

PAPUANEW GUINEA

Papua New Guinea is Australia's nearest neighbour A mere 3.6 kilometres separates Australia and PNG and yet of all nearest neighbours in the world, no two have a greater disparity of poverty and wealth than our two nations. We believe that great neighbours should lend a hand to one another. As an organisation that spans both nations, we believe that there is much for each other to learn from and know about each other.

PNG also faces an array of challenges and currently ranks 153 out of 189 countries on the Human Development Index. Schools in PNG struggle with overcrowded classes from the lack of teachers, resources and infrastructure and only 12% of children who begin school will graduate from Grade 12. PNG has high child and infant mortality rates as well as the worst maternal mortality rates in the region. Life expectancy in PNG is 64 years for males and 68 years for females.



OUR VISION

We work with people and communities to improve the lives and futures of Papua New Guineans.

We do this by: assisting remote and rural communities with access to elementary and primary education; improving access to quality and accessible healthcare; improving livelihoods and access to sustainable income-generation opportunities, especially for women; and by fostering the next generation of leaders.





OUR VALUES

Integrity: The resources at our disposal are not our own. We ensure that we act with the utmost integrity in all scenarios, in our aid and development work in PNG, and in our fundraising and administration in Australia Perseverance: We understand and respect the challenging environment of working in aid and development in PNG. We are committed to improving the lives and futures of our nearest neighbours and with patience, perseverance and creativity do everything in our power to deliver on that commitment

Compassion: We work alongside communities, seek a thorough understanding of their needs, and respond with programs and initiatives in partnership with people. We do this with empathy and compassion Ingenuity: Whether it is our aid and development work in PNG, or our marketing and fundraising activities in Australia, we always strive to be as resourceful and creative as possible. We overcome hurdles and work towards solutions with optimism and ingenuity

Mateship: Our mission is based on the strong bond forged between Australia and PNG during WWII. The people of PNG are our nearest neighbours and our friends. Our supporters entrust us to honour this friendship in the same spirit of the mateship that was at work during the Kokoda Campaign



Programmatic Pillars



Education is the key to PNG's future. KTF believes that everyone has a right to inclusive, equitable and quality education.



Access to renewable and clean sources of energy and light combined with income generation opportunities, has an impact on the livelihoods and wellbeing of people



Access to basic healthcare is a fundamental human right. Our work in health saves lives across rural PNG.



LEADERSHIP

We believe leadership is an important driver of development in PNG. Effective leaders understand this context and influence development strategy



Education

The benefits of education are long agreed; however never before has such strong international evidence demonstrated how important education is for lifting communities out of poverty. PNG struggles to provide universal access to primary education for all school-aged children, with only 63% of boys and 56% of girls attending primary school. A child who starts school at age four can expect to complete 8.2 years of schooling by the age of 18, but this would be equivalent to only 4.7 years in terms of actual learning. Early childhood education is foundational for learning; but there is little to no access to this. There is a paucity of teachers resulting in many out-of-school children; and existing teachers struggle to access support, upskilling and in-service opportunities. The introduction of Tuition-Fee-Free Education has been fraught with difficulties and many schools report unreliable transfers of subsidies and often have to close due to the lack of resourcing. All of these issues are compounded in remote and rural areas.

KTF's education program aims to improve student outcomes by supporting increased access to educational services in remote and rural communities. Our program is aligned with the PNG Government's Universal Basic Education Plan 2010-2019 and the PNG Development Strategic Plan 2010 – 2030. We recognise that working in partnership with the Government to support the delivery of a high-quality, accessible and efficient education system, and providing a voice for teachers, schools and children, is the most effective and sustainable approach to delivering education services that work.

To achieve this, KTF has identified key outcomes where its education program can contribute: the establishment and support of elementary and primary schools at community level; development and support of trained and qualified teachers committed to working in remote and rural communities; and the delivery of accessible, cost-effective and affordable schooling. KTF does this through a combination of education projects including pre-service training, in-service capacity development, infrastructure and resources, and implementation support.



Health

PNG is grappling with a number of entrenched and widespread health challenges. According to the WHO, the main challenges are: communicable diseases, including malaria, tuberculosis, diarrhoeal diseases, and acute respiratory disease; a generalised-HIV epidemic; high regional infant and child mortality rates; and the worst maternal mortality rates, including very low improvement since 1990, in the Pacific region. In 2018, polio re-emerged in 6 Provinces after being eradicated for 18 years. One of the reasons for these enduring challenges is the critical shortage of human resources, especially rural-based community health workers. These health professionals, if trained in the quantity and quality required, have the ability to transform the state of healthcare in PNG.

