 - 2024

WHAT MOVES US

OUR MISSION

Unleashing the potential of Syrian youth through education

OUR VISION

A world where every Syrian youth fulfills their potential

OUR BIG BOLD GOAL*

Every Syrian youth receives an education

* An aspirational and ambitious goal that will take decades to achieve

OUR STRATEGIC GOALS



OUR STRATEGIC GOALS

GOAL ONE

Expand programming to reach more beneficiaries, while prioritizing marginalized populations

GOAL TWO

Define the theory of change for each core program and create a sustainable way to track program data that evaluates progress towards aspired impact

GOAL THREE

Invest in brand awareness to meaningfully increase Jusoor's global visibility

GOAL FOUR

Invest in Jusoor's operational backbone to ensure talent retention, scalability, and sustainability

GOAL FIVE

Bolster fundraising efforts and diversify income sources to ensure sustainability

GOAL SIX

Ensure a successful board leadership transition

GOAL ONE

Expand programming to reach more beneficiaries, while prioritizing marginalized populations



Expand programming to reach more beneficiaries, while prioritizing marginalized populations

REFUGEE EDUCATION PROGRAM

Conduct needs assessment of special needs youth

Expand Homework Club to Jurahiya

Pilot Azima program for out of school children

Continue efforts to become registered in Lebanon

Open additional formal school (location 5)

Prepare to reach special needs children

Prepare to financially support children in school

2022

2023

2024



GOAL ONE

Expand programming to reach more beneficiaries, while prioritizing marginalized populations

REFUGEE EDUCATION PROGRAM

Expand ECE classes to Beirut

Introduce courses focused on skills for the future (eg. coding)

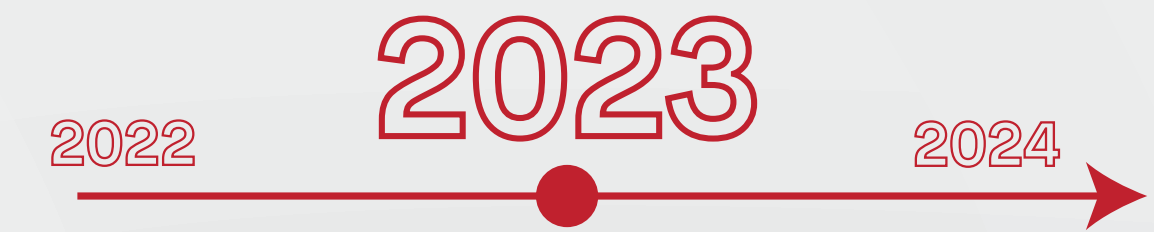
Expansion of Azima

Continue efforts to become registered in Lebanon needed

Start providing classes for special needs students

Preparations to Open Center 6

Financially support children in school



GOAL ONE

Expand programming to reach more beneficiaries, while prioritizing marginalized populations

REFUGEE EDUCATION PROGRAM

Expand ECE classes to Jeb Janine

Open additional formal school (location 6)

Continue efforts to become registered in Lebanon as needed

Open bigger center in Beirut

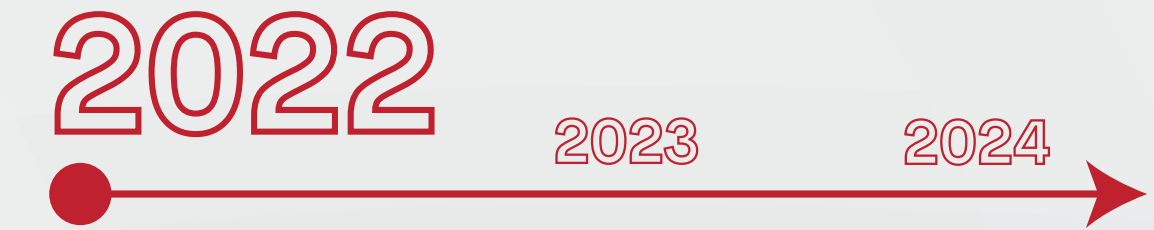
Expand Sp needs to Beirut

Financially support children in school



Expand programming to reach more beneficiaries, while prioritizing marginalized populations

