



WONGOSOL Three-Year Resource Mobilization Strategy (2025–2029)

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Acronyms

AWDF	African Women's Development Fund
CBO	Community-Based Organization
CRM	Customer/Client Relationship Management
CSR	Corporate Social Responsibility
EU	European Union
GBV	Gender-Based Violence
INGO	International Non-Governmental Organization
M&E	Monitoring and Evaluation
MEL	Monitoring, Evaluation, and Learning
MoGCSP	Ministry of Gender, Children and Social Protection (Liberia)
MoFDP	Ministry of Finance and Development Planning (Liberia)
MoJ	Ministry of Justice (Liberia)
MoU	Memorandum of Understanding
NGO	Non-Governmental Organization
PBO	Performance-Based Outcome
RMC	Resource Mobilization Committee
RM	Resource Mobilization
SDGs	Sustainable Development Goals
SRHR	Sexual and Reproductive Health and Rights
TOC	Theory of Change
UNDP	United Nations Development Programme
UNFPA	United Nations Population Fund
UNICEF	United Nations International Children's Emergency Fund
USAID	United States Agency for International Development
VAWG	Violence Against Women and Girls
WONGOSOL	Women NGO Secretariat of Liberia
WRO	Women's Rights Organization

Executive Summary

The WONGOSOL Three-Year Fundraising Strategy (2025–2029) provides a bold and practical roadmap for mobilizing diversified and sustainable resources to strengthen WONGOSOL and its membership. It responds to a long-standing challenge: the systemic underfunding of women-led organizations and the dominance of short-term, project-based grants that fail to support institutional resilience. At a moment when global funding for feminist movements in Africa remains disproportionately low, this strategy represents WONGOSOL's commitment to shift the paradigm from dependency and fragmentation to stability, innovation, and self-reliance.

The strategy is anchored on seven mutually reinforcing pillars that together form a holistic approach to resource mobilization:

1. Institutional Strengthening and Capacity Building- creating a capable Resource Mobilization unit integrated with programs and an institutional development component
2. Deepening Donor Engagement- building long-term, flexible partnerships with multilateral, bilateral, and feminist funds.
3. Private Sector Engagement- tapping into Corporate Social Responsibility opportunities, innovative giving models, and domestic sponsorships.
4. Government and Policy-Based Advocacy- securing public financing for gender equality through gender-responsive budgeting and service agreements without conflict of interest in our advocacy work and upholding integrity
5. Network-Based Fundraising- pooling resources across members through a Membership Support Fund and joint proposals.
6. Communications and Visibility- telling compelling, evidence-based stories that attract partners and build public trust.

The strategy sets the following objectives:

- *To raise at least 30% of current project funds total by 2029*
- *To mobilize 30% of total revenue from domestic sources*
- *To increase small grants to members within WONGOSOL*

This strategy makes a strong statement: Liberia's women-led organizations are no longer content to operate at the margins of development financing. WONGOSOL and its members bring unmatched grassroots reach, feminist leadership, and legitimacy in advancing gender equality, peacebuilding, and governance. What they lack is not capacity or vision, but fair access to sustainable resources. By investing in this strategy, donors, private sector actors, and government partners are not only funding programs, but they are also strengthening the backbone of Liberia's feminist movement and enabling transformative change for women and girls across all 15 counties.

WONGOSOL commits to leading with transparency, accountability, and innovation, ensuring that every dollar mobilized translates into stronger institutions, more equitable policies, and tangible improvements in the lives of women and girls. This strategy is more than a fundraising plan, it is a call to action to build a sustainable, resilient, and justice-driven future for Liberia's women's movement.

1.0 Introduction

Based on the 2022–2026 Strategic Plan for the Women NGO Secretariat of Liberia (WONGOSOL), the following is a comprehensive Fundraising Strategy that supports the implementation of WONGOSOL's three-year strategic priorities and ensures the institutional sustainability and resilience of its nationwide network.

This strategy is designed to respond to the evolving funding landscape for women's rights organizations in Liberia and globally. It positions WONGOSOL to move beyond donor dependency by diversifying funding streams and building stronger institutional systems.

At its core, the strategy seeks to create stability, reduce financial vulnerabilities, and ensure predictable support for both the Secretariat and its member organizations. It emphasizes partnership-building, innovation, and accountability as central drivers of fundraising success.

The document also recognizes that resource mobilization is not solely about securing funds but also about strengthening relationships with donors, government, private sector actors, and grassroots members. It underscores the importance of aligning fundraising efforts with WONGOSOL's mission of promoting gender equality and empowering women across Liberia.

WONGOSOL aims to harness national, regional, and international opportunities to support long-term institutional growth and resilience. It also provides a clear framework for action, outlining specific goals, approaches, and indicators that will guide fundraising efforts over the next three years. Ultimately, this strategy reflects WONGOSOL's commitment to financial sustainability, transparency, and impact-driven programming that meets the needs of women and girls across diverse communities in Liberia.

1.1 Strategic Objectives

This strategy aims to:

- a) Establish strong and functional systems for resource mobilization.
- b) Diversify funding sources to reduce dependency on short-term donor funding.
- c) Strengthen internal capacity for grant acquisition and donor partnership
- d) Leverage strategic partnerships and networks at the national, regional, and international levels.
- e) Increase domestic resource mobilization through private sector partnerships, government collaboration, and social enterprise development.
- f) Empower network members to engage in joint fundraising and resource sharing.

