



STRATEGIC PLAN

2026– 2031



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Executive Summary: Foreword

This Strategic Plan provides a clear roadmap for our organization, Paramount Young Women Initiative, for the next five years (2026-2031). It reflects our collective aspirations, grounded in our mission, vision, and core values, and informed by a comprehensive assessment of both internal capacities and the external operating environment. The plan articulates our strategic priorities, key objectives, and implementation approaches to strengthen institutional effectiveness, deepen stakeholder engagement, and maximize sustainable impact.

The development of this Strategic Plan was highly participatory, drawing on the contributions of our Board, management, staff, partners, beneficiaries, and other stakeholders. Their insights and commitment have ensured that the plan is both realistic and forward-looking, aligning our work with national, regional, and global development frameworks while remaining responsive to community needs.

Successful implementation of this Strategic Plan will require collective ownership, strong partnerships, and prudent resource mobilization. We are confident that, with dedication and collaboration, this plan will guide us in achieving meaningful and lasting change.

On behalf of the Board and Management of Paramount Young Women Initiative, I would like to express our sincere appreciation to all who contributed to the development of this Strategic Plan. We look forward to working together to translate this strategy into tangible results that advance our shared vision of a just, equitable, and sustainable society.

Paramount Young Women Initiative Strategic Plan, 2026 – 2031

1.0 Organizational Profile

Paramount Young Women Initiative (PAYOWI) is a woman-led, non-profit organization dedicated to advancing the rights and opportunities of adolescent girls and young women in Liberia. PAYOWI was founded in 2005 on the campus of the African Methodist Episcopal University (AMEU) as the Paramount Women Association. The Association was created to support female students who were facing social, economic and academic challenges that limited their ability to fully participate and succeed in university life. As the needs extended beyond the campus, the association evolved into PAYOWI to respond to the broader realities confronting girls and young women across Liberia.

Since its transition, PAYOWI has worked to empower adolescent girls and young women by improving access to education, providing leadership and life-skills training, promoting sexual and reproductive health and rights (SRHR), preventing and responding to sexual and gender-based violence (SGBV) and representation at community and national levels.

PAYOWI creates safe and supportive spaces where adolescent girls and young women can build confidence, develop their capacities, and make informed decisions that positively impact their lives and communities. The organization operates through community-based programs, mentorship, awareness campaigns, partnerships, and advocacy initiatives that address structural barriers to gender equality.

PAYOWI's core thematic areas include

- Education and second-chance learning for vulnerable girls.
- Sexual and reproductive health and rights (SRHR)
- Prevention and response to sexual and gender-based violence (SGBV)
- Leadership and civic participation for young women
- Advocacy for gender equality and women's rights.
- Community engagement and local feminist action.

Through this strategic plan (July 2026 – July 2031), PAYOWI seeks to deepen its impact, expand its reach, and strengthen its institutional capacity to sustainably serve adolescent girls and young women in Liberia.

2.0 Situational & Context Analysis

PAYOWI operates in a complex national environment where political, economic, and social factors significantly shape opportunities and risks for adolescent girls and young women. Understanding this context is critical to designing responsive and impactful programs over the next five years.

2.1 Political Environment

Liberia is implementing a national reform, the Arrest Agenda for Inclusive Development (AAID), aimed at strengthening governance, accountability, and inclusive development. While these reforms create policy opportunities, budget allocations continue to prioritize infrastructure and macroeconomic stabilization over social sectors. Gender-focused programs and youth services remain underfunded, increasing reliance on civil society to fill service gaps.

2.2 Economic Environment

Liberia's economy remains fragile and highly dependent on external assistance. The withdrawal and reduction of support from major donors such as the United States Agency for International Development (USAID), and the Swedish International Development Cooperation Agency (SIDA)¹, have significantly affected funding flows to local NGOs. Rising poverty, unemployment, and inflation disproportionately affect young women, limiting their ability to remain in school or pursue economic opportunities.

2.3. Social Environment

Deep-rooted gender norms and structural inequalities continue to restrict the advancement of girls and young women:

- High dropout rates among adolescent girls
- Early pregnancy and child marriage
- Prevalence of sexual and gender-based violence
- Limited participation in decision-making
- Social stigma affecting young mothers and survivors.

¹ (March 20, 2025). Consequences and Implications for the International Development Assistance Sector from the Closure of USAID. Global Policy Journal. <https://www.globalpolicyjournal.com/blog/20/03/2025/consequences-and-implications-international-development-assistance-sector-closure>

These factors contribute to persistent exclusion and vulnerability.

2.4 Technological Environment

Digital access remains limited, especially in rural communities where most girls lack internet connectivity and digital skills. However, mobile phones and radios offer practical channels for outreach, awareness, and learning opportunities that PAYOWI can leverage.

