

REPORT OF

THE ALOLA STRATEGIC PLANNING FY 2010 - 2014

INTRODUCTION

Fundasaun Alola (FA) was originally created to raise awareness of the widespread sexual violence against women and girls in Timor-Leste during the militia attacks of September 1999. The organisation was formed in 2001 by Kirsty Sword Gusmao, former First Lady of East Timor, to focus on advocacy for victims of gender-based violence. Although this is still a key issue, today the Fundasaun provides a wide range of important support for women and children. Fundasaun Alola is currently working with community groups and individuals to improve maternal and child health, create employment, promote human rights, strengthen community development and improve the status of women across the country. FA is working closely with Timor-Leste government ministries and in accordance with national priorities, MDGs and international conventions ratified by Timor-Leste. **STRONG WOMEN STRONG NATION** is the motto of FA. In order to shape the direction of its future work, Fundasaun Alola has developed a Strategic Planning Framework for 2010-2014.

Thanks and appreciation from the facilitator goes to Fundasaun Alola Board members, especially to Mana Kirsty; to all FA stakeholders; and also Alita, the CEO and senior and junior FA staff for their support, love and dedication. Without it, the assignment would not have really happened. But full responsibility for the successful completion of the exercise is upon my shoulders.

GOALS OF THE ASSIGNMENT

As outlined in the TOR for this assignment (See Attachment 1), the Fundasaun Alola strategic planning for 2010–2014 should be focused on:

1. Monitoring and evaluation of the implementation of Fundasaun Alola programs specifically in Maternal and Child Health, Education, Advocacy and Economic Development program.
2. Evaluation of advocacy on women’s and child rights, based on the issues prioritized by the Government of Timor-Leste such as the Secretary of State for the Promotion of Equality (SEPI), Ministry of Education (MoE), Ministry of Health (MoH), Ministry of Social Services (MSS) and stipulated within human rights conventions such as CEDAW and the Concluding Observations for Timor-Leste, and also Fundasaun Alola’s internal evaluations of each program.
3. Facilitate the development of the FA Strategic Plan.

4. Enhancement of organizational development and management.
5. Capacity building of Fundasaun Alola's management staff; of Fundasaun Alola as an NGO and as a member of local NGO networks.
6. Develop a fundraising strategy for Fundasaun Alola.

1. METHODOLOGY

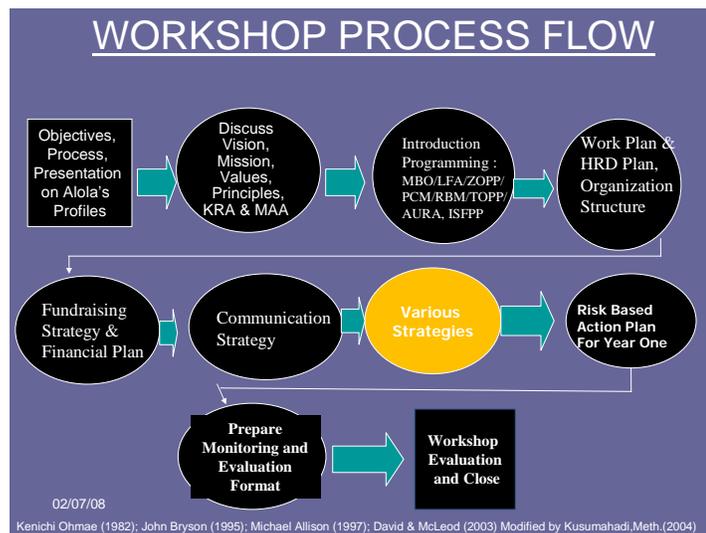
This assignment consisted of two steps: first organizing a Rapid Evaluation of Fundasaun Alola programs; and secondly identifying the priorities for the organisation's Strategic Plan 2010-2014.

A Rapid Evaluation of programs was conducted through Focus Group Discussions and in-depth interviews with Fundasaun Alola's Board members, all Program Managers and their senior staff, major stakeholders from government, as well as NGO leaders and university representatives (see list of stakeholders Attachment 5).

Information for the Rapid Evaluation was collected through questionnaires and interview guidelines specifically designed for this assignment (Attachments 2, 3, 4). Some documents were provided by Fundasaun Alola Management and contributed to the collected information. All information collected during the Rapid Evaluation was analysed by way of selecting, categorizing and abstracting (Kenichi Ohmae, 2002) them into a summarized report of feedback as presented in the Attachment 7 in this report.

