



Strategic Plan

2016-17 to 2018-19

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1. Introduction

Two years into our initial three year project, and with a solid start to give us confidence and a base to build from, it is time to look forward, and contemplate the next phase in our development. This 2016-2018 3-year strategic plan sets our direction for the next three years.

We decided in mid 2015 to engage in a strategic planning process to address our priorities for the next three years. This process culminated in a 2-day planning retreat in November 2015 in Lae. Our MC member Ms Serena Sumanop, led this process with the support of our senior management and an external facilitator, Ms Elizabeth Morgan. Every current Femili PNG Management Committee member and all staff attended this inaugural planning event. The planning was informed by significant input from all MC members, all staff and all key stakeholders who were surveyed, with some interviewed by the facilitator prior to the retreat. A draft plan coming out of the retreat, also drafted by Elizabeth Morgan, was then considered by management and the Management Committee over the period of February-April resulting in further revisions and this draft.

Once finalized, this strategic plan will be implemented through our annual plans, starting with the 2016-17 one.

2. Context and background

Family and sexual violence pose very significant development issues for PNG. Many leaders are working to achieve change. Support for services to address family and sexual violence has come through the PNG Department for Community Development, the Australian-aid-funded law and justice program, and from other parts of the Australian aid program and from other donors. Churches and NGOs have been the main points of service delivery outside the limited services available through the law and justice system.

There are few organisations in PNG funded specifically to address family and sexual violence although their number and range are growing. Donors remain the primary source of funding. In 2010 PNG produced its first Family and Sexual Violence National Strategy and Action Plan. This Strategy sits within the PNG Department of Religion, Youth and Community Development (DRYCD), with the FSVAC as an implementing partner of this strategy. A new gender-based violence strategy is under development, also led by DRYCD. A number of provincial FSVAC committees and secretariats have been funded to enhance case coordination and management. Various new family and sexual violence initiatives have been established and are under preparation with national and provincial government and donor support.

Violence poses a challenge for all societies and every country in the world has had to embark on its own journey to address family and sexual violence. PNG is on that journey and has many vocal leaders who are working to change attitudes, values and practices which allow violence to continue.

3. Femili PNG: the story so far

The PNG Family and Sexual Violence Action Committee (FSVAC), under the leadership of our Deputy Chair, Mrs Ume Wainetti, has been working for over a decade to improve services to women, children and men who experience family and sexual violence. The FSVAC identified case management and inter-sectoral coordination as major gaps in the service response to family violence. Femili PNG was established to help address that gap, with a focus on Lae.

Femili PNG was established in 2013 as a PNG registered association. Its Management Committee is comprised of a mix of Papua New Guineans and Australians. It is funded by the Australian aid program, through Oxfam, and also receives significant financial and pro bono support from other donors and partners. We opened our Lae Case Management Centre (CMC) in July 2014.

Femili PNG and the Lae CMC were established following the evaluation of the Angau Hospital Family Support Centre (FSC) in Lae, which was supported by Medecins Sans Frontieres (MSF) for many years. One of the lessons of the MSF project was the women and children dealing with family and sexual violence needed much more than a medical and psychosocial response. They often also needed access to emergency accommodation, and to legal and police services. The availability of staff after the withdrawal of MSF from the Lae FSC, and the good relations with the FSC made Lae an appropriate location to build on existing structures and agency support.

The CMC delivers case management services to people experiencing family and sexual violence, helping them to access the services they need. It is considered to be an important demonstration project, shaped and informed by a strong research and evaluation focus. The Australian National University plays an important role to ensure strong M&E and research. The design document includes an expectation that the approach may be scaled up to influence services nationally. The Centre is not intended to duplicate or undermine existing mechanisms, but to make them function better.

Femili PNG has made considerable progress in its first two years of operations. Since 2014, we have:

- Set up our Lae based office with well supported IT, vehicles, and security services
- Recruited and trained our management and staff, up to a total of 16 at the current time.
- Assisted more than 500 women and child survivors access the services they need.
- Set up referral pathways and built strong relationships with local partners and signed MOUs with some of them: the District Court, Community Development, Lae and Provincial Police, the Angau FSC, City Mission and the Salvation Army, among others
- Provided substantial support to two safe houses run by our partners, to expand their capacity, improve their security, and meet their running costs
- Delivered training on case management and awareness of family and sexual violence to many agencies and local businesses
- Established and implemented a Monitoring and Evaluation Framework
- Designed and started implementation of a research plan.
- Contributed to the Provincial Family and Sexual Violence Action Committee and to a number of national and international events/forums addressing family and sexual violence.

- Established ourselves as a well-run organization with high standards, with a well-respected and committed Board (Management Committee) and the adoption and development of several key policies (financial, HR, security, etc).
- Successfully committed ourselves to high standards of financial probity, with two unqualified financial audits.
- Registered a Friends of Femili PNG association in Australia to provide financial and technical support, including through the Canberra-based position of a Development Manager.
- Raised about K300,000 in donations and gifts.

