



# FORCERT

*Tingim laif; lukautim bus na graun, na mekim senis yu laikim*

## Organisation Evaluation Report

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## Acronyms

BEST	Benefits from Environmental Services Trust
BftW	Bread for the World
BRG	Bismarck Ramu Group
CCDA	Climate Change & Development Authority
CELCOR	Centre for Environmental Law and Community Rights
CEP	Community Enhancement Program or Community Education and Planning
DAL	Department of Agriculture and Livestock
DKA	Dreikönigsaktion Austria
DLPP	Department of Lands and Physical Planning
ENB	East New Britain
FCA	Forest Clearing Authority
FCPF	Forest Carbon Partnership Facility
FPIC	Free Prior & Informed Consent
FSC	Forest Stewardship Council
FT	Fair Trade
GEF	Global Environment Facility
IPDM	Integrated Pest and Disease Management
LLG	Local Level Government
LUP	Land Use Plan
NGO	Non-Government Organisation
NLP	National Level Program
PES	Payment for Ecosystem Services
PNGCCB	PNG Cocoa Board
PNGFA	PNG Forest Authority
PPoC	Participatory Process of Change
REDD+	Reduction in Emissions from Deforestation and forest Degradation plus conservation & enhancement of carbon stocks
SABL	Special Agricultural Business Lease
SEA	Social Enterprise Arm
SOP	Standard Operating Procedures
TNC	The Nature Conservancy
WNB	West New Britain

## SUMMARY

This independent external evaluation was commissioned by FORCERT with support from Bread for the World, to review the organisation's achievements over the strategic planning period from 2015 to 2019, in preparation for its next 5-year strategic planning period.

Four evaluators visited villages, partner organisations, government departments and donors to gather information and perspectives on FORCERT.

FORCERT has continued, through its Community Enhancement Program (CEP) to develop a rich process of supporting village communities in the development of their decision making, establishment of community-level sustainable land use plans for their lands, and community action plans. They have improved their awareness and knowledge of the value of their natural resources and assisted in shaping possible livelihood opportunities in the villages.

This work has been strongly supported by a National Level Program which seeks to improve the policy environment to support villages to balance their environmental, economic, social and cultural values.

These programs are further supported by a Social Enterprise Arm (SEA), to support villages into commodity trading and understanding of their opportunities in commodity value chains.

The evaluation finds that while the first two domains of work have operated reasonably, the SEA has struggled due to setbacks with staffing.

The evaluation recommends organisational change to better integrate the CEP and the SEA, and re-badge these as FORCERT Community Education and Planning (CEP) and FORCERT Trading. FORCERT CEP would continue as free service to selected communities, while FORCERT Trading would purchase and trade selected commodities and provide a marketing service for communities. We do not recommend creation of an entirely separate Trading entity.

The repositioning of CEP will see it better able to respond to provision of required training and delivery of Community Education and Planning to other communities via introductions from Local Level Government, and supporting the development of landuse and restoration systems in New Britain through assisting with FPIC, land use planning, certification and linking benefit-sharing mechanisms to robust community education and planning processes.

The evaluation recommends some changes in the selection of communities, consolidating them to both enhance the practicalities of trading, but also to focus the awareness-raising of communities into areas that are most under threat.

Recommendations are made in purple throughout the report.

## PURPOSE OF THE 2019 ORGANISATIONAL EVALUATION

FORCERT's core work is empowering Papua New Guinean communities through community enhancement, so communities take the lead in their change, balancing their environmental, economic, social and cultural values & interests. They do this through sustainable land use & community action planning processes, and through support for village-based enterprises.

They also work at the national & provincial level to inform and influence government policy and practice to create an enabling environment for communities.

They have a separate social enterprise arm promoting and trading ethical & green products from village-based enterprises, supplying to the best possible markets. FORCERT's Goal is to develop communities that are smart, wise, fair, healthy and happy.

FORCERT started implementing its new strategy in January 2015, and is now nearing the end of its 2015-2019 strategic planning period. The results of this external evaluation will feed into FORCERT's planning process for its next five-year strategic plan (2020-2024).

The focus of this evaluation is to identify how well FORCERT has implemented its 2015-2019 Strategic plan, what challenges and constraints were faced, and what lessons learned. We have been given scope to identify possible solutions to problem areas and make recommendations to improve the management and effectiveness of FORCERT's work under its next five year strategic plan, but if necessary also regarding the focus and direction of FORCERT's work.