The Rapid Evaluation was conducted from November 16-20, 2009. The Strategic Planning workshop was conducted over five days, from November 23-27 2009, at the John Paul II Building, Comoro, Dili. (See Attachment 5: Time Schedule for Meetings with Stakeholders and Management Staff).

2. WORKSHOP PROCESS



3. RESULTS

3.1. Rapid Evaluation of Alola Program

3.1.1. Results of Rapid Evaluation

Most of stakeholders perceived Fundasaun Alola as being a good organization with many strengths: working at the grassroots level, strong leadership with academic links, that its programs cover 13 districts and its strong influence nationally. Fundasaun Alola staff are skilful as training providers and facilitators.

A few weaknesses: perception of being allied with CNRT; unclear approach and lack of support facilities (office space, equipment and transport) at DSW level; taking on all activities even when expertise is lacking; there is a danger that distributing money to communities may create negative attitudes (for example workshop participants may attend to receive a per diem, not because they are interested in participating in the program); perception Fundasaun Alola does not focus on “really poor people”.

Looking at the small number of weaknesses being stated by stakeholders while the total number of strengths and recommendations was quite high, it could be interpreted that Fundasaun Alola’s work is highly appreciated by stakeholders and they have a high expectation Fundasaun Alola will continue to work in the future for the sake of Timor-Leste people.

3.1.2. Summary of Recommendations from the Rapid Evaluation:

MCH: Increase staff capacity especially at field level; Maternity Packs project should be focused on poor women and its contents should be sufficient for 3 days; strengthen staff competencies in implementing health programs; further support and strengthen community volunteers in SHIO networks and MSGs.

Advocacy: Reduce perception of FA having high level of western (international) influence, strengthen national(Timor-Leste) influence; develop strategic long term programs; strengthen grassroots programs and FA’s role as a mediator for small local NGOs; strengthen DSW, look at quality & quantity of staff working at district/ sub-district level; gender split of project participants/ beneficiaries should be 75% female, 25% male.

Education: Provide models of ‘best practice’ for teachers in schools; continue to work with appropriate education organisations; evaluate the resource production program; look at programs for school age children that don’t go to school (children who have dropped out of school and street children); provide reliable database for all divisions.

Economic Development: Increase income of target groups; better economic opportunities for poorest; strengthen services for women in enterprise (i.e. training

on sewing, weaving and other handicrafts); more training for producer groups; introduce child rights and women's economic rights issues in fair trade awareness raising; increase skill in micro economic enterprises, and home business; small business financial skills training for all; develop master plan for economic development (Alola Esperansa) based on current activities.

Management: enhancing performance and results measurability; work professionally; reduce dependence on donors; reduce dependence on Kirsty; program log-frames must be clear; DSW is the local branch of FA; M&E section to be included in the FA structure; responsive programs and priorities – but don't take on everything; improve information sharing-communication; frequent regular business meeting for all levels; choose projects that Fundasaun Alola can do best; ensure that the focus of Fundasaun Alola's is on the most disadvantaged, women and children in remote (rural) areas, women and children that have no access to public services.

3.2. Results of Strategic Planning

3.2.1. Five Strategic Issues (see Attachment 8)

1. Improve women's and children's health status
2. Strengthen Women Leaders and Network Development
3. Capacity building for expanding opportunities
4. Empowerment of Women's Economic
5. Effective & Efficient Management

3.2.2. Fundasaun Alola Direction

Vision

WOMEN OF TIMOR - LESTE HAVE EQUAL STATUS IN ALL ASPECTS OF LIFE (access, participation, role in decision making, enjoyment of benefits of development) THROUGH EDUCATION, ECONOMIC DEVELOPMENT, HEALTH AND COMMUNITY LEADERSHIP.

