



EnFaNCE Foundation Inc.

Encourage Families in Need and Care for Education

Recruitment for the position of Executive Director

Third step: write a strategic note for the development of the Foundation in the next three years

The EnFaNCE Foundation you want to join today is in a specific and delicate transition period. As explained in the first steps of the recruitment process, EnFaNCE was launched in 2003 by Inter Aide - a French NGO specialized in the implementation of development programs. During its first 10 years, with the total support of Inter Aide and then of Asie Tana Inter Aide (ATIA), EnFaNCE has developed programs in Tondo and Baseco, and has trained a team able to deal with issues of deep poverty. The support of Inter Aide was financial - all the funds required for the adequate running of the programs being provided by Inter Aide -, and technical - the executive directors being sent to Manila from the Inter Aide headquarters in France.

The Foundation has now reached its fully operational stage and consequently, ATIA wants to promote its self-reliance. Different steps have been identified in the progressive self-reliance of the Foundation; the recruitment of a Filipino executive director is an important one. As the head of the Foundation, the Executive Director has a key role, both in managing the team and making strategic decisions.

Your task is to write a one-to-two-page note establishing two or three major guidelines for the work of the Foundation in the next three years. Taking into account what you saw during your one-day immersion, what was discussed with the team and what you can read on our website, choose guidelines that will lead the Foundation to a sustainable state of self-reliance while at the same time maintaining and improving the quality of the services provided to the urban poor communities. Describe the activities suggested for each guideline, including management, monitoring, partnerships, fundraising and reporting aspects.

Please consider the following principles:

- **Start by describing what strikes you the most during your immersion day, regarding the community, the families and the family counsellor : what was good, what was not so good, what would you like to improve. You can also analyze your own position and your own reaction during that day : if you could, would you like to change anything about yourself too ?**
- focus exclusively on the design, implementation and assessment of development programs, and always seek to work with the most disadvantaged families,
- take every possible action to build the capacities of the beneficiary families, by insisting on their full involvement and by training them to replicate the activities,
- act with political neutrality and absolute confidentiality, in full respect of the families' beliefs,
- keep a pragmatic, non-ideological approach when defining solutions with underprivileged families,
- adopt a practical and professional approach: needs are assessed carefully with the populations involved, and programs are designed and implemented by highly qualified professionals,
- whenever possible, priority is given to productive activities and access to employment; indeed, social activities are necessary but cannot alone lead families towards self-reliance,
- include the vision and mission of the Foundation and remember that EnFaNCE adheres to a strict non dole-out policy,
- Describe how you will transmit these new guidelines to the team.

The note should be sent within 5 days after receiving the instructions by email. Questions can be asked freely by the applicant during the writing process of the note.

We wish you good luck for completing this exercise. We hope that it will help us better identify your abilities and qualities for becoming the EnFaNCE executive director.