

FemiliPNG

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Friends of
FemiliPNG

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Strategic Plan

2020-21

to

2024-25

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1. Introduction

Femili PNG has been operating in Lae since July 2014, with expansion to Port Moresby in late 2018 under the Bel isi PNG Initiative. In this, our fifth year, we entered a period of intense planning and reflection. As our organisation matures, priorities have shifted from our establishment phase to building the sustainability of Femili PNG.

Through planning processes in 2015, including an all-staff and Board workshop, we established a three-year plan which was then expanded to include our work in 2019-20. We have built from that foundation, and we now need to plan for the longer term.

Since that initial planning process in 2015, our staff numbers have doubled and our project locations expanded. Given this growth, we took a different approach to formulating this Strategic Plan. All staff and Board members have contributed at different points of the planning process. Initially, staff contributed their ideas at the annual staff planning days for Lae and Port Moresby as to where they see the organisation in five years, their challenges, lessons learned, successes and achievements. Senior management from the two locations further workshopped these ideas and ultimately they were presented at a planning session with the Board and senior management on Friday 8 November 2019. From these inputs, a plan was drafted and circulated to all staff and the Board for iterative comment and refinement.

This Strategic Plan covers the period from 2020-21 to 2024-25, and will set our direction for the next five years. Apart from the longer term and increased focus on building sustainability, this Plan differs from the last in that it also includes the new operations in Port Moresby and Friends of Femili PNG.

This strategic plan will be implemented through our annual plans, starting in 2020-21.

2. Context and background

Family and sexual violence continues to pose a very significant development issue for PNG. According to *Pacific Women*:

Rates of violence against women in Papua New Guinea are high, and affect both women and men. An estimated two-thirds of women are affected although there is considerable variation in rates across provinces. Traditional practices like bride price and polygamy exacerbate the issue and perpetuate structural discrimination. The Government of Papua New Guinea has amended laws, established Family Support Centres in hospitals and Family and Sexual Violence Units in many police stations. In 2016 the Government endorsed the National Strategy to Prevent and Respond to Gender Based Violence 2016-2025. Despite these changes, the response to end violence in Papua New Guinea remains inadequate and fragmented. Police have limited reach across the country and matters are normally settled at village court, where resolutions are in the form of reconciliation and compensation.¹

In the last PNG Demographic and Health Survey (2016-2018), an average of 58.9% of women in PNG experience physical or sexual violence. Of the number who seek help, 72% obtain help from their families with only 2.7% seeking assistance from social work organisations such as Femili

¹ Pacific Women, *Papua New Guinea*, 2017 downloaded from https://pacificwomen.org/wp-content/uploads/2017/07/PNG-Country-Page_15Oct17_final.pdf

PNG.² The UN reports that up to 11 work days on average are lost every year due to the impact of family and sexual violence.³

There are many PNG government and civil society organisations and individuals working to bring about change. The Family and Sexual Violence Action Committees (national and provincial) are actively advocating for the rights of survivors. Support for services have been provided by the PNG Department of Justice and Attorney-General and the Department for Community Development, and many Australian aid-funded programs relating to women and law and justice have been effective in launching successful initiatives.

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

Femili PNG was established in 2013 as a PNG-registered not-for-profit association. Born out of a Medecins Sans Frontieres project at the Angau Hospital Family Support Centre in Lae, Femili PNG was set up to meet the broader needs of survivors of family and sexual violence (FSV) such as accessing emergency accommodation, legal and police services.

Our Lae Case Management Centre (CMC) opened in July 2014, initially funded by the Australian aid program through Oxfam. Most recently funding has come from the Pacific Women Shaping Pacific Development Program (until 2022), as well as significant financial and pro bono support from other donors and partners. At time of writing in early 2020, the Lae CMC has assisted over 2,300 survivors of FSV access services including emergency accommodation, medical assistance, legal interventions, repatriation and business start-up kits.

An Australian support organisation – Friends of Femili PNG – was incorporated in Canberra on February 2015 and registered with the Australian Charities and Not-for-profits Commission in April 2015. Friends of Femili PNG became a full member of the Australian Council for International Development (ACFID) in October 2019, after achieving compliance with the ACFID Code of Conduct.

