

Attachment 2 – CCCV Institutional Strengthening Strategy

Introduction

This Institutional Strengthening Strategy (ISS) is a high level, living document that outlines the future direction of capacity building assistance to the Church of Christ Conference Vanuatu (CCCV). It is developed around seven priority areas for the next 3 years (2009 – 2012). These capacity building areas have been identified through a series of meetings and workshops with key stakeholders including CCCV members and the CCCV senior staff. It has been presented to the CCCV Executive Committee for endorsement.

This ISS draws heavily on the findings of the Vanuatu Church Partnership Program Baseline Research Report (June 2008), both the general findings and those specifically focused on the CCCV. The CCCV also recently conducted a Needs Analysis with five of the six Island Conferences. This needs assessment along with a review of the strengths, weaknesses, opportunities and challenges have informed the capacity building priority areas. The ISS is strongly supported by the National Management Team and the CCCV Executive Committee. It is also gaining increasing acceptance within the six island conventions as the convention-wide communication strategy is implemented.

The seven key priority areas are interconnected and as such need to be improved simultaneously and strategically in order to ensure that the overall aims of the strategy are achieved. The desired progress in each area is described in more details below.

Key Priorities for CCCV Strengthening

1. Improved Partnerships with all CCCV Stakeholders

Through an increasingly effective and well-maintained communication network, the CCCV will engage in more open and effective communication with all its stakeholders. Improvements in this key priority area will be achieved through: increased networking; further development of MoU's; policy development which supports partnerships; and training in management and governance.

CCCV's Internal and external stakeholders include the following:

Internal

- Island Conferences and communities
- National Office
- Conference Committees

External

- Baptist World Aid Australia (BWAA)
- Operation Mobilisation (OM)
- Global Mission Partners (GMP)
- Kiwi Link

- Pacific Conference of Churches (PCC)
- Vanuatu Church Council (VCC)
- Church agencies in CPP
- Council of Chiefs
- National & Local Government of Vanuatu

2. Development of a Learning Culture

The ISS focus is initially on the National Leadership Team and CCCV Governance structures. The aim is to provide training and learning opportunities to key leaders in the CCCV with the intent of personal development, improving effectiveness, and to develop role models who demonstrate the value of lifelong learning. The Training Program will include Management, leadership, project cycle management, financial management, bookkeeping, secretarial and resourcing and researching.

A process of monitoring, reflection, and change will also demonstrate how learning can be integrated into the project cycle for enhanced program and service delivery.

3. Improved Service Delivery Capacity

The ISS seeks to bring about tangible improvements to the lives of people through improved capacity of the CCCV to implement effective education, health and livelihoods programs. The CCCV desires to deepen its engagement with communities by serving people in practical ways. With increased capacity for service delivery it will both improve effectiveness of current services and expand into new sector areas and scale up to reach new geographic areas.

Currently the CCCV has some involvement in 23 education facilities and 2 medical services. The quality of some of these has deteriorated under Government management, and improvement in the management and implementation is an initial priority. The expansion of CCCV's development work into livelihoods and agricultural initiatives is an opportunity highlighted in the baseline survey and will be pursued initially through training and research.

Achievement in this priority area will be through: training, key leader capacity building, plans for solarisation of medical and educational facilities, training in infrastructure maintenance, and development of maintenance schedules. Green power that can be relied upon will allow for lighting, refrigeration of medicines and recharging of devices such as mobile phones and radios for improved communication in rural offices.

4. Effective Governance and Management

The CCCV is currently reviewing its Governance structures, instruments & systems. Suggestions for improved governance of the CCCV have been made by the Executive Committee and recommendations are currently being prepared for upcoming Annual General Meeting.

Efforts to improve governance are reflective of the expressed desire of the CCCV leadership to have suitable structures and processes which will enable them to respond to new opportunities and challenges. Current levels of participation of women and youth are a key concern. The ISS presents an opportunity to ensure that women and youth are increasingly included in decision making and hold positions of influence within the CCCV structures. Training on governance and management will be implemented along with a review of current policies and practice. This review should result in recommendation on how to increase inclusion of women and youth in the national management team and governance mechanisms of the CCCV.

5. Equipping of CCCV National Office for Effective Service Delivery Coordination

Alongside program expansion plans there is a need for enhanced capacity in coordination and facilitation at the national office level. The National Office staff will require up skilling in areas such as financial management systems, project management cycle, donor relations, leadership, and policy development. Specific training areas will be agreed upon in response to a more thorough Capacity Assessment and skills audit.

A lack of resources and skills have prevented the adequate maintenance and improvement of equipment needed for effective coordination and communication. Sufficient land and buildings exist for current operations. Into the future the need for national office staff accommodation, a training centre, and storage facilities are foreseen. Funding for this infrastructure will be sourced through other partnerships.

6. Enhanced Involvement in Improving Public Sector Governance

Along with improving quality of life in communities through direct service delivery the CCCV recognizes that improved public policy is essential for real change and development of the country as a whole. The churches role in this has often been ignored or underestimated. The ISS aims to strengthen capacity in public policy engagement, a new and relatively little understood area of development work for the CCCV.

The desire is to understand how the CCCV in working with the Vanuatu Christian Council can have positive impact on the policy and reach of the government for the benefit of all ni –Vanuatu. The rural communities on remote islands are a concern of the CCCV and its island conventions. Through demand-driven governance the CCCV desires for the GoV to develop and deliver on solutions for long term change in the situation of the rural poor, while the CCCV programs make a

contribution to the solution from the grassroots. This desire is built on the understanding that the poor and vulnerable are the responsibility of the people of faith according to biblical teachings.

7. Improved Organisational and Program Sustainability

A concern of the CCCV is to ensure that enhancement and expansion of the organisation and its programs does not leave it in a position of dependency on outside agencies/inputs and thus increase vulnerability. Rather, that the process, rate, and scale of the ISS is in line with the ability of CCCV to sustain improvements.

This means priority and consideration are given to ensuring: functioning governance; appropriate legal status; clear operational strategy; good organizational planning; self reflection and learning; supportive organisational structure; increasing staff capacity; increased staff participation; positive organisational culture (including non discrimination); development of human resources; strong financial management and reporting; established monitoring and evaluation processes; resource development; maintenance of physical property and equipment; good communication with stakeholders; adequate mentoring and coaching and technical assistance as needed.

In effect progress in the six other key priority areas, outlined above; all contribute to the sustainability of the CCCV and its programs.

Organisational Change Review Method

Each year, prior to the Annual General Meeting of the CCCV, the National Management Team will arrange an ISS review workshop for key stakeholders in the Island Conferences and the communities they are involved in. This ISS review meeting will be facilitated by an external consultant and will lead the conference staff and stakeholders through a review of the previous year's activities. During this time the Community Development Coordinator will present a report on activities undertaken, the outcomes of each, and sharing of lessons learnt.

The ISS review workshop will lead into the preparation of the Annual Activity Plan and budget for the following year. Adjustments and refinements will be made to upcoming planned activities based on the findings of the ISS review workshop.

Baptist World Aid Australia will monitor organisational change through use of its own Organisational Capacity Assessment Tool. An initial capacity assessment will be undertaken in the early stage of the program to set a baseline for the key priority areas. The Assessment Tool will be conducted at regular intervals to track changes in the category of competence of the CCCV in the key priority areas.

Note: some adaption may need to be made to the current tool to ensure indicators in the key priority areas are adequately represented.

Analysis of CCCV Strengths, Weaknesses, Opportunities and Challenges

