Penplusbytes Strategic Plan 2016-2021

"Change/ Innovation/People

A. Introduction

In 15 years we have done some hugely important work in breaking the frontiers of technology and pushing it as an enabling tool for good governance, tracking the delivery of quality public goods and most importantly for exacting accountability from the people who the ordinary citizen has elected to represent them. We have worked with our own Parliament and with more than 14 African countries to strengthen their democracies, providing tools and training to see that it is done.

Along the way we have picked up some valuable lessons on what works best in our mostly resource strapped countries across Africa and what combination of technologies can deliver life changing results for people and societies. We have also learnt that values and guiding principles are important for situating an organisation in the business ecosystem and that these spell out how we do business and so we have picked up five core values which we feel epitomise who we are and what we stand for.

- PROFESSIONALISM: We are committed to excellence in providing the best possible services to our clients in a responsive and non-partisan way. We favour a collaborative approach in order to achieve sustainable results and added value.

- INGENUITY: We seek and embrace new approaches for service delivery and strive to develop innovative solutions to address the challenges faced by our clients, while leveraging the experience, expertise and creativity of our staff and partners.

- VALUING PEOPLE: We are respectful and fair with our colleagues, clients and partners while recognizing the importance of diversity and open communication.

- HIGH STANDARDS: We aim for excellence in service delivery and in all the work that we or our partners commit to do. We constantly apply new learning to the way we do things and apply resources to achieving outstanding results every time.

- TRANSPARENCY: We are transparent and accountable in the work that we do, applying the highest level of integrity and trust in dealing with all of our partners and clients. We accept **Vision:**

Looking ahead to the next 5 years we aim to continue to forge strong partnerships which will ensure that we can increase our reach, create greater impact and keep our organisation viable. We have mapped out several key priorities which will serve as important building blocks as the organisation forges ahead in the coming years with the new strategic direction. We have identified 4 areas needing new approaches and intervention that will help address critical challenges.

Our Key prioirities are to

- Use a growth strategy in nurturing in-country offices in key countries in Africa.
- Develop new feedback mechanisms and systems for our project beneficiaries.
- Prioritise partnerships with technology players locally, in Africa and the world.
- Develop capacity to provide facilitation services across the organisation's thematic areas.

Over the next five years we are going to be promoting effective governance by deploying technology that enhances participation and we will become the leading institution for promoting effective governance using technology in Africa. We want our partners to join us push the frontiers even further in this new phase. Find out more www.penplusbytes.org

Figure 1: Penplusbytes Strategic Framework 2016-2021	
Vision:	**To be the leading institution for promoting effective governance using technology in Africa.**
Mission:	**Promoting effective governance by deploying technology that enhances participation.**
Strategy Goal: By 2018, have positive effect on the Global Fund's operations	

Strategic Objectives and Specific Areas of Focus

Strategic Objective 1: To be the leader in leveraging technology & knowledge for enhancing good governance
Specific Areas of Focus:

1.1. Developing ever more innovative mobile apps, online platforms and knowledge management tools which promote good governance and develop partnerships with Parliament, government and the Judiciary
1.2. Building a highly trained, reliable and agile project implementation team which delivers to world-class standards.
1.3. Significantly increasing the number of the organisation's products, the number of citizen reached and the number of government interactions that the organisation has across Africa

1.4.

Strategic Objective 2: Enable the Media, Civil Society and other stake-holders to use new digital tools.
Specific Areas of Focus:

2.1 Delivering education and training programmes which focus on emerging and relevant issues.
2.2. Creating a platform that connects media houses to civil society actors and reengineers, as well as improves information and knowledge sharing among them.

Strategic Objective 3: Develop research capabilities in technology and governance to support our stakeholders.
Specific Areas of Focus:

3.1. Getting accreditation and testimonials from relevant bodies for our trainings and products.
3.2. Producing evidence-based and applied research outputs on good governance and new media.
3.3 Building a community of practice who will use our research as an advocacy tool to increase media pluralism and push for good governance in countries across Africa.

Strategic Objective 4: To build a vibrant community of technology-savvy advocates of good governance
Specific Areas of Focus:
4.1 Forming strategic alliances and partnerships and stimulating stakeholder engagement.
4.2 Promoting active usage of new media in the democratic process and celebrating notable achievements.