Femili PNG and Friends of Femili PNG are managed by the same governing Board, with a mix of Australians and Papua New Guineans. Managing the two organisations this way allows us to invest in local ownership, work within local structures, develop local staff and promote program sustainability. We have an Australian presence to mobilise Australian resources and expertise to help PNG meet its development challenges.

In 2017, Femili PNG expanded its training and outreach programs. In-depth training on FSV has been delivered to community leaders, police, teachers, and civil society. Awareness-raising sessions on FSV, its consequences, related laws, and referral pathways have been conducted at communities, markets, schools, hospitals, businesses and at special events.

² National Statistical Office (NSO) [Papua New Guinea] and ICF. 2019. Papua New Guinea Demographic and Health Survey 2016-18: Key Indicators Report. Port Moresby, PNG, and Rockville, Maryland, USA: NSO and ICF. http://nso.gov.pg/images/DHS2016_2018/PNG_DHS2016-2018_KIR.pdf

³ UN Spotlight Initiative, Papua New Guinea Country Programme Snapshot, 2019.

Femili PNG was selected to operate a CMC and Safe House as part of the Bel isi PNG Initiative in 2018. This groundbreaking public-private partnership allowed Femili PNG to expand to Port Moresby. The CMC opened in September 2018; the Safe House in October 2018.

Femili PNG has made considerable progress in its first five years of operations. We have:

- Set up offices in Lae and Port Moresby with well supported IT, vehicles, and security services.
- Recruited and trained our management and staff, a total of 47 across three locations (Lae, Port Moresby and Canberra) at the current time.
- Assisted more than 2,300 survivors of FSV access the services they need.
- Set up referral pathways and built strong relationships with local partners in Lae and Port Moresby.
- Provided emergency accommodation at the Bel isi Safe House in Port Moresby for over 100 clients and their dependents.
- Diversified our funding sources and at the same time achieved stable operational funding until 2022, with the support of Pacific Women, Oil Search Foundation, Mundango Abroad, and many other partners and donors.
- Established a training section to devise and coordinate training for staff, partners, core service providers, business and communities.
- Set up a highly successful outreach department which has travelled throughout Morobe Province and the Eastern Highlands delivering awareness-raising sessions on FSV, related laws, referral pathways and child safety. At the current time, the outreach team has reached over 50,000 people through these sessions.
- Achieved strong financial probity through a good track record of successful external audits of both Femili PNG and Friends of Femili PNG.
- Contributed to research projects around family responses to violence, sorcery accusation-related violence, protection order efficiency, and male perspectives of domestic violence.
- Developed robust systems for client data collection and analysis, including moving to a digital data platform in 2019.
- Become well-respected as a best practice example due to our case management approach, and contributed to a number of national and international events/forums addressing FSV.
- Established ourselves as a well-run organisation with high standards, a committed Board and staff, and the development and regular review of key policies and risk frameworks.
- Increasingly transferred responsibilities from Canberra to Lae.

4. The challenge ahead

This plan outlines our strategic directions for the next five years recognising that our environment is dynamic and 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 of reducing the impact of violence.

As Femili PNG grows in reputation and size, demand for our services has also expanded. We have seen the numbers of walk-in clients increase, as are survivors travelling from other jurisdictions

to access our services. We receive many requests for outreach and training, We need strategic planning and effective management to ensure that we can meet these ever-growing needs without sacrificing the quality of our interventions.

In setting our direction for the future, we need to focus on continuing to provide the best outcomes for survivors of FSV, build our capacity and capability as well as that of our partners, advocate for change, and engage in continuous improvement of our governance. Sustainability of our organisation is central to our successes.

