

# Strategic Plan 2015 – 2020



**NAYMOTE**  
Partners for Democratic Development

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I also offer my sincere appreciation to Mrs. Sabina B. Boakai, of the Inter Consult Incorporated, for her tireless effort and invaluable input to this process. The NAYMOTE team appreciates the painstaking work that we all did together in developing NAYMOTE's Vision 2020. It was such an inspiring and motivating process that provided an abundance of learning opportunities.

Developing this Strategic Plan would not have been possible without the financial support we received from the Swedish International Development Agency, through the Search of Common Ground in Liberia. Their contribution was very significant and timely, and I must state my deepest appreciation.

I am very confident that this Strategic Plan, when operationalized, will go a long way in directing NAYMOTE's Vision 2020 and contribute towards achieving Liberia's national development agenda, the Agenda for Transformation.

I must emphasize that NAYMOTE will forever be grateful to those who support us and to those who criticize us constructively. We highly value diverse perspectives about our work, as this encourages NAYMOTE to further strengthen our organization as the leading promoter of democratic governance and participatory development in Liberia.

Thank you so much!

Eddie D. Jarwolo  
Executive Director/NAYMOTE

# 1 INTRODUCTION

This is a five-year strategic plan for NAYMOTE for the period 2015-2020. The plan is reflecting national transformation agenda and other relevant development policies as well as organizational needs to grow as an organization and support successful implementation of our programs.

The purpose of NAYMOTE Strategic Plan 2015-2020 is to establish the strategic direction of our organizational activities over the next five years. Successful implementation of the plan will enable NAYMOTE to increase its sustainability and relevance while providing high quality services to its stakeholders.

The strategic planning session was held in August 2014 in Monrovia and the plan has been developed in consultation with a variety of stakeholders. NAYMOTE's staff and volunteers participated in a weeklong intensive planning process, led by an external professional facilitator. In this process, the identity of the organization was reviewed, and the diverse internal and external situations impacting or having the potential to impact on our work were extensively analyzed. With the method of Appreciative Enquiry, NAYMOTE 2020 Vision was developed. Furthermore, the organizational goals (areas where focus is needed to bridge the gap between the present and desired future status of the organization) were defined and main strategies to achieve these goals outlined.

The strategic plan is divided into seven sections:

- 1) **SECTION 1** presents an introduction of the document and the background of the organization.
- 2) **SECTION 2** describes the internal and external situation analysis.
- 3) **SECTION 3** captures the organizational identity, describing our vision, mission, nature and values, among other elements.
- 4) **SECTION 4** articulates NAYMOTE 2020 strategic vision – how we envision our organization in the next five years.
- 5) **SECTION 5** features the organizational goals where NAYMOTE will focus its resources in the next five years.
- 6) **SECTION 6** we are strategizing those set goals and
- 7) **SECTION 7** describes the measures to track the performance of the plan.

NAYMOTE staff and Board of Directors will review the progress of this plan annually.

## 1.1 Background

NAYMOTE – Partners for Democratic Development promotes citizens’ understanding of democratic processes and the long-term benefits of their participation in these processes. Established in 2001, the institution has been one of the leading grassroots organizations promoting democracy, peace building, human rights and civic engagement in Liberia.

Since its establishment, NAYMOTE has initiated several programs to foster political accountability, thereby making elected leaders more accessible, responsible and accountable to the electorates, build the capacity of local leaders to be more effective in service delivery, and increase youth and women participation in decision making processes. The institution has conducted research on citizens’ perceptions of the performance of their lawmakers, produced publications on youth participation in local government, fostering social accountability, a legislative guide to organizing town hall meetings, a civic and voter education guide, amongst others.

Through community organizing and civic engagement, the organization is empowering hundreds of community residents and youth leaders to advocate for positive change at the local government levels, resolve conflict peacefully, assure vibrant community based organizations, strengthen partnership between youth leaders and local government leaders, promote the participation of women and persons with disabilities in Liberia’s democratic processes.

By educating young people through student debates, canvassing, bus rides, sports, theatre, facilitate civic engagement trainings and other participatory activities, NAYMOTE is spreading the lessons of tolerance, accountability and respect to the generations that will define Liberia’s political culture in the coming decades.

The institution is registered as a national non-for profit, non-governmental civil society organization and is member of several national and international organizations, including the National Civil Society Council of Liberia, the Africa Democracy Forum, the World Movement for Democracy, the Bus Federation and the Organizations of Parliamentary Openness.

For many of its programs, NAYMOTE receives the generous support from donors such as National Endowment for Democracy, Open Society Initiative for West Africa, International Research and Exchange Board, United States Agency for International Development, Swedish International Development Agency, IBIS, Trust Africa, International Church Corporation Organization and United Nations Development Programme.