4. The challenge ahead

The demands on Femili PNG are growing. Our role as an NGO leading change has led us to a point where we need to consider our sustainability and our approach to shaping the future.

This document sets out our strategic directions for the next three years recognising that our environment is dynamic and often unpredictable. We need to be able to respond to new opportunities and evidence, to learn lessons from our experience, from our partners, and most critically, learn from the people we work with. We need to be able to adapt and change whilst keeping our longer-term vision to reduce the impact of violence very clear.

The next section (Section 5) articulates our vision, mission and values. Section 6 sets out four priority areas for our organization. These are then expanded on in each of Sections 7 to 10. Section 11 provides the indicators we will use to monitor our progress.

5. Vision, mission, and values

The first task is to define our vision and mission for the next three years. This will replace our earlier “high-level goal”¹ and better articulate our highest aims and aspirations.

Our **vision** is

To provide effective client services and foster strong partnerships to address family and sexual violence in Papua New Guinea.

Our **mission** is

To work with clients, partners and communities to improve responses to family and sexual violence through our case-management, partner support, training, monitoring, research and advocacy.

We are a values-based organization. In other policy documents,² we have started to articulate our values, and this statement below builds on those efforts. These **values** are particularly important to us.

¹ “to improve access to and effectiveness of services for FSV survivors”

² Our HR Manual and our security procedures.

- **Respect:** We respect and value local solutions, we seek to enhance local capacities, and we abhor discrimination.
- **Client centered:** We put the client first.
- **Trust:** We work in ways which foster trust and goodwill with clients, families, communities, partners, donors and PNG Government agencies.
- **Dynamism and resilience:** As an organisation we will foster dynamism, adaptability and resilience.
- **Learning:** We will engage in and support the use of evidence. We will share our own lessons and look to learn from others as well.
- **Empowerment:** We actively pursue opportunities to empower women and children and other marginalised people in PNG.
- **Professionalism:** We recognise and value the professionalism, skills and experience of our staff and their contribution to institutional learning and development. We strive for excellence.
- **Discipline and probity:** Creating change requires hard-work, sustained commitment and ethical behaviour.
- **Partnerships:** We strive to build strong partnerships with PNG government agencies, civil society and private sector organisations, both in PNG and overseas, and donors.
- **Human rights:** We value and support the basic human rights and central role of women within their community and in development.
- **Role of civil society:** We value the operational freedom which stems from being a not-for-profit and civil society organization. We support the development of strong civil society in PNG as an important force for positive change.

6. Priorities

Going forward, we have identified **four** strategic priorities for the organization. The first three are similar to our three “areas of activities” identified in the 2014 Design Document. The fourth relates to our organizational aspirations. Throughout all four areas is our ambition to “go beyond Lae” and to contribute to the national effort to respond to FSV.

Priority 1: As a national centre of excellence, provide effective and coordinated case management approaches for people experiencing family and sexual violence.

Priority 2: Foster strong partnerships with other PNG government and civil society agencies to promote effective responses to family and sexual violence, both in Lae and across PNG.

Priority 3: Undertake operations- and research-based advocacy to improve the response to family and sexual violence across PNG.

Priority 4: Be a well-run and sustainable Papua New Guinean non-government organisation.

7. Providing effective case management services

Priority 1: As a national centre of excellence, provide effective and coordinated case management approaches for people experiencing family and sexual violence.

Our core activities for this priority area over the next three years are to:

- Continue to deliver case management services in Lae that are appropriate in the PNG context.
- Continue to work with our partners to increase access to good-quality emergency accommodation, to police and legal responses, to child protection, to medical services, and to relocation, repatriation and reintegration where appropriate.
- Develop and implement case-management and other operational policies which ensure the safety and wellbeing of our staff and all people who use our services.
- Ensure that our practices are informed by our experience and research.
- Maintain our network of technical advisers so that we can access expertise and external advice.
- Shift to an office where we can see our own clients, rather than, as to date, only seeing clients in our partners' offices.
- Establish a new position of Case Work Manager to ensure the technical quality of the work we are doing.
- Through outreach, increase public awareness of the range of services available to those experiencing family and sexual violence.
- Make increasing use of phone referrals with closer links to the Childfund Hotline.

8. Building strong partnerships in Lae and across PNG

Priority 2: Foster strong partnerships with other PNG government and civil society agencies and stakeholders to promote effective responses to family and sexual violence

Our core activities for this priority area over the next three years are to:

- Continue to coordinate effectively with our Lae partners through a variety of mechanisms: the Morobe Family and Sexual Violence Action Committee; the Lae FSV Service Delivery Group; our MOUs and referral pathways with key partners; and cross-agency case-meetings for high risk cases.
- Provide internal resources so that we can build and maintain strong partnerships with family and sexual violence mechanisms and agencies across the country, government and non-government. Develop a policy on the expansion of Femili PNG support to other provinces, which could include training, exchanges and support to case management and coordination, and M&E.
- Expand our referral networks to involve a wider range of organizations, including private-sector and civil-society organisations, Village Courts, and informal organizations.
- Continue to run training for other agencies and workers on effective coordination and case management of family and sexual violence. Resource and make this training available to agencies and workers beyond Lae.
- Subject to funding availability, continue to make resources available to other partners where there is a clear service-delivery justification and a strategic need. Start to make this funding available to partners beyond Lae, with a particular focus on safe houses.