Strategic Objective 5: To champion progressive societal change that leads to the development of a knowledge society
Specific Areas of Focus:
5.1 Supporting laws that promote citizen's participation and initiate campaigns on digital inclusion.
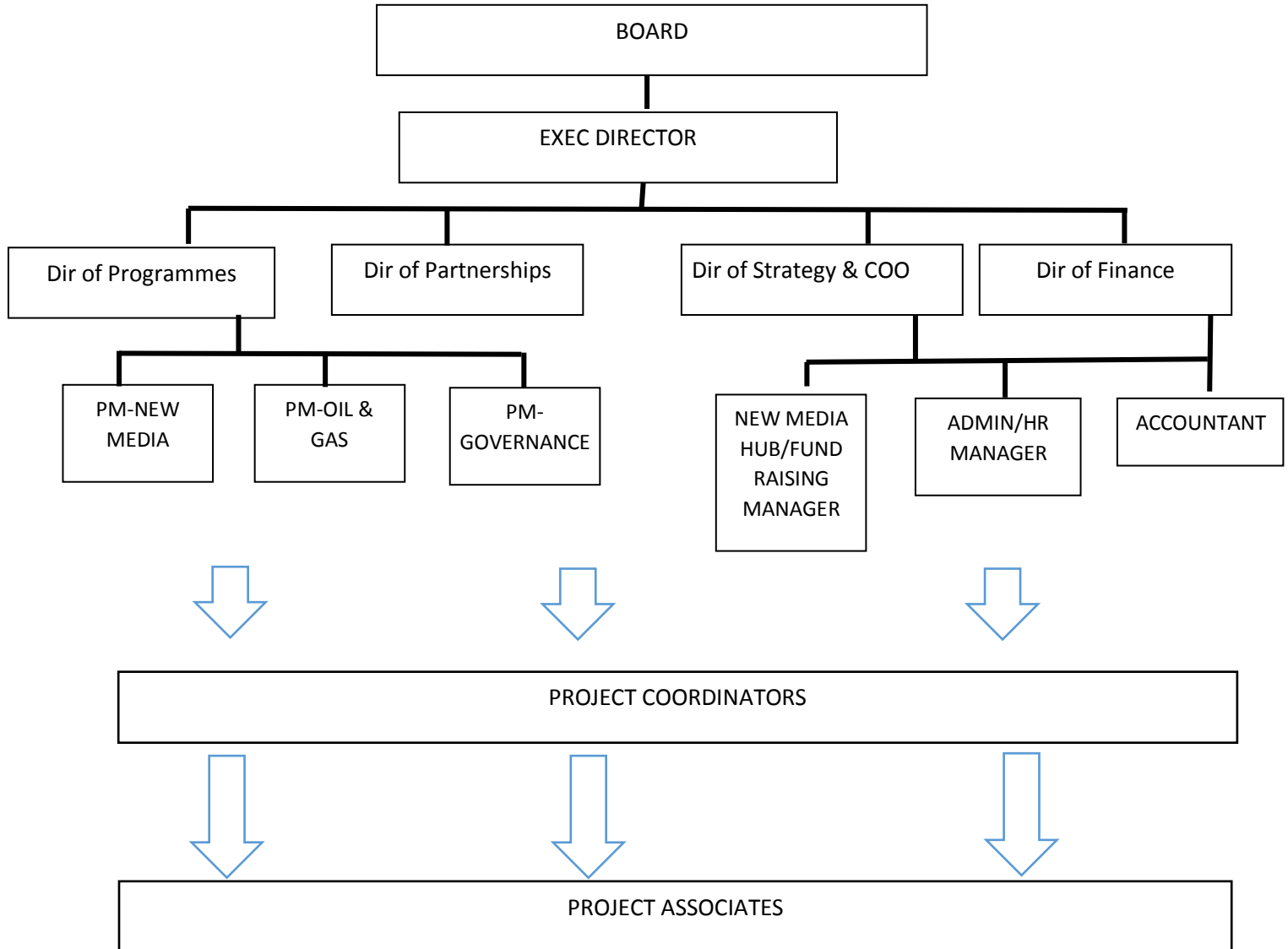5.2 Promoting the values of a knowledge society by advocating for affordable internet.

Key Success Factors of strategy 2016-2021
Strong focus on strategic alliances and collaboration, packaging and monetizing facilitations, increasing funding streams through rigorous research and robust proposal development
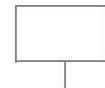
B. Our new Management Structure

To effectively deliver the new strategy, the day-to-day operations of Penplusbytes will be re-organized into a tiered structure which allows managers and team leads maximum control of the different core areas of work and enable quick decision making at every level.

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                              BOARD

                           EXEC DIRECTOR

   Dir of          Dir of              Dir of            Dir of
   Programmes      Partnerships        Strategy & COO    Finance

   PM-NEW    PM-OIL &    PM-          NEW MEDIA    ADMIN/HR    ACCOUNTANT
   MEDIA     GAS         GOVERNANCE   HUB/FUND     MANAGER
                                      RAISING
                                      MANAGER

                        PROJECT COORDINATORS

                        PROJECT ASSOCIATES
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The above management structure will help us achieve objective of working with a cost-effective and efficient model which allows us to quickly engage and deliver results across a plethora of projects using less money and systems that make impact evaluation more meaningful and results more tangible.

C. Conditions of Success

With the full support of the Board to implement this ambitious plan we will achieve the goals of this new strategic plan by developing new management practices and reengineering the organisation as a whole. Diversifying our sources of funding, building new partnerships and putting in place efficient institutional frameworks will further be the harbingers the plans success.