Key challenges faced by Femili PNG from 2020-21 to 2024-25 include:

- Maintaining and strengthening our good reputation.
- Continuing to provide best practice case management services to an increasing number of clients.
- Maintaining and further diversifying our funding sources to ensure sustainability beyond 2022.
- Solving the problem of office overcrowding in Lae.
- Continuing to build staff and partner capacity and expertise.
- Building even stronger relationships with partners and core service providers to benefit survivors.
- Further developing the capacity to handle more complex cases, such as those involving sorcery or child clients.
- Expanding into the Highlands.
- Stepping up on advocacy and ensuring we maintain a credible evidence and research base.
- Working as a much larger national organisation, and meeting the financial management, human resources, and monitoring and evaluation (M&E) challenges which this involves.

The next section (Section 5) articulates our vision, mission and values. Section 6 sets out four priority areas for our organisation. Section 7 outlines the future for Friends of Femili PNG. Sections 8 and 9 provides the indicators we will use to monitor our progress and how the plan will be implemented.

5. Vision, mission, and values

Our vision, mission and values continue to encapsulate our organisation's goals and culture.

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 organisation. These **values** are particularly important to us.

- **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

The **four** strategic priorities that were identified in our planning process in 2015 continue to be relevant for the organisation with only minor changes. Our priorities are:

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 across PNG.

Priority 3: Undertake operations- and research-based advocacy, outreach and training 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.

6.1 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 five years are to:

- Continue to deliver high quality case management services in Lae and Port Moresby that are appropriate in the PNG context and to the operating environment of the Bel isi PNG Initiative (Port Moresby).

- Continue to work with our partners to increase access to emergency accommodation, police and legal responses, child protection, medical services, and relocation, repatriation and reintegration where appropriate.
- Ensure that our practices are continually informed by our experience and research, technical assistance and advice, staff training and exchanges.
- Regularly review case management and other operational policies which ensure the safety and wellbeing of our staff and all people who use our services.
- Establish our own (owned) premises in Lae which is of sufficient size, is accessible, and which by avoiding rental payments will promote sustainability.
- Continually improve our child protection expertise to better support and advocate for child clients in Lae and Port Moresby.
- Effectively manage a secure Safe House in Port Moresby which provides emergency accommodation to survivors of FSV and their dependents and offers a program of therapeutic activities and life skills training.
- Subject to funding, pilot an outposted caseworker model to provide assistance and presence in other locations and provinces such as the Highlands.
- Maintain our use of technical advisers when appropriate so that we can access expertise and external advice.

6.2 Building strong partnerships 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 five years are to:

- Continue to coordinate effectively with our partners through a variety of mechanisms, such as cross-agency training, meetings, and through referral pathways.
- Further develop our core service providers meetings and case conferencing as a tool by which to achieve outcomes for clients and discuss issues in FSV interventions with partners.
- Build and maintain strong partnerships with other FSV agencies and organisations across the country, government and non-government.
- Support the establishment of a new safe house in Lae, and further build on our partnerships with, and support for, emergency accommodation providers in Port Moresby and Lae.
- Deepen partnerships with disabled people's organisations to assist us in providing services to clients with a disability and how to better meet their needs.
- Continue to make resources available to partners where there is a clear service-delivery justification and a strategic need.
- Strengthen our relationship with partners under the Bel isi PNG Initiative through engagement with the Project Coordination Group and Steering Committee. Deepen the understanding of our work to business subscribers and other partners.

6.3 Using evidence, outreach and training to advocate for change

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

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

- Strengthen our M&E through development of the Data Platform, and use the results for learning and research. Further develop M&E expertise and capacity in Port Moresby and Lae.
- 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 to recognise and deal with FSV
- Continue to tell the story of what we do through our website, newsletters, media, social media and outreach material.
- Through our outreach, work to change behaviors and attitudes which allow FSV to flourish and which perpetuate myths about violence. Expand our training and outreach programs throughout Morobe province and into other provinces such as the Highlands and Niugini Islands.
- Continue to run training for other agencies and workers on effective coordination and case management of FSV.
- Expand our training offering to include specialised and tailored training which can be delivered to government, service providers, community leaders, civil society organisations and business houses. Negotiate compensation for training where appropriate.
- 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.
- Maintain the close link with universities and researchers in PNG and Australia so that we can continue our strong M&E and research effort.