SCHOLARSHIP PROGRAM

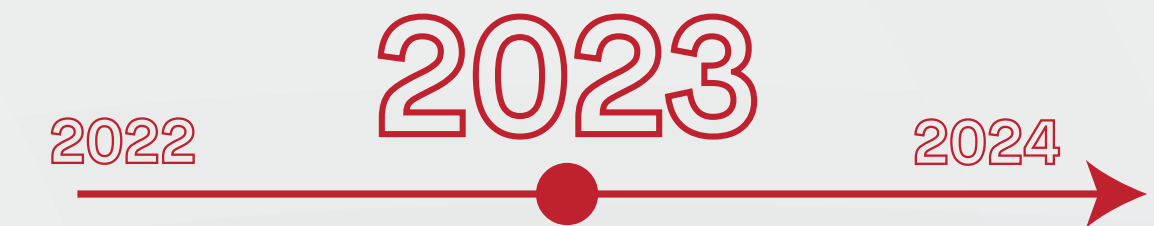


- Finalize needs assessment (including vulnerable Lebanese) and asset mapping
- Partner with MEAL to create plan for program
- Develop sustainable funding plan
- Conduct needs assessment for mentorship program: What are the gaps in the curriculum?
- Finalize and implement an alumni engagement strategy
- Restructure mentorship program/create new curriculum/new partnerships
- Update scholar onboarding and transition to alumni network process
- Create a strategy for targeted webinars for alumni in Syria and surrounding host countries
- Implement Lebanon High School Program
- Expand scholarship opportunities for students from Syria and surrounding host countries who demonstrate a financial need; develop new recruitment plan for these scholars; define financial need



Expand programming to reach more beneficiaries, while prioritizing marginalized populations

SCHOLARSHIP PROGRAM



- Implement funding plan
- Evaluate and update alumni engagement strategy
- Evaluate and update scholar onboarding and offboarding
- Expand scholarship and mentorship opportunities with a focus on students from refugee camps while continuing to serve previously identified marginalized groups
- Strengthen engagement with scholars and alumni, encouraging feedback and codesign
- Expand Lebanon High School Program

- Expand partnerships with NGOs/INGOs/Universities
- Design, implement and evaluate a mentorship program for Coursera
- Expand partnerships with NGOs/INGOs/Universities (for Qabila)
- Implement targeted webinars for alumni in Syria and surrounding host countries.
- Needs assessment & feasibility study for Jordan High School Program then design program



GOAL ONE

Expand programming to reach more beneficiaries, while prioritizing marginalized populations

SCHOLARSHIP PROGRAM

Evaluate and update funding plan

Expand scholarship opportunities

Strengthen engagement with scholars and alumni, encouraging feedback and codesign

Implement Jordan High School Program

Recruit more scholars & alumni to serve as mentors



GOAL ONE

Expand programming to reach more beneficiaries, while prioritizing marginalized populations

ENTREPRENEURSHIP PROGRAM

Implement the Small Business Accelerator's (SBA) Agriculture Project

Implement StartUp Roadshow 4 (SR4)

Partner with MEAL Manager to develop high level MEAL procedures and tools

Define and prioritize marginalized beneficiaries

Begin accreditation process

Build and strengthen key relationships

Plan for 2023 SBA and SR

Launch mentor / mentee platform

Design investment fund

2022

2023

2024



GOAL ONE

Expand programming to reach more beneficiaries, while prioritizing marginalized populations

ENTREPRENEURSHIP PROGRAM

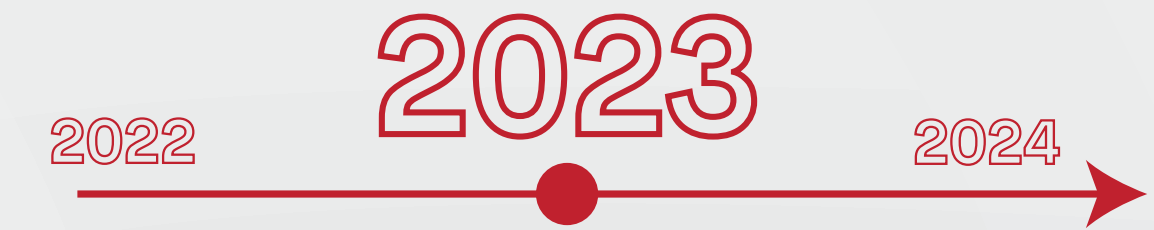
Reorganize projects under Entrepreneurship Academy and develop a communications strategy and a sustainable funding plan

Begin adapting projects for accreditation

Continue strengthening relationships

Plan for 2024 SBA and SR

Pilot investment fund



GOAL ONE

Expand programming to reach more beneficiaries, while prioritizing marginalized populations

ENTREPRENEURSHIP PROGRAM

Implement Entrepreneurship Academy

Plan for 2025 SBA and SR

Begin preparing for first Entrepreneurship Summit

Review investment fund & opportunities to scale up

Reevaluate accreditation progress and determine next steps

Continue strengthening relationships



Expand programming to reach more beneficiaries, while prioritizing marginalized populations

CAREER DEVELOPMENT PROGRAM (NEW PROGRAM)

2022

Conduct assessment to identify target group and their service gaps

Design projects to address these gaps

Partner with MEAL to develop KPIs

Launch program

2023

Evaluate projects and update as needed

Develop a fundraising strategy

2024

Evaluate and update projects to ensure they are reaching the most vulnerable beneficiaries

