

# STRATEGIC PLAN

KTF

2023 - 2026



KTF

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# ABOUT KTF

KTF is an Australian NGO, working in Papua New Guinea (PNG), to improve lives, livelihoods and futures. We are committed to keeping the great friendship between Australia and Papua New Guinea and the spirit of Kokoda alive.

Expanding beyond our original focus region of Kokoda in Oro Province, KTF now works with communities right across PNG's 22 provinces. Our team, 85% of whom are Papua New Guinean, work in partnership with communities to identify their needs, hopes and strengths, and together implement programs in the vital areas of education, health, equality and leadership that achieve long-term change.

KTF is a member of the Australian Council for International Development and has full accreditation with the Australian Department of Foreign Affairs & Trades' ANCP program; their high standards for operation are integral to everything we do.



# ONE FOCUS: PAPUA NEW 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 156 out of 191 countries on the Human Development Index. According to the multi-dimensional poverty measure, 85.7% of the population is living in poverty. This is due to the high rate of monetary poverty, low educational achievement and most of the population having no access to electricity. 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 63 years for males and 66 years for females. PNG has a highly dispersed and fragmented population, a low level of urbanization, significant gender disparities, high exposure to natural disasters, a high degree of resource dependence, and inter-communal violence in some regions. Weak governance severely constrains the ability to effectively manage this challenging context. Fragility-related risks are exacerbated by the socio-economic impact of exogenous shocks, such as earthquakes and COVID-19 (World Bank, 2021). A new UN report is said to have found the population of Papua New Guinea may be almost double – at 17 million – the official figure. The challenges are immense.

# OUR VISION, INSPIRATION & VALUES

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

We do this by: assisting remote and rural communities with access to early childhood, primary and secondary education; improving access to quality primary healthcare; improving opportunities for and the safety of women; and by fostering the next generation of leaders.



We are guided by the following 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 development programming 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 lives and futures in difficult, remote and rural geographies and with patience, perseverance and creativity do all we can to deliver on that commitment.

**Compassion:** We work alongside communities, seek a thorough understanding of their needs, hopes and strengths, and respond with programs co-delivered in partnership with people. We do this with empathy and compassion.

**Ingenuity:** Whether it is our development work in PNG, or our communications and fundraising activities, 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.

***WE ARE INSPIRED TO KEEP THE SPIRIT OF KOKODA ALIVE.***

# OUR THEORY OF CHANGE



## ENGAGE & CO-DESIGN

Local people are the experts in understanding their circumstances and their needs and hopes for their futures. We engage meaningfully & support authentic co-design processes, elevating local voices, at all stages of activity, project and program design.

## PARTNER

We are committed to shifting power to local people, prioritising the visibility and voice of local partners and ensuring program participants and community stakeholders are active participants in creating change in their own communities.

## IMPACT

We partner to deliver programs and projects that achieve demonstrable impact, in the critical areas of education, health, equality and leadership. This impact will improve the lives and futures of generations of people to come.

## EMPOWERED

Our goal is to no longer be required. The impact made by our programs and partnerships will empower people and communities to determine their own futures with power, resources, expertise and integrity.

# OUR STRATEGIC GOALS

## 1. IMPROVE LIVES & FUTURES

We will deliver programs and projects in Education, Health, Equality and Leadership that are:

- People and community-driven
- Evidence-based and high-quality
- Aligned with government and community priorities
- Implemented in partnership with and by partners
- Driven by gender and inclusion-responsive strategies
- Effective, efficient and scalable
- People-centred, building on human and social capital in communities
- Innovative and rights-focused
- Safeguard and protect marginalised groups





# OUR PROGRAM PILLARS



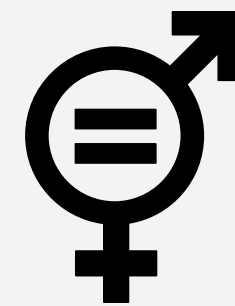
## EDUCATION

Education is the key to PNG's future. KTF believes that everyone has a right to inclusive, equitable and quality education. Our priority is to create pathways for remote and rural communities into formal, contextualised, quality schooling.