9. Using evidence to advocate for change

Priority 3: Undertake operations- and research-based advocacy to improve the response to family and sexual violence across PNG.

Our core activities for this priority area over the next three years are to:

- Ensure our M&E remains strong, and the results available for learning.
- Complete our first research plan, and implement a follow-up research plan to build a strong and credible evidence base on what works and what does not work in PNG.
- Using the evidence gathered during the course of our work, and working with partners where possible, inform and influence how governments, civil society, private sector entities, and communities recognise and deal with family and sexual violence
- Forge closer links with central government agencies and organisations so that we can share our findings, and learn from others, and together influence provincial and national policies and practices.
- Through our outreach, work to change behaviors and attitudes which allow family and sexual violence to flourish and which perpetuate myths about violence.
- Maintain the close link with the ANU and with PNG universities so that we can continue our strong M&E and research effort.

10. A well-run and sustainable Papua New Guinean NGO

Priority 4: Be a well-run and sustainable Papua New Guinean non-government organisation.

Our core activities for this priority area in the next three years are to:

- As we move out of the start-up phase, progressively transfer responsibilities from Canberra to Femili PNG management.
- Develop, maintain and monitor effective governance and operational policies & procedures.
- Maintain the high calibre of our Management Committee, and look to further strengthen it as required.
- Be a responsible and best practice employer and ensure all staff have access to appropriate training and professional development
- Comply with our Rules of Association and all donor guidelines.
- Ensure that we continue to receive unqualified audits.
- Develop direct funding relationships with donors.
- Develop more and deeper relations with private sector companies.
- Seek commercial and mutual-benefit opportunities with the private sector.
- Raise our profile, both in PNG and Australia, and diversify our funding.
- Develop Friends of Femili PNG as a separate support organization with tax deductibility in Australia.
- Seek our own office in Lae to reduce running-costs.

11. Indicators of success

PNG's efforts to tackle family and sexual violence are still at an early stage. Realistic goals are crucial to our sense of achievement and progress. In 3 years we cannot claim to reduce violence but we can address impacts, we can contribute to awareness, and we can learn from the people we work with, and we can make a contribution to improving responses and building alliances with partners.³

The indicators below will be drawn on when we update our M&E framework.

Priority 1: As a national centre of excellence, provide effective and coordinated case management approaches for people experiencing family and sexual violence

- Client numbers and outcomes
- Feedback from clients and partner organisations
- Range of increased options available to and accessed by clients
- Successful partnerships
- Increased awareness of Femili PNG and services available to survivors.
- Safety of staff, clients and partners and the needs of and issues for children are addressed

Priority 2: Foster strong partnerships with other PNG government, civil society and private sector organisations to promote effective responses to family and sexual violence, both in Lae and across PNG.

- Feedback from partners
- Compliance with MOUs
- Improved facilities
- Expanded partnerships beyond Lae (evident in training, exchanges, etc)
- Work more with a wider range of organizations, private sector and NGO, formal and informal
- Capacity of PNG government agencies, private sector and other civil society organisations to address family and sexual violence is increased

Priority 3: Undertake operations- and research-based advocacy to improve the response to family and sexual violence across PNG.

- M&E results and research disseminated, well-received and utilized by a range of stakeholders to make positive changes to the FSV system
- Contribution to national and provincial initiatives addressing family and sexual violence

Priority 4: Be a well-run and sustainable Papua New Guinean non-government organisation.

- Compliance with FemiliPNG rules of association, funding agreements and all donor requirements, including unqualified audits
- Staff retention rates, and staff professional development evident
- Risk framework used and reviewed regularly
- Diversification of funding sources

³ No country in the world has been able to demonstrate a reduction in family violence over the past 50 years. The evidence is very clear that the reporting of violence (incidence) increases as awareness increases. Reliable and accurate prevalence and incident data can take decades to establish.

- Private sector partnerships
- Higher organizational profile
- Changing role of MC as we move out of start-up phase
- Development of Friends of Femili PNG as a support organisation.

12. Implementation

This strategic plan will be implemented through our annual plans, starting with the 2016-17 plan, for the period July 2016 to June 2017. We will use the annual plan to prioritize and sequence the objectives and directions outlined above, and our semi-annual and annual reports to assess progress against them. We will return to our strategic plan in our third year with a view to taking a stocktake of progress and setting new directions for the future.