



Annual Review 2014 and Planning 2015 Workshop

Held on December 5, 2014

At Bahay ni Isis (Isis International Women's House) #3 Marunong St., Brgy. Central, Quezon City

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Introduction

In Attendance:

Christian Tendero	Executive Director (Co-Facilitator)
Adrien Cascarino	ATIA Program Manager (Co-Facilitator)
Rosemary Ompocco	Administrative and Finance Officer
Princess Malunes	Administrative Assistant/Data Encoder/Collector Reliever
Edlyn Abache	Program Coordinator
Maria Fortune Satparam	Social Worker
Melchor Amante	Psycho-Socio Counselor
Efzel Teodora	Psycho-Socio Counselor
Melanie Adona	Socio-Economic Counselor
Susan Penaranda	Socio-Economic Counselor
Lydia Maluenda	Socio-Economic Counselor
Sheila Mendoza	Socio-Economic Counselor
Carmela Verso	PPI Collector
Sheryl Duran	PPI Collector

Level of expectations

The Annual Review 2014 and Planning Session 2015 was the second of its kind for ENFANCE after one done in 2012. Unfortunately none was conducted in 2013 due to a lot of work in the end of 2013 and due to a change in management, which makes it complicated for the previous Executive Director to do a planning for 2014 without the incoming Executive Director who will have to implement everything after.

It was an opportunity for the staff to come together, evaluate the organization's performance in 2014 and make recommendations for improvements in 2015. The members of the Board were invited too but unfortunately, while some of them passed by during the day, they were not able to attend to the discussion with the team during the workshop.



Previous to this session, the team was asked what they expected to gain from the session. The following answers were given:

1.) Expectation of gain from Annual review:

- To see what works and what doesn't
- To see if our activities are having an impact
- Learning and improvement by assessing the effectiveness of past activities
- To address general concern about organization and programs

2.) Expectation of gain from Yearly planning:

- To give us direction for the year
- To have a guided and realistic plan
- To plan long term development, as expansion or restructuring of the program
- To set and agree on realistic target for the year
- To document what we hope to achieve and to be able to compare it with our results at the end of the next year
- To help prepare our financial plans and fundraising efforts for next year
- To improve our time management

Group split

Also before the session, the team was asked to prepare different SWOT Analysis that they presented during December the 5th of 2014. They were all split in 3 groups :

Group 1 : Edlyn Abache, Melchor Amante, Melai Adona, Sheila Mendoza

Group 2 : Susan Penaranda, Maria Fortune Satparam, Lydia Maluenda

Group 3 : Sheryl Duran, Carmela Verso, Princess Malunes, Efel Matorre

Facilitators: Christian Tendero, Adrien Cascarino



ENFANCE Foundation Inc.

Believe in those that the world has forgotten

Planning of the day:

TIME	ACTIVITY	PERSON-IN-CHARGE
08:30 – 09:00	Arrival and Registration Issuance of Name Tag	Ms. Sheryl Balancio & Ms. Carmella Verso Ms. Sheila Mendoza
09:00 – 09:15	Reflection & Prayer	Ms. Efel Teodosio & Ms. Rosemarie Ompoco
09:15 – 09:30	Welcome and Explanation of the Purpose and Format of the activity	Mr. Chris Tendero Ms. Aily Carreon
09:30 – 10:30	Presentation of SWOT per Group 09:30 – 09:50 Group 1 09:50 – 10:10 Group 2 10:00 – 10:30 Group 3	Group Representative Group 1: Melchor Amante Group 2: Maria Fortune Satparam Group 3: Efel Matorre
10:30 – 10:45	MORNING SNACKS	
10:45 – 11:00	Icebreaker	Mr. Melchor Amante
11:00 – 12:00	Department Reports 11:00 to 11:20 – Operation Department 11:20 to 11:40 – Admin & Finance 11:40 to 12:00 – Organizational Wide	Ms. Edlyn Abache Ms. Rose Ompoco & Ms. Aily Carreon Mr. Chris Tendero
12:00 – 01:00	LUNCH BREAK	
01:00 – 01:15	Icebreaker	Ms. Melanie Adona
01:15 – 02:15	Group Discussion with Board of Trustees	Mr. Chris & Ms. Aily
02:15 – 03:15	Presentation of Recommendation using S.M.A.R.T. pattern and 8P's for PPI 02:15 – 02:35 Group 1 02:35 – 02:55 Group 2 02:55 – 03:15 Group 3	Group Representative Group 1: Melchor Amante Group 2: Maria Fortune Satparam Group 3: Efel Matorre
03:15 – 03:30	AFTERNOON SNACKS	
03:30 – 04:30	Discussions of results and compilations of group recommendations, defining 2015 Goals	Ms. Chris Tendero Ms. Aily Carreon
04:30 – 05:30	Roadmap of the year to come (Timeline of Monthly, Quarterly, Semi-Annual and Annual target of schedule for each activity)	Mr. Chris Tendero Ms. Aily Carreon
05:30 – 06:00	Debriefing and Closing Prayer 05:30 – 05:55 Debriefing 05:55 – 06:00 Closing Prayer	Mr. Adrien Cascanino Mr. Chris Tendero



Results

Family Development Program

OPA (Field office based counselling session)

SWOT of 2014

Strengths	Weaknesses	Opportunity	Threats
List of documents to have in field offices is formalized	Referral slips given to beneficiaries are not returned and we do not know if they really accessed the service...	ENFANCE is known more and more in the community, thanks to the improvement of PPI	
Contract for all field offices	No electricity and no fan in Gasangan		Potential demolition of area
Completion of all promotional material inside the field offices	Very few attendant in KP, GS, BK5 and PB..		Risk of disaster and crime in the area

Recommendation for 2015

Objective	Action	Expected Result	Comments of Management
To increase the visibility of field offices emplacement and counselling session in in the area	Post promotion info, discuss with partners, put arrow to indicate where are the field offices, put leaflet with the map of the offices in the Passbook	More attendant to the field offices (at least 3 per hour)	Will depend if we decide to keep the OPA in every field offices or not. Ok for the leaflet in the Passebook
To improve the location of the field offices	Increase budget for field office rental, spend more time asking question among the community to know where are passing areas, ensure electricity access	More attendant to the field offices (at least 3 per hour)	Will depend if we decide to keep the OPA in every field offices or not.
To decrease risk relative to the area	Pay yearly visit to the Barangay, build relationship with the community leader	Staff will be safe in the field offices	Ok for the actual field office, to remember if we cater to new areas.
To improve the atmosphere of the field office	To schedule a planer of cleaning of field office and to put curtain for privacy	Field offices will always be clean and privacy will be respected	Ok, to ensure also the presence of all the required documents.



Heavy FDP Follow up			
SWOT of 2014			
Strengths	Weaknesses	Opportunity	Threats
Staff expertise	Too many heavy families	Cater to new are	Potential demolition of area or transferred residence of the family
Formalized tool used for FDP (hand out for objectives, FDP hand outs guidelines, ...)	Family are often not available		Risk of disaster and crime in the area
			Shrinking of pocket of poverty: further distance from one family to the other
Recommendation for 2015			
Objective	Action	Expected Result	Comments of Management
To decrease the stress relative of heavy psychosocial support for the Psychosocial Counselor	Have workload mixed of heavy and light FDP families for every PSC	PSC will feel more comfortable in their work	Ok, light FDP families follow up will last less than 6 months
To decrease the risk of non effective visit	Inform families about schedule before visiting them	Families will be there when visited	Not agreed because the families will prepare themselves before the visit



