



Welcome 2 Ef091 2 elementary

Aa Bb Cc Dd Ee Hh Gg  
LANGUAGE  
Thursday 5<sup>th</sup> March  
Use of  
My brother has  
This is his/her  
My father has  
This is his/her

2015  
CULTURAL MATHS  
Wednesday 4 March 2015  
Subtract  
Cat. 1 10-6= 5. 7-2=  
Cat. 2 6-3= 6 2-2=  
Computer 3 8-7=  
puter. 4 9-7=

CULTURE COMMUNITY  
Wednesday 4 March 2015  
Exploring environment  
know five senses  
1 Sight - eye  
2 Sound - ear  
3 Smell - nose  
4 touch - hand

**KTF**

**STRATEGIC PLAN  
2019 - 2022**



**KTF**



# 2021 Update

In 2020, the COVID-19 pandemic swept the globe, causing one of the greatest health and economic crises of our time. As we enter the second half of KTF's 4-year strategic plan, it is critical that we reflect on the changes that have taken place in our world and the adaptations that this organisation has had to make, and continues to make, in order to remain effective and sustainable in a very new context.

As the pandemic continues to have a disruptive impact across the globe, we are committed to pursuing our agenda, in close consultation with the people we serve, aligned to our vision and strategic goals. We must, however, make some changes.

No individual organisation, Government, business or initiative has the ability to address the challenges created by this crisis alone. Our strength is in our partnerships and we will overcome the very real challenges of the pandemic by working together in a *Spirit of Mateship* that has underpinned our organisation since its establishment.





# PAPUA NEW GUINEA

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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

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***We work with people and communities to improve  
lives, livelihoods and futures.***

We do this by: assisting remote and rural communities with access to elementary and primary education; improving access to quality and accessible healthcare; improving opportunities for and the safety of women; and by fostering the next generation of leaders. Our program areas are: Education, health, Equality and Leadership.







# OUR VALUES

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**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

Education is the key to PNG's future. KTF believes that everyone has a right to inclusive, equitable and quality education. Our program fosters pathways to education for remote communities.



## EQUALITY

Inequality in all forms remains a major barrier to human development; and women and children in PNG have never been more vulnerable. Our equality program supports them to improve safety & livelihoods.



## HEALTH

Access to basic healthcare is a fundamental human right. Our work in health promotes equal and affordable access and saves many lives across remote and rural PNG.



## LEADERSHIP

We believe leadership is an important driver of development in PNG. Effective leaders understand this context and influence development strategy. Our leadership program finds and fosters the next generation of PNG leaders.





Certificate of Participation  
Handale Talewa

Certificate of Participation  
Alice Tokoya

Certificate of Participation  
Meverlyn Jope

Certificate of Participation  
Lewa Lemape

Certificate of Participation  
Everlyn M...

Certificate of Participation  
Yambali Cecilia

Certificate of Participation  
Nelly M...

Certificate of Participation  
Everlyn S...

Certificate of Participation  
Catherine Herete

Certificate of Participation  
Julia Joan

Certificate of Participation  
Marthalyn Mark

Certificate of Participation  
Alas Saiman

Certificate of Participation

Certificate of Participation  
Margaret Pokoya

Certificate of Participation  
Linda Philip

Certificate of Participation  
Wendy Pokoya

Certificate of Participation  
Martha Pa...

Certificate of Participation  
Margaret M...

Certificate of Participation

Certificate of Participation

Certificate of Participation  
Tina Yaguan

Certificate of Participation  
Katherine Salomon

Certificate of Participation

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# 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 National Education Plan 2020-2029 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. Of course, PNG is not immune to COVID-19. And the virus has spread across numerous Provinces with hundreds of infections reported from limited testing. 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 pre-service and in-service capacity development targeted at 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.





