



# **NWADO Strategic Planning Workshop**

**Presbyterian Youth Centre, Bamenda**

**26-28 March 2008**

Following our self-assessment workshop that resulted in the creation of a one-year and a two to five years plan of organisational development activities with identified key priority issues, one of the top priorities was the creation of a long-term strategic plan for NWADO. The strategic planning workshop ran from the 26<sup>th</sup> to the 29<sup>th</sup> of March 2007 attended by at least 80% of NWADO's members.

**The objectives of the workshop include;**

- Members fully understand the basic concepts of Human Rights and Good Governance and how they apply to their work.
- Members create a long-term strategic plan for NWADO based on sound principles of the Human Rights and Good Governance.

**Programme of the workshop**

<b>Time</b>	<b>Wednesday 26 March</b>	<b>Thursday 27 March</b>	<b>Friday 28 March</b>
8:00	Arrive & Coffee	Arrive & coffee	Arrive & Coffee
8:30	Good Governance workshop	Long-term Vision for NWADO	Strategy for overcoming Blocks
12:00	Lunch	Lunch	Lunch
1:00	Prompt! Start-- Human Rights workshop	Block to Achieving Vision	Implementation Plan
4:00		End	End

**Working methods**

The following working methods were used to enhance the effective participation of all the participants in the workshop;

- Brainstorming
- Animation
- Role plays
- Group work
- Visualizations
- Plenary presentations

**Day 1**

Two workshops were held during day one of the strategic planning workshop to serve as an introduction to elaborating a strategy for NWADO with the active participation of members. The first workshop was on good governance with the participants jointly brainstorming on the meaning of good governance with the conclusion that there are fixed definitions for good governance. There was the introduction of three elements of good governance: participation, accountability, and transparency. The participants jointly looked at the importance of good governance in general contexts and specifically to NWADO.

The second workshop of day was on human rights during which the participants jointly look at the principles of human rights and the need for promoting human rights. At the end of the workshop on human rights, after looking at the 30 articles in the UN Declaration on Human Rights the participants concluded that there were many interesting articles in the declaration that they had never known.

### **Day two**

During the first part of day one, the participants looked at the long term vision for NWADO which started with a look at the mission of NWADO which was elaborated after the last NWADO executive meeting given that the old mission that was created during the inception of NWADO in 2002 when the key players were the international organisations was not still in course. The participants in smaller groups looked at the long-term vision of NWADO for the next five years with seven key issues brought up.

During the second part of the day, the participants looked at the blocks on the way in achieving the long-term vision with nine issues identified as blocking the achievement of the vision.

### **Day three**

Day three started with the participants in groups brainstorming on different strategies to overcome the blocks to achieving the vision. This resulted in the identification of three strategic directions for NWADO for the long-term enable NWADO fully achieve her vision.

During the second part of day three, the participants worked in groups to develop quarterly milestones for the first year based on each of the strategic directions. Then the groups created 90-day implementation plans for their first quarter milestones with the responsibilities and timeframe clearly identified.

## NWADO 5-Year Vision

<b>General Awareness of NWADO's and actions and impacts</b>	<b>Well established and sustainable organisation</b>	<b>Practical workshops that respond to members needs</b>	<b>NWADO gains resources for members</b>	<b>Internationally credible network with a broad base</b>	<b>Sharing Knowledge</b>	<b>NWADO's Advocacy creates a practical response</b>
Produce a quarterly newsletter	An independent office exist for NWADO	Needs assessment for CSOs and organise training to address needs	Lobbying for funds with international bodies	Increase outreach	Set up a resource centre	Identify key issues to advocate on and advocate
Organise radio talks and round table conferences	Create a unit that will help to monitor donors and members	Train staff and members	Collective project proposals	Organise exchange visits among the members	Maximum use of NWADO members resource persons	Identify/collaborate with other decision makers in different domains
Organise reflection forums and platforms	Benefits and good salary for staff	Organise practical workshops	Partnership agreement with donors for financial support	Create or form partnerships with other organisations	Encourage research	Mediating between the government and civil society organisations
Keep NWADO's members updated with information	Reinforce collection of members dues	Carry out capacity building for NWADO staff	Bring in a specialist in the domain of resource mobilisation	Carryout effective marketing of NWADO to increase membership	Enhanced website	Act as a mediator for members
Make effective use of Mass media (TV, newspapers)	Good followup and evaluation of activities and funds	Empower participants through grassroot workshops	Look for a sponsor	Formation of an umbrella organisation for CBOs	Focal point to member organisations	
Organise events and information sharing platforms for members	Creation of sub branches of NWADO at the grassroots	Training workshops and seminars	Identify and link members to potential donors	Liaise with other networks in other provinces to have national and international recognition	Upgrade database and website for effective communication between CSOs	
	Create income generating activities	Experience sharing on different thematic issues	Project proposal writing			
		Organise more enriching workshop	Partnership agreement for technical support			
			Lobby for funds on behalf of members			
			Creating a network with funding organisations			
			Act as a reference for members to funding organisations			