FDP Pulong and Youth activity			
SWOT of 2014			
Strengths	Weaknesses	Opportunity	Threats
Lot of Topics	Materials and modules are not up to date	Help of Ateneo students to update modules on health	Pulong can be cancelled due to weather conditions or unavailability of people (due to Family Development Sessions of 4P's for example)
Mastery of topic by the facilitators	Pulong were not regularly scheduled during the year	Partnership with the DSWD to conduct Family Development Sessions for 4P's members	Risk to conduct Youth Activities on addiction in some area
		New area to conduct Pulong (Parola Binondo)	Aroma Temporary Housing and Katuparan can be saturated for conducting Pulong
Recommendation for 2015			
Objective	Action	Expected Result	Comments of Management
To conduct Pulong more regularly	Have a big schedule for the team every month	Schedule will be followed and cancelled Pulong will be quickly rescheduled	Ok, to be done on January
To improve the quality of the Pulong	Update modules and materials of all Pulong during the year	Through KAP Survey, to measure the impact of the Pulong	Ok, to be done by management, Ateneo students and staff for the materials (time will be given to the team for this)
To increase the number of attendees	Partner with DSWD to conduct FDS with 4P's members	Increase in number of attendees	Ok
To focus on the needs of the families	Select major topics and do them more often then do seasonal topics when needed	Higher impact on families and better evaluation of the results	To be discussed, we will above all need to better evaluate the impact of the Pulong



Workshop			
SWOT of 2014			
Strengths	Weaknesses	Opportunity	Threats
Very good module	Unavailability of the families		
Important impact on the family	Few family counsellor are trained on the 3 topics (Husband and Wife, Griveing, Creative)		
Recommendation for 2015			
Objective	Action	Expected Result	Comments of Management
To conduct again Group Based workshop	Distribute invitation to potential participants, provide the list of participants per FC and give regular reminders during home based visit	Conduct H&W workshop every Valentine's day, Creative Workshop every mother's day (on May) and every Father day (on June) →3 Group Workshop are conducted every year, with at least 1 participant per FC for each Workshop	Great idea !
To increase the number of family counsellor able to conduct Workshop	Train all Family Counsellor on the 3 Workshop	Increase in number of home based workshop	Ok, can be done either during home based or group based workshop, or through training in office



Family Budget and Savings Program

Group Promotion			
SWOT of 2014			
Strengths	Weaknesses	Opportunity	Threats
Efficient to encourage people to save and to explain them the program (thanks to good module and group promotion conducted by 2 people)	Few attendees in Group Promotion	Increase the number of PPI leader	Risky area, bad weather conditions, congested open place and possibility of demolition of Aroma Temporary Housing
PPI leaders involved in advocating for the program	Visual aids not updated	Partnership with 4P's	Stealing of tarpaulin posted in the office
Recommendation for 2015			
Objective	Action	Expected Result	Comments of Management
To have more attendees for PPI Promotion	At least 2 days before, inform PPI leaders, Parents leaders of 4P's and building coordinator ahead of time of the scheduled Group Promotion for them to encourage people to come	Increasing average of attendees per Group Promotion	OK, good idea
To improve the visibility of the savings account	Post tarpaulin, leaflet and posters in the field office, in the main public building and in other NGOs partner	More people will know about the PPI savings account and more people will open an account	Ok, we need to find places where tarpaulin are not stolen
To increase the efficiency of the Group Promotion	Improve the visual aids of the Group Promotion	Increasing in number of people opening an account after attending the Group Promotion	Ok