1.2 Funding Landscape and Barriers for Women's NGOs in Liberia

Liberia's women-led NGOs, particularly Women's Rights Organizations (WROs), face persistent and systemic barriers in accessing adequate and sustainable funding. One of the most pressing issues is the chronic underfunding of these groups, compounded by evolving donor priorities that now emphasize short-term, quantifiable outcomes over long-term, transformative change. This has led to challenges in aligning project proposals with donor expectations, especially for smaller or informal organizations that lack legal registration or a structured resource mobilization strategy.

Grassroots and community-based women's groups face growing challenges in competing for a shrinking pool of resources, particularly in the face of competition from male-led organizations. These challenges have been further exacerbated by global crises and recent funding cuts, especially from major donors such as USAID.

Additionally, the concentration of donor-funded projects in select geographic areas has further marginalized women's organizations operating in rural and remote regions, resulting in significant disparities in program coverage and impact.

Short funding cycles and the preference for project-specific grants, rather than core institutional support, hinder strategic planning and organizational sustainability. This instability is exacerbated by high staff turnover, as financial limitations prevent WROs from offering competitive salaries..

Despite these challenges, WROs in Liberia source funding from a mix of donors, including institutions (UN Women, UNICEF, UNFPA, KTK), International NGOs, and philanthropic organizations (AWDF). However, these contributions remain insufficient to bridge the gap.

A critical concern is the gross imbalance in global funding allocations to African women's rights and feminist organizations.

*The **March 2023 report, Where is The Money for Black Feminist Movements?**, highlights that a mere **0.1% of global funding** reaches Black-led groups working for women, girls, and trans rights. This stark statistic underscores the urgent need for donor reform, equity-driven funding mechanisms, and a shift toward long-term, unrestricted financial support for locally rooted feminist movement.*

2.0 Swot Analysis and Resource Mobilization Framework

WONGOSOL's Resource Mobilization Strategy outlines a diversified approach to securing funding and provides a structured framework to guide fundraising efforts over the 2025–2029 period. It begins with a review of the Fund's current financial status and incorporates a comprehensive SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis to assess the organization's capacity to mobilize resources. Building on the SWOT findings, the strategy proposes clear pathways for diversifying income sources, strengthening institutional fundraising capabilities, and aligning efforts with the Board's strategic priorities. An accompanying action plan sets out practical steps to implement the strategy and informs the Board's decision-making on resource mobilization targets. To ensure the strategy is grounded in the realities and aspirations of WONGOSOL's stakeholders, the Secretariat convened a planning workshop and conducted consultations with Board members and the wider membership. These engagements helped identify the perceived comparative advantage of the network and ensured that the strategy is responsive to stakeholder insights. The resulting framework is designed to improve WONGOSOL's financial sustainability, support its programmatic ambitions, and reinforce its leadership in advancing women's rights and gender equality in Liberia.

2.1 Theory of Change for Resource Mobilization

To secure sustainable, diversified funding to support WONGOSOL's core functions, strategic priorities, and member organizations' programs in advancing gender equality and women's rights in Liberia. If WONGOSOL strengthens its internal systems, proactively engages a diverse set of partners, and tells compelling evidence-based stories about impact, then it will secure more diversified and resources. This will allow the network to fund core functions, support member organizations, expand rural programming, and influence policy for gender equality.

- **Input:** Skilled staff, **Resource Mobilization designated focal point, Board Resource Mobilization Committee**, partner networks, evidence of impact.
- **Activities:** Donor mapping, concept development, joint proposals, CSR outreach, budget advocacy, communications and content production, membership support fund management.
- **Output:** Increased proposals submitted, stronger partnerships, improved compliance systems, compelling communications products, and small grants disbursed to members.
- **Outcomes:** More diversified revenue increased unrestricted income, improved partner retention, and enhanced capacity within Secretariat and members.
- **Impact:** Stronger network membership and improved outcomes for women and girls across Liberia.

2.2 SWOT ANALYSIS

Strengths:

1. Broad network of women-led organizations across Liberia with grassroots reach and national credibility.
2. Strong history of advocacy on gender equality and women's rights.
3. Strategic partnerships with key government ministries and international organizations.
4. Recognized voice in national policy dialogues and civil society coordination platforms.
5. Experienced leadership and Secretariat with deep contextual knowledge.

Weaknesses:

1. Limited internal capacity for grant writing, fundraising, and donor engagement.
2. Absence of a dedicated resource mobilization team or officer.
3. Lack of a comprehensive donor database and relationship management system.
4. Reliance on short-term, project-based funding rather than core/institutional support.
5. Inconsistent reporting and monitoring systems that can hinder donor confidence.
6. Limited visibility and digital presence for showcasing impact.

Opportunities:

1. Rising global interest in feminist funding, including from philanthropic foundations (e.g. AWDF, Ford Foundation, Black Feminist Fund).
2. Momentum from Liberia's national development plan and gender policy frameworks and global commitments (e.g. SDGs, Beijing+25).
3. Emerging gender and youth- and climate-focused funding streams that can be leveraged through intersectional programming.
4. Potential for private sector partnerships and local philanthropy engagement.
5. Use of digital platforms and storytelling to attract new donors and amplify impact.
6. Strengthening collaboration with regional and continental women's rights networks.

Threats:

1. Shrinking donor funding for women's rights globally, with increased competition for resources.
2. Donor fatigue and shifting priorities, especially post-COVID and amid global funding crises.
3. Preference for funding larger INGOs or male-led organizations over national women's networks.
4. Economic and political instability affecting donor interest and implementation capacity.
5. High staff turnover due to funding uncertainty and inability to offer competitive compensation.