The Terms of Reference identified the most important issues to be looked at as:

- i. community engagement & effectiveness of the Participatory Process of Change
- ii. effectiveness of the National Level Program and Social Enterprise Arm and their link with the Community Enhancement Program
- iii. organisational functioning; activity focus, effectiveness, structure & management
- iv. long term financial security; multiple major donors, and income earning & self-financing options
- v. current and long-term strategic focus, both geographical and thematical.

In addition, FORCERT has had a significant role in the development of REDD+ in PNG, contributing to national committees and particularly through an initial involvement since 2008 as the PNG component of an international Community Carbon Forestry project, a Payment for Environmental Services (PES) Project in 2010 and its evolution into the Benefits from Environmental Services Trust (BEST) model. This work continues to evolve and the ToR request an opinion on the BEST model and proposal to develop a new FORCERT Group Certificate that combines various certification methodologies, with a view to offering these as options for communities to obtain benefits from international markets for various ecosystem services.

## METHODS

The evaluation used multiple information sources including interviews with village communities, NGO partners, government partners, staff and board meetings and surveys from staff. These are detailed in Table 1.

Table 1. Sources of information used in the evaluation.

Sources of information	Number	Description
Village meetings	9	2-3 hour meetings with communities in Ainbul, Tavolo-Lausus, Mu-Drina, Mauna, Kait, Arabam-Maranagi, Laut, Mareka, Kalapulung and Kiasala. In some cases separate meetings were held simultaneously with men and with women.
Interviews with partner organisations	5	CELCOR, TNC, PNGCCB, BRG, PNG Forest Certification Incorporated, FCPF
Interviews with national government	3	PNGFA, DLPP, CCDA
Interviews with provincial & local government	5	WNB Provincial Planner, WNB Div. Climate Change & Environment; ENB Central Inland Pomio LLG Manager; West Pomio Mamusi LLG President ; ENB DAL office
Donors	4	Bread for the World, DKA, Horizont3000,
Staff surveys	6	Face to face meetings in two locations, and email survey
Board interview & surveys	5	Interview with the Board on Terms of Reference and balance of strategic priorities
Management meetings	3	
Readings	43	Financial reports, Narrative reports to donors, SOPs, Annual work plans etc.
Community Visit Reports prepared by staff	13	

Four external evaluators were engaged by FORCERT to undertake the evaluation with field work being conducted over a period of 18 days. After a few days of joint preparation, and one joint visit to a village to test the methodology, the evaluators divided into two teams, one focussed on East New Britain and New Ireland, and the other focussed on West New Britain, Madang and national partners.

An extensive schedule of meetings with partners and community visits was developed by FORCERT management. This was slightly modified by the teams (mostly due to the unavailability of some partners). The schedule is presented in

Table 2.

Table 2. Schedule for evaluation field work.

Date	Team 1	Team 2
Fri 18/10	David & Siwa	Aileen & Steven
Sat 19-10	Meeting with Board members	Meeting with Board members
Sun 20-10	Evaluation team village preparation	Evaluation team village preparation
Mon 21-10	Ainbul	Ainbul
Tue 22-10	Kimbe - Meetings with: WNBPA Provincial Planner, Cocoa Board, WNBPA Division of Forestry & Climate Change	Tavolo
Wed 23-10	Travel to Laut	Meeting Tavolo & Lausus communities
Thu 24-10	Meeting with Laut community Gloucester LLG staff unavailable Discussion with Mathieu from Ward 5 about possibility of community entry into FORCERT program Welcome and Meeting with Mareka community	Meeting with Mu-Drina and Mauna communities
Fri 25-10	Travel to Kimbe Discussion with two Minda villagers at Garu	Pomio station. Meeting with Central Inland Pomio LLG Manager. Meeting with West Pomio Mamusi LLG President
Sat 26-10	Kimbe - prepare staff survey and questions for government interviews	Travel to Rabaul by ship
Sun 27-10	Port Moresby Meet with PNG Forest Certification Inc. ActNOW unavailable	Kokopo
Mon 28-10	Meet CELCOR, TNC, PNGFA,	Kait
Tue 29-10	Meet DLPP, CCDA, UN-REDD FCPF	Kait to Kokopo. Meet Dept of Agriculture ENB
Wed 30-10	First meeting with BftW Travel to Kalapulm for evening meeting with community	Travel to Arabam Meeting Arabam & Maranagi communities
Thu 31-10	Kalapulum to Kiasala Meet with Kiasala community Return to Madang	Arabam
Fri 1-11	Second meeting with BftW Meet Bismarck Ramu Group Meet DKA and HorizonT3000 WWF unavailable	Arabam to Kokopo. Meeting Simon Passingan (Barefoot)
Sat 2-11	Travel to Kokopo	Kokopo
Sun 3-11	Evaluation team workshop	Evaluation team workshop
Mon 4-11	Evaluation team workshop Presentation to FORCERT management	Evaluation team workshop Presentation to FORCERT management
Tue 5-11	Depart	Depart