FBS Pulong			
SWOT of 2014			
Strengths	Weaknesses	Opportunity	Threats
Mastery of topic by the facilitators	Materials and modules are not up to date	Partnership with 4P's	Pulong can be cancelled due to weather conditions
Facilitators are well known in the area, due to important numbers of PPI members	No insurance that every PPI member will attend all the FBS Pulong	Partnership with other MFIs	Pulong can be cancelled due to unavailability of people (ex : during 4P's FDS sessions)
	No link between FBS Pulong and tools (DYP and Budgeting) done in house)		Stealing of tarpaulin posted outside
	No evaluation of the Pulong		
	Pulong were not regularly scheduled during the year		
Recommendation for 2015			
Objective	Action	Expected Result	Comments of Management
To conduct Pulong more regularly	Have a big schedule for the team every month	Schedule will be followed and cancelled Pulong will be quickly rescheduled	Ok, to be done on January
To improve the quality of the Pulong	Update modules and materials of all Pulong during the year, define indicator and objectives of this	Financial literacy and economic conditions of the families has improved	Ok, part of the restructuring of the FBS Program, to be done after knowing what we will expect of it
To increase the number of attendees	Partner with DSWD to conduct FDS with 4P's members	Increase in number of attendees	Ok
To have a better impact on the financial literacy of PPI members	Restructure FBS Program to link financial literacy training at home and in groups	The economic situation of most PPI members has improved	Ok, one of the major objective of 2015



Financial transaction of Piso-Pisong Ipon			
SWOT of 2014			
Strengths	Weaknesses	Opportunity	Threats
Staff of ENFANCE, MFI Partner (Uplift) and Program are well known and trusted in the area	With the opening of Parola, time travel from one field office to the other have increased	Other MFI are interested by this Program and could improve the characteristics of financial transaction (interest rate, time to process withdrawal, ..)	If partnership with another MFI, risk of mistrust of people in the area and loss of control on the program
25 cents are accepted, field offices are near the houses of people	PPI Collector are carrying a lot of coins	Train other MFI on this program and be trained by them on financial literacy	Sickness of PPI collector due to back pain
Existence of a collector reliever to ensure continuity of collection	Very low activity rate (few deposits and withdrawals during the day) and maintaining balance		Demolition of Aroma Temporary Housing
Recommendation for 2015			
Objective	Action	Expected Result	Comments of Management
To inform the community ahead of time in case of demolition of field office	Coordinate with Barangay official ; discuss all information collected during team meeting to assess what is true information and what is not ; post information outside of the field offices	Trust will be maintained with the community ; PPI members will withdraw their money and close their account before being relocated	Ok, but on overall, official may refuse to disclose information about relocation (as the National Household Administration did during demolition of Dumpsite)
To increase the use of the PPI savings account	Look for new offices closer to main road	Increase in activity rate and maintaining balance	Unsure, changing field office can have a bad impact on the activity rate. Better to improve the trainings (home based and in group), the characteristics of the financial transaction and the information about field offices



FBS Home Based Follow up			
SWOT of 2014			
Strengths	Weaknesses	Opportunity	Threats
Staff of ENFANCE are well known and trusted in the area	Finding families is time consuming as address written in the application form is too vague and name can be unknown in the community	Implementation of light FDP allowed Socio-Economic Counsellor (SEC) to adapt the frequency of their visit to the social issues of the families	Area is risky (weather conditions, drugs, dogs, ...)
Mastery skill of the staff to conduct home based interview and to identify social issues	Families are often not available and as a result, very low number of effective visit	Update of the database is an opportunity to better target families to visit	SEC can be mistaken with a policy asset and create mistrust from the community
	Lack of evaluation of the impact of the visits and of the tools (there are no impact on activity rate or on the maintaining balance and no impact on the levelling)		Demolition of Aroma Temporary Housing
	Staff is more skilled in social follow up than in financial literacy training		
Recommendation for 2015			
Objective	Action	Expected Result	Comments of Management
To increase the number of effective visit to families	PPI Collector should check the application form of the new members and clarify the address and the known person in the community ; SEC should prepare more families to visit in case of unavailability of some of them	SEC will spend less time finding families and will be able to visit more families (target number of families per day will be reached)	Ok, application form could also be updated
To increase the effectiveness of the visits, for them to improve the living conditions of the families	Restructure FBS Program, redefine the purpose of the visits, target families, define good indicators	Increase in activity rate, maintaining balance and financial literacy skills of the families	Ok, one of the major objective of 2015