## 2 SITUATION ANALYSIS

NAYMOTE as a local non-governmental organization in Liberia believes that a purposeful and effective civil society is needed to contribute to setting national policy agenda; stimulating sound and healthy grassroots' response to varying issues of governance; and exerting the authority necessary to influence the uneven power dynamics that characterize citizens and government relationship.

In analyzing the current operating internal and external situations we have seen that exogenous factors such as new innovations in technology are continuously creating opportunities to enhance NAYMOTE program interventions across the country. For example, despite the ongoing Ebola crisis that is claiming hundreds of lives of citizens, the institution has continued to remain relevant through the establishment of a mobile call center and utilizing Facebook, Twitter, You Tube and other social media accounts to raise public health awareness about the deadly Ebola virus and preventive measures through its volunteers' network across the country. It is even fair for anyone to say that with advancements in information technologies, citizens have more and better ways to both shape and influence public opinion on the functions of government at local and national levels.

Another external factor is regional instability. The Mano River Union sub-region remains fragile. Liberia's immediate neighbors (Guinea & Côte d'Ivoire) are at varying stages of recovery from conflict, as Guinea adjusts to the passing of its longtime ruler in 2008 and Côte d'Ivoire deals with the recent conflict surrounding its disputed election. Beyond political conflict, organized crime (including trafficking) is also a threat to regional peace and security. The sub-region is still seen as one of the most volatile on the continent, and the Ebola virus epidemic in the three Mano River Union states of Guinea, Sierra Leone and Liberia has already worsened the postwar public health situation in these countries, thereby hampering the ongoing work of NAYMOTE in rural communities across Liberia's 15 counties.

With internal factors such as innovations in programs (Liberia Bus Project), a corps of active youthful volunteers'; trained, and dedicated staff, a supportive Board expanded network of partners, and diverse sources of project funding NAYMOTE no doubt remains resolute and relevant in its program interventions.

## 2.1 SWOT Analysis

<p style="text-align: center;"><b>STRENGTHS</b></p> <ul style="list-style-type: none"><li>• Bus project</li><li>• Team work</li><li>• Innovation and creativity</li><li>• Human resource capacity</li><li>• Pool of volunteers</li><li>• Network</li><li>• Publications</li></ul>	<p style="text-align: center;"><b>WEAKNESSES</b></p> <ul style="list-style-type: none"><li>• Poor time management</li><li>• Lack of HR policy</li><li>• Outdated organizational structure</li><li>• Limited IT management system</li><li>• Lack of fundraising strategy</li><li>• Inconsistent engagement with volunteers</li><li>• Irregular program staff meetings</li><li>• Limited internal and external communication</li></ul>
<p style="text-align: center;"><b>OPPORTUNITIES</b></p> <ul style="list-style-type: none"><li>• Freedom to work</li><li>• Ongoing policy reforms</li><li>• Donors support</li><li>• Cooperation with potential stakeholders</li><li>• Youthful society</li><li>• Peace and stability</li><li>• Improving access to technology</li></ul>	<p style="text-align: center;"><b>THREATS</b></p> <ul style="list-style-type: none"><li>• Epidemics</li><li>• Competition between international and national NGOs</li><li>• Election violence</li><li>• Delay in reviewing the Constitution of Liberia</li><li>• Instability in Mano River Union</li><li>• Donor fatigue</li></ul>

### **3 ORGANIZATIONAL IDENTITY**

NAYMOTE has reviewed its name, nature, vision and mission to assess its relevance, and re-examined core values to highlight the motivation and drive for what we do. Additionally NAYMOTE core work (key activities to fulfill its purpose) as well as pillars guiding the work has been described.

#### **3.1 The Name**

##### **NAYMOTE – Partners for Democratic Development**

The organization was established in 2001 to fill the void of limited citizen engagement in Liberia’s democracy. At the time, the acronym NAYMOTE stood for National Youth Movement for Transparent Elections. In recent years the purpose and activities of the organization has expanded to broader democratic governance themes and the name is not relevant any more. The organization has thus revised its name to NAYMOTE – Partners for Democratic Development, retaining the “NAYMOTE” because of the name recognition. The organization may be referred to either by its full name or to simply as NAYMOTE.

#### **3.2 The Nature of the Organization**

NAYMOTE is a national, not-for-profit, non-governmental, and non-partisan civil society organization legally registered in Liberia. Since 2001 NAYMOTE has been a leading independent grassroots organization based on youth volunteerism, promoting democracy, peace building, local governance and civic engagement. NAYMOTE does not discriminate on the basis of gender, religion, social-economic status, race, ethnicity, political affiliation or mental and physical ability.

#### **3.3 Our Vision**

NAYMOTE envisions a Liberian society with strong democratic culture where citizens can freely participate in decision-making processes that affect their lives irrespective of their status.