This evaluation can be characterised as an organisational evaluation. The terms of reference were deliberately left very wide and included ‘the long term strategic focus both geographic and thematic’. We also clarified that the governance of the organisation could also be included if we felt it was necessary.

Therefore, we see it as broader than a more conventional program evaluation, which would look specifically at the goals and deliverables of particular domains of FORCERT’s work. However, the specific focus was to assess against the 2015-2019 Strategic Plan, and we have drawn from the sources given above to evaluate against the targets which were set in that strategic plan.

In our discussions with the board we noted their desire for advice from the evaluation on:

- Relevance
- Effectiveness
- Efficiency
- Coverage and sustainability
- Social Enterprise Program and communities’ views on this
- Options for going forward.

Taking both the Terms of Reference and the Board’s views together we have identified the following Evaluation Questions given in Table 3.

Table 3. Evaluation Questions.

Key evaluation question
<i>Relevance</i> –Is the FORCERT approach and work still relevant in the current context? If so how?
<i>Outcomes</i> – To what extent have the outcomes been achieved in each of the programs? How effective is FORCERT in achieving its strategic plan outcomes?
<i>Efficiency</i> - How efficient are the programs in their process and the organisation in its delivery? What is the balance between the coverage of the programs and the quality of inputs to individual communities or activities?
<i>Sustainability</i> - How sustainable are the changes that FORCERT is contributing to in communities? What is the role of the Social Enterprise program in contributing to village sustainability and the sustainability of FORCERT?
<i>Recommendations</i> - What will improve the management and effectiveness of FORCERT’s work over the next 5 years?

## FINDINGS

### RELEVANCE

The Community Enhancement Program (CEP) and Social Enterprise Arm (SEA) are of strong interest to all communities we visited.

There are hundreds of communities that FORCERT could work with, but they have limited their criteria to those that have unlogged forests (or forests that were logged a long time ago and have recovered), and who approach FORCERT for assistance. While some of the communities have had a long association with FORCERT since their early work with certified timber harvesting, others are able to join, subject to criteria that are outlined in the Participatory Process of Change [5] and the Community Selection Matrix [45] shown in Table 4.

Table 4. Community Selection Criteria.

<b>COMMUNITY SELECTION MATRIX</b>	
<b>CRITERIA</b>	
<b>1. LAND AND FOREST AREA</b>	
1.1	Total forest area, excluding conversion ( $\geq 500ha$ )
1.2	Forest composition, health and status (primary/secondary)
1.3	Conservation area
<b>2. THREATS</b>	
2.1	SABL, FCA, TA, FMA
2.2	large scale mining exploration or project
2.3	Other large scale agriculture project
2.4	Population pressure: ha arable land/person + general gardening practice
<b>3. FUNCTIONAL EQUIPMENT</b>	
3.1	Sawmilling business
3.2	Other agricultural businesses
3.3	Means of transport
<b>4. ACCESSIBILITY</b>	
4.1	Reliable Transport
4.2	Reliable Communication
<b>5. OTHER POTENTIAL LIVELIHOOD OPTIONS</b>	
5.1	Cocoa
5.2	Coconut
5.3	Coffee
5.4	Others agricultural commodities (e.g. spices)
<b>6. SOCIAL CAPITAL</b>	
6.1	Traditional governance and empowerment
6.2	Equal participation
6.3	Good leadership
6.4	Existing organized groups
6.5	Self-reliant, take initiative and ownership
<b>7. BUSINESS CAPACITY</b>	
7.1	Incorporated Land Group
7.2	Registered sawmill business
7.3	Other registered businesses
7.4	Unregistered organized businesses
7.5	Business management skills/capacity
7.6	Business planning & running
<b>8. STRATEGIC RELEVANCE</b>	
8.1	Free Prior Informed Consent (FPIC)
8.2	Land Use Plan status
8.3	General understanding of conservation/sustainable resource use
8.4	Potential to link with FORCERT Social Enterprise (FSC)
8.5	Relation to neighbouring communities/clans
8.6	Involvement with other NGOs/Churches/Government etc.