2.3 Key Assumptions

Donors remain interested in supporting women's rights, feminist movements, and local ownership of development. This strategy assumes that bilateral and multilateral agencies, foundations, and feminist funds continue to value gender equality, prevention of violence against women and girls, sexual and reproductive health and rights, and women's leadership. It also assumes continued interest in channeling resources to locally led organizations.

a) WONGOSOL will reinforce this assumption by packaging clear, evidence-based proposals that show alignment with national priorities and global commitments, and by offering co-creation opportunities that respect donor learning needs.

How we will monitor and influence this assumption:

- Track open calls and partner strategies through a simple quarterly scan.
- Share short learning notes and field stories that speak to donor priorities.
- Maintain good relationships across multiple contacts inside each donor agency.

b) WONGOSOL can strengthen its internal fundraising and financial management systems. The strategy requires a functioning Resource Mobilization unit, an active CRM, consistent budgeting and cost recovery, and strong grant compliance. WONGOSOL will prioritize policy updates, staff training, and tool adoption so that proposal development, reporting, and audit preparation are timely and accurate.

How we will monitor and influence this assumption:

- Set and review quarterly capacity milestones for RM, finance, and MEL.
- Use after-action reviews for every major proposal and reporting cycle.
- Introduce an internal pre-submission checklist for quality assurance.

c) Government and international development partners are committed to gender mainstreaming and inclusive development. Progress relies on a stable commitment to gender responsive budgeting, national policy frameworks, and county development plans that include women and girls. WONGOSOL will participate in the national budget cycle, share gender budget notes, and align proposals with policy instruments so that public and donor financing are mutually reinforcing.

How we will monitor and influence this assumption:

- Engage Ministries and the Legislature during budget preparation and hearings.
- Provide practical costing and evidence to justify allocations to women's rights.
- Maintain memoranda of understanding where appropriate.

d) There is political and social space for civil society to engage in advocacy and service delivery. The strategy assumes that civil society organizations can register, operate, advocate, and partner without undue restrictions. WONGOSOL will maintain a non-

partisan stance, comply with legal requirements, and uphold safeguarding and ethical standards.

How we will monitor and influence this assumption

- Track regulatory updates and participate in civil society coalitions.
- Maintain documentation, permits, and due diligence files in good order.
- Prepare contingency scenarios to adjust operations if space narrows.

e) The Secretariat and Board are committed to implementing the resource mobilization strategy with staff and member buy-in. Delivery requires leadership attention, dedicated time, and accountability. The Board Fundraising Committee and the Secretariat will champion targets, remove bottlenecks, and ensure members are meaningfully engaged.

How we will monitor and influence this assumption

- Hold a monthly pipeline meeting with clear tasks and responsible actors
- Include RM objectives in staff performance plans.
- Provide regular feedback to members and invite joint action.

2.4 Expected Outcomes

a) Increased core and project-based funding from diversified sources: WONGOSOL will expand its revenue base across multilaterals, bilateral, feminist funds, private sector partners, individual donors, and government service contracts. Priority will be given to flexible and multi-year arrangements that protect core functions.

Key indicators and suggested targets:

- Total annual revenue grows year on year from 2025 to 2029; at least 10%
- Number of active funding partners increases each year.
- At least four multi-year agreements will be active by 2027 and 2 additional by 2029

b) Enhanced visibility and credibility as a national partner for gender equality: Visibility will be driven by consistent communications, evidence of outcomes, quality reporting, and respectful partner care. Credibility rests on delivery and learning.

Key indicators and suggested targets

- Two major media features per year and quarterly donor briefs.
- Positive partner feedback collected annually.
- At least two donor learning or field sharing events per year.

c) Strengthened internal capacity for proposal development, donor engagement, and fund management: Capacity gains will come from structured training, templates, a concept bank, and a live CRM.

Key indicators and suggested targets:

- At least 2- 3 internal trainings on Resource mobilization, finance management, MEL per year.

- Annual organizational audit report commencing 2026

d) Expanded programming reach, particularly in rural and underfunded counties:

The network will direct more support to counties outside Monrovia through joint proposals and small grants.

Key indicators and suggested targets

- At least fifteen counties reached with programming or grants by 2029.
- New small grants disbursed across the period with fair county distribution.
- Documented outcomes and stories from rural partners each quarter.

2.5 Strategies

a) Diversify Funding Sources: WONGOSOL will move beyond a small circle of partners by mapping donors by theme, modality, and timing, then matching each priority area to a clear offer. A light but disciplined pipeline process will guide concept development, reviews, and submissions. The team will develop a bank of two page concepts that can be quickly tailored. Each proposal will include full cost recovery, clear results, safeguarding and realistic risk mitigation.

Core actions:

- Complete donor mapping and a rolling twelve month engagement calendar.
- Maintain a concept note with short summaries, budgets, and evidence notes.
- Track calls and deadlines in the CRM with reminders and task staff and members
- Prepare a short capability statement and a slide deck for partner meetings.
- Build relationships with new networks and advisors through regular check-ins.

b) Develop a donor mapping and engagement plan: A live plan will set priorities by quarter, specify key messages, and assign owners. The plan will include a contact matrix, meeting goals, follow up tasks, and success measures.

Core actions:

- Keep a contact list with roles, interests, and last engagement date.
- Schedule quarterly learning exchanges and field visits for partners.
- Use short thank you notes and updates after each submission or meeting.

c) Strengthen Internal Capacity: Fundraising quality depends on people, systems, and discipline. WONGOSOL will invest in a small RM unit and build strong links with programs, finance, and MEL.