G.2  
SINGER Tradition  
SINGER Tradition



# Equality

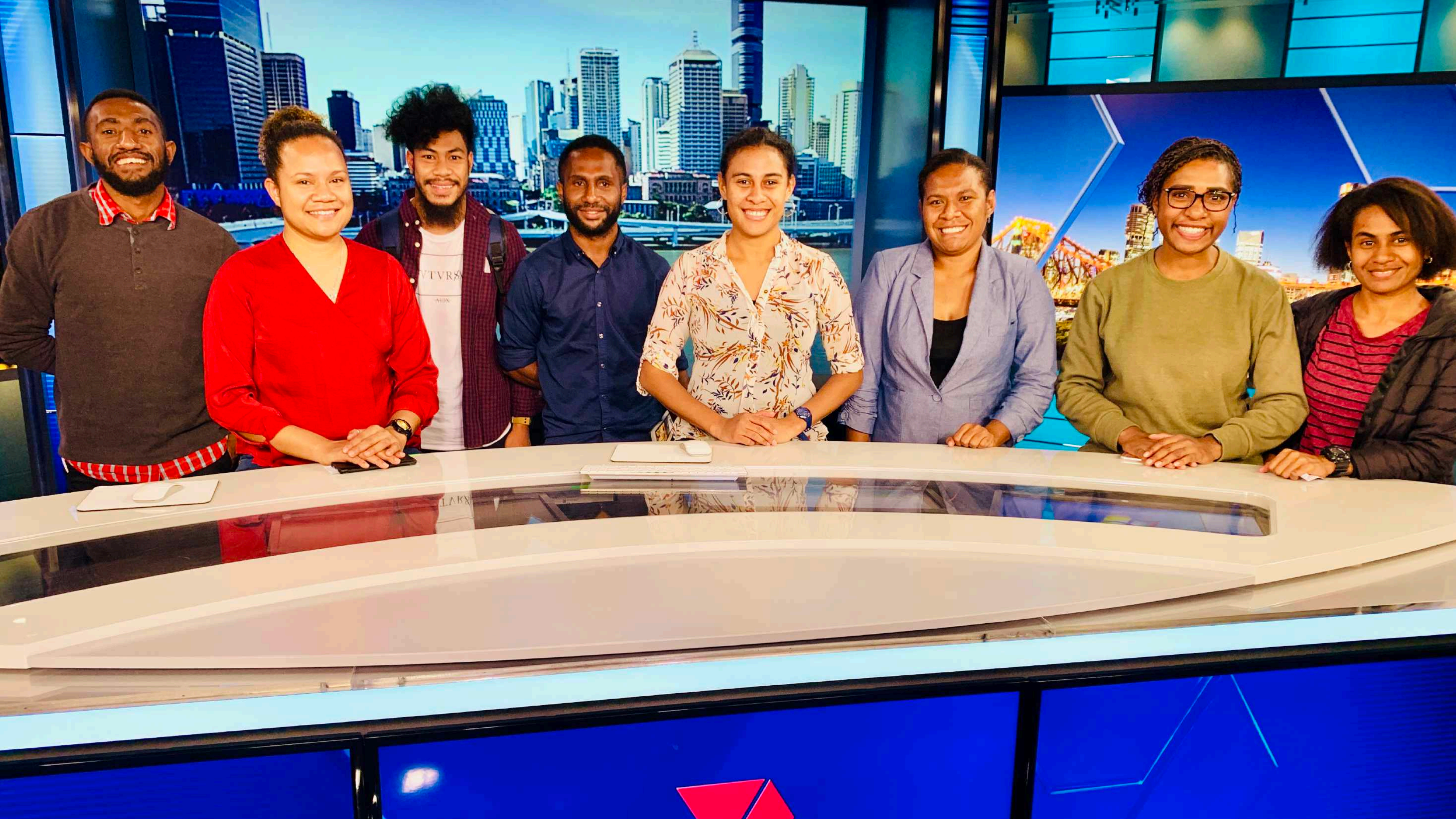
Inequality in all forms remains a major barrier to human development. Removal of this barrier enables entire sectors of communities to grow and thrive; conversely perpetuating inequalities limits opportunity for the most vulnerable and marginalised - women, children and people living with disability. PNG is one of the most diverse nations on earth with many patrilineal societies where women are not treated equally to men nor held in the same regard as men. Gender roles form a significant part of culture; women are often assigned the role of caregiver and farmer. They have little decision-making control in the family-unit and as a result have limited access to education, healthcare and income-earning opportunities. According to the UN-Gender-Inequality- Index, the inequality of women is only surpassed in Yemen. 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.

Grounded in capacity building, empowerment, human rights and gender-roles and relations, KTF's Equality Program interventions focus on long-term attitudinal and behavioural changes and the creation of livelihoods opportunities to address the underlying causes and structures that support entrenched violence and inequity. KTF's Equality program is expected to result in the following broad-reaching outcomes:

- a zero-tolerance approach to violence in all forms against children, women and people from vulnerable and marginalised backgrounds;
- improved and cohesive community and stakeholder response to, reporting & education about violence;
  - education programs addressing gender inequity;
  - safe and supported victims and families; and
- increased access to sustainable income-generating opportunities.

These outcomes will contribute towards a change in community norms and attitudes about women, girls and protecting society's vulnerable.







# 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, seven decades 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)

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## ● PROGRAM OUTCOMES

*What will our impact be?*

### 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.

### EQUALITY

- Increased # of women accessing safe houses and crisis support services;
- Increase # of people reporting attitude, behaviour change as a result of FSV workshops;
- 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.