#### **3.4 Our Mission**

NAYMOTE is dedicated to strengthening and promoting positive youth and community engagements in support of democratic governance and sustainable development in Liberia.

### 3.5 Our Values

We see these values as essential in guiding our daily activities and decisions:

- **Integrity** – we are accountable to our stakeholders and transparent in everything we do.
- **Commitment** – we pursue our mission with dedication, pride and passion.
- **Tolerance** – we believe in equal opportunity for all, respecting and benefiting from the diversity and differences of people.
- **Participation** – we work together to meet our common goals and we respect inputs of all stakeholders.
- **Excellence** – we are building a culture of learning and quality performance, giving our best in everything we do.
- **Creativity** – in the fast changing environment we are flexible and innovative to stay relevant for our communities.

### 3.6 Our Core Work

- Community organizing and Civic engagement
- Decentralization and local governance
- Participation and empowerment
- Education and training
- Research, publication and advocacy

### 3.7 Our Approach

Main pillars of our work:

- **EDUCATE** – strengthen youth capacity to make informed choices and execute those choices to ensure a fair governance process.
- **EMPOWER** – develop what is best in young people: their vision, creative power, and drive to make their society an inclusive, sustainable place for themselves and future generations.
- **ENGAGE** – encourage young people to take on value-added roles to address issues that are relevant to them and that influence real outcome.

## 4 NAYMOTE 2020 VISION STATEMENT

*NAYMOTE is recognized as a leading national capacity building institution advancing democracy and governance in West Africa.*

*With innovative programs plus skilled and committed people we are increasing our relevance, making long-lasting positive impact in society.*

*Our management is efficient having sufficient and diverse resources for its operations.*

## 5 ORGANIZATIONAL GOALS

In order to achieve NAYMOTE 2020 and fulfill organizational mission, we are going to focus and dedicate our resources in the following six areas:

### 1) PROGRAMS

With adaptable and integrated programs we contribute towards achieving key national development agendas and reform policies in Liberia.

### 2) COMMUNICATION STRATEGY

We are adequately communicating our brand promise with our internal and external stakeholders.

### 3) HUMAN RESOURCE POLICY

NAYMOTE has policies in place to recruit and retain suitable volunteers and professionals to contribute to NAYMOTE mission.

### 4) PARTNERSHIP AND NETWORK

We expand our strategic partnerships across the West African region.

### 5) UNRESTRICTED INCOME GENERATION

NAYMOTE is mobilizing diverse unrestricted resources to cover the cost of planned programs and operations.

### 6) NATIONAL TRAINING INSTITUTE

We have a facility that serves as a center to provide think tank platform, training, policy advocacy, research and publication for civil society leaders and policy makers.

## **6 OBJECTIVES AND STRATEGIES**

### **6.1 Programs**

***With adaptable and integrated programs we contribute towards achieving key National development agendas and reform policies in Liberia.***

**Objective 1: Our programs are actively contributing towards the realization of the Liberia's Agenda for Transformation in the area of Governance.**

**Strategies:**

- 1) Strengthen the capacity of citizens to implement decentralization at the local level.
- 2) Strengthen women capacity and participation in the community decision-making processes.
- 3) Strengthen the role of youth at national and community levels in democratic processes.

## 6.2 Communication Strategy

*We are adequately communicating NAYMOTE brand promise with our internal and external stakeholders.*

**Objective 1: Individuals/departments in NAYMOTE have necessary access to information in order to make informed decisions.**

**Strategies:**

- 1) Develop NAYMOTE Identity toolkit and training.
- 2) Define and implement official and unofficial tools (medium of communication) and tactics (the manner in which we use the tool) for effective operations.

**Objective 2: Raise NAYMOTE public profile and positive reputation.**

**Strategies:**

- 1) Develop and implement external communication policies.
- 2) Develop and implement social media strategy.
- 3) Develop strategic relations with media and journalists.
- 4) Develop comprehensive and interactive website.

**Objective 3: Awareness among NAYMOTE beneficiaries is effectively built.**

**Strategies:**

- 1) Shift communication approaches from “selling mode” campaigns to community-based participatory “learning mode” approach.
- 2) Develop result-oriented communication approaches for behavior change and social mobilization.
- 3) Influence legislation and policies through advocacy.

## 6.3 Human Resource Policy

***NAYMOTE has policies in place to recruit and retain proper volunteers and professionals to contribute to NAYMOTE mission.***

**Objective 1: Flexible organizational structure and HR measures in place to support prevailing realities and needs.**

**Strategies:**

- 1) Review and update organizational structure and policies with external consultant assistance.
- 2) Develop competency model (knowledge, skills and attitudes required) and job descriptions (roles and responsibilities) for each function and area of work.