Core actions

- Recruit or designate a Resource Mobilization Officer with clear terms of reference.

- Approve an RM strategy and liaise with Board Resource Mobilization members.
- Train staff and members in proposal writing, budgeting, compliance, and reporting.
- Introduce an internal quality review for proposals and reports.
- Upgrade MEL tools so that outcomes and stories are readily available.

d) Develop and Market a Compelling Case for Support: A concise case for support and an annual donor brief will show why WONGOSOL matters, who benefits, and what outcomes donors can expect. The case will include impact data, stories from counties, and a portfolio of fundable programs that align with national priorities.

Core actions:

- Produce case stories for support and update it each year.
- Publish an annual donor brief and organizational achievements
- Maintain an editorial calendar for web, social media, and newsletters.
- Capture photos, quotes, and short videos during routine field visits.

e) Leverage Partnerships and Networks: Partnerships can increase scale and credibility. WONGOSOL will collaborate with UN agencies, INGOs, national CSOs, and feminist funds on joint proposals and learning.

Core actions:

- Participate in coordination platforms and consortia.
- Draft simple memoranda of understanding that clarify roles.
- Showcase member expertise through joint events and publications.

f) Institutionalize Resource Mobilization: Resource mobilization must be part of the organization's core work.

Core actions:

- Integrate RM goals and costs into the strategic plan and annual budget.
- Establish a Board Fundraising Committee with a clear work plan.
- Implement a CRM and run a monthly pipeline meeting.
- Track and report on RM indicators in quarterly management reviews.

2.6 Potential Barriers

Let's consider the following potential barriers;

a) Limited donor trust in local organizations without prior funding history or advanced financial systems. Some partners may doubt their capacity to manage larger awards.

Mitigation:

- Share recent audit opinions, policies, and references from existing partners.
- Start with smaller awards and scale responsibly.
- Offer transparent reporting schedules and invite monitoring visits.

b) Donor preferences for funding short-term projects over long-term institutional support. Short cycles, strain planning, and staffing.

Mitigation:

- Include core cost lines and indirect cost rates in all budgets.
- Propose multi-year frameworks with clear phases and learning loops.
- Seek pooled or flexible funds from feminist funders where possible.

c) Competition from well-established INGOs and male-dominated CSOs. Larger actors may have stronger back offices and networks.

Mitigation:

- Emphasize WONGOSOL's unique grassroots reach and convening power.
- Lead or co-lead consortia where WONGOSOL adds essential value.
- Offer to deliver county-level elements that require local trust.

d) Political instability or shifting donor priorities away from gender equality. External changes can disrupt plans and pipelines.

Mitigation:

- Maintain a diverse portfolio across themes and partners.
- Use scenario planning to adjust targets and activities quickly.
- Keep a modest operating reserve to cushion shocks.
- Inadequate staff time or skills devoted to fundraising due to competing responsibilities.

e) Competing program demands can dilute focus.

Mitigation:

- Protect RM time in work plans and set clear weekly priorities.
- Cross train program staff to support concept development.
- Use a shared calendar and task list in the CRM.

f) Weak documentation of impact and program results. Insufficient evidence can lower win rates and partner confidence.

Mitigation

- Strengthen MEL routines that capture outcomes and human stories.
- Standardize templates for case studies and lessons learned.
- Hold quarterly reflection sessions to harvest results for proposals and briefs.

3.0 Fundraising Pillars

Pillar A. Institutional Strengthening and Capacity Building

Objective: Build capable RM function that integrates with programs and institutional development components

Key actions:

1. Establish a Resource Mobilization Unit within the Secretariat with a dedicated staff by 2025 quarter 4.
2. Develop a standardized toolkit that includes proposal templates, partner mapping sheets, costed workplan templates, and reporting checklists.
3. Upgrade MEL systems to capture outcomes, case stories and evidence for donor reports and communications.
4. Procure or set up a simple CRM to manage the pipeline, contacts, tasks and reporting deadlines.
5. Train staff and selected member organizations in proposal design, budgeting, donor compliance, and results reporting.

Annual targets:

- At least 2-3 internal trainings per year and coaching for member partners in at least six counties.
- CRM implemented and used consistently by end of 2025

Pillar B. Deepening Donor Engagement

Objective: Strengthen and sustain partnerships with multilateral, bilateral, and philanthropic donors to secure predictable and flexible resources for WONGOSOL's priorities.

WONGOSOL will proactively identify, profile, and map development partners whose agendas align with its strategic focus areas: women's rights, peacebuilding, governance, prevention of violence against women and girls (VAWG), and sexual and reproductive health and rights (SRHR).

A Comprehensive Donor Engagement Plan will provide structured guidance for communication, proposal development, and follow-up. Priority will be placed on strengthening existing relationships with donors such as UN Women, UNDP, EU, SIDA, and Kvinna till Kvinna, while also building new connections with philanthropic funds, feminist consortia, and bilateral/multilateral agencies.

Regular engagement, joint learning, and co-creation of initiatives will be central to this effort, with the goal of securing multi-year, flexible funding that enhances both institutional capacity and programmatic reach. WONGOSOL will also actively participate in donor platforms and regional partnerships to increase visibility, leverage co-funding, and position itself as a trusted advocacy and implementation partner.