The purpose of our health program is to facilitate the improvement, reach, and access of rural and remote health services and to build the skills, knowledge, capacity and confidence of community health workers. It will achieve this by (a) addressing the shortage in qualified community health workers and (b) strengthening the implementation, performance and accountability of community health workers and health facilities in rural and remote areas. The program is supported by a mix of aid delivery mechanisms including pre-service training, in-service capacity development targeted in specific areas including child and maternal health, vision, and oral health, and implementation support.

Health program outcomes include:

- Increased number of CHWs in remote and rural areas with formal, high-quality health qualifications;
- Increased number of CHWs in remote and rural areas who are supported, skilled, confident and committed;
 - Increased number of people in remote and rural areas on pathways to becoming CHWs; and
- Increased number of people accessing primary healthcare: including decreases in preventable illnesses and diseases, increase in mothers delivering safely and receiving pre and post natal care, and increased vision and access to corrective eye-wear.



Livelihoods

Despite vast reserves of natural resources, income and human poverty persist in PNG. The majority of the population lives in rural areas with poor infrastructure and often-rugged terrain, which gives communities little or no access to basic services, such as health, education, sanitation, energy and safe drinking water. The majority's dependence on subsistence rain-fed agriculture also raises levels of vulnerability to natural disasters and changing environmental conditions.

Insufficient income opportunities and high levels of crime and violence further exacerbate hardship and inequalities.

Additionally, women face significant economic and social disadvantages in PNG. In 2017, PNG ranked 159 out of 160 countries on UNDP's Gender Inequality Index, which reflects gender-based inequalities across reproductive health, empowerment, and economic activity. There are currently no women in PNG's Parliament and women are underrepresented in key formal sector contexts, such as in the public service, especially at higher levels of seniority.

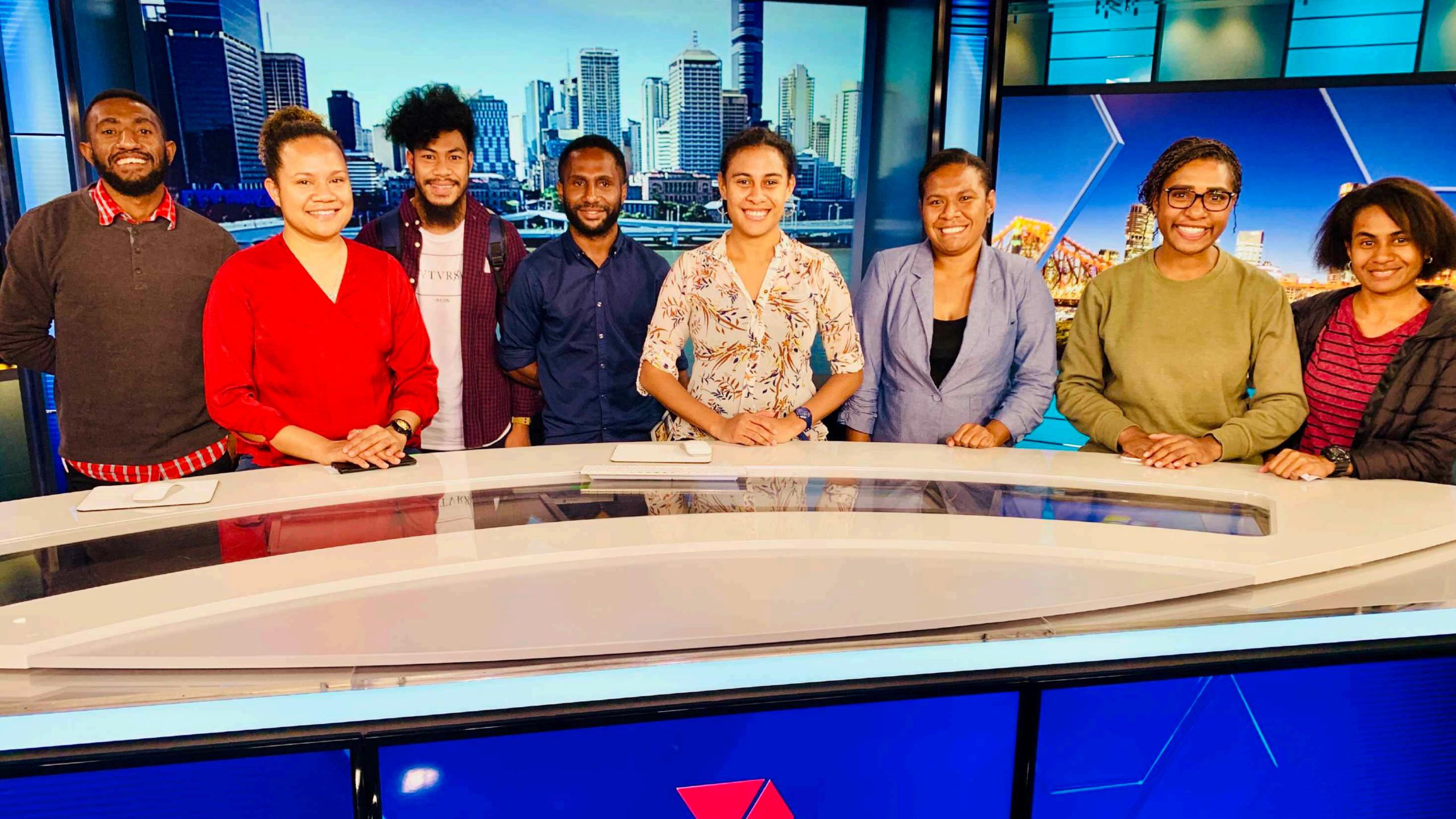
KTF's work in livelihoods facilitates improvement in community access to sustainable income generating opportunities, aligned to market demand. It does this by