**Objective 2: Acquire competent staff.**

**Strategies:**

- 1) Explore international volunteering programs for short-term skilled staff.
- 2) Identify and recruit qualified staff to serve in the new structure.
- 3) Develop capacity building programs for internal career development.

**Objective 3: NAYMOTE volunteers' pool is growing in numbers and competencies.**

**Strategies:**

- 1) Develop progressive recruitment strategy.
- 2) Develop annual learning cycle for volunteers' capacity building.
- 3) Review and upgrade mentorship program.
- 4) Develop and implement appraisal system.

**Objective 4: Basic knowledge management system is in place.**

**Strategies:**

- 1) Develop and maintain active databases of current and potential stakeholders (partners, donors, learning partners, volunteers, beneficiaries, etc.).
- 2) Archive/document all conducted trainings and publications, internal documents and policies, knowledge resources, etc.
- 3) Utilize and upgrade technology for knowledge management (web site, social media, IT tools etc.).
- 4) Promote the culture of knowledge sharing and proactive learning.

## 6.4 Partnership and Network

*We expand our strategic partnerships across the West African region.*

**Objective 1: Sustainable source of revenue and other benefits from our partnerships.**

**Strategies:**

- 1) Market research conducted in order to diversify market segments and partners.
- 2) Diversified product development and pricing (what value can NAYMOTE bring to the partnership).

**Objective 2: Effective account management.**

**Strategies:**

- 1) Create an active database of current and potential partners.
- 2) Regular reporting and feedback system on delivery of partnership.
- 3) Develop external agenda for partners (example: Annual stakeholder dinner).
- 4) Develop network of champions (key people who promote our organization in and outside of their organization) in each partnering organization.

**Objective 3: Increase visibility in CSO networks.**

**Strategy:**

- 1) Membership and active participation in CSO networks (online and real-life forums and events).

## 6.5 Unrestricted Income Generation

***NAYMOTE is mobilizing diverse sources of unrestricted funding to cover the cost of staff and operations.***

**Objective 1: Develop effective institutional fund raising strategy.**

**Strategies:**

- 1) Review current sources of funding.
- 2) Identify and analyze new/potential donors and their funding procedures.
- 3) Develop appropriate approaches to solicit unrestricted fund on an annual basis.

**Objective 2: Implement (operationalize) institutional fund raising strategy (Plan).**

**Strategies:**

Translate policy into work or action plans with costing, setting milestones and timeframe for results tracking. Undertake activities such as:

- 1) Organize annual fund raising events (Rally, Dinner, etc.).
- 2) Launch fundraising campaign through direct mail to: (High profile personalities, reputable multinational companies, donors, charitable institutions, etc.).
- 3) Inclusion of requests for institutional support funding under future restricted project funding proposals.
- 4) Utilization of social media to raise support for unrestricted gifts and funds;
- 5) Initiate Board fundraising initiatives.
- 6) Launch sustained and effective funding initiatives online.

## 6.6 National Training Institute

*We have a facility that serves as a center to provide think tank platform, training, policy advocacy, research and publication for civil society leaders and policy makers.*

**Objective 1: A National training institute for CSOs and other state actors is established and functional.**

**Strategies:**

- 1) Secure unrestricted funding for land acquisition, building, equipping, and operationalizing of a modern national capacity training institute with hostels in Marshall City, Margibi County.
- 2) Develop program packages and pricing.
- 3) Develop internal NAYMOTE trainers.

## 7 MONITORING AND EVALUATION

Specific measures have been considered to assess the performance of NAYMOTE organization.

### 7.1 Impact

#### Measures:

- Number of beneficiaries reached by our programs 50 % of satisfied beneficiaries (programs satisfying their targeted needs);
- 50 % of volunteers being actively engaged in our programs.

#### Means of verification:

- Annual/end of project beneficiary survey to check our services are satisfying their needs;
- Annual volunteers survey to check their engagement and satisfaction.

### 7.2 Organizational Health

#### Measures:

- **COMMUNICATION STRATEGY** – communication strategy is fully implemented by the Communication and Media Department;
- **HUMAN RESOURCE POLICY** – by the year 2017 we have 10 full time managers on leadership positions and 10,000 volunteers in all 15 counties in Liberia to support national elections and democratic processes;
- **PARTNERSHIP AND NETWORK** – we will increase by 50% the number of partnering organizations with which we have meaningful and diverse cooperation.

#### Means of verification:

We will use engagement surveys and performance reviews to assess capability and engagement of staff and capabilities of each managerial area.

### 7.3 Financial Performance

#### Measures:

- Increase of unrestricted income by 25% by 2020. (5% each year);
- The budgeted income and reserves target will be met each year;
- Increase budgetary flexibility and operating freedom.

#### Means of verification:

- Annual budget,
- Cash flow statements;
- Annual financial statements.