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VERSION 2

Global Best Practice

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Scenario Booklet




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Scenario 4: NowByou

NowByou is a not-for-profit organization that works with local communities to eliminate discrimination of any kind and help advance the international human rights system through local and targeted interventions.

NowByou forms, chairs, and equips networking and support groups, where anyone who has experienced discrimination can share their experiences and thoughts in a safe and empowering space. Additionally, NowByou is one of the few Non-Governmental Organizations (NGOs) in the country that works directly with police forces to co-develop campaigns that encourage the reporting of discriminatory incidents to authorities.

Recent research has shown that discrimination against marginalized groups, particularly the homeless and refugees, is growing at a concerning rate. The increase in discrimination has led NowByou to believe that a new six-month anti-discrimination campaign is required to address this issue.

Recently, the need for self-management within NowByou and for a flexible project management method has become more urgent. As a result, a few divisions within the NGO have already started to engage with the agile mindset and have applied agile methods through small, individual initiatives.

As the marketing agency that is subcontracted for the new anti-discrimination campaign already uses agile, NowByou management decided to try an agile project management approach for the creation of this campaign. The project aims to raise awareness of discrimination of marginalized groups, to reinforce NowByou brand recognition, and to introduce and test agile ways of working.

The project serves as an agile pilot project, which means it will not only be producing the antidiscrimination campaign but should also facilitate the adoption of the agile mindset. The project will also gather feedback on agile project delivery and produce an agile transformation plan for the planned organization-wide rollout of agile that will follow this project. All learnings around agile that are gathered during the project will also be shared with NowByou management, as they decided to build on the small, individual initiatives and to use the findings from this pilot project to support the planned agile transformation.

For that reason, NowByou has contracted a professional agile coach with a track record of successful delivery in the not-for-profit sector who will be responsible for advising and coaching the project team and will stay on to guide NowByou through the following agile transformation initiative.

There is a high-level view of the project, as pre-project discussions are still occurring:

Stage 1 (initiation)

- Project canvas, PID including project backlog, agile transformation plan.

Stage 2 (campaign preparations)

Iteration 1

- Agile training and coaching sessions.
- Target group analysis and messaging for each group.

Iteration 2

- Campaign design mock-ups for all 4 campaign channels.
- Feedback collection with user groups on mock-ups.

Stage 3 (campaign development)

Iteration 3

- Assessment of agile maturity in the project.
- Content creation based on feedback for local channels (billboards and speeches at local schools).
- Feedback collection on content for channels 1 & 2.

Iteration 4

- Assessment recommendations to update the agile transformation plan.
- Content creation based on feedback for national channels (social media and national TV ads).
- Feedback collection on content for channels 3 and 4.

Stage 4 (campaign distribution)

Iteration 5

- Assessment of agile maturity in the project.
- Incremental campaign rollout of local channels (based on feedback) in two versions (A and B).
- Feedback collection of A/B rollout for channels 1 and 2 (to inform incremental rollout).

Iteration 6

- Assessment recommendations to update the agile transformation plan.
- Lessons on working with agile based on Agilometer assessments and project team feedback.
- Incremental campaign rollout of national channels (based on feedback) in two versions (A and B).
- Feedback collection of A/B rollout for channels 3 and 4 (to inform incremental rollout).

The project products will be a delivered multi-channel campaign, an agile transformation plan based on pilot project feedback as well as lessons on working with agile in NowByou.