2.5 Environmental Environment

Climate-related shocks and environmental degradation increasingly affect livelihoods and household stability, often pushing girls into early marriage, transactional sex, or school dropout. Integrating gender and resilience into programming presents an opportunity for PAYOWI.

2.6 Legal & Policy Environment

Liberia has made progress in strengthening legal frameworks on gender equality and protection (e.g. rape law, child protection policies). However, enforcement remains weak, and survivors face barriers to justice. Civil society plays a key role in awareness, referrals, and advocacy.

3.0 Gender Power Analysis: Rationale for the Strategic Plan

Liberia faces an urgent need to address deep gender disparities. The country ranks 161st out of 191 on the latest UNDP Gender Inequality Index (GII), showing the serious challenges women and gender minorities face. These low-ranking highlights that, despite some progress, Liberia still struggles with systemic issues that prevent women from being fully empowered².

Patriarchal norms in Liberia are a major barrier to gender equality³. The OECD Social Institutions and Gender Index (SIGI) shows a high level of discrimination at 47%, especially in families and civil rights⁴. This discrimination comes from both cultural attitudes and institutions that limit women's voices and roles.

According to the United Nations Development Programme, while Liberia has made important progress in economic and human development over the past twenty years, gender inequality still affects areas such as politics, health, education, and the economy. However, women still hold only

² UNDP Liberia Annual Report (2023).

³ Barriers to education, work, and security persist for Liberian women despite support for equal rights, 2025

⁴ Social Institutions and Gender Index (SIGI) 2023 Country Profile: Liberia.

https://webfs.oecd.org/devsigi/SIGI%202023%20Country%20Profiles/Africa/country_profile_LBR_Liberia.pdf

about 11% of parliamentary seats, which is far below regional goals. This lack of representation shows a wider pattern of exclusion that any gender equality plan must address⁵.

A strong gender power analysis should examine how to close these gaps through targeted actions. To tackle these issues, the strategic plan focuses on four (4) main areas that highlight the causes of gender inequality and provide practical solutions.

4.1 Political Participation Needs Urgent Attention. Increasing women's representation beyond the current 11% is essential for meaningful inclusion. Social norms continue to discourage women from pursuing leadership roles⁶, limiting their influence in national decision-making. The strategy, therefore, supports mandatory gender quotas to institutionalize equity in politics and to promote a more diverse and representative government⁷.

4.2 Sexual and gender-based violence (SGBV)

SGBV remains a significant threat to women's safety, dignity, and participation in public life⁸. Nearly 27% of women in Liberia have reported experiencing intimate partner violence⁹. This widespread violence creates fear, restricts mobility, and undermines women's empowerment, and limits women's involvement. The plan calls for expanded awareness campaigns, prevention initiatives, and stronger support systems for survivors.¹⁰

4.3 Sexual and reproductive health and rights (SRHR)

Access to SRHR services remains limited. Liberia's adolescent birth rate stands at 130.8 per 1,000, while only 47.5% of family planning needs are met. These numbers show that young women lack the information and services needed to make informed decisions about their bodies and futures¹¹. The strategy prioritizes comprehensive health education, improved access to contraceptives, and empowerment for AGYW decisions¹²

⁵ (June 11, 2025). *Barriers to Education, Work, and Security Persist for Liberian Women Despite Support for Equal Rights*. Afrobarometer. <https://www.afrobarometer.org/publication/ad997-barriers-to-education-work-and-security-persist-for-liberian-women-despite-support-for-equal-rights/>

⁶ Afrobarometer survey (2025). Liberians call for stronger protection of women amid persistent barriers to equality.

⁷ Towards a More "Equally Equal" Liberia: The Case for a Mandatory Gender Quota, 2023.

<https://www.undp.org/liberia/blog/towards-more-equally-equal-liberia-case-mandatory-gender-quota>

⁸ UNFPA Supports Capacity Building for the Clinical Management of Rape and other forms of Gender-Based Violence in Liberia, 2025.

⁹ Ibid.

¹⁰ UNFPA Supports Capacity Building for the Clinical Management of Rape and other forms of Gender-Based Violence in Liberia, 2025

¹¹ UNFPA Liberia Annual Report (2023).

¹² Barriers to education, work, and security persist for Liberian women despite support for equal rights, 2025

4.4 Access to Education and Retention

Educational disparities persist. Afrobarometer data show that only 42 percent of women in Liberia progress to secondary school compared to 50 percent of men, demonstrating a significant gender gap that limits women's economic advancement. Rural women, who form the backbone of agricultural labor, also face land ownership barriers that restrict financial independence. Addressing education and access to resources is therefore central to promoting women's economic and social empowerment.

This gender power analysis offers a broad framework for tackling Liberia's structural inequalities across governance, protection, health, and education. While progress requires sustained national commitment, PAYOWI is strategically positioned to advance gender justice and expand opportunities for adolescent girls and young women.