Targeted concept notes and proposals will focus on emerging priorities, including gender-responsive governance, youth and digital empowerment, and climate resilience. This strategy will move donor engagement from short-term transactions to long-term partnerships grounded in shared impact and accountability.

Key Actions:

1. Map and prioritize partners aligned with gender equality, VAWG prevention, governance, climate justice, and youth empowerment.
2. Maintain a rolling concept note linked to national and county priorities.
3. Hold quarterly partner briefings and learning exchanges.
4. Actively engage in donor platforms and feminist consortia, and pursue joint proposals with INGOs and national partners.

Pillar C. Private Sector Engagement

Objective: Mobilize domestic resources through strategic corporate partnerships, CSR initiatives, and innovative giving models.

WONGOSOL recognizes the growing role of the private sector in advancing development and gender equality. A Private Sector Engagement Strategy will be developed to guide collaboration with companies whose corporate social responsibility (CSR) and business priorities align with women's rights, economic empowerment, leadership, and safe workplaces.

Priority sectors include telecommunications, banking, agribusiness, extractives, and consumer goods. Engagement will focus on co-creating women-centered interventions such as digital skills training, entrepreneurship, and leadership development. In addition, cause-related partnerships will be pursued, such as SMS and mobile money donation drives, payroll giving, and co-branded campaigns that amplify both impact and visibility.

Partnership models will range from direct sponsorships and in-kind contributions to matching gifts and joint advocacy initiatives. To build trust and long-term collaboration, WONGOSOL will develop a clear value proposition that demonstrates how private sector investment contributes to both business outcomes and community impact.

Key Actions:

1. Develop a private sector value proposition linking organization priorities to women's empowerment and gender equality.
2. Map and target high-potential partners such as Orange Foundation
3. Design partnership models including sponsorships
4. Launch mobile money and online giving platforms with transparent campaigns and donor care.

Annual Targets:

- Secure at least 2 private sector partnerships by end of 2026.
- Generate 30% of annual revenue from domestic private sector sources by 2029.
- Achieve a cumulative 15,000 individual micro-donations through mobile and online platforms by 2029.

Pillar D. Government and Policy-Based Advocacy

Objective: Leverage policy processes and budget advocacy to secure sustainable public financing for gender equality and women's empowerment.

Building on its strong record of policy engagement, WONGOSOL will deepen collaboration with government ministries and agencies, including the Ministry of Gender, Children and Social Protection (MoGCSP), the Ministry of Finance and Development Planning, the Legislature, and the Ministry of Justice. Efforts will focus on advancing gender-responsive budgeting, inclusive policies, and financing mechanisms that align with the ARREST Agenda, Liberia's development priorities, and the Sustainable Development Goals (SDGs).

WONGOSOL will use budget advocacy and evidence-based policy briefs to influence national and county allocations, ensuring that resources are directed toward women's rights, violence prevention, and community-based initiatives. At the county level, WONGOSOL will advocate for women's groups to be included in local development planning and resources through County Development Funds.

In addition, the organization will explore performance-based agreements with the government for the delivery of priority services such as GBV prevention, women's leadership, and economic empowerment. This approach will create pathways for sustainable domestic financing while strengthening accountability and national ownership of gender equality commitments.

Key Actions:

1. Engage MoGCSP, Ministry of Finance, and Legislature during the annual budget cycle.
2. Produce evidence-based gender budget notes and briefs to justify allocations for women's rights and services.
3. Advocate for county-level allocations that support local women's initiatives.
4. Explore performance-based agreements to deliver priority gender equality services.

Annual Targets:

- Produce at least two policy briefs and contribute to at least two public hearings per year.
- Secure at least one service agreement annually at the national or county level.
- Achieve at least one gender-focused budget line increase over the strategy period.

Pillar E. Network-Based Fundraising

Objective: Use WONGOSOL's umbrella role to enable collective resource mobilization and strengthen the capacity of member organizations.

As Liberia's leading women's rights umbrella organization, WONGOSOL will promote collective fundraising and solidarity financing among its diverse membership. This approach will enhance access to resources for rural-based and emerging community-based organizations (CBOs) that often struggle to meet donor requirements.

A Membership Support Fund will be established to pool donor contributions into a small grants scheme that finances local initiatives, strengthens organizational systems, and supports innovative projects led by members. WONGOSOL will also provide fiscal hosting services for CBOs that lack financial infrastructure, ensuring they can access funds transparently and responsibly.

To maximize opportunities, WONGOSOL will convene joint proposal development labs, share standard templates and tools, and facilitate co-creation of multi-partner projects. A membership dues drive will also be launched, with added benefits such as access to training, increased visibility, and networking opportunities, ensuring sustainability and ownership of the Secretariat's work.

Key Actions

1. Establish a Membership Support Fund to provide small grants for local initiatives and institutional strengthening.
2. Convene joint proposal development labs and share fundraising tools with members.
3. Introduce a membership dues drive with value-added benefits, including training, access and visibility support.

Annual Targets

- Disburse new small grants over the strategy period, ensuring fair county distribution.
- Achieve 50% membership dues compliance by 2029.

Pillar F. Communications and Visibility

Objective: Tell compelling, evidence-based stories that attract partners, strengthen public trust, and position WONGOSOL as a national leader on gender equality.

To enhance its visibility and credibility, WONGOSOL will implement a comprehensive communications plan that amplifies impact, engages stakeholders, and attracts new partners. This will include revitalizing the website and social media platforms with a monthly content calendar, producing quarterly donor briefs and an annual impact report, and sharing outcome-driven stories from both national and rural contexts.