The process of community selection nevertheless seems arbitrary. FORCERT should consider consolidating the villages that it works with, guided by its strategic view of communities that are most under threat from new development that will endanger their traditional existence, and knowledge of which communities have limited support from other NGOs. FORCERT should not expand into other provinces beyond its current operations (and should consider if it can deploy resources more strategically in the Momase region). This consolidation will also achieve more efficient servicing of villages that are closer proximity and facilitate any trading enterprise that develops.

In the course of our travel, we met individuals who expressed a desire for FORCERT to come and work with them in their communities. When we questioned further, it became clear that their

ability to undertake their own landuse planning was already compromised by active logging on their community lands. While FORCERT could go and work with communities who have already been disenfranchised, we believe that, given their limited resources, they continue to support communities who have the possibility of achieving conservation outcomes and supporting communities most under threat.

If REDD+ carbon trading reaches its promise, it may be possible for FORCERT to start to offer its planning services to communities to help them to undertake regeneration activities as a land restoration methodology.

Most significant changes that were recorded during village interviews included:

- Knowledge of how to look after the forests and land and how to value them via the process of LUP so that there is something to pass on to the next generations.
- Understanding of the value of their forests and lands, and how they make a business with what they have
- Increase in cocoa yield
- More clear about the boundaries and value of their land
- FORCERT has enabled a change in many houses in the village to permanent houses
- FORCERT helped them to resist the advance of logging companies
- Knowledgeable about conservation and protection of indigenous land to preserve our environment, culture and customs and this has given a sense of hope back to the community
- Students undertaking Year 8 exams in a classroom built with support from FORCERT.
- Improved opportunities for young farmers through better management of cocoa.

Communities often commented that FORCERT hadn't given them anything physical, such as a new building or a fermentary, and many communities could not see FORCERT's work beyond the framing of it as awareness and training. Many sought additional training on pruning and management of their cocoa.

Most villages raised the issue of needing help with marketing their produce – in particular cocoa. Some had no fermentary and wanted help to enable them to process beans and be able to trade dry beans, rather than selling to villages with a fermentary nearby. Cost of transport to market was the single biggest concern raised. Communities raised issues such as needing more business training to understand book-keeping, depreciation and financial management.

While SEA has not become operational, benefits given included that it has helped communities to understand export requirements, and the importance of working together to maintain cocoa tree health to achieve export requirements.

In terms of the National Level Program, while there has been a great deal of influential work, FORCERT needs to prepare for two possible opportunities: One is a renewed emphasis on certification processes of round log exports are closed down and domestic processing is strengthened. The other is continuing to increase training and awareness of community land use plans into all levels of government, as these need to be widely understood as the basis of any Benefit Sharing Mechanisms under REDD+. This is noted in the FORCERT presentation to the Forestry Summit 'These income earning options have to be compatible with the community's sustainable land use plan as this plan forms the basis of the community's commitment and the PES financing contract.'

We note that incorporating community/Ward sustainable land use planning into the overall Government planning system is important in its own right, so that the landowning communities themselves can decide themselves on what sustainable use they would want to make of their land and resources, and would be able, nationwide, to better withstand and fight off proposed unsustainable uses.

## OUTCOMES & EFFECTIVENESS

- To what extent have the outcomes been achieved in each of the programs?

The FORCERT Strategic Plan 2015-2019 was very clear about what it hoped to do, and staff have been diligent in tracking progress, which is documented in six-monthly reports to Bread for the World [24, 34] and in their Monitoring and Evaluation system [8, 9]. The results are presented in Table 5, Table 6 and Table 7.

