
Tracy Rudne Hawry
Capstone Symposium
May 9, 2009

Capstone Advisor: Courtland Robinson
Presentation Outline

• Background
• Theoretical underpinnings
• Practical considerations
• Strategic planning process
• Findings
• Format of Plan
• Key Results
• Recommendations
Background

• Maiti Nepal
  • Prevention, rescue and repatriation, rehabilitation, clinical care/hospice, advocacy, legal assistance, IRC, school, shelter/orphanage

• Collaboration between MPH class and Maiti Nepal

• Fact-finding trip to Nepal in November 2008:
  • Programmatic strategic plan: commitments vs. funding stream
  • Grant-writing training
  • GTIP proposal
  • Clinical mentorship

• Technical assistance visit in January 2009

• Continued collaboration for 2009 – 2010
  • Internship
  • Epidemiology of Trafficking??
Theoretical Underpinnings

• Why “programmatic” strategic plan?
  • Confidence in administrative systems
  • Lack of confidence in ability to meet needs

• Strategic plan: promotes consistent focus on mission and strengths resource allocation
  • Myriad needs vs. dearth of services
  • Process vs. final product

• “Goal-based” model: identify purpose, then strategies based on capabilities
  • Alternatives: scenario, organic, alignment models

• Organization-driven: participatory, multi-level group process
Practical considerations

• Deviations from best practices
  • Beneficiary & lower-level staff involvement

• Language barrier

• Cultural issues
  • Hierarchy
  • Communication: concise vs. expansive
  • A plan for the donors, or a plan for Maiti Nepal?

• Academic vs. implementation plan

• Tension: FOMN donors vs. partners in process
Strategic planning process

• 12 staff members participated:
  • Introduction to strategic planning
  • Brainstorming: vision, mission, values
    • Objectives, priorities (funding vs. implementation), strategies for all programmatic areas
    • Classification of activities
  • Situation & stakeholder analysis
  • SWOT analysis
  • M&E discussions
  • Re-cap
Format of the Strategic Plan

• Executive summary
• Background
  • Collaboration
  • Theoretical underpinnings
• Overview of Maiti Nepal
• Vision, Mission, Values
• Situation analysis of trafficking in Nepal
  • Statistics; historical, social, & economic contexts
• SWOT analysis
• Institutional development
• Objectives, Strategies, Activities
• Programmatic indicators
• Future growth areas
• Annexes
Findings: situational analysis

“...at the end of our researches, we decided that the wild variance in statistics on trafficking in Nepal would lead to our producing potentially misleading information.” (Bashford, 2006)

<table>
<thead>
<tr>
<th>Literacy level</th>
<th>Urban (%)</th>
<th>Rural (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2001</td>
<td>2006</td>
<td>2001</td>
</tr>
<tr>
<td>Cannot Read At All</td>
<td>35.8</td>
<td>24.2</td>
</tr>
<tr>
<td>Literate (can read at least part of a sentence)</td>
<td>64.02</td>
<td>75.82</td>
</tr>
</tbody>
</table>

Source: StatCompiler 2008
Silverman et. al (2007):

- 55% deceived
- 26.3% kidnapped (drugs or force)
- 59.7% previously acquainted with their trafficker
  - 16.5% trafficked by a family member
  - 7.9% trafficked by a spouse or fiancé
  - 75.6% trafficked by non-related acquaintance

- 49.9% experienced family displacement prior to trafficking
  - Domestic violence and marital separation or abandonment among older women.
  - Family violence, the death or illness of a parent, and conflict with parents among younger women.

Source: StatCompiler 2008
Key Results

• Revised mission statement:
  • Before: verbose, mentions some strategies, not inclusive of all populations served.
  • After: To combat exploitation, violence, and trafficking of children and women through comprehensive prevention and rehabilitation programs promoting education, empowerment, health, and social inclusion.

• Objectives for each program area, strategies for each objective, activities for each strategy, M&E indicators for each strategy.
  • Reflective of Maiti capacity, not “the ideal”

• Values defined: focus on cultural harmful practices
• Eliminate activities that aren’t strategic
• Identify strategic alliances
Key results

• Institutional development
  • Income generation:
    • Partnerships with MBA students
    • Donor relations/maintenance
  • Technical assistance & training:
    • Development of M&E System
    • Program management
    • Curricula
    • Website development
    • Proposal development
    • Counseling
  • Assume leadership role with local partnerships
What was Achieved?

• Organization of activities into a conceptual framework

• Animated (!) discussions among staff:
  • Planning
  • Values
  • “Raison d'être”

• Commitment to longer-term planning

• Recognition of the importance of M&E

• Sustained commitment from donors for Hopkins students

• Benefit of capturing “first-timers”: extended hours/days

• Other deliverables: clinical mentoring, cervical cancer screening, stakeholder analysis
What was NOT Achieved?

- A connection between intellectual appreciation of concepts and true commitment to implementation
  - Paradigm shift to consistent strategic approach
  - Consensus on approach to achieving greater independence for clients
  - True commitment to strengthened local partnerships
- Language barrier: impediment to info. gathering
- Strategic positioning of Maiti Nepal given its size
Additional Recommendations

- Leadership transition plan

- Prioritize activities, seek complementary partnerships

- Data to inform rights-based rather than welfare based approach

- Fundraising through donor agencies, not just benefactors
Thank you!