High-quality storytelling through short videos, documentaries, and photo essays will highlight the experiences of women and communities across Liberia, showcasing WONGOSOL's reach and effectiveness. Regular donor appreciation events and co-branding opportunities will build loyalty and recognition among partners, while media partnerships will increase WONGOSOL's national and regional visibility.

By investing in strategic communications, WONGOSOL will not only grow its public profile but also strengthen resource mobilization by demonstrating measurable results and impact.

Key Actions:

1. Produce quarterly donor briefs and an annual impact report with case studies and outcomes.
2. Revitalize the website and social media through a monthly content calendar.
3. Create short videos and photo stories from rural counties to showcase reach and impact.
4. Organize donor appreciation events and public recognition initiatives.

Annual Targets:

- Maintain a 12-month partner engagement calendar with at least 20 high-quality meetings annually.
- Double digital engagement metrics by end of 2026 and sustain growth through 2028.
- Publish at least 12 high-quality stories per year with measurable reach.
- Secure at least 2 major media features per year.
- Increase contributions from existing donors by 10% by end of 2026 and secure at least 2 multi-year agreements by mid-2027.

5.0 Implementation Approach

WONGOSOL's Resource Mobilization and Sustainability Strategy will be implemented through a structured and inclusive approach that ensures strong leadership, accountability, and adaptability.

- i. **Leadership and Governance:** Overall oversight of the strategy will rest with the Secretariat, which will be responsible for coordinating resource mobilization efforts, ensuring alignment with strategic priorities, and reporting progress to the Board. A dedicated Resource Mobilization Committee (RMC) will be established, composed of Secretariat staff, Board representatives, and member organization delegates. The Committee will provide technical guidance, monitor progress against targets, and advise on strategic adjustments. Clear reporting lines will be maintained to ensure accountability and transparency.
- ii. **Partnerships:** Strategic collaboration will be prioritized with international NGOs, feminist funds, bilateral and multilateral donors, government entities, and private sector actors. Partnerships will be pursued not only for direct financing but also for co-creation of initiatives, knowledge exchange, and co-funding opportunities. Engagement with feminist consortia and regional coalitions will further position WONGOSOL as a credible and trusted implementing partner.
- iii. **Capacity Strengthening:** WONGOSOL will invest in building the fundraising capacity of staff, members, and partners through regular training, mentorship, and resource-sharing platforms. This will ensure the network can effectively engage donors, manage grants, and sustain long-term partnerships.

Phased Rollout:

The strategy will be rolled out in three distinct phases:

1. **Phase I (2025): Planning and Mapping-** focus on donor mapping, private sector profiling, membership dues drive launch, feasibility study for social enterprise, and communications plan development.
2. **Phase II (2026–2027): Scaling and Innovation-** pilot social enterprise services, operationalize the Membership Support Fund, expand donor partnerships, and implement CSR campaigns.
3. **Phase III (2029): Consolidation and Renewal-** evaluate achievements, institutionalize best practices, strengthen sustainable financing mechanisms (e.g., endowment fund), and prepare for the next strategy cycle.

This phased approach ensures manageable growth, continuous learning, and evidence-based scaling of successful initiatives.

5.1 Indicators, Targets for Resource Mobilization, and Strategic Approaches

To monitor and evaluate progress, WONGOSOL will use measurable indicators, time-bound targets, and clear means of verification. This framework ensures that resource mobilization remains results-oriented and transparent.

Focus Area	Indicators	Targets	Means of Verification
Donor Engagement	1. % increase in contributions from current donors 2. No. of new multi-year agreements signed 3. No. of donor learning exchanges convened 4. No. of staff/partners trained in resource mobilization	• 10% increase by 2026 • At least 2 multi-year agreements by 2027 • 2 learning exchanges per year • 3 staff/partners trained by 2028	Donor contribution records, agreements, and training reports
Private Sector Engagement	1. No. of CSR partnerships formed 2. Value of sponsorships and in-kind contributions 3. % of annual revenue generated from private sector 4. No. of active micro-donors through mobile/online giving	• 3 partnerships by 2026 • sponsorships/in-kind by 2029 • 30% of annual revenue by 2029 • 15,000 cumulative micro-donations by 2029	CSR MoUs, audited statements, giving platform records, sponsorship agreements
Government & Policy Advocacy	1. No. of gender-responsive budget notes produced 2. No. of hearings/consultations with WONGOSOL inputs 3. No. of county development plans with women's initiatives included 4. No. of service agreements signed with government	• 2 policy briefs per year • 2 hearings annually • 3 county development plans annually by 2027 • At least 1 service agreement annually	Policy briefs, public hearing records, county development plans, MoUs/service agreements
Network-Based Fundraising	1. No. of small grants disbursed 2. % of county coverage in small grant allocation 3. No. of joint proposals submitted 4. % of membership dues compliance	• 6 grants by 2029 • New grants directed to rural counties by 2029 • 3-5 joint proposals annually • 50% dues compliance by 2028	Grant disbursement records, proposal submissions, and compliance reports

Communications & Visibility	1. No. of donor briefs & impact reports produced 2. No. of high-quality stories published annually 3. Digital engagement growth (reach, followers, interactions) 4. No. of donor recognition/media features annually	• 4 briefs & 1 impact report per year • 12 stories annually • Double digital engagement by 2026 • 2 donor events + 2 media features per year	Reports, donor records, media coverage
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5.2 Action Plan to Operationalize the Resource Mobilization Strategy

The following action plan outlines the steps required to implement this strategy, assigning responsibilities, resources, and timelines for delivery. This approach ensures accountability across all focus areas.