### 1. Community Enhancement Program

*Objective 1: Our core work is empowering PNG communities through sustainable land use planning and community action planning processes, and through village-based enterprise support, so communities take the lead in their change, balancing their environmental, economic, social and cultural values and interests.*

CEP, as the major part of FORCERT's budget, has performed well with results shown in Table 5. Communities are at various levels of awareness about the purpose of the CEP program, and there are certainly big differences in understanding of the program; when we drilled down to ask groups of women or youth, many found it hard to explain. Ultimately though, most groups were able to outline the ideas of having boundaries for their land, having conservation areas, and having a basic understanding that some activities were taboo in different areas. An example of a community land use plan is given in Figure 1.

Figure 1. Kait Land Use Plan.



There are major concerns that plans, once developed, have not been registered with government and integrated into Ward Development Plans as envisaged. This leaves communities feeling vulnerable to on-going demands or straight out incursions onto their land by logging companies or mining exploration companies.

Communities commented:  
*“Plenty here are illiterate so it is hard to lead, but if FORCERT shows the road, we can do it together.”*  
*“Our forest is close. Our sacred sites are protected. Our water is clean and fresh. Since working with FORCERT we have an understanding of the value of what we have, and how we can make a business with what we have. That is a strength.”*  
*“FORCERT ino giv ap lo mipla. Ol sanap baksait tru long mipla na mipla strong”* (FORCERT is a strength behind the community.)

Table 5. Community Enhancement Program – Results against the Strategic Plan.

Outcomes	Results	Comment
a) Successful introduction process and an agreement to work together (or not to work together) is reached.	Positive	18 Communities understand and accept the new strategy and want to work with FORCERT: (Ainbul, Tavolo, Lausus, Mu- Drina, Mauna, Kait, Arabam, Maranagi, Laut, Mareka Kalapulung, Kiasala, Ganzel, Baro, Lakiri, Raigel, Quembung & Minda). Assessed but not engaged as yet, <i>or engagement on hold:</i> Muinir, Bairaman, Lau, Tounumbe, Bedas, Merai, Lambom, Kaboman, Tarobi, Suvat, Mainge + 12 communities from Kaliai-Kove.
b) The community has undertaken a good participatory process of change (including sustainable Land Use Planning), while maintaining their cultural heritage.	Positive	Systematic process with strong free, prior informed consent. 14 communities have developed basic elements of LUP with good ownership of boundaries and practical rules. HCV process seems difficult and tends to slow things down.
c) Engagement with Local Level Government on Land Use Plans.	Limited	10 communities have made LLGs aware of LUPs with support from FORCERT. 3 LLG's (East Yangoru, Central Inland Pomio, Melkoi) have shown interest for FORCERT to facilitate LUP in their communities. Registration of plans with LLG or Provincial governments is problematic and seems to be limited to use of ward by-laws (or declaration of a Physical Planning Area under national legislation).
d) Communities have developed a sustainable, high quality Land Use Plan and have decided on the focus of their Action Plan.	Positive	11 Communities have an Action Plan and have made some steps towards this (Minda, Ainbul, Tavolo, Lausus, Ganzel, Kalapulung/Ditib, Mareka, Laut, Kait, Arabam). Generally communities have progressed well with LUP, even if not completing all steps in the process, and have developed a community Action