## HEALTH

Access to basic healthcare is a fundamental human right. Our work in health saves lives across rural PNG. Our priority is to build capacity and strengthen local systems, investing in health workers, primary healthcare and health promotion.



## 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 priorities access to safety, improved livelihoods, and safeguarding of all.



## LEADERSHIP

Leadership is a critical 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.

# OUR STRATEGIC GOALS

## 2. LOCALISATION & PARTNERSHIPS

We will co-design and co-deliver programs and projects in partnership with key stakeholders. We will build partner capacity and autonomy by:

- Investing in partner development and training
- Ensuring partnerships with government are strengthened via open communications, shared training opportunities, capacity building, and reporting
- Strengthening local PNG organisations

We will also work with local people, changemakers, and leaders to support them to develop and formalise new organisations and entities and partner with them for program delivery.

We will operationalise our Localisation Policy, building local voices within our own governance and management systems as well as investing in the autonomy of partners.





# OUR STRATEGIC GOALS

## 3. SUSTAINABILITY FOR THE FUTURE

We will diversify our revenue and support to enable sustained, long-term organisational growth, by:

- Revising our fundraising strategy with the diversification of revenue and innovation modelling as key priorities
- Establishing mitigation strategies for key funding risks
- Providing clarity around fundraising responsibilities
- Ensuring alignment with reporting and various accreditation processes, including DFAT
- Exploring alternative methods of giving with donors and researching models of social enterprise for the organisation.





# OUR STRATEGIC GOALS

## 4. A STRONG ORGANISATION

We will strengthen KTF's ability to respond to changing environments, via strong governance, financial and personnel management systems by:

- Improving core people management processes
- Improving our learning and development partnerships and ensuring support capabilities are in place for change
- Supporting growth in PNG operations and influence, ensuring local team members are equipped with the necessary capabilities
- Growing our networks of people and partners to support long-term growth and impact.



# PROGRAM PILLAR: 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 the 3-6-6 restructure has been slow and impacted by the COVID-19 pandemic and many schools report lack of clarity and understanding around how to retrain and implement the restructure requirements. This is 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 early childhood and primary schools at community level; development and support of trained and qualified teachers committed to working in remote and rural communities; development of second chance secondary education pathways; 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.



# PROGRAM PILLAR: HEALTH



PNG is grappling with a number of entrenched and widespread health challenges. The country's health system is fragile with poor health and immunization outcomes. With an under-five mortality rate of 57 per 1000 live births, an estimated 15,400 children or one in 13 children, die each year in PNG, mostly from preventable diseases. Immunization coverage has plateaued at around 60 per cent for over a decade. The country is now dealing with a large outbreak of polio after having been polio free for almost 20 years. With a maternal mortality ratio of 215 per 100,000 live birth, an estimated 580 mothers die each year. The life-time risk of maternal death is eight times higher in PNG than in East Asia and Pacific region average (UNICEF, 2022).

According to the World Health Organisation, other main challenges are: communicable diseases, including malaria, tuberculosis, diarrhoeal diseases, and acute respiratory disease; a generalised-HIV epidemic; and the long-term impacts of the COVID-19 pandemic. 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 and to improve healthy behaviours and attitudes. 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 and adolescent health promotion. Our outcomes include:

- Increased number of CHWs with formal, high-quality health qualifications;
- Increased number of CHWs who are supported, skilled, 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; and improved health and safety among young people including mental health, gender equality and sexual and reproductive health.



# PROGRAM PILLAR: 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 only two 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 survivors and families; and
- increased skills, networks and opportunities for survivors to assist them with new beginnings.

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





# PROGRAM PILLAR: 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 major themes: infrastructure, people skills, language issues, and gender equality constraints to name a few. 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 are only two women in PNG's 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, targeting equal representation of women and men, enhance their leadership and professional skills.