Mission

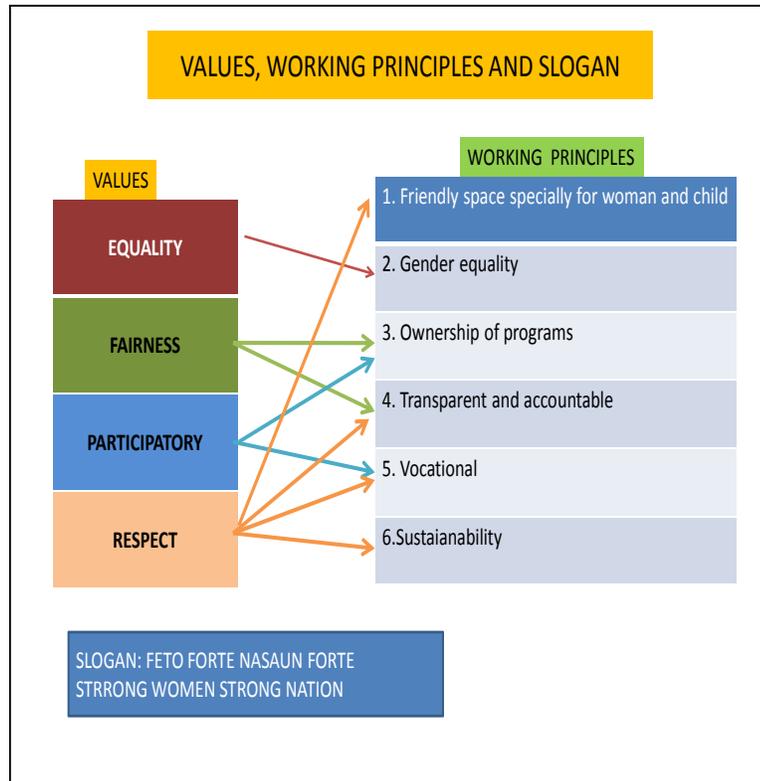
1. To promote women's rights and increase women's leadership capacity
2. To strengthen small enterprises of women's groups at grassroots level
3. To improve women's and children's health status
4. To increase access to and quality of education for women and children

Values

1. Equality
2. Fairness
3. Participation
4. Respect

Working Principles

1. Friendly space especially for women and children
2. Gender equality
3. Ownership of Programs
4. Transparency and accountability
5. Professionalism
6. Sustainability



Key Results Areas

1. Reduction of infant and maternal mortality rate
2. Developing economic independence
3. Expanding opportunities for women and youth leaders
4. Strengthening quality and quantity of women's leaders

Main Activities

1. Strengthening and empowering Self Help Organisations (SHO)
2. Strengthening SHO group network
3. Provision of training
4. Provision of resources (information, books, capital, etc)

5. Research, documentation and publications
6. Effective women's rights campaign
7. Pioneering innovative projects

5.2.3. Program Strategy (Program Planning Matrix (MPP) - see Attachment 9)

GOALS

1. Reduction of infant and maternal mortality rate
2. Expanding opportunities for women and youth leaders
3. Women's Economic Empowerment

PURPOSE/ OUTCOMES

1. Maintain cultural traditions in handicrafts
2. Strengthen quality and quantity of women leaders and women's group (SHO)
3. Strengthen networks with all partners CSO (Civil Society Organization) at all levels.
4. Piloting integration of all Alola programs in districts to increase benefits for women and their communities
5. Strengthen MCH Program's community-based and facility-based activities
6. Develop training tools, methodology and use of best practices
7. Remain relevant and have a significant role in empowering people, especially women of TL.

OUTPUTS

- 1.1. Codification and preservation of all plants for natural dying and handicrafts
- 1.2. Regular exhibition of handicraft at local, national and international level
- 1.3. Pilot project of natural dye plantation
- 1.4. Information about weaving tradition and weavers, and impact on women's industry

- 2.1. Transformation agenda at district level related to women issues.
- 2.2. Increased number of women candidates at every election
- 2.3. Annual competitive award and champion
- 2.4. Effective guidance, counseling and problem solving to strengthen SHO

- 3.1. National critical report yearly on women issues (trafficking, CEDAW report, etc)
- 3.2. Effective Resource/learning centre
- 3.3. Increased SHO member savings every year

- 4.1. Pilot project on holistic community self reliant development approach at least 3 districts.
- 4.2. Effective campaigns tools for individual and public related to all Fundasaun Alola programs

4.3. Well managed mobile training

- 5.1. Increased target group's (Ecodev and DSP) assets and savings every year
- 5.2. Research, Documentation and Publication of all Fundasaun Alola programs
- 5.3. MCH program in cooperation with health facilities

- 6.1. Modules for each type of training provided by Alola
- 6.2. Dissemination of best practices

- 7.1. Fair relationship or cooperation with donors
- 7.2. Long term business plan for Alola Esperansa
- 7.3. Effective and efficient Alola management

4.1.4. Workplan and Human Resources Development

The Workplan contains activities which will be organised and implemented over the next five years. Every year, the Action Plan for that particular year has to be developed based on the Workplan.

Only staff with a couple years of experience in doing this may be able to develop a really sound Workplan. For beginners (such as for Fundasaun Alola) it was the first try. The Workplan and HRD Plan can be found at the **Attachment 10**.

4.1.5. Financial Plan

Having explained how to develop a Financial Plan during the strategic planning sessions, one group was assigned to work on the Financial Plan while other groups worked on other exercises. The result of the financial planning exercise can be found at the **Attachment 11**.