6.4 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 five years are to:

- Develop, maintain and monitor effective governance and operational policies & procedures.
- Maintain and replenish a well-respected Board.
- Build our financial management expertise and ensure that we continue to receive unqualified audits.
- Ensure our operations remain cost-effective and decisions are made according to value for money.
- Maintain the professionalism of our staff through strong leadership, performance management and professional development. Where possible, transfer the functions of Friends of Femili PNG to staff in PNG.

- Promote the well-being of staff through access to counselling, de-briefing, professional supervision, and appropriate security and HR procedures.
- Maintain and strengthen our compliance regime and continue to meet our reporting obligations. Regularly review risk frameworks and policies.
- Work on gaining support from the PNG Government.
- Work towards owned offices, with Lae as the first priority, to promote financial sustainability.
- Devise a Business Development Strategy to explore areas of commercialisation, such as training.
- Build on our participation in the Bel Isi project, and explore options to develop deeper relations with the private sector, such as through sponsorship, funding, commercial and opportunities of mutual benefit.
- Raise our profile and maintain and diversify our funding.

7. Friends of Femili PNG

Friends of Femili PNG shares the same vision, mission and values as Femili PNG, and works to assist Femili PNG to achieve its priorities.

Over the period 2020-21 to 2024-25, Friends of Femili PNG plans to:

- Raise the profile of Femili PNG in Australia.
- Assist in diversifying our funding and explore new funding opportunities such as through private philanthropy and the Australian NGO Co-operation Program.
- Build and grow our fundraising, volunteer and supporter base in Australia.
- Providing technical support to implement this Strategic Plan and on the basis of needs identified by Femili PNG.
- Support Femili PNG's communications, financial, IT and M&E functions with the aim of increasingly transferring responsibilities to PNG staff.
- Maintain ACFID accreditation.

8. Indicators of success

Tackling FSV in PNG is still subject to many challenges. While a goal of reducing violence may not be realistic, we can work to address the impacts and on improving responses. We can contribute to awareness, learn from the people we work with, and strengthen referral pathways.

The indicators outlined below are intended to measure our short-term and mid-term outcomes. We shall explore ways to measure the longer-term impact of Femili PNG's work.

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 (CMC and Safe House)
- Feedback from clients and partner organisations
- Range of increased options available to and accessed by clients
- Successful relationships with service providers

- Increased awareness of Femili PNG and services available to survivors
- Case management policies and processes regularly reviewed
- Safety of staff, clients and partners and the needs of and issues for children are addressed
- Femili PNG's geographical reach is expanded

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

- Feedback from partners
- Documented outcomes for clients through work with partners
- Number of case conferences held
- Number of core service providers meetings held
- Attendance at Bel isi PCG and Steering Committee
- Compliance with MOUs
- Expanded partnerships beyond Lae and Port Moresby (evident in training, exchanges, etc)
- Work more with a wider range of organisations, 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, outreach and training to improve the response to family and sexual violence across PNG.

- Data Platform producing high-quality data and used to influence operations and for research.
- M&E and related research used for advocacy.
- Feedback from training participants
- Feedback from outreach awareness session participants
- Staff and partner training results in increases in capacity
- Increased engagement through our website, newsletters and social media
- Contribution to national and provincial initiatives addressing family and sexual violence
- Featured in research publications and included in research projects.

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

- Compliance with rules of association, funding agreements and all donor requirements, including unqualified audits
- Business Development Strategy developed
- High quality reporting delivered on time
- Financial management procedures are reviewed regularly and implemented
- Staff retention rates, and staff professional development evident
- Active staff participation in professional supervision and other learning and development activities
- Risk framework used and reviewed regularly
- Compliance register maintained and policies reviewed regularly by operational staff
- Diversification of funding sources
- Private sector partnerships
- Higher organisational profile
- Functions transferred from Friends of Femili PNG to Femili PNG.

9. Implementation

This strategic plan will be implemented through our annual plans, starting with the 2020-21 plan. We use our annual plans to prioritise and sequence the objectives and directions outlined above, and our six-monthly and annual reports to assess progress against them. We will undertake an evaluation at the end of 2024-25 to assess our progress against this Strategic Plan and to inform future planning.