



Nusa Tenggara Association

HELPING COMMUNITIES GROW



Strategic Plan 2020 - 2024

VISION

An improved standard of living for rural households in selected parts of Nusa Tenggara Timur Province, East Indonesia.

MISSION

The mission of the Nusa Tenggara Association is to reduce poverty and vulnerability amongst communities in rural areas of the East Nusa Tenggara province of Indonesia. This is through facilitating and supporting sustainable income generating activities, food security activities, access to water and sanitation, and education support.

GOVERNANCE

NTA Australia (NTA-A) is a largely voluntary organisation based in Canberra. It is overseen by an eight-person board with expertise in different fields of aid activity. The board is supported by three committees, in Finance, Operations and Membership and Marketing.

NTA-A's two Australian staff are an Executive Officer and Operations Manager who support the CEO in day to day management and coordination with our various stakeholders and beneficiaries. The Executive Officer takes a lead role in membership and marketing and the Operations Manager leads with management of the water and sanitation, and education activities. They are backed by a team of volunteers, some of whom assist with key activities such as accounting and administration and others whose main objective is to raise money and organise activities in Australia's major cities and in Jakarta.

PARTNERS

NTA Indonesia (NTA-I) is based in Kupang, capital of NTT, and has a Director, a financial controller and administrative officer as well as other agricultural extension staff. NTA-Indonesia is NTA-A's main implementing partner, overseeing and reporting on all project activities in Flores and West Timor. NTA Indonesia staff undertake all agricultural extension activities in the target areas of West Timor and Flores, and also directly organise water and sanitation and education activities on Flores and the West Timor mainland. They often work with other organisations in implementing water and sanitation and education activities.

Cover photo: Pak Taher (NTA-I) demonstrating improved farming techniques to Cashew Farmers, Sikka, Flores.
Credit Nusa Tenggara Association

Yayasan Pengembangan Masyarakat Pulau Semau (YPMPS) is a small local NGO based on the island of Semau off West Timor, and has worked closely with NTA-A for 27 years. YPMPS has been critical in implementing water, sanitation and educational improvements on Semau. It has also helped NTA Indonesia staff in implementing agricultural activities.

Balai Pengkajian Teknologi Pertanian (BPTP) is a large Indonesian agricultural research organisation, with over 300 subsidiary institutes distributed around Indonesia. There are two BPTP institutes in Nusa Tenggara Timur and they partner with NTA-A to provide technical advice and implement agricultural activities. BPTP second technical experts to NTA-A, who deliver training activities on relevant topics. The exchange of knowledge and experience between Australian and Indonesian agriculturalists is a strong base for the mutually beneficial partnership.

STRATEGIC PRIORITIES

The strategic priorities for the NTA-A for 2020 - 2024 are:

- Maintain the primary focuses on improving standards of living through livelihoods and food security, water and sanitation and education in this order of priority.
- Expand sources of funding from public and private donors, with a focus on corporate donors.
- Continue to monitor and develop the capacity of our partners including through the development of a five year capacity development plan and formal organisational capacity and compliance assessment process.
- Formalise NTA-A's program management approaches including through the development of a program manual that outlines NTA-A's templates and their application, NTA-A's approach to managing initiatives, and NTAs gender equality and social inclusion practices
- Work closely with Indonesian government and other development and local agencies in securing objectives.
- Develop in-country managerial and administrative expertise and organizational capacity especially of the counterpart bodies. This includes expanding current collaboration with local research, extension, education and engineering institutions, utilizing seconded staff through an MOU mechanism and retaining technical people on short-term contracts.
- Continue to develop NTA A's capacity through the recruitment of further specialist volunteers, particularly in accounting, agriculture, education and fundraising'

PROGRAM STRATEGIC OVERVIEWS

The activities of the NTA are structured under three main programs:

1. Income Generation and Food Security
2. Water and Sanitation
3. Education

OPERATIONAL OVERVIEWS

1. Membership and Marketing Strategy
2. Capacity Building Strategy
3. Operational Sustainability Strategy
4. Challenges

PROGRAM 1: INCOME GENERATION AND FOOD SECURITY

Objective:

To increase rural household incomes and improve household food security in NTA-A's areas of operation.

The Outcomes:

That households and communities increase their incomes and have improved food security.