4.0 Vision

Our vision is to create a future where all young women and girls in Liberia live free from violence and discrimination, and enjoy equal economic, social, and cultural rights, including the right to quality education, health services, and decent work.

5.0 Mission

PAYOWI's mission is to empower adolescent girls and young women in Liberia to realize their full potential by expanding access to quality education, strengthening their leadership and life skills, advancing their sexual and reproductive health and rights, preventing and responding to sexual and gender-based violence, and promoting their meaningful participation in social, economic, and civic life.

5.1 Core Values

PAYOWI's work is guided by the following core values:

1. **Equity and Inclusion:** We believe every adolescent girl and young woman, regardless of background, location, disability, or social status, deserves equal opportunities and access to resources.
2. **Empowerment:** We promote agency, confidence, and leadership among girls and young women to enable them to make informed decisions about their lives.
3. **Accountability:** We uphold transparency, integrity, and responsible stewardship in all our programs, partnerships, and use of resources.
4. **Respect and Dignity:** We respect the rights, voices, and lived experiences of girls and young women and promote a safe, supportive environment.

5. **Partnership and Collaboration:** We work closely with communities, government, civil society, and the private sector to maximize impact and sustainability.
6. **Innovation and Learning:** We embrace adaptive, evidence-informed approaches and continuously learn to improve our effectiveness.
7. **Volunteerism:** We believe in giving back to the community and serving humanity as the first call of PAYOWI.

6.0 Strategic Goal and Objectives 2026-2031

Building on the situational and gender analysis, PAYOWI will pursue four interlinked strategic goals over the period 2026-2031 to advance the rights and empowerment of adolescent girls and young women in Liberia.

GOAL 1: Empower Adolescent Girls and Young Women to Lead and Influence Decision-Making.

Outcome: Increased leadership, voice, and participation of adolescent girls and young women at the community and national levels.

Objectives:

- Strengthen leadership and civic skills of girls and young women
- Expand mentorship and networking platforms
- Promote women's political participation and representation
- Support advocacy for gender-responsive policies and quotas.

GOAL 2: Prevent and Respond to Sexual and Gender-Based Violence (SGBV)

Outcome: Reduced exposure to SGBV and improved protection and response systems for survivors.

Objectives:

- Conduct community prevention and awareness campaigns.
- Engage men and boys as allies and champions
- Strengthen referral pathways and survivors' support.
- Advocate for the enforcement of laws protecting women and girls.

GOAL 3: Improve Access to Quality Education, Skills and Economic Opportunities for Girls and Young Women

Outcome: More girls and young women enrolled and retained in schools and economically empowered.

Objectives:

- Provide scholarships and educational support.
- Promote literacy and second-chance learning pathways
- Deliver vocational and entrepreneurship training
- Advocate for women's access to land and productive resources.

GOAL 4: Advance Sexual and Reproductive Health and Rights (SRHR)

Outcome: Increased knowledge, agency, and access to SRHR services among adolescent girls and young women.

Objectives:

- Promote comprehensive SRHR education
- Promote access to family planning and youth-friendly services.
- Advocate for policies safeguarding girls' health rights
- Support girls to make informed decisions about their bodies and futures

GOAL 5: Strengthen PAYOWI Institutional Capacity and Long-Term Sustainability

Outcome: A resilient, professionally managed, and financially sustainable organization capable of delivering high-impact programs at scale.

Objectives:

- Strengthen governance, management systems, and internal controls.
- Build staff capacity in program delivery, M&E, financial management, and safeguarding
- Establish sustainable resource mobilization and partnership mechanisms
- Develop strong systems for visibility, communications, and donor accountability

7.0 Invest in organizational learning, policies, and operational standards.

7.1 Expected Results and Key Outputs

This section translates PAYOWI's five strategic goals into measurable outcomes and concrete outputs that will guide implementation and monitoring over the strategy period.

Goal 1: Leadership & Participation of Adolescent Girls and Young Women

Expected outcomes:

- Increased number of girls and young women in leadership roles at community and local governance levels.
- Improved confidence, advocacy skills, and civic engagement among beneficiaries.
- Stronger visibility and voice of young women in public decision-making

Key Outputs:

- Leadership training programs delivered annually
- National and county-level mentorship networks increased
- Civic engagement clubs formed in schools and communities
- Policy dialogues and advocacy campaigns led by young women

Goal 2: Prevent and Respond to Sexual and Gender-Based Violence (SGBV)

Expected Outcomes:

- Increase community awareness and reduce tolerance of violence
- Improved survivor access to protection and referral services
- Stronger engagement of men and boys in GBV prevention

Key Outputs:

- Community awareness campaigns are conducted nationwide.
- Male champion initiatives established in target counties
- Survivor referral partnerships strengthened with service providers
- Legal literacy sessions for women and girls

Goal 3: Education and Economic Empowerment

Expected Outcome:

- Increased enrollment and retention of adolescent girls
- Improved income generation and employability for young women
- Greater access to livelihood and entrepreneurship opportunities

Key Outputs:

- Scholarship and school material provided
- Vocational and business skills training programs delivered
- Financial literacy and savings groups established
- Support for small businesses and livelihood initiatives

Goal 4: Sexual and Reproductive Health and Rights (SRHR)

Expected Outcome:

- Increased SRHR knowledge and informed decision-making
- Reduced early pregnancy and improved access to services
- Strengthened youth-friendly health referrals

Key Outputs:

- SRHR awareness sessions conducted in schools and communities
- Distribution of educational materials on reproductive health
- Partnership with health facilities strengthened
- Peer educators trained

Goal 5: Institutional Strengthening and Sustainability of PAYOWI

Expected Outcome:

- Strengthened governance and active Board oversight
- Increased financial sustainability through diversified funding
- Enhanced institutional credibility and accountability
- Strong internal capacity across program, finance, M&E and partnerships

Key Outputs:

- Regular quarterly Board performance and strategy review meetings institutionalized
- Dedicated fundraising and partnership function established
- Staff training in M&E, financial management, proposal development, and communications
- Institutional reporting systems strengthened for transparency and donor compliance

8.0 Implementation Approach and Geographic Focus

PAYOWI will implement this five-year strategic plan through a community-centered and partnership-driven approach that prioritizes vulnerable adolescent girls and young women while strengthening systems for sustainability and scale.

8.1 Delivery Model

PAYOWI will adopt a hybrid delivery approach combining:

- Community-based programming targeting vulnerable girls and young women outside formal systems
- School-based interventions to promote retention, leadership and SRHR awareness
- Mentorship and safe spaces to support empowerment and protection
- Partnership-based service delivery with local NGOs, health providers and community leaders
- Advocacy and policy engagement at national and county levels

8.2 Geographic Focus

PAYOWI will prioritize underserved and high-vulnerability communities, beginning with:

- Montserrado
- Margibi
- Grand Bassa

Expansion to additional counties will be guided by:

- Level of gender vulnerability
- Education gaps for girls
- SGBV prevalence
- Partnership opportunities
- Resource availability

8.3 Target Groups

Primary beneficiaries:

- Adolescent girls (10-19)
- Young Women (20-35)

Secondary beneficiaries:

- Boys and men as gender equality allies
- Parents and caregivers
- Community leaders and institutions

9.0 Partnerships and Engagement Strategy

PAYOWI recognizes that sustainable impact for adolescent girls and young women requires strong collaboration with government, communities, civil society, development partners, and the private sector. Over the next five years, PAYOWI will deepen and expand strategic partnerships to strengthen program delivery, advocacy, and institutional growth.

9.1 Government Partnerships

PAYOWI will work closely with relevant government institutions to align programming with national priorities and strengthen referral and policy linkages, including:

- Ministry of Gender and Social Protection
- Ministry of Education
- Ministry of Health
- Local government authorities at the county and district levels

These partnerships will support access to schools, protection services, SRGR information, and policy engagement.

9.2 Civil Society and Women-Led Organizations

PAYOWI will collaborate with:

- Women's rights organizations
- Youth-led groups
- Community-based organization
- Disability-focused organizations

These partnerships will strengthen outreach, referrals, joint advocacy, and community trust.

9.3 Community Structures

To ensure local ownership and sustainability, PAYOWI will engage:

- Traditional and religious leaders
- Parents and caregivers
- Community protection networks
- Women's groups and youth associations

9.4 Private Sector and CSR Partnerships

PAYOWI will build partnerships with companies to support:

- Scholarships for girls
- Skills and entrepreneurship programs
- GBV prevention initiatives
- Local fundraising and sponsorships

10 Development Partners

PAYOWI will pursue partnerships with bilateral and multilateral agencies and international NGOs to scale programming and access technical and financial support.

10 Monitoring, Evaluation and Learning (MEL) Framework

PAYOWI will establish a results-based monitoring, evaluation, and Learning (MEL) system to track progress, measure impact, ensure accountability, and inform adaptive programming throughout the implementation of the 2026-2031 Strategic Plan.

The MEL framework will align with PAYOWI's five strategic goals and annual work plans, ensuring systematic collection and use of data to demonstrate outcomes for adolescent girls and young women.