# NWADO Strategic Directions

## Establish member database

- Identify domains of intervention of members to facilitate joint projects
- NWADO gets detail of information about CSO before membership
- Establish a Directory of membership with profiles
- Accept only credible members

## Create credibility

- Develop policies to monitor actions of development organisations
- An internal audit system
- Train CSOs on patriotic development culture

## Improve fundraising skills

- Lobby for technical assistance in resource mobilization
- Capacity building workshop on project writing
- Capacity building in internal and external resource mobilization.
- NWADO solicits VSO to recruit a volunteer on resource mobilisation

Becoming a credible and sustainable network

## Gather and share banking information

- Inform donors about banking system
- NWADO gets information on bank policies
- Study saving policies of financial institutions before involvement
- Carryout comparative study on services offered by financial institutions

## Strengthen relationship with government

- Increase cooperation/collaboration with gov't decision makers and involve them in activities
- Involve gov't services in NWADO's plan of action
- Involve the government in projects
- NWADO acquaints itself with government structures
- NWADO pays visits to the delegations and government services related to members' activities

Advocating for positive change

## Define roles for joint projects

- Set up policies to guide joint projects
- Clearly defined roles and impacts of joint projects

## Increase outreach to the divisions

- Create divisional focal points
- Empower coordination unit to visit members in 7 divisions
- Create sub-divisional reflection mtgs w/CSOs

## Improve communication

- Respond to all mails (sms, emails etc)
- Organise workshops to improve communication culture amongst members
- Increase communication via media and frequency of field visits

## Participatory planning

- Carryout a proper needs assessment of members
- Focus planning based on proper analysis of the past present and future
- Participatory planning with members

## Inform members on benefits and roles

- Distribute the constitution to members
- Define clearly roles benefits of members
- Capitalise on opportunities of members
- Participatory identification of roles of NWADO
- Inform members of benefits of networking

Expanding and strengthening the network

## NWADO Milestone Calendar

	Quarter 1	Quarter 2	Quarter 3	Quarter 4
<b>Expanding &amp; Strengthening the Network</b>	Carryout survey in divisions to identify non members	Make available addresses of member organisations to all	Produce and circulate by-laws and constitution to every member org	Constitute a management board
	Participatory workshop on members' roles and benefits of networking	Carry out participatory needs assessment of members		
<b>Becoming a Credible &amp; Sustainable Network</b>	Develop a database of member orgs (name, contact, loc, domain, staff, area)	Train at least one staff from each org on resource mobilisation and project proposal writing	Organise monthly radio talks on impact of CSO interventions in NWP	Ensure proper follow-up and evaluation of joint projects
	All member orgs pay their dues	Initiate and submit at least one joint project	Train member orgs on report writing and need for annual reports	Organise Open Days for CSOs in NWP
<b>Advocating for Positive Change</b>	Prepare an elaborate profile/itinerary	Present profiles & follow up with gov't offices	Organise reflection workshop with all stakeholders, incl. media	Identify bank transaction problems faced by CSOs
	Solicit members' commitment	Create formal relationship with gov't offices	Carry out survey on banking policies	Recommend best banking policies to CSOs

### 90 Day Implementation Plan

<b>Milestone:</b> Carryout survey in divisions to identify non members		
<b>Intent:</b> To identify potential members among the group and to broaden the membership base of NWADO		
<b>Steps (how)</b>	<b>Who</b>	<b>When</b>
Identify existing organisation at the level of the divisions to serve as a contact and source of information	Eric/Tracy	April
Develop information package on NWADO	Eric/Tracy, John and Rahel	April
Contact existing CSOs and fix date for contact visit	Eric/Tracy, John and Rahel	April
Hold session to present NWADO to the non member CSOs	Eric/Tracy, John and Rahel	May
Come up with a list of identified potential member CSOs and follow-up their affiliation to NWADO	Eric/Tracy, John and Rahel	May
<b>Coordinator:</b> Ntambo Martin		
<b>Team Members:</b> Nfor Ernest, Malla Celencia (Peace Makers Society), Rahel (CMWA), Wilfred, John( NAVTI), Wilfred (PEACED)		