4.1.6. Fundraising Strategy

One group was assigned to draft an example of the Fundasaun Alola Fundraising Plan based on a Results and Target Oriented Approach. The example has been well prepared and can be found at the **Attachment 12**. The overall five year strategy was not been finished in the workshop due to the limited time for discussion. Alola should continue develop its Financial and Fundraising Strategy in future involving all divisions of the organisation.

4.1.7. Communication Strategy

One group was assigned the exercise of how to identify a Communication Strategy, with the idea that all divisions within Alola would be able to develop a more detailed strategy of their own, based on the overall communication strategy and the Annual

Action Plan and associated priorities. Results of the exercise can be found at the **Attachment 13**.

4.1.8. Monitoring and Evaluation Record Form

It was agreed that one group would be assigned to develop a Monitoring and Evaluation Record Form, following the example shown in the handouts for the workshop (see Attachment 6). The purpose of the Monitoring and Recording For is to monitor implementation of key activities and record results. During the Plenary discussion the Monitoring and Evaluation Record Form developed by the group was accepted with no reservations and it was decided that this will be implemented within Fundasaun Alola in the future. The Monitoring and Evaluation Record Form that will be used can be found at the **Attachment 14**.

4.1.9. Organizational Structure

The last group had the mandate to draft the future Fundasaun Alola Organizational Structure as a means to achieve the goals and purpose of the Fundasaun Alola Program FY 2010 – 2014. The new structure was discussed thoroughly throughout the five day workshop. The agreed structure is shown at the **Attachment 15**.

5. CONCLUSION

- 6.1. The two parts of the assignments were well organized with intensive involvement of various stakeholder representatives from government and the NGO community, as well as Fundasaun Alola staff, especially during the Strategic Planning workshop. Due to the time limit no community beneficiaries other than SHIO and MSG members were interviewed.
- 6.2. All elements that were looked at during the Rapid Evaluation have been presented in a concise manner (Attachment 7), with the hope that each of the points can be addressed during the course of FY 2010-2014 period. One very important element that appeared was that all stakeholders highly appreciated Fundasaun Alola's current performance and have a high expectation that the organisation will continue to cover a wide range areas.
- 6.3. The Strategic Planning workshop turned out to be an extraordinary training experience for all staff, being the first time that many of them ever been involved in such an exercise and, at the same time, successfully producing a very important document that will guide Fundasaun Alola's future program focus. The seriousness of all staff to participate and finish the exercises to develop the 7 important elements of the integrated program strategy (Program, HRD, Financial Plan, Fundraising Strategy, Communication,

Monitoring Tools, and Organizational Structure), , indicates that there is a sound preparedness within the current management to meet future challenges.

6. RECOMMENDATIONS

- 1.** All documents produced during the two weeks are evidence of the current Alola's executives' motivation and commitment to meet the challenges of the future. It is intended that these documents will be submitted for scrutiny and endorsement by Fundasaun Alola's Board. Documents will first be reviewed to assess aspects such as the measurability of the Indicators (listed in MPP) and verification of the MPP, translated into two languages (Bahasa Indonesia and English) and edited or re-formatted where necessary, before being presented for endorsement by the Fundasaun Alola Board.
- 2.** After endorsement by the Board, further improvements related to arrangement of the organizational structure should be immediately addressed. This will involve activities such as identification of job coverage and job requirements for each position (especially the new ones) and proceeding to the formulation of a participatory job description for each position.
- 3.** It is highly recommended that a database can be established as soon as possible. This will require the involvement of all field staff, after the after the database structure is prepared by the selected Fundasaun Alola senior staff who have research experience,
- 4.** All documents produced are "living documents" which must be adjusted in accordance with changes in the program context and new challenges that emerge. Too must adjustment will lead nowhere, however without adjustment the desired results will not be achieved. Strategic adjustment should be done strategically – as required - by the Fundasaun Alola senior management.

7. ATTACHMENTS

- 1. TOR of The Strategic Planning**
- 2. Questionnaire Format A**
- 3. Questionnaire Format B**
- 4. Questionnaire Format C**
- 5. Time Schedule for Meetings with Stakeholders and Management Staff**
- 6. ISFPP Handout for the Alola Workshop**

- 7. Summary of the Rapid Evaluation Results**
- 8. List of the Five Strategic Issues**
- 9. Fundasaun Alola Program Planning Matrix (MPP)**
- 10. Workplan and HRD Plan**
- 11. Financial Plan**
- 12. Fundraising Strategy**
- 13. Communication Strategy**
- 14. Monitoring and Evaluation Record Form**
- 15. Fundasaun Alola Organizational Structure**