Focus activities:

- Providing technical advice and inputs including establishing demonstration plots in rural areas to support the production of:
 - cocoa
 - vegetables
 - cashews
 - high-yielding composite maize seed
 - traditional woven cloths
 - pigs
 - goats
- Providing training in business and marketing skills including mapping of local supply chains for produce of NTA-linked enterprises
- Offering rotating credit to appropriate enterprises and linking businesses to local credit unions for longer term support and savings facilities
- Supporting construction of related small infrastructure such as livestock fences

PROGRAM 2: WATER AND SANITATION

Objective:

To improve water supplies and sanitation to homes and schools in NTA-A's areas of operation.

The Outcomes:

That households have access to fresh drinking water and toilets and therefore, in conjunction with hygiene training, can maintain good health standards. Thus children can attend school more regularly and other household members can participate in income-generating activities.

Focus activities:

- Support COVID-19 response in 2020 and beyond, as necessary, through provision of hand-washing stations and hygiene advice
- Providing inputs and designs for 15,000 litre ferro-cement tanks
- Facilitating the placement, digging and building of wells
- Providing inputs and designs for household toilets
- Providing hygiene training to all participants in the focus activities (whether from NTA-A or another organisation).

PROGRAM 3: EDUCATION**Objective:**

Enhance the quality of education and school infrastructure for students in NTA-A's area of operations

The Outcomes:

That NTA-A maintain the gains made in the educational institutions in its areas of operation.

Focus activities:

- Support COVID-19 response in 2020 and beyond, as necessary, through provision of hand-washing stations and hygiene advice
- Providing inputs to improve libraries including small infrastructure and building repairs, furniture and books
- Providing library management training
- Providing support for schools to improve reading and educational outcomes such as school reading competitions
- Providing small infrastructure such as water tanks, toilets and fences to improve school facilities
- Providing professional teacher training, focused especially on community teachers without formal training ('guru honor').
- Support cultural festivals to enhance student interest in local traditions and participation in schooling
- Assist in the establishment of community funded kindergartens for 5-6 year old students.

MEMBERSHIP AND MARKETING STRATEGY

A fundraising strategy will be developed using all available expertise. The strategy will be directed by regular consultation with donors and other supporters as well as community leaders in the philanthropic field focusing on Canberra, Melbourne, Sydney, Brisbane and Adelaide. It will concentrate on developing long-term partnership(s) and building autonomous support groups with stronger support bases.

Major membership and marketing activities planned for 2020 – 24:

- Continuous improvement of the NTA-A website and Facebook site
- Report back seminars to members 6 monthly
- At least 2 fundraising events in Canberra annually
- Regular email & quarterly newsletter mail out to members and interested parties
- At least 2 letter appeals annually to regular donors and possible future donors
- Approaches to Capital city based support groups and other enterprises to establish mutually beneficial strategic alliances in fundraising.
- Approaches to corporate international enterprises, including those operating in eastern Indonesia, for support (social responsibility funds)
- Maintain relationships with Rotary Clubs, Australia - Indonesia Associations and other community groups that regularly support NTA & give feedback presentations to them

CAPACITY BUILDING STRATEGY

Strategy to be developed to develop the capacity of in-country staff and collaborators:

- Undertake participatory organizational capacity assessment of NTA-I and other partner organisations.
- Generate and implement a capacity development plan with each partner including on program management, financial management, child protection and gender equality and social inclusion.

GENDER EQUALITY AND SOCIAL INCLUSION STRATEGY

NTA-A will work to increase the strength of gender equality and social inclusion in three ways:

- Promote and monitor GESI participation in NTA-A staff, NTA-I staff, volunteers and governance committees;
- Promote and monitor GESI participation in NTA activities;
- Deliver 1-3 female focused activities under the income generation and food security program.

OPERATIONAL SUSTAINABILITY STRATEGY

- Transition more CEO responsibilities to others including specialist volunteers, Operations Manager, Executive Officer and in-country staff.
- Identify an agriculture expert to join field visits.
- Identify volunteer marketing specialist to lead the fundraising activities of the Membership and Marketing Committee
- Consider options for new CEO if Colin wants to step further back.
- Transfer more responsibility to NTA-I for monitoring activities (reduce bi-annual field visit time for Australian team).
- Develop systems to support improved efficiency and effectiveness in management

CHALLENGES

This Strategic Plan acknowledges the considerable challenges that have emerged in 2020 including health and economic impacts from the Covid19 global pandemic. This will temporarily affect both activities in the field through limited movements of NTA-I staff within Indonesia and with NTA-A staff to Indonesia. This will mean further transition to NTA-I of oversight and management activities. It will mean substantially strengthening the membership and marketing capacity of NTA A to enable it to continue current activities and add COVID related measures where appropriate. The Strategic Plan must remain flexible to these challenges and open to potential opportunities.

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