## ● GEOGRAPHIES

*Where will our impact be?*

- KTF will continue to pursue development activities across PNG where opportunity, partnership, need and value present
- KTF's focus will remain purely on PNG

## ● PROGRAM PRINCIPLES

*What guides our work?*

- 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
- Pivot and adapt to the ever-changing environment in the context of COVID-19 and the health and economic crises

## ● ORGANISATIONAL PRINCIPLES

*What guides our organisation?*

- 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 and key stakeholders 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



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## STRATEGIC GOAL 1

### IMPROVE LIVES & FUTURES



Deliver programs and projects in Education, Health, Equality & 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

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## 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

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



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## 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

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## 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

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



# HOW WILL WE MEASURE SUCCESS

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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

EQUALITY

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.





# COVID-19



Strategy  
Addendum

January 2021





# COVID-19 STRATEGY

Our strategy during COVID-19 is guided by the following aims:

- To protect the lives and wellbeing of our staff, partners and the communities in which we work;
- To provide our frontline health-workers with personal protective equipment, education and access to water, sanitation and hygiene solutions for their health facilities;
- To provide evidence-based awareness to staff, partners and communities via education programs, the provision of awareness posters, and the utilisation of technology to reach rural and remote communities;
- To support PNG Government efforts to control the spread of COVID-19, at national, provincial and local levels, including by working in partnership with Provincial Health Authorities and Provincial Education Departments;
- To continue the delivery of our suite of programs in education, health, equality and leadership where it is safe and possible to do so under COVID-19 social distancing, health and hygiene operating requirements.

Our response is driven by these core principles:

- Agility - we will remain agile with the ability to pivot all development projects in response to COVID-19, to move quickly and efficiently and to remain relevant;
- Communications - we will keep all stakeholders regularly updated, including KTF Board, staff, partners, donors, beneficiaries, communities and the general public;
- Best practice - we will implement evidence-based, best practice responses in all activities that we carry out throughout the COVID-19 crisis;
- Shared learning - we will facilitate, participate in and contribute to shared learning activities throughout the COVID-19 crisis, including participation in PNG and Australian Government meetings, working closely with our peak body (ACFID), engaging regularly with partners and increasing engagement and support to our team;
- Innovation - under these challenging problems, we will further develop within our team and partners a culture of innovation, creativity, resilience and commitment.





# ADAPTATION PRINCIPLES

In addition to our four Strategic Goals, which continue to remain our focus, we are guided by four adaptation principles as we continue to navigate our way through these challenging times. These principles are based on our view that, as a result of the pandemic, the world has changed. We can, and must, adapt to new ways of working if we are to remain relevant and impactful moving forward.

1. Localisation is key. Whilst localisation has always been a guiding priority of KTF, now, more than ever, our efforts to implement our development programs utilising local teams and partners is paramount. With 100% of KTF's in-country staff being Papua New Guinean, and an operating model based firmly on empowerment, capacity and co-delivery, we are well placed to continue to build capacity and to support our local teams and partners to drive program roll-out.
2. Long-term sustainability. Extending Strategic Goal #3 under difficult economic circumstances, KTF must continue to diversify its revenue sources and identify new funding and partnering opportunities. KTF must continue to balance a strong funding portfolio representing Government, private sector, philanthropic and general fundraising and must not rely too heavily on a single donor or type of donors. KTF must re-energise its Australian donor base.

3. Technology. 2020 has demonstrated that technology can be used as an enabler for communications, training, capacity building, partnering, project design, implementation and management, and monitoring and evaluation. KTF will continue to embrace technology for all organisational purposes to improve efficiencies and ensure continuity during pandemic and other-related lockdowns.
4. Adaptability. In a year like no other, KTF's ability to adapt and "pivot" has enabled the organisation to: (i) directly respond to the COVID-19 health crisis in PNG; (ii) continue to deliver its suite of programs and projects; and (iii) identify new expertise and sources of funding, aligned to KTF's vision and programmatic pillars. This flexibility and agility will continue to be a critical feature as we progress through the second half of this strategic plan under COVID-19 pandemic conditions. Strong alignment to the PNG Government relevant plans and priorities is critical, as well as alignment to DFAT's Partnerships for Recovery policy and PNG COVID-19 Development Response Plan.

During the period 2021-2022, KTF can still reach its strategic goals and targets as set at the beginning of the strategic cycle, but must invest in and ensure that a localisation, sustainability, technology and adaptability agenda is followed.





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*Keeping the  
spirit alive...*