(a) addressing the shortage in off-grid solar lighting and solar energy sources; (b) strengthening access to supplies and resources that facilitate small-scale

agriculture initiatives; and (c) addressing the difficulties women and girls in remote areas face accessing female hygiene products.

Livelihoods program outcomes include:

- Increased number of people who have access to solar light and energy charging systems
- Increased number of women and girls who have access to affordable and reliable female hygiene products;
- Increased number of people who have access to products and resources that improve small-scale agricultural business operations;
 - Increased number of women who have access to sustainable income generation opportunities.



Leadership

PNG faces a raft of complex cultural, linguistic, resource, political, community, environmental, and sustainability issues. Effective leaders are ones who understand this context and can influence direction setting and development strategy. However, leadership in PNG also needs to be defined within its own, specific cultural context. PNG is a nation of tribal societies chiefly organised on the basis of kinship. There is no single or even widespread culture, embracing a common set of beliefs, values, and traditional practices. Instead, PNG has over 1000 tribes, often divided by language, customs, and tradition.

Recent analyses of PNG's leadership challenges identify three major themes: infrastructure, people skills, and language issues. Infrastructure challenges included PNG's topography, economic prosperity and political leadership of the country. Issues dealing with 'people skills' included lack of vision, lack of people skills, practicing traditional values, beliefs, governing systems, payback, sorcery, and limited access to high school education; whilst language issues centred around fragmentation resulting from a lack of a common language and school education conducted in mother tongue.

Another critical leadership challenge facing PNG is that there is no female representation in Parliament and PNG ranks 159 out of 160 countries on UNDP's Gender Inequality Index. Violence against women is rife and PNG reports some of the highest Gender-Based Violence and Sorcery Accusatory Related Violence statistics in the world.

Our leadership program identifies promising PNG leaders and improves their leadership knowledge, concepts and connections, and the confidence needed to stand tall and lead change. Our Archer Leaders and Archer Reignite projects foster the confidence, networks, skills, resources and support systems that PNG's young leaders need to exercise exceptional leadership. Through exposure to new and challenging environments and partnerships with senior mentors, our young leaders enhance their leadership and professional skills.



KEEPING THE SPIRIT ALIVE

With our origins firmly based in Kokoda, Oro Province, KTF was established to keep the spirit of Kokoda alive. Inspired by the mateship forged between Papua New Guinea and Australia in 1942, 77 years on we have an opportunity to reignite this friendship between neighbours and support the next generation of Australians and Papua New Guineans to honour the legacies of their fore-bearers. KTF is now focused across all of PNG, on improving lives and futures across the country.

STRATEGY (2019 - 2022)

STRATEGY (2019 - 2022)

PROGRAM OUTCOMES

What will our impact be?

GEOGRAPHIES

Where will our impact be?

PROGRAM PRINCIPLES

What guides our work?

ORGANISATIONAL PRINCIPLES

What guides our organisation?