Outcomes	Results	Comment
		Plan to focus up other initiatives for infrastructure, or improved access to commodity markets.
e) Community LUP are accepted by Ward and LLG.	Positive	Only one LUP has been introduced into the Ward development plan. 9 communities - Minda, Ainbul, Tavolo, Lausus, Kalapulung , Kait, Mareka, Laut & Ganzel have LUPs and communication with LLGs is in progress but none have been integrated into the LLG plan yet. 6 LLGs, Gloucester, Melkoi, Central Inland Pomio, Konoagil, Yapim Mape, Middle Ramu have shown interest for FORCERT to facilitate LUPs
f) Communities are implementing their sustainable LUP and conservation rules.	Positive	9 communities comply in general with their plans and conservation rules (Minda, Ainbul, Tavolo, Lausus, Kait, Kalapulung/Ditib, Mareka, Laut, Ganzel). 3 communities have taken action on the breach of the rules.
g) Communities link to others (NGOs etc.) for support.	Positive	Communities have been linked with other organisations, particularly CELCOR for legal training, and the Cocoa Board for cocoa agronomic advice. Some communities feel that they have a better connection with LLG. 7 communities have made links to one or more relevant stakeholders - Tavolo, Lausus, Kait, Kalapulung, Mareka, Laut, Ganzel, Kiasala.
h) Communities develop and operate successful and viable enterprises in their context) that are ethical and environmentally sustainable (Fair Trade, FSC, OC).	Limited	There has been modest progress. Attribution to FORCERT is unclear, but may relate to improved business awareness. 6 communities have active registered business groups (Minda, Mareka, Laut, Ainbul, Tavolo, Arabam). 11 communities are operating family or community businesses; Minda, Mareka: Copra & Cocoa. Ainbul, Kiasala, Mauna: cocoa. Tavolo: betel nut, timber, eco-tourism. Laut, Kalapulung (former Ditib) cocoa & timber. Kait: cocoa, timber, copra & pineapple. Ganzel: coffee, Lausus, vegetables & eco-tourism.
i) Community livelihood options are incorporated into Ward Development Plans.	Limited	There has been little inclusion of livelihood options into Ward Development Plans, although it has been noted that the emphasis on cocoa development is complementary to Provincial plans. 9 communities - Minda, Ainbul, Tavolo, Lausus, Ditib, Kait, Mareka, Laut & Ganzel have LUPs , communication with LLGs is in progress, but none have been integrated into the LLG plan yet.

Outcomes	Results	Comment
j) Communities' sustainable LUPs and Action Plans are recognised, strengthened and supported. Communities maintain their cultural heritage.	Positive	4 communities have gone most of the way through the PPOC process and are benefiting from the foundation and focus that the process has provided. 4 Communities - Ainbul, Tavolo, Lausus, Ganzel are maintaining the balance between their economic, environmental, social & cultural interests.
k) Village-based business enterprises are linked to private companies, institutions and NGOs for marketing and product development support.	Limited	Further work is needed. Initial approaches to commodity traders have not resulted in improved access for FORCERT partner communities. Partnership with PNG Cocoa Board in West New Britain has improved training and management of cocoa. Discussions and negotiations with local purchasers in WNB have been held, with a view to establishing FORCERT as a supply/support agent, and keeping FORCERT cocoa separate to facilitate niche buyer sales, but the buyers have not been interested to pursue this. 4 trial communities of Ainbul, Mareka, Laut & Minda were involved the discussions.
l) Communities are confidently and courageously assessing and improving their process of change using their own planning, monitoring and evaluation cycle.	Limited	Two villages that were visited are operating in this way. 5 communities have some ability to initiate their own planning, monitoring and evaluation cycle, but all still need further support from FORCERT to become fully confident in using their own PME cycles.

## 2. National Level Program

*Objective 2: We work at the national and provincial level to influence government policy and practice to create an enabling environment for communities.*

The National Level Program has also achieved significant successes, working with a small budget, as shown in Table 6. The NLP team are continually informed of the issues of concern coming up from village meetings of the CEP team (debriefings every quarter with all teams, consultation on setting of priority issues and strategies), so the point of view of village communities is strongly reflected in

Government agencies and partners commented:

*"FORCERT are our eyes and ears on the ground."*

*"They are very good representatives of the community."*

*"FORCERT play a patriotic role."*

*"Whatever they hear that the logging companies are doing out in the communities they send us an email. So the FORCERT antenna is very valuable."*

*"There are certain things that we can't say... FORCERT were able to speak it out clearly."*

their presentations at national level.

Table 6. National Level Program – Results against the Strategic Plan.

