FEMILI PNG EVALUATION
LAE OPERATIONS, 2014-2020

Overview

Helping Survivors of Family and Sexual Violence

40+ interviews, access to client data, involved
conducted March – June 2020
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to ascertain whether meeting 4 strategic priorities related to service delivery, organisational resilience, and impact on clients and community

prior knowledge of place and service
Context – Lae, PNG

• High rates of family and sexual violence, and poor levels of personal and community safety
• Difficult and complex environment
• Second largest urban centre of PNG, provincial centre, a significant port and access point to major roads to the highlands and along the north coast
• Poorly resourced and politicised public sector
• Presence of justice and health services (police, courts, hospital) and specialist FSV services: Family Support Centre, police’s FSVU and SOS, safe houses
Solid foundations – a PNG NGO

Support and direct input of a coalition of experts and senior leaders in Australia and PNG

• Experienced and skilled workforce and CEO set up service
• Case management practice model
• Rigorous and detailed record keeping
• Comprehensive design framework
• Hybrid governance model
• Substantial funding
Key trends

- Increase from 12 to 26 staff; more management and specialist positions
- **Income** increase from PNGK1.8m to 2.4m, of which 0.5m from non-DFAT sources
- Steady average **monthly intake of clients** between 35 to 46 per fiscal year
- 2016-17 onwards more intensive and longer term **case work**
- Ongoing large **caseload** of case workers, typically assigned 150 clients pa.
- Increasing proportion of **walk-in clients** (rather than referrals from health/police)
- Fluctuations in number of clients in **emergency accommodation** (5-11 pa)
- Increasing number of clients seeking **legal assistance**, notably IPOs (80% ST objective in 2019-20)
- Few (<6%) clients assisted with **repatriation**
- At least 80% clients victims of **DV**, driven growth of numbers from 288 in 14/15 go 794 in 19/20
- Stable % clients **female** (90-96% pa) and usually aged 21-40.
- Increased involvement **training, community education and awareness raising activities** eg 3 day training on FSV, child abuse and the law, and number reached est. 35,000 adults and children in 18/19.
SP 1: Well-run and sustainable PNG NGO

- Stable Board membership and workforce
- Good governance practices
- Good human resources policies and practices
- Prioritisation of safety and security (clients and staff)
- Passion, skills and commitment (Board, staff, supporters)
SP2: Partnerships with other stakeholders to improve effective responses

Relationships with local stakeholders strengthened over time, despite some difficulties
Partner resourcing and training been essential
• % expenditure relatively stable and primarily key agencies that clients are referred to and from eg. improve safe house amenities, police and court office supplies and equipment
• Training of key stakeholders (business, schools, partner FSV services) core work, delivered directly or in collaboration with others
Widespread acceptance of the role Femili PNG plays in local FSV sector
SG3: Effective and coordinated approaches to case management

- After 6 years, demonstrated that case management provides an invaluable service to FSV survivors
- Staff practices exemplary
- Approach taken an effective form of case management
- Challenges centre on coordination of cases; multiple referrals but action taken unknown
- Case conferences vital to address complex cases that have stalled.
SG4: Operations- and research-based advocacy to improve responses to FSV

- Client advocacy rooted in operational knowledge and experience, and personal relationships with key local service providers

- Increase in range and depth of outreach activities among general population; hard to gauge its effect

- Low key and constrained system and policy advocacy
Impact on clients

value highly the emergency and short-term assistance

appreciate practical help and support over extended period of time, and respect

Indicators of confidence and satisfaction with service

- Ongoing demand
- Number of return clients

Indicators many feel and are safer

- As above
- Reports of abuse and violence post intake
- Increase likelihood of an IPO converted to a longer-term PO (additional protection it implies)
Impact on local service providers

Improvements in access to justice and criminal justice outcomes

Improvements in local FSV sector:

- Improved capabilities
- Freeing up of services to focus on other priorities
- Better informed and skilled workers
- Improved referral networks and coordination
Impact on general public in Lae

• Not many appear to be aware of Femili PNG
  » Low profile given to physical location, need to protect staff and clients

• Contribution of Femili PNG to:
  » Increase in public awareness of FSV and IPOs in past five years in Lae
  » Young adults indicates 42% of young adults aware of IPOs or POs (survey 2019)
Impact on FSV policy and practice

- High profile among key stakeholder groups nationally and in Australia
- Acts as a model and a beacon for those who champion reform
- Expansion of operation in Port Moresby (and elsewhere) increased national footprint and indicates donor sector confidence
Key achievements

- Being a locally run and supported NGO, with local staff taking ownership and providing leadership, and the creation of a skilled and disciplined workforce.
- Providing improved access to services for survivors, by helping partners do their jobs and demonstrating the value of case management, which results in clients making informed decisions.
- Creating a ripple effect in the local and wider community, with clients and participants in training and outreach activities becoming advocates against FSV.
Lessons learnt

- It takes time to implement a specialist FSV service, to adjust to the difficulties and unique aspects of the operating environment, and to have an impact.
- Crisis orientation and immediate help has been a core strength of its service to clients.
- More resources for corporate areas such as human resource and financial management were required at the outset.
- Explicit attention is required to core business and practices based on clearly articulated values and principles.
- Looking after the workforce is vital to the well-being of the organisation.
- Dedicated and specialist positions are required to develop consistent messaging across communication activities and to produce standardised approaches and content for training and community education.
- Legal expertise is central to the operations and in what can be offered to clients.
- Collaboration with local service providers requires continual ongoing investment and diplomacy.
- Embracing flexibility and taking advantage of opportunities as they arise is crucial.
- A complicated and detailed client database creates a large administrative burden yet helps shape adherence to everyday good practice and is useful for monitoring, evaluation, reflection and research.
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