EDUCATION

- Increased # of trained teachers;
- Increased # of trainers, senior teachers and teachers receiving ongoing training;
- Improved student outcomes including enrolment, retention & progression rates.

HEALTH

- Increased # of trained CHWs;
- Increased # of CHWs receiving ongoing training;
- Decrease in preventable illnesses and diseases,
- Increased # of supervised births and pre & post natal care,
- increased vision and spectacles.

LIVELIHOODS

- Increased # of people with access to solar lighting & energy;
- Increased # of women & girls with access to female hygiene products;
- Increased # of people with smallscale agricultural businesses;
- Increased # of women with access to sustainable income generation.

LEADERSHIP

- Increased # of young leaders empowered & connected;
- Increased # of young leaders on formal leadership pathways in government, civil society or private;
- Increased # of community & social impact projects initiated by young leaders.
- KTF will continue to pursue development activities across PNG where opportunity, need and value present
- KTF's focus will remain purely on PNG
- Focus less on service delivery that the government should fulfil (e.g., teacher wages); more on programs with lasting impact
- Ensure excellence in current programming and pursue a network of partnerships and scaleable opportunities across PNG
- Implement evidence-based, community & people driven, development activities in areas of need and potential for impact
- Be an inclusive, ethical and transparent organisation, accountable to communities and its partners, donors and beneficiaries
- Work in partnership with communities and align all programs to the development goals of communities and the PNG government
- Become a trusted development advisor to PNG government departments in the fields of education and health
- Foster reliable and sustainable income streams from a variety of sources for the sustainability and longevity of KTF and its programs

STRATEGIC GOAL 1

IMPROVE LIVES & FUTURES



Deliver programs and projects in Education, Health, Livelihoods & Leadership that are:

- People & community-driven
- Evidence-based & high-quality
- Aligned with government and community priorities
- Effective, efficient & scaleable
- People-centred, building on human and social capital in communities
- Innovative & rights-focused

STRATEGIC GOAL 2

PROGRAMS VIA PARTNERSHIPS



Design and co-deliver programs and projects in partnerships with key stakeholders. Build partner capacity by:

- Investing in partner development and training opportunities
- Fostering accountability, protection, and problem solving among partners
- Strengthening partnerships with PNG
 Government through training, capacity
 building, policy orientation and reporting
- Strengthen local PNG organisations

STRATEGIC GOALS

We work with people and communities to improve the lives and futures of Papua New Guineans.

STRATEGIC GOAL 3



BUILD SUSTAINABILITY

Diversify revenue to enable sustained, long-term organisational growth:

- Develop 4-year fundraising strategy with diversification of revenue and innovation modelling key priorities
- Establish mitigation strategies for key funding risks
- Provide clarity around fundraising responsibilities
- Ensure alignment with reporting and various accreditation processes, including DFAT

STRATEGIC GOAL 4



A STRONG KTF

Strengthen KTF's ability to respond to changing environments, via strong governance, financial & personnel management systems:

- Establish and improve core people management processes
- Build learning and development partnerships & ensure supporting capabilities are in place for change
- Support growth in PNG operations & influence, ensuring local team members are equipped with the necessary capabilities

STRATEGIC GOALS

We work with people and communities to improve the lives and futures of Papua New Guineans.

HOW WILL WE MEASURE SUCCESS

KTF's Effectiveness Framework is our way of articulating 'why' and 'how' we know that our operations are impacting on poverty and social change. The Effectiveness Framework provides the means to track and sum up the results of KTF's aid and development programs – by counting tangible outputs, measuring longer term changes over time, and assessing KTF's contribution to those changes.

The effectiveness framework also serves as a key component of the basic foundation for KTF's programs and projects planning and monitoring and evaluation systems. Some parts of the framework are quantitative (numerical), some are qualitative (descriptive, based on peoples' lived experiences, perceptions and opinions), and others are a combination of the two.

KTF views an effective program approach as one built on an explicit theory of change, that describes how the organisation interacts with key stakeholders, and that has quantifiable indicators across the program model.

KTF's four program pillars have clear and quantifiable measures of success. The Effectiveness Framework outlines in detail the various inputs and outputs per project level which are tracked through KTF's monitoring processes including quarterly reports, partner reports, field monitoring trips and regular reviews.

Project Outputs are the tangible and concrete products delivered by or through KTF, e.g. a training college, school resources, scholarships and training opportunities.