10.1 Purpose of the MEL System

The MEL system will:

- Track progress against strategic objectives and targets
- Measure program effectiveness and impact
- Strengthen accountability to beneficiaries, partners and donors
- Generate evidence to inform decision-making and resource mobilization
- Support organizational learning and continuous improvement

10.2 Key Components

- Development of a Strategic Results Framework
- Baseline and endline assessments for major programs
- Routine monitoring tools and reporting templates
- Beneficiary tracking and documentation systems
- Quarterly and annual performance reviews
- Learning and reflection sessions

10.3 Data Sources

- Program and activity reports
- Beneficiary records and surveys
- Community feedback mechanisms
- Partner reports
- Monitoring visits and field observations

10.4 Reporting and Accountability

PAYOWI will produce:

- Quarterly progress reports
- Annual results reports
- Donor-specific performance updates
- Mid-term and end of strategy reviews

10.5 Learning and Adaptation

Findings from monitoring and evaluations will be used to:

- Adjust program approaches
- Improve targeting and delivery
- Inform advocacy messages
- Strengthen future proposals

11. Sustainability

Ensuring long-term impact and organizational resilience requires a diversified, proactive resource-mobilization strategy that reduces reliance on a single funding source while strengthening the organization's sustainability.

PAYOWI's sustainability approach is anchored on four (4) complementary pillars:

- diversified Grant Funding
- Domestic Resource mobilization,
- earned income and social Enterprise
- Institutional Capacity Strengthening

11.1 Diversified Grant Funding

PAYOWI will strengthen proposal development and results reporting to attract multi-year funding aligned with its strategic goals. The organization will target donors and foundations investing in gender equality, education, youth empowerment, SRHR, and protection.

Key actions include:

- Building a strong evidence-based approach through M&E
- Aligning proposals with donor priorities
- Forming consortia to access larger grants
- Developing a structured funding pipeline

11.1 Domestic Resource Mobilization

PAYOWI will expand local fundraising and partnerships within Liberia by engaging:

- Private sector CSR programs
- Philanthropists and diaspora networks
- Community contributions and sponsorships
- Digital and crowdfunding platforms

11.3 Exploring Earned Income and Social Enterprise

To support financial sustainability, PAYOWI will explore social enterprise and income-generating initiatives related to its mission, including training services, consulting, and partnerships that generate unrestricted revenue

11.4 Institutional Strengthening for Sustainability

PAYOWI will invest in systems that enhance donor confidence and operational effectiveness:

- Governance and Board strengthening
- Financial management systems
- Monitoring and reporting structures
- Staff capacity development
- Visibility and branding

Communication and Visibility Strategy

Effective communication is central to PAYOWI's ability to mobilize support, strengthen partnerships, influence policy, and increase public awareness on issues affecting adolescent girls and young women in Liberia. Over the next five years, PAYOWI will implement a structured communication and visibility strategy to amplify its voice and demonstrate impact.

Objectives:

- Increase PAYOWI's visibility at the community and national levels
- Strengthen awareness of girls' rights and gender equality
- Showcase program achievements and beneficiary stories
- Enhance credibility with donors and partners
- Support advocacy and fundraising efforts

Key Approaches

- Develop PAYOWI's brand identity and messaging
- Use community radio and local outreach for awareness
- Strengthen digital presence (social media, website)
- Document and share success stories and lessons
- Produce annual reports and communication materials

- Engage media to highlight gender and youth issues

Target Audiences

- Adolescent girls and young women
- Community leaders and families
- Government institutions
- Development partners and donors
- Private sector and local supporters
- Civil society networks

Expected Results

- Increased recognition of PAYOWI as the leading AGYW organization
- Improved community awareness of girls' rights
- Stronger donor and stakeholder engagement
- Enhance advocacy influence

ANNEX 1: PAYOWI SWOT – Analysis based on staff feedback

The SWOT analysis survey digital form was shared with the senior PAYOWI management team for distribution to staff and members of the board of directors. Responses were obtained from six (6) people, all staff of PAYOWI.

SWOT item	Key items	Summary
Strengths	• Dedicated and passionate staff • Community trust • Clear mission on girls and women empowerment	PAYOWI's commonly cited strength based on staff response is its dedicated and passionate team, strong trust and credibility within the communities it serves, and its clear mission that is focused on empowering young women and girls. PAYOWI is recognized for implementing relevant, grassroots-focused programs that respond to real community needs. This is complemented by effective advocacy and a strong network of partners.
Weaknesses	• Limited / inconsistent funding • Operational inefficiency • Limited partnerships	The assessment examined the key weaknesses/limitations faced by the staff; limited funding and limited visibility are the most cited. Regarding weaknesses that affect staff effectiveness, findings suggest that limited and inconsistent funding is the most pressing challenge. Staff cite the organization's heavy reliance on short-term, project-based financial support, which restricts the organization's ability to expand programs and sustain the impact. Secondly, the staff highlight low organizational visibility, both online and offline, alongside gaps in documentation, communication, and the use of technology to showcase results. Additionally, PAYOWI faces operational challenges, including limited resources to upgrade and strengthen its monitoring and evaluation system. There are also concerns about staff motivation and appreciation noted as factors affecting staff effectiveness.
Opportunities	• Corporate Social Responsibility (CSR) budgets from	Staff responses indicate that PAYOWI is operating in a context with potential external opportunities for growth, and resource mobilization. The most prominent opportunity cited is the availability of new and diversified funding streams, including corporate social responsibility (CSR) budgets from