## ORO (NORTHERN) PROVINCE

Education, Health, Equality

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The birth and home of KTF, Oro Province is the home to Kokoda village. KTF will continue to partner, co-deliver and expand its Kokoda FODE College (and satellites), Light for Learning project, Healthy Communities, Kicks for Kokoda, and Project Zero across Oro Province during the strategic plan period.



## WESTERN PROVINCE

Education

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In partnership with SDP, KTF will continue to co-deliver and support a wide suite of education projects across Western Province including second-chance FODE Colleges (across all three districts), Early Years, pre-service and in-service teacher training via the Balimo Teachers College and Light for Learning.



## NEW IRELAND PROVINCE

Education, Health

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With support from the Provincial Government and Newcrest, KTF will continue to focus on education and health projects that build pathways into teaching and health work and improve health and education outcomes across New Ireland communities. Second-chance FODE education and teacher training are key priorities.

# PLACE-BASED PROGRAMMING

VIA TARGETED LOCALISATION AND PARTNERING, COMMUNITY ENGAGEMENT, ADDRESSING GENDER AND DISABILITY INEQUALITIES, AND DEEP LEARNING, KTF WILL ADOPT A PLACE-BASED STRATEGIC APPROACH TO ITS PROGRAMMING.

This will enable a deeper understanding of local people and contexts, appropriate resourcing of projects and partnerships, and targeted GEDSI and MERL opportunities that will increase impact and efficiencies.

# KOKODA TRACK

THE KOKODA TRACK WILL CONTINUE TO BE A KEY PRIORITY FOR KTF DURING THE STRATEGIC PERIOD. SPANNING ORO AND CENTRAL PROVINCES, THE TRACK AND HER PEOPLE WILL CONTINUE TO DRIVE OUR PRIORITIES AND PROGRAMS.

Community priorities for the Kokoda Track focus on the creation of long-term pathways for people into teaching and health professions to ensure all villages along the remote Track have access to high-quality schools and health facilities that are open year-round; improved livelihoods, especially for women and people with a disability; and increased access to lighting and energy, technology and transportation.



# NATION-WIDE

ALONGSIDE A TARGETED PLACE-BASED APPROACH TO GRASSROOTS EDUCATION, HEALTH AND EQUALITY PROGRAMMING, OUR WORK IN LEADERSHIP WILL HAVE A NATIONAL FOCUS. FURTHER PLACE-BASED REGIONS MAY ALSO ARISE.

KTF's commitment to long-term systems change requires new leadership which must come from all corners of Papua New Guinea. The Archer Leaders suite of programs will continue to find and foster leaders from all Provinces across Papua New Guinea. KTF will also continue to explore opportunities for partnerships and programming in other regions across PNG where there is strong alignment with our strategy.



# CROSS-CUTTING PRINCIPLES: GENDER



KTF recognises that sustainable development in PNG is only possible with the active participation of all members of the community. KTF is committed to promoting equal opportunities for all and actively fostering gender equality in its programs in Papua New Guinea and administration in Australia.

During the strategic plan period, KTF will ensure:

- Principles for gender equality are mainstreamed within the organisation
- Gender equality targets are in place across KTF's operations and governing body
- KTF's organisational culture promotes the equitable participation and distribution of power between men and women within the organisation, including on decision-making bodies
- KTF builds staff and partner capacity and skills in gender equality and diversity, and ensures all annual operating plans, job descriptions and performance plans reflect KTF's commitment to gender equality
- KTF will regularly report to program participants, donors and the public on the organisation's progress on gender equality in KTF's work
- KTF will take all measures to prevent and respond to all forms of sexual harassment and violence, and sexual exploitation and abuse of children and vulnerable adults, promote staff awareness and training, and effective systems for reporting and monitoring
- KTF will ensure external marketing, fundraising, advocacy and communications respect and uphold our commitment to social justice and gender equality including being respectful, using inclusive and positive language and images and avoiding stereotypes with particular attention to those based on gender and ethnicity.