Program Outcomes are the changes in the identified outcome indicators as presented in KTF's strategic plan and project design documents. The program outcomes are outlined in the Effectiveness Framework and are listed previously in this plan.

Organisational Impact is the highest-level of organisational achievement, related directly to the achievement of sustainable changes

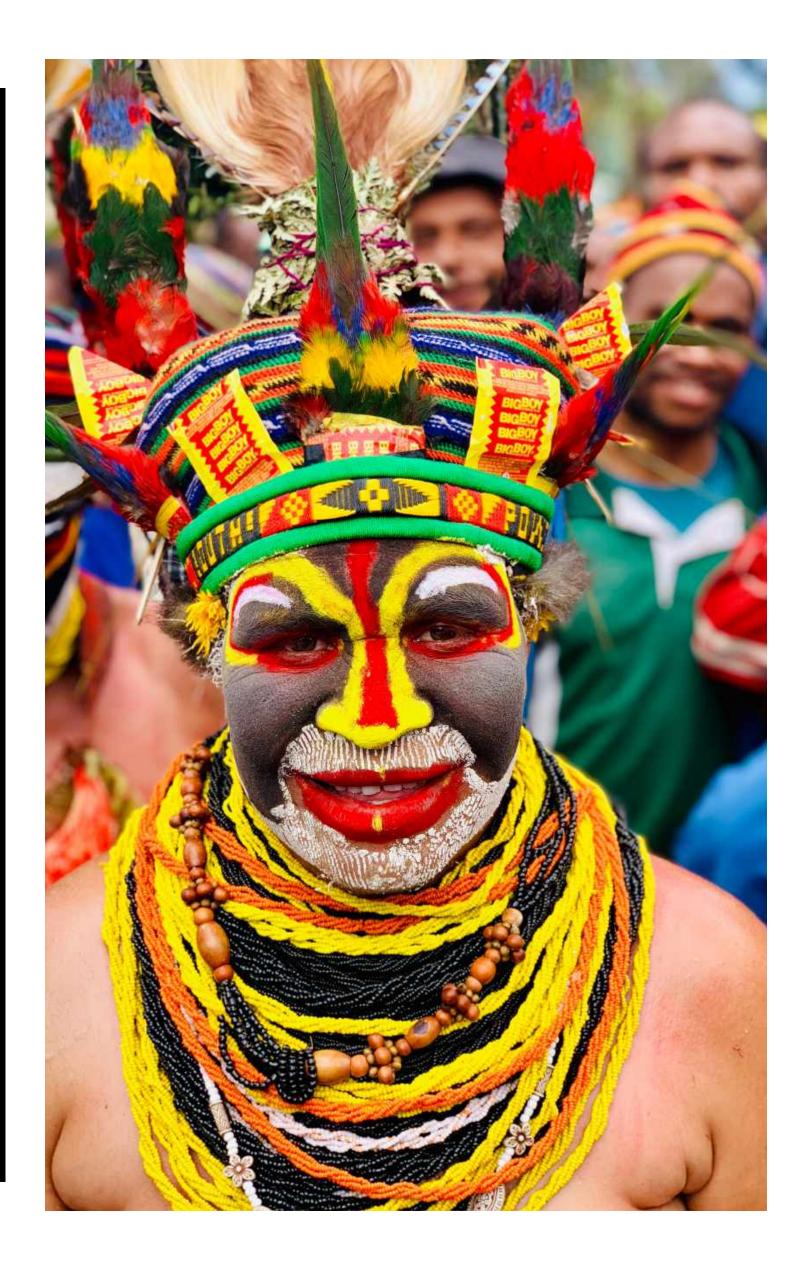


EDUCATION

HEALTH

LIVELIHOODS

LEADERSHIP



BY 2022...

500,000 children will be in school, receiving a high-quality education.

11,000 teachers will feel empowered and supported to deliver relevant and high-quality teaching and learning.

500 more community health workers will be trained and upskilled to deliver high-quality, specialist healthcare.

40,000 people will be healthy and have access to critical primary healthcare when required.

2,000 mothers will receive the pre and post-natal care required to deliver their babies safely and nurture their early years of life.

20,000 people will have access to vision testing services and corrective eye-wear.

2,700 women and girls will have access to sustainable and affordable female hygiene products.

1,000 women will have access to, and ownership and control of, business opportunities and income.

85,000 people will have access to affordable, clean and sustainable lighting and energy.

80 young leaders will be empowered to take a stand for social change and find innovative solutions to the issues facing PNG.