SWOT Item	Key Items	Summary
	companies and concessions. - Expansion of strategic partnerships with government agencies, NGOs, the private sector actors, and interest group alliances such as men allies, and disability-focused groups. - Digital platforms and digital tools such as social media and PAYOWI-website to advance outreach, visibility, and strengthen advocacy.	companies and concessions, as well as potential support from international donors, and foundations. These options present a pathway to reduce dependence on short-term project funding and strengthen organizational sustainability A second major opportunity is the expansion of strategic partnerships. The staff highlighted emerging prospects to collaborate with the Liberian government agencies, NGOs, private sector actors, and inclusive coalitions such as men allies and disability-focused groups. These partnerships can enhance program reach, legitimacy, coordinated advocacy focusing on underserved populations. Third, PAYOWI can utilize the opportunity of technological advancement and digital platforms to scale outreach, visibility, and fundraising. Increased use of digital tools, such as social media, and an active organizational website presents an opportunity to amplify advocacy messages, improve public engagement, and communicate results to donors and stakeholders. The staff also foresee the opportunity to tap into the broader enabling environment of rising national and global attention to climate justice and gender-climate linkages, alongside policy reforms and national commitments that support women's rights and youth participation. This creates space for PAYOWI to shape its policy dialogue, align programming with emerging priorities, and position itself as a credible actor in gender equality, youth empowerment, and climate-responsive advocacy. Regarding the opportunities to prioritize, staff feedback points to two major ones: Building strategic partnerships 6/6 (100%) and harnessing technology 3/6 (50%). Other opportunities such as expanding programs, increasing

SWOT item	Key Items	Summary
Threats	• Reduced donor funding • Intensified competition for limited funding • Donor fatigue • Weak fundraising diversification (e.g., not exploring new funding sources) • Macroeconomic shocks such as – economic instability that could reduce donor budgets, CSR allocations, and increase operational costs. • Policy changes and shifting government priorities could constrain civic space or redirect support away from PAYOWI's focus areas. • Weak stakeholder engagement. • Misinformation or negative public perception of	community involvement, and advocating for policy change each account for 2/6; (33%) A series of threats were highlighted by the staff that could hinder PAYOWI's progress. Most notably is funding volatility including donor withdrawal; rising competition for limited grants, and potential fatigue from the donors in providing funding support overtime. These risks are compounded by economic instability, which can reduce donor budgets and CRS allocations thereby increasing operational pressures. The staff also highlighted the risk of policy changes and shifting government priorities, alongside inconsistent engagement from government and partners, which may constrain civic space, alter program uptake, and redirect space away from PAYOWI's focus areas. Finally, misinformation and negative public perceptions about NGOs could weaken trust and disrupt community and stakeholder support. These threats are signals to underline the increased importance of diversifying funding, strengthening partnerships, and proactively managing policy and reputation risks (<i>the threats that can damage how people perceive an organization</i>). A focused examination was carried out to identify threats that pose the greatest risk to PAYOWI's progress and following are the findings: 1) Decreased funding was the most cited 4/6 (67%). It is the dominant threat and represents the most immediate risk to PAYOWI's ability to operate. Reduced funding has underlying effects: downsizing or delays in activities, inability to retain/adequately support staff, weaker program quality and reduced geographic coverage, and limited investment in systems such as (M&E, technology, documentation). 2) The other threat, although not commonly cited, is increased competition 1/6 (17%). Competition is closely linked to funding risk. Increased competition for grants and donor attention is likely to: lower success rates for proposals, push funders toward larger/more established NGOs, require stronger evidence, branding, and partnerships to remain competitive.

SWOT item	Key items	Summary
	NGOs that could undermine trust, community acceptance, and stakeholder cooperation.	

General feedback:

To ensure PAYOWI's sustainability and growth, staff have recommended several key strategies.

They emphasize the importance of building collaborative networks by partnering with smaller organizations, the disability community, and male allies to broaden advocacy efforts and strengthen the organization's reach. Recognizing and rewarding staff who have dedicated five years or more to the organization is also encouraged, fostering loyalty and motivation within the team. Staff suggest the timely review, approval, and enforcement of the staff handbook, so employees are well-versed in organizational policies and procedures. Additionally, navigating new pathways for partnerships and fundraising is seen as vital for long-term stability. The staff highlight the necessity of developing a comprehensive sustainability plan that goes beyond donor funding, such as implementing strategic fundraising initiatives, investing in income-generating activities, and prioritizing staff development. As PAYOWI develops its 2026–2031 strategic plan, these actions: strengthening resource mobilization, enhancing staff capacity, improving monitoring and evaluation systems, and increasing visibility through strategic communication are viewed as essential steps to secure a robust foundation for the organization and the communities it serves.