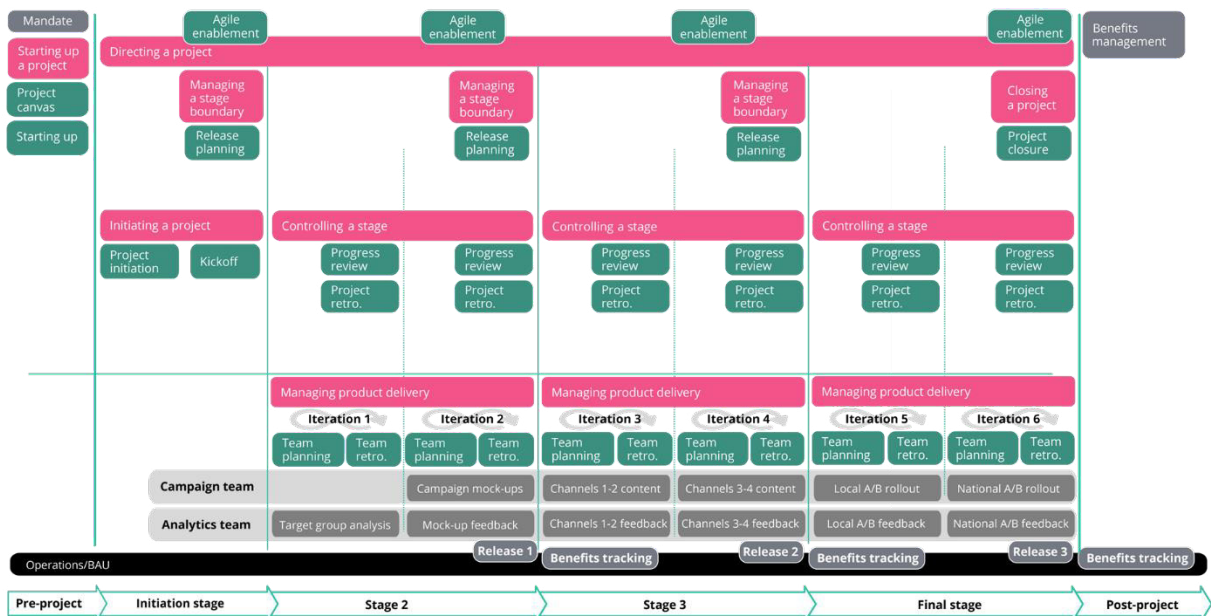


Figure 1.7 NowByou scenario – high level project view

NowByou additional information (People)

The **chair of NowByou** board is an experienced leader in the NGO sector with a strong focus on policy development and governance. She ensures that the campaign aligns with NowByou's mission and values, and that its outcomes will have a lasting impact on the organization and the communities it serves.

The **advocate** leads NowByou's efforts to engage marginalized communities and amplify their voices. She is an expert in community engagement and ensures that the campaign messaging resonates with the target groups. She represents the interests of communities within the project and ensures their quality criteria are met.

The **marketing agency BrightPulse** is subcontracted for the campaign. With extensive experience in agile marketing and diversity, they oversee the creation of campaign materials and provide input on the most effective media channels to reach the target audience.

The **Scrum master** has been enabling some teams to try out agile for their small, individual initiatives, facilitating events and using best practices of different agile frameworks and methods. They are also skilled in agile requirements engineering.

The **communication director** has 15 years of experience in campaign strategy and has been the driving force behind NowByou's innovative approaches to tackling discrimination. As the project sponsor, she is responsible for ensuring that the campaign aligns with strategic goals and will serve as a role model for the organization's agile transformation.

The **business analyst** is a passionate advocate for human rights and is part of the programme office, aspiring to become a project manager. While being new to agile, they are quite familiar with PRINCE2 project management and are open to being coached in agile.

The **campaign manager** oversees all campaigns for NowByou and handles resourcing for campaigns. They are experienced in working with external agencies when needed. They understand all details of campaign delivery and rollouts and have worked on different national and international campaigns in the past. While not yet experienced, they have shown a high interest in applying agile practices.

The **campaign analyst** specializes in campaign analytics and impact measurement. She tracks campaign performance across various channels and provides recommendations to optimize reach and engagement.

The **BrightPulse communication specialist** is a digital communications expert specializing in social media for NGOs. He ensures the campaign's messaging is optimized for digital platforms, engages a wide audience, and drives measurable results.

The **business coach** has over a decade of experience in delivering agile projects in not-for-profit organizations. He provided agile coaching to leadership, has mentored project managers on agile project management practices, and currently advises organizations on the introduction of the agile mindset and application of agile ways of working.



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