Community Based Training Program

Networking			
SWOT of 2014			
Strengths	Weaknesses	Opportunity	Threats
Good relationship and regular meeting with partner agency	Relationship are not formalized, Lack of consistency and continuity with other organizations (Red Cross, Baseco Interagency Network)		Turn-over of employees in other agencies can easily threaten the partnership
	Lack of information regarding the programs and services of the partners		
	Service provided by partner agencies are not easily accessible (fees, level of education, economic status, ..)		
Recommendation for 2015			
Objective	Action	Expected Result	Comments of Management
For the family counsellor to know better the services provided by the partners	Edit and update regularly a referral booklet of all the services in the area. Each FC will be assigned partner and will meet them at least once every year to update info.	Referral booklet is used by the family counsellor, is given to the families, who are also using it later (to be checked 1 year after Phased Out)	OK, can also help to identify what kind of services are lacking in the area.
To formalize and strengthen partnership	Sign of MOA with partner agency	Better sharing of knowledge between organizations to adapt services to the conditions of the families.	Tried in 2014, heavy resistance from the partners to sign MOA...
To provide more adapted referral to families	Look for partner on malnutrition, addiction and child welfare topics	Family counsellor can rely on other agencies when the family needs to be referred	Ok, but difficult to attract partner in the areas where we are operating.



Training of students			
SWOT of 2014			
Strengths	Weaknesses	Opportunity	Threats
Good relationship with the university of Ateneo	Sometimes, lack of adaptation from the students, who take their graduation for granted	Useful project	
Financial support	Uneven involvement of Batch of students	Universities have Community immersion as a requirement for graduation of the students	
Recommendation for 2015			
Objective	Action	Expected Result	Comments of Management
To sensibelize more students on living conditions of families in Manila and to improve financial support	Contact more universities through their community program	ENFANCE is better known among the scholar milieu	Ok, tried in 2014 with De La Salle University but inadequate of their program regarding the conditions in the area
To increase the involvement of the students	Improve the orientation about ENFANCE programs and activity to the students before their registration to the program	Better project launched by students and higher respect to the families and the family counsellors	Ok, most of the times, students are involved and interested but they are indeed some exception.



Transversal activity

Human Resources			
SWOT of 2014			
Strengths	Weaknesses	Opportunity	Threats
Open communication between employees and supervisor	Multiple tasking (overload of the administrative assistant due to multiple relieve of PPI collector, overload of program coordinator)	Attending to training through partner NGOs	Long period of leave of the staff (sickness or pregnancy)
Very knowledgeable and experienced staff with a very low turn-over	Lack of feedback from the subordinates during the evaluation of their supervisor		Open space can affect confidentiality
	No clear process and list of tasks written (or not updated)		
Recommendation for 2015			
Objective	Action	Expected Result	Comments of Management
To improve the evaluation of the supervisor	Give a quick questionnaire (3-5 questions) to the subordinates before the evaluation of their supervisor	Evaluation of supervisor will be more accurate	OK, to be done on January
To increase the efficiency of FBS and FDP Program	Hire a FBS program coordinator (maybe a social worker)	Workload of the FDP Program Coordinator will be decreased, schedule of activities will be improved, staff will be trained on economic side	Ok, maybe after the restructuration of the FBS Program
To improve planning of FC and asses if they are overloaded	Write a list of tasks per FC and ask them to design their weekly schedule	Activities will be conducted as planned, realistic list of tasks per FC	Ok, to do after the restructuration of the FBS Program
To improve the skills of the employees	Look for new trainings	All staff has attended at least one training during the year	Ok, budget is provided for this, part of the responsibility of the team to look for trainings.