Outcomes	Results	Comment
<p>a) Effective collaboration with other NGOs on agreed issues, to influence the National and Provincial level government on these issues.</p>	<p>Positive</p>	<p>The six main focus areas have been:</p> <ol style="list-style-type: none"> <li>1. Special Agriculture Business Leases (SABL),</li> <li>2. Incorporated Land Group (ILG)/Voluntary Customary Land Registration(VCLR),</li> <li>3. Land Use Planning (LUP),</li> <li>4. Benefits from Environmental Services Trust (BEST)/Reducing Emissions from Deforestation and Forest Degradation (REDD),</li> <li>5. Forest Stewardship Council (FSC)/Timber Legality Standards (TLS) &amp;</li> <li>6. National Voice for NGOs. Collaboration has been identified with 9 organisations; Act Now, CELCOR, PNG Council Of Churches, The Nature Conservancy, BRG, The Voice Inc, FCPF, PNGFCI, Transparency International, WCS.</li> </ol>
<p>b) Effective coordination between NGOs to influence national and provincial level government on agreed issues.</p>	<p>Positive</p>	<p>FORCERT has led the formulation of a joint statement from CSOs on the outcomes of the National Land Summit.</p> <p>FORCERT worked with Act NOW and BRG to support the PNG Council of Churches to formulate and publish a statement on the National Land Summit.</p> <p>It has advanced discussions on an NGO National Voice resulting in FORCERT organising a meeting in October 2019 attended by 14 NGOs, including the Catholic Bishops Conference and CIMC. Direct outcome of this meeting is the formation of the PNG Environmental Alliance, under which these NGO's and other interested groups that could not attend will now organise themselves at the national level.</p> <p>It has supported BRG and the Council of Churches in relation to SABLs.</p> <p>5 planning meetings were held in 2019 (2 on PNG Timber Legality Standard, 2 on Land Mobilisation &amp; Alienation, 1 on National Voice), 3 of them organised by FORCERT, 2 of them co-organised by FORCERT and other NGO's.</p> <p>All meetings have led to agreed joint activities, which are being monitored and evaluated at the next meeting on that topic.</p>



Outcomes	Results	Comment
<p>c) The national government (and flowing to other levels of government) has changed their policies and programs to favourably support community orientation and benefit on: Community-based LUP, Fairtrade/FSC/Organic business, Small &amp; Medium enterprises, conservation policies (PES/REDD/HCV)</p>	<p>Positive</p>	<p>FORCERT has lobbied with PNGFA, CCDA, CEPA, DLPP, DNPM, UNDP, FCPF. They have not yet lobbied with DAL and DPLLGA.</p> <p>Only one policy they lobbied on was completed in 2015-2019 period, i.e. National REDD+ Strategy, a/o on sustainable livelihoods and recognition of customary landowner rights.</p> <p>Only two new programs were started in 2015-2019 period which they influenced:</p> <ul style="list-style-type: none"> <li>- National Forest Inventory on stakeholder awareness</li> <li>- GEF4 community conservation project on New Britain on NGO involvement, appropriate community engagement.</li> </ul> <p>Many other policies and programs they have lobbied for (Land Act revision, Protected Areas Bill, Climate Change Management Act revision, REDD+ FPIC Guidelines, Timber Legality Standard, Forestry Act revision, National Sustainable Land Use Policy) are yet to be fully finalised, there are evidence of changes towards understanding and support for community orientation and benefits through:</p> <ul style="list-style-type: none"> <li>- acceptance of all NGO proposed text changes in PNG Timber Legality Standard (most related to FPIC by communities)</li> <li>- detailed response to comments submitted on revision of Climate Change Management Act with most proposed changes to be incorporated</li> <li>- requested to present on their PES trial work at National Forest Summit in Oct 2019</li> <li>- requested to partner with DNPM in the Voluntary National Review (VNR) Process for the Sustainable Development Goals, leading up to the 2020 VNR Summit in New York, USA.</li> <li>- Inclusion of community land use planning, conservation and sustainable livelihoods in GEF7 project concept note on Sustainable Integrated Land Use Planning for New Britain</li> <li>- Request by DLPP for FORCERT to present on sustainable land use planning during the upcoming NSLUP stakeholder consultations.</li> </ul>

Outcomes	Results	Comment
d) Community LUPs are accepted by Ward & Local Level Government.	Positive	There is increasing awareness of the significance of LUPs at the LLG level, and the contribution that they can make to the management of Wards of the LLG; very limited formal registration of plans at this stage.

### 3. Social Enterprise Program

*Objective 3: We have a separate Social Enterprise Arm promoting and trading ethical and green (Fair Trade, Forest Stewardship Council, Organic certified) products from village-based enterprises, supplying to the best possible markets.*

Communities expressed a strong wish for FORCERT assistance to progress their livelihood development options, particularly in relation to infrastructure for fermenting cocoa, and in assisting with transport. The larger issues of assisting in trading and negotiating with existing buyers, or seeking new buyers (export markets) were not as clearly expressed, but would rapidly become major issues. The results for the Social Enterprise Program are shown in Table 7.