PAYOWI SWOT Analysis

Situational Analysis based on staff feedback — Foundation for the 5-year strategic plan



Strengths

- Dedicated, passionate staff who build strong community trust
- Clear mission to empower young women and girls
- Programs respond to real community needs
- Effective advocacy and a strong network of partners



Weaknesses

- Limited and inconsistent funding due to short-term project reliance
- Low visibility; gaps in documentation and communication
- Limited use of technology to demonstrate results
- Insufficient resources for stronger M&E systems; staff motivation and recognition concerns



Opportunities

- Diversify funding through CSR budgets, international donors, and foundations
- Expand partnerships: government, NGOs, private sector, men's allies, disability organizations
- Use social media and website to increase visibility and fundraising
- Leverage growing attention to climate justice, gender equality, and supportive policy shifts

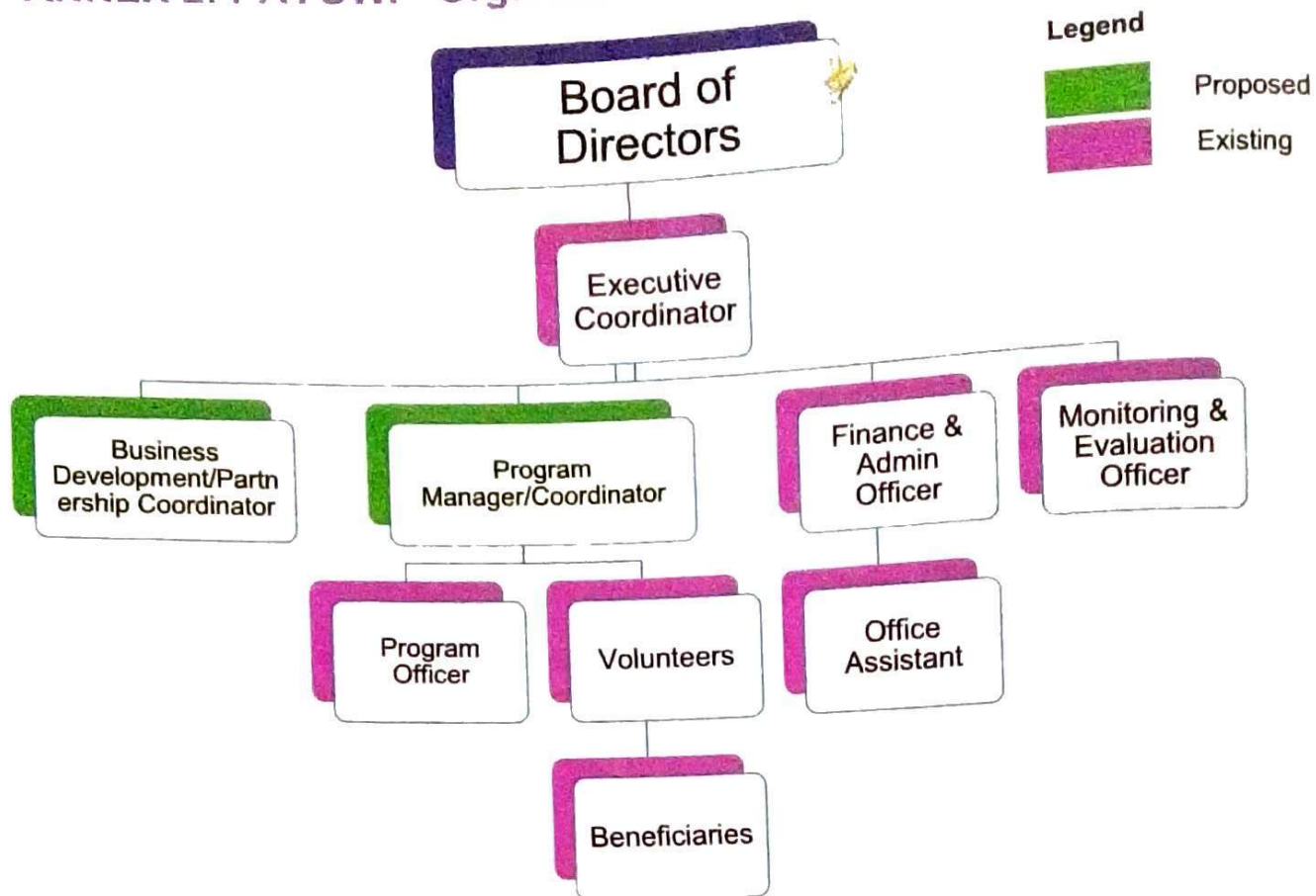


Threats

- Unstable or reduced funding; competition, donor fatigue, limited fundraising diversity
- Economic downturn may shrink donor and CSR budgets
- Policy and government priority shifts may reduce civic space and participation
- Weak stakeholder engagement and misinformation can erode trust in NGOs

PAYOWI — SWOT | Use this page in internal planning to prioritize strengths, address weaknesses, pursue opportunities, and mitigate risks.