### 90 Day Implementation Plan

<b>Milestone:</b> Carryout participatory workshop on members roles and benefits of networking to members		
<b>Intent:</b> Members understand the roles they have to play and the benefits they would derive from belonging to the NWADO network		
<b>Steps (how)</b>	<b>Who</b>	<b>When</b>
Send out invitations for workshop and identify facilitators	Eric/Tracy	April
Develop the modules for the workshop and the programme	Eric/Tracy, Celencia, Wilfred	April
Carryout the workshop	Eric/Tracy, Celencia, Wilfred	May
Evaluate and report on the workshop	Eric/Tracy, Celencia, Wilfred	May
<b>Coordinator:</b> Ntambo Martin		
<b>Team Members:</b> Nfor Ernest, Malla Celencia (Peace Makers Society), Rahel (CMWA), Wilfred, John( NAVTI), Wilfred (PEACED)		

### 90 Day Implementation Plan

**Milestone:** Develop a database of member organisations

**Intent:** To enable members to be well informed about others in the network

<b>Steps (how)</b>	<b>Who</b>	<b>When</b>
Design data sheets, pre-testing and pre-testing by at least 3 organisations	Divine (IVFCAM)	April
Print and distribute to member organisations	Divine (IVFCAM)	April
Reception of Data sheets	Divine (IVFCAM)	April
Create database	Divine (IVFCAM), Clive (IDF), GWEN (SIRDEP)	May
Circulate database	Divine (IVFCAM), Clive (IDF), GWEN (SIRDEP)	May
<b>Coordinator:</b> Divine (IVFCAM)		
<b>Team Members:</b> Divine, Gwendoline, Alfred, Kenneth, Clive, Joan, Simon, Theodora, Muluh		

### 90 Day Implementation Plan

**Milestone:** All member orgs pay their dues

**Intent:** NWADO is a sustainable organisation

<b>Steps (how)</b>	<b>Who</b>	<b>When</b>
Draft a reminder letter	Alfred (CMWA)	April
Circulate to member organisations	Alfred (CMWA)	April
Follow-up payments	Divine (IVFCAM)	May
Come out with list of delinquent member organisations	Kenneth (KARHS)	May
Encourage delinquent members to pay dues	Kenneth (KARHS)	May
<b>Coordinator:</b> CMWA (Alfred)		
<b>Team Members:</b> Divine, Gwendoline, Alfred, Kenneth, Clive, Joan, Simon, Theodora, Muluh		

### 90 Day Implementation Plan

<b>Milestone:</b> Prepare an elaborate profile/itinerary		
<b>Intent:</b> Enable NWADO to use her profile as a marketing tool		
<b>Steps (how)</b>	<b>Who</b>	<b>When</b>
Put together information (Goal, vision, objectives, target areas/intervention)	Berlinda, Joseph	April
Update information (membership, realisation, contacts)	Eric, Tracy, Edwin	April
Print a draft copy of profile and circulate to members for adoption	Eric, Tracy, Berlinda	April, May
Effect circulation if any	Eric, Tracy, Berlinda	May
Print and circulate final copies	Berlinda, Edwin, Joseph Neba, Peaceful, Paul, Jude	May
<b>Coordinator:</b> COMINSUD (Berlinda)		
<b>Team Members:</b> Joseph (EMPED), Neba Augustine (SIBADEF), Mundi (CAMNAFAW), Peaceful (HWOM), Josephine (PoE), Jude and Paul (JPC)		

### 90 Day Implementation Plan

<b>Milestone:</b> Solicit members' commitment		
<b>Intent:</b> Members have a commitment to have a strong voice		
<b>Steps (how)</b>	<b>Who</b>	<b>When</b>
Obtain members full contacts (emails, phone no. postal addresses)	Eric, Tracy, Berlinda	1 <sup>st</sup> wk of June
Circulate list to member organisations	Neba, Augustine, Peaceful, Mundi, Jude, Paul	2 <sup>nd</sup> wk of June
Send information 1 month before	Neba, Augustine, Peaceful, Mundi, Jude, Paul	On-going
Regular reminders on upcoming events/Activities of NWADO (workshops, field visits, media)	Edwin, Joseph	On-going
Educate members on activities of NWADO	Edwin, Joseph	3 <sup>rd</sup> wk of June
<b>Coordinator:</b>		
<b>Team Members:</b> Berlinda, Joseph, Neba Augustine, Mundi, Peaceful, Josephine, Jude and Paul		

**NWADO 90 Day Strategic Priorities**

**Follow-up member dues payments**

**Create database of member organisations**

**Print and circulate final copies of elaborated NWADO profile**

**Educate members on the activities of NWADO**

**Carry out workshop on members' roles and benefits for all members**

**Hold sessions to present NWADO to potential members**