Administration			
SWOT of 2014			
Strengths	Weaknesses	Opportunity	Threats
Improvement of monitoring tools (transportation list, database of people, list of caseload per FC)	Lack of benefits (yearly supply of boots, only 150 PhP to buy umbrella, impossibility to avail the respiratory budget if only cough and colds or flux)		Lack of update of monitoring tool (database, files, Weekly Time Report)
PPI leaders involved in advocating for the program	Not good quality and late distribution of ID's, no new uniform for the staff		Stealing of tarpaulin posted in the office
	Still some monitoring tools to improve (logbook, Weekly Time Report)		
Recommendation for 2015			
Objective	Action	Expected Result	Comments of Management
Improve working conditions of the staff	Amount of money for umbrella will be improved from 150 to 250 PhP, boots will be replaced when old (1 per person, 5 for visitors always), give respiratory budget for cough and colds and vitamins with a doctor prescription	Less sickness of the staff, better work	Unsure, will depend on the budget and should be written, with specific process
To improve the visibility of organization	Provide new ID of good quality for 2 years, design and buy new uniform	ENFANCE will be better known in the area	Ok for both, need quotation for the uniform, not to be wore during FDP home visits
To decrease administrative time	Continue improving monitoring tools (WTR, logbooks, ...)	Files will be updated on time, and additional time will be found to improve Pulong and discuss about work in the area	Ok



Governance			
SWOT of 2014			
Strengths	Weaknesses	Opportunity	Threats
Yearly planning and assessment is done with the whole team	Lack of expansion of the program to implement other needs in the community	Partnership with government agencies	Unclear partnership between ATIA and ENFANCE
Team building activities	Lot of changes this year	Partnership with universities through BOT members	Back out of BOT members
Presence of a local Executive Director	Lack of consultation of the team during changes	Networking with famous people through BOT members for fundraising	
Long term presence of Board of Trustees (BOT) members	Low presence of the BOT in the association and in the area, low involvement in fundraising efforts and no legal counsel member in BOT		
Recommendation for 2015			
Objective	Action	Expected Result	Comments of Management
To clarify partnership between ATIA and ENFANCE and tasks of the Program Manager of ATIA and the ED of ENFANCE	Sign a MOA between ENFANCE and ATIA	Smooth process of decision and renewal of partnership	Ok, done during the visit of Paul Orsoni, the ED of ATIA
To strengthen the relationship between BOT members, employees and operation in the area	For the BOT members to visit the association and the area at least once a year	BOT members will be more involved in operation and will know more about the activities of ENFANCE	Ok, will depend on the availability of the Board members
To have a better knowledge of legal requirement in the Philippines	Find a new member of the BOT with an expertise in legal counsel	BOT will be able to give legal advises to the association	Unsure, risk of not reaching the quorum and can be done by consulting a lawyer



Finance			
SWOT of 2014			
Strengths	Weaknesses	Opportunity	Threats
Long presence of the Finance and Accounting Officers in the organisation : well known process	Lack of awareness from the staff regarding the budget	Register SURE GL financial would prevent manual writing every year	Lack of fund
Strict policy of budget request approval	Staff is shy to ask budget for buying material to improve the Pulong	Use software of ATIA to do regular budget follow up	
Funds for the forecast expenses have been found during the past 10 years	Budget was mostly done and monitored by the Program Manager of ATIA: no internal expertise on budget designing or follow up has been developed...		
Specific software (SURE GL) for accountability			
External audit is done every year.	Time consuming software (SURE GL) for accountability		
Recommendation for 2015			
Objective	Action	Expected Result	Comments of Management
To increase fundraising opportunity	For the BOT members to link potential founders to ENFANCE	Local funds will increase	Ok, best opportunity to find funds as individual will be able to visit the area and better understand what we are doing
To smooth the process of buying of material	Every 1 st week of the month, to provide a list of the material to buy	Needed material will be provided and Pulong will be updated	Ok, management will check the material before to ensure relevance of purchases
For the staff to know the financial situation of ENFANCE	To provide update of the budget to the staff every 4 month	Staff will be aware about the financial constraints	Ok, limit the information to real expenses compared to forecast expenses (per program ?)