ANNEX 2: PAYOWI - Organization Structure



PAYOWI'S STRATEGIC FRAMEWORK & RESULTS MATRIX (2026-2031)

VISION

A future where all young women and girls in Liberia live free from violence and discrimination.

Mission

To empower adolescent girls and young women through education, leadership training, and advocacy for their rights.

Core Strategic Goals

1. **Empower Leadership:** Increase active participation of adolescent girls and young women in leadership roles and decision-making processes at all levels.
2. **Prevent SGBV:** Reduce the prevalence of sexual and gender-based violence and strengthen support systems for survivors.
3. **Enhance Education and Economic Opportunities:** Improve girls' and young women's retention in education and provide training in vocational and livelihood skills.
4. **Advance SRHR:** Improve knowledge of and access to sexual and reproductive health education and services for adolescent girls and young women.
5. **Strengthen Institutional Capacity:** Bolster the sustainability, efficacy, and visibility of PAYOWI through institutional development and strategic partnerships.

Guiding Principles

- **Community-driven development:** Engaging local stakeholders to ensure relevance and inclusiveness.
- **Gender-responsive programming:** Addressing barriers while providing equitable opportunities for adolescent girls and young women.
- **Sustainability and innovation:** Leveraging partnerships, technology, and local resources for long-term success.

RESULTS MATRIX (2026-2031)

Strategic Goal	Key Result Areas	Expected Outcomes	Indicators	Baseline	Targets (2026-2031)	Means of Verification
1. Empower Leadership	Participation of young women in decision-making forums and governance	Increased representation of adolescent girls and young women in leadership roles	% of governance or decision-making bodies with young women's representation	To be determined (TBD)	50% increase in young women's representation by 2031	Periodic progress reports, surveys
	Leadership training programs rolled out	Improved leadership skills and awareness of rights by adolescent girls and young women	# of young women trained in leadership and advocacy	TBD	5,000 young women trained by 2031	Training records, pre/post assessments
2. Prevent SGBV	SGBV awareness campaigns and support	Reduced incidence and stigma around SGBV, and improved	# of awareness campaigns conducted	TBD	1,000 campaigns covering five underserved regions	Activity reports, feedback surveys

PAYOWI Strategic Framework & Results Matrix (2026-2031)

Strategic Goal	Key Result Areas	Expected Outcomes	Indicators	Baseline	Targets (2026-2031)	Means of Verification
3. Enhance Education and Economic Opportunities	systems strengthened	access to survivor support				
	Victim support mechanisms accessible	% increase in victims seeking support	TBD	75% of victims of SGBV accessing necessary psychosocial/legal services by 2031	MEL Framework Data, case records	
	Vocational and educational programs launched	Increased school retention, improved literacy levels, and livelihood opportunities	% increase in school retention rates for girls	TBD	80% retention in program areas by 2031	Enrolment records, progress monitoring
	Scholarships and education incentives established	# of girls successfully completing secondary education, vocational, or	TBD	3,000 girls supported through scholarships by 2031	Education metrics, reporting data	

PAYOWI Strategic Framework & Results Matrix (2026-2031)

Strategic Goal	Key Result Areas	Expected Outcomes	Indicators	Baseline	Targets (2026-2031)	Means of Verification
4. Advance SRHR	Comprehensive SRHR education and services accessible in underserved areas	Increased awareness of and access to SRHR services	% increase in young women accessing SRHR services	TBD	Reach at least 10,000 adolescent girls and young women annually by 2031	Health facility records, outreach reports
	Government and civil society partnerships for service delivery	# of partnerships established for the delivery of SRHR services	TBD	20 partnerships formalized by 2031	MOUs, annual reports, partner assessments	
5. Strengthen Institutional Capacity	Enhanced organizational infrastructure (staffing, resources)	PAYOWI becomes a benchmark for youth-centered gender equality organizations in Liberia	Increased donor support and resource allocation	TBD	The operational budget increased by 75% by 2031	Financial audits, donor financial records

Strategic Goal	Key Result Areas	Expected Outcomes	Indicators	Baseline	Targets (2026-2031)	Means of Verification
	Diversified funding sources	% of funding from diversified, sustainable sources	TBD	50% of funding from diverse sources	Fundraising metrics, annual financial statements	

Additional Notes on MEL (Monitoring, Evaluation, and Learning):

- Establish a **baseline survey** by the end of 2026 to capture current trends in SGBV, SRHR access, school retention rates, and organizational performance.
- Ensure regular **quarterly reviews** and **annual impact evaluations** to track progress and adapt strategies based on contextual shifts.
- Conduct participatory feedback sessions with stakeholders, particularly beneficiaries, at community levels to ensure inclusiveness and relevance.