# CROSS-CUTTING PRINCIPLES: DISABILITY & INCLUSION



Social inclusion calls for equal opportunities to be promoted to all, regardless of ability, sex, gender identity, sexual orientation, stature, race and ethnicity, by facilitating participation in society for those disadvantaged by their identity. Disability and social inclusive development envisions a society that values and enfranchises all people with disabilities, people of all ages, all gender identities and all ethnic and racial groups. During the strategic plan period, KTF will ensure:

- Promote the importance of disability-inclusive development practices in poverty alleviation and sustainable development to staff and partner organisations
- Provide staff with regular disability and social inclusion awareness training and up-to-date information on inclusive development practices
- Allocate adequate time, budget and human resources to enable persons with disabilities to participate in program design, implementation, monitoring and evaluation
- Develop an Anti-Discrimination workplace policy which upholds human rights and prevents discrimination against people with disabilities, gender and sexual minorities, ethnic and racial minorities, and the elderly working for KTF
- Implement disability-specific initiatives targeted at people with disabilities, and mainstream disability-inclusive practices into all other programs and projects
- Identify marginalised people within communities to ensure their inclusion in KTF projects - outreach awareness to remote villages will achieve this
- Partner with DPOs, persons with disabilities and persons from gender, sexual, racial, ethnic and age minority groups in order to build an understanding of their lived experience, including experiences of exclusion and vulnerability, and how to best respond using local resources and services and to gain a local perspective
- Advocate for the rights of persons with disabilities and all social identities and build awareness of their access and participation requirements among project partners, local government officials and the broader community.

# CROSS-CUTTING PRINCIPLES: ENVIRONMENT & CLIMATE CHANGE



KTF is committed to ensuring it takes a 'Do No Harm' approach in all its activities domestically and internationally to help preserve and improve Papua New Guinea's natural environment and minimise its global environmental footprint. KTF is also committed to ensuring it takes every opportunity to build the resilience of communities to address the adverse effects of climate change and disasters.

During the strategic plan period, KTF will:

- Minimise the consumption and wastage of natural resources by reducing energy consumption
- Be proactive in minimising the production of waste and reusing or recycling materials
- Minimise the environmental impact of travel and promote the use of environmentally friendly forms of travel
- Ensure that environmental sustainability is taken into consideration when purchasing products and services and develop supply chains with suppliers who share our environmental ethos
- Comply with all laws, regulations and policies relevant to environmental sustainability and management
- Raise awareness and provide training and capacity building on Disaster Risk Reduction (DRR) and Climate Change Adaption (CCA) across all of its offices in PNG and Australia including orientation to and training on the Core Humanitarian Standard in order to ensure its application is embedded in programming and response activities
- Integrate DRR and CCA into all projects that are located in disaster and climate change-prone areas
- Work with local government, communities, primary stakeholders and partners to complement and strengthen systems, processes and capacity to anticipate, plan and adapt to climate change impacts and disaster risk
- Build community resilience across disaster-prone communities and acknowledge that the most vulnerable are affected more adversely than others in climate and disaster related events.

# HOW WILL WE MEASURE IMPACT

KTF'S EFFECTIVENESS FRAMEWORK IS OUR WAY OF ARTICULATING 'WHY' AND 'HOW' WE KNOW THAT OUR PROGRAMS ARE HAVING THEIR INTENDED IMPACT. THE EFFECTIVENESS FRAMEWORK PROVIDES THE MEANS TO TRACK AND SUM UP THE RESULTS OF KTF'S 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, EVALUATION AND LEARNING 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.

## BY 2026...

**3,000 people** will have progressed / be progressing through second-chance high school FODE programs and be on pathways to training as teachers and health workers.

**10,000 teachers** will feel empowered and supported to deliver relevant and high-quality teaching and learning.

**200 schools** will be delivering high-quality early childhood education to children aged 4 and 5 years.

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

**150,000 people** will be healthy and have access to critical primary healthcare when required.

**5,000 mothers** will receive the pre and post-natal care required to deliver their babies safely and nurture their early years of life.

**10,000 people** will have access to vision testing services and corrective eye-wear.

**250 survivors** of family and sexual violence will be safe, empowered and on the road to starting new lives.

**70,000 people** will have access to affordable, clean and sustainable lighting and energy.

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





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