Partner with MEAL to develop a theory of change

GOAL TWO _____

Define the theory of change for each core program and create a sustainable way to track program data that evaluates progress towards aspired impact



Define the theory of change for each core program and create a sustainable way to track program data that evaluates progress towards aspired impact

2022

Define an organization-wide theory of change (TOC)

Define a TOC for each program

Identify and develop a system to manage program data

Identify and create organization-wide data collection tools and processes

Implement quarterly reports for each department

2023

Train talent to effectively use organization-wide tools and report data

Work with each program to develop customized beneficiary data processes, including defining marginalized groups; identifying social KPIs; and developing tools to track data

2024

Design the impact metrics framework

Evaluate data collection system, tools, and process and update as needed

Reevaluate staffing needs

Establish a Technical Working Group made of managers and decision makers

GOAL THREE

**Invest in brand awareness to
meaningfully increase Jusoor's
global visibility**



Invest in brand awareness to meaningfully increase Jusoor's global visibility

2022

Strengthen departmental organization and capacity

Develop a Communications Guidebook

Explore team bonding & talent appreciation opportunities

Identify stakeholder journeys and explore customized strategies for reaching them

Develop a monthly series that features beneficiaries' stories

Develop a virtual reality tour of Jusoor's Centers

2023

Create a standard onboarding process for department

Evaluate and update departmental strategy and internal tools

Build a vault of stories and content

Design and implement Landing Page strategies

Create program awareness videos

Develop interactive online experiences

Enhance newsletter efforts

Hire talent, with a focus on building a storytelling team

2024

Evaluate and update onboarding process

Develop a stand-alone, online educational series

Explore Metaverse opportunities

Host a summit

Reevaluate staffing needs

GOAL FOUR

Invest in Jusoor's operational backbone to ensure talent retention, scalability, and sustainability



Invest in Jusoor's operational backbone to ensure talent retention, scalability, and sustainability

2022

Audit current HR policies and procedures and update as needed

Create a standardized onboarding process and tools, including employee handbook; update annually

Conduct a compensation analysis, develop a compensation scale and update as needed

Identify training opportunities, run first cohort of organisation wide training

Revisit hiring processes / promotion of positions and job descriptions

Identify & onboard staff onto a project management tool

Lead the organisation wide process for goal setting for 2023

Evaluate pilot for Professional Development

Developing a funding grid

2023

Identify, develop, and train talent to use a consistent standard operating procedure / decision-making framework

Develop and train talent to use organization-wide templates

Develop shared organizational values to guide internal and external decision-making

Develop process for career ladders within the organisation

Audit current HR policies and procedures and update as needed

2024

Evaluate standard operating procedure and update as needed

Audit and update organization-wide templates

Audit current HR policies and procedures and update as needed

GOAL FIVE

Bolster fundraising efforts & diversify income sources to ensure sustainability



Bolster fundraising efforts & diversify income sources to ensure sustainability

2022

Grow Jusoor's annual budget to US\$ 2.8M / US\$ 3.3M with Grant Manager

Strengthen and grow the individual giving and monthly donor programs

Strengthen grant application process / including ensuring we have the right policies in place

Develop one relationship with media and influencers

Strengthen the relationship between programs and fundraising

Capital Campaign Feasibility Study

Conduct one site visit

Feasibility study for Salesforce to be the central database for the organization

2023

Grow Jusoor's annual budget to US\$ 4.M / US\$ 6M with CC

Develop planned giving program and materials

Build out corporate partnerships

Develop grant application and management infrastructure

Begin EU registration process

Develop two relationships with media and influencers

Conduct two site visits

Begin regularly attending international conferences

Launch quiet phase of capital campaign

Possible implementation of Salesforce organization-wide

2024

Grow Jusoor's annual budget to US\$ 5M / US\$ 8M with CC

Implement planned giving program

Develop four relationships with media and influencers

Conduct two site visits

Launch public phase of capital campaign

GOAL SIX

Ensure a successful board leadership transition



Ensure a successful board leadership transition

2022

Recruit four new members

Define and communicate give/get expectations and support board members to meet them

Implement scorecard system and conduct quarterly check-ins

Re-visit sub-committee charters, structures, and leadership

Develop a standardized, board-led onboarding process that includes project-based participation

Update the board matrix to include lived experiences, skills, geographical representation, strategic goals, and organizational needs

Set up a board management system

2023

Recruit three new members

Develop a succession plan for (a) key leadership positions and (b) major donors whose connection to Jusoor is a board member

Implement an annual board recruitment campaign based on membership gaps

Develop and implement board member offboarding process

Re-visit sub-committee charters, structures, and leadership, add nominating committee

2024

Recruit three new members



THESE ARE OUR ASPIRATIONS

**Join us in our three-years
strategic plan journey.**

CHECK OUR PROGRESS AT

web.jusoor.ngo/2024-strategic-plan