Focus Area	Action to be Taken	Responsibilities	Required Resources	Timeline	Means of Verification
Donor Engagement	1. Develop a Donor Engagement Plan and a mapping database 2. Hold quarterly donor learning exchanges and briefings 3. Maintain rolling concept note bank linked to national priorities 4. Develop donor relationship tracker and follow-up system	Secretariat, RM Committee, M&E Unit	Staff time, donor mapping tools, facilitation budget	2025–2029	Donor plan, briefing reports, concept notes, tracker reports
Private Sector Engagement	1. Develop Private Sector Value Proposition and CSR prospectus 2. Launch mobile money and online giving campaigns	Secretariat, Board, Private Sector Desk	Marketing materials, MoUs, platform setup, event budget	2025–2029	CSR MoUs, giving records, event reports, pledges

	3. Organize annual fundraising dinners, auctions, and fairs 4. Secure long-term CSR partnerships with banks, telecoms, and agribusiness				
Government & Policy Advocacy	1. Produce annual gender budget notes and briefs 2. Engage MoGCSP, Ministry of Finance, and Legislature in budget cycles 3. Advocate for inclusion of women's initiatives in county plans 4. Negotiate service agreements and performance-based contracts	Secretariat, Advocacy Committee, Member Orgs	Consultants, advocacy budget, logistics for hearings	2025–2029	Budget notes, hearing records, county plans, agreements
Network-Based Fundraising	1. Establish Membership Support Fund and grant guidelines 2. Provide fiscal hosting for emerging CBOs 3. Convene joint proposal development labs with rural focus 4. Launch membership dues drive with training incentives	Secretariat, Finance Unit, Member CBOs	Small grant fund, compliance system, training materials	2025–2029	Fund reports, hosting agreements, proposals, membership records
Communications & Visibility	1. Revitalize website/social media with monthly calendar	Communications Team, Secretariat, Members	Communications budget, multimedia tools, partnerships	2025–2029	Reports, analytics, content calendars, event records

	2. Produce quarterly donor briefs & annual impact report 3. Create rural-based photo stories and video documentaries 4. Organize 2 donor recognition/media events annually				
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6.0 Monitoring, Evaluation, and Learning (MEL)

Monitoring, Evaluation, and Learning (MEL) will be central to the effective delivery of WONGOSOL's Resource Mobilization and Sustainability Strategy (2025–2029). A strong MEL framework ensures that activities across the seven strategic pillars are tracked systematically, assessed objectively, and adapted continuously. It will enable WONGOSOL to demonstrate results, strengthen accountability to stakeholders, and embed a culture of organizational learning.

The MEL framework will go beyond compliance and reporting; it will serve as a tool for decision-making, adaptive management, and strategic positioning, helping WONGOSOL to respond proactively to shifting donor landscapes, private sector opportunities, and government priorities.

Core MEL Principles:

The MEL system will be guided by the following principles:

- i. Results-Oriented: All activities will be tied to measurable outputs, outcomes, and long-term impact.
- ii. Participatory: Members, partners, and beneficiaries will be involved in data collection, review sessions, and validation to ensure inclusivity.
- iii. Adaptive: Findings will feed directly into quarterly and annual planning cycles to enable mid-course corrections.
- iv. Evidence-Based: Indicators will be tracked with reliable and verifiable data, ensuring that strategic decisions are grounded in evidence.
- v. Accountable and Transparent: Progress will be reported regularly to the Board, members, donors, and the wider public to build trust.

MEL Structure and Responsibilities:

- i. Secretariat MEL Unit: responsible for coordinating data collection, maintaining indicator dashboards, and producing quarterly/annual reports.
- ii. Resource Mobilization Committee (RMC): oversees performance against fundraising targets, provides technical advice, and ensures results are aligned with strategic goals.
- iii. Member Organizations: contribute data on network-based fundraising, joint proposals, and grant utilization; participate in member learning exchanges.
- iv. Board of Directors: reviews MEL findings annually, provides governance oversight, and approves mid-term adjustments.
- v. External Evaluators: conduct mid-term (2026) and end-line (2029) evaluations to provide independent assessments of performance, impact, and sustainability.

MEL Tools and Mechanisms:

The following tools will be applied to operationalize the MEL system:

1. Annual Resource Mobilization Scorecard:

- A dashboard to track progress across all pillars, with key indicators such as donor diversification, revenue growth, CSR partnerships, membership dues compliance, social enterprise income, and communications reach.
- Color-coded system (**green** = on track, **yellow** = needs attention, **red** = off track).

2. Quarterly Progress Reviews:

- Internal reviews held with Secretariat staff, RMC, and Board representatives.
- Includes performance reflection, challenges faced, risk updates, and action points.
- Results documented in quarterly briefs shared with members and key partners.

3. Donor and Partner Feedback Mechanisms:

- Structured feedback surveys and bilateral check-ins with donors and private sector partners.
- Learning sessions with feminist funds, INGOs, and government stakeholders.
- Partner satisfaction ratings are incorporated into annual reports.

4. Learning Exchanges and Knowledge Sharing:

- Bi-annual member learning exchanges to discuss lessons from fundraising, advocacy, and communications.
- Documentation of case studies and success stories to share with donors and members.
- Regional peer learning opportunities with feminist networks across West Africa.

5. Mid-Term (2026) and End-Line (2028) Evaluations:

- External consultants will assess the effectiveness, efficiency, relevance, and sustainability of the strategy.
- Evaluations will measure outcomes (e.g., growth in diversified revenue, increased women-focused budget allocations, member capacity strengthening).
- Recommendations will inform renewal and scaling for the next strategy cycle.

Data Collection and Reporting:

- Frequency: Data will be collected monthly, aggregated quarterly, and reported annually.
- Sources: Financial records, donor reports, event reports, membership databases, policy briefs, analytics, training attendance lists etc ...
- Verification: All reported data will be validated against primary documents (MoUs, agreements, signed attendance, audited accounts).

Reporting Products:

- Quarterly Donor Briefs highlighting progress and challenges.
- Annual Impact Report with outcome indicators, case studies/ success stories, and financial breakdowns.
- Mid-term and End-line Evaluation Reports shared with the Board, members, and donors.

MEL Deliverables Across the Strategy Period:

- 2025: Establish baseline data on revenue diversification, donor mapping, and member fundraising capacity; launch scorecard and reporting templates.
- 2026: Mid-term external evaluation; document and disseminate case studies; update targets based on findings.
- 2027: Intensify tracking of social enterprise income, CSR partnerships, and Sustainability Fund pledges; expand donor satisfaction surveys.
- 2029: End-line evaluation assessing long-term impact, lessons learned, and recommendations for the 2029–2032 strategy.

7.0 Risk Management

Resource mobilization carries inherent risks linked to donor dynamics, private sector engagement, and organizational capacity. WONGOSOL will apply a risk management framework that identifies risks, assesses likelihood and impact, and establishes mitigation measures.

Risk	Likelihood	Impact	Mitigation Measures
Donor fatigue or shifting funding priorities	Medium	High	Diversify funding sources; pursue multi-year and flexible funding; strengthen domestic fundraising streams (private sector, social enterprise).
Weak private sector buy-in	Medium	Medium	Develop strong value propositions; co-create CSR campaigns with companies; highlight brand visibility and social impact benefits.
Limited member compliance with dues	High	Medium	Provide incentives such as training access and visibility support; ensure transparent reporting on use of dues; introduce penalties for chronic non-compliance.
Capacity gaps in fiscal hosting and grant management	Medium	High	Establish clear guidelines and compliance standards; provide training for hosted CBOs; strengthen Secretariat's financial oversight systems.
Overreliance on a few large donors	Medium	High	Broaden donor base; pursue smaller and diversified contributions; build an endowment fund to reduce dependency.
Communication or reputational risks (e.g., failure to deliver on commitments)	Low	High	Strengthen internal coordination and MEL systems; issue timely reports; practice proactive crisis communication.

NB: Risk management will be integrated into quarterly reviews and reported annually to the Board. Emerging risks will be continuously assessed to ensure responsiveness and resilience.

8.0 Conclusion

The WONGOSOL Resource Mobilization and Sustainability Strategy (2025–2028) provides a clear roadmap for diversifying income streams, deepening partnerships, and strengthening financial resilience. By systematically engaging donors, the private sector, government, member organizations, and communities, WONGOSOL positions itself as not only a recipient of funding but also a strategic partner and leader in gender equality and inclusive development.

The strategy is designed to balance short-term wins with long-term sustainability. Immediate priorities include donor mapping, private sector engagement, and piloting social enterprises, while medium-term goals emphasize scaling successful initiatives, institutionalizing a Membership Support Fund, and establishing a Sustainability/Endowment Fund. Importantly, this strategy is not static.

Its success depends on continuous monitoring, adaptive learning, and accountability mechanisms. The Secretariat, the Resource Mobilization Committee, and WONGOSOL's member organizations all have critical roles to play in ensuring results are achieved and documented. Ultimately, the strategy's success will be measured not only in the dollars raised but in the expanded opportunities, strengthened capacities, and sustained voice of Liberian women and girls in shaping their futures.

Annexes

Annex 1: Summary Table of Annual Targets (2025–2028)

Pillar	2025/26	2027	2028	2029
Donor Engagement	Donor mapping completed; engagement plan finalized	30% increase in donor contributions; 2 new agreements signed	4 donor learning exchanges held; 1 new multi-year partnership secured	5 new donor relationships secured; 30 staff trained in RM
Private Sector	CSR value proposition developed; 2 exploratory MoUs signed	At least 5 CSR partnerships formed; online/mobile giving launched	Est. USD 100,000 in sponsorships/in-kind; Annual fundraising dinner institutionalized	10% of revenue from private sector; 15,000 cumulative micro-donations
Government & Policy Advocacy	2 budget briefs produced; 1 county-level advocacy campaign	2 briefs & 2 hearings; 1 service agreement signed	3 county plans include women's initiatives	1 gender budget line increase sustained nationally
Network-Based Fundraising	Membership Support Fund guidelines approved	10 small grants disbursed; 2 proposal labs held	15 additional small grants; 6 joint proposals submitted	70% dues compliance; 30 grants disbursed cumulatively
Social Enterprise & Local RM	Feasibility study completed; 1 pilot identified	2 services piloted; 5% of revenue from social enterprise	Endowment campaign launched; 2 fundraising events held	USD 150,000 pledged in Sustainability Fund; 10% of revenue from enterprise
Communications & Visibility	Communications plan launched; Website/social media updated	12 high-quality stories; Digital engagement doubled	4 briefs, 1 impact report, 2 donor recognition events	2 major media features annually; Donor contributions increased by 10%