*Table 7. Social Enterprise Program – Results against the Strategic Plan.*

Outcomes	Results	Comment
a) Social enterprise is successful and effective (starting small and growing carefully). Two organic and/or Fairtrade products have been researched and trialled (one additional to FSC/FT timber).	Positive	Feasibility study completed which looked at various commodities. Business model for FORCERT is yet to be decided. Work has been concentrated on providing IPDM training for the 4 trial communities of Ainbul, Minda, Mareka and Laut and also value chain mapping exercises. Ainbul has all database information collected. In the 3 other communities this is yet to be completed.
b) Support services in value chain processes for selected local products are developed and/or made available.!	Limited	Some limited business training /business development has been undertaken with communities, but more is required. Linkages along value chain have not been established. No niche market has been identified yet, as focus is first on achieving a sufficiently large and consistent supply through the SEA support services.
c) Communities develop and operate successful and viable business enterprises (in their context) that are ethical and environmentally sustainable (FT, FSC, Organic certified).	Limited	No progress on this through FORCERT initiatives.
d) Relevant village-based enterprises are part of the social enterprise. They meet all certification	Positive	Research and information of possible certification systems has been done. However, further work is required for the

Outcomes	Results	Comment
requirements.		BEST work which needs support from a consultant to complete. Draft certification matrix developed for all FSC/VCS/CCBS/Fairtrade/Organic certifications requirements against FORCERT Participatory Process of Change practices and requirements, with compliance gaps identified. No decision made yet on type of Organic Certification as a niche market has not yet been identified.
e) Active communities are selling their FT/FSC/Organic products.	Positive	Pre-financing agreement signed with Greenchoice on development and establishment of FSC/VCS/CCBS/Fairtrade group certificate and PNG Communities Benefits from Environmental Services Trust (PNG Communities BEST) based on VCS carbon credit sales. Trial benefit sharing for Mukus, Tavolo, Lausus communities from pre-financing.
f) A viable national FT/FSC/Organic market exists, and value adding options have been developed.	Positive	PNG Communities Benefits from Environmental Services Trust (BEST) conceptual planning has been undertaken, with guaranteed FSC/VCS/CCBS/Fairtrade carbon credit purchases by Greenchoice for 2021-2024 period

## EFFICIENCY

Measuring the efficiency of programs such as those that FORCERT run is difficult. FORCERT are undertaking community development with some of the most remote communities in PNG, who are at varying stages of awareness and capability. They are choosing those communities on the basis of their fit with FORCERT's experience and capability as an NGO, looking at community development in terms of looking after forests and land, while achieving sustainable livelihoods. The costs of travelling to these communities are significant and staff often stay for extended visits of a week or more. The processes of developing free prior informed consent to work together, and then develop land use plans and community action plans, are not linear and straightforward, and must move at the rate that suits the community.

However, efficiency remains a useful guide for management. How many visits does it take to achieve certain steps within the Participatory Process of Change, and what is the average cost per visit contribute to the discussion of how many communities FORCERT can hope to service?

Table 8 presents data on a sample of villages for the five years of the Strategic Plan, from 2015-2019, that were visited by the evaluation team and give an indication of the range of average cost per trip. From these it can be seen that over the past 4 years, communities received a range of frequencies of visit, from 1.4 visits/year for Arabam over 5 years, to 4.3 visits/year for Kait over 3 years. Arabam is being supported by another NGO, and there is some confusion about FORCERT's work compared with the other, and the evaluation team found that the community is not particularly responsive to

FORCERT, possibly because of leadership issues and being focussed on their private informal businesses. Kait, on the other hand, has made a great deal of progress with its land use plan, with legal training, and with their conservation planning.

*Table 8. Average cost per visit for a sample of village communities.*

	Visits/year (2015-2019)	Average cost (PGK) (excl. staff salaries)
<b>Ainbul</b>	3.8	2,335
<b>Tavolo</b>	3.6	7,618
<b>Baro</b>	1.7	8,235
<b>Kait</b>	4.3	4,970
<b>Mareka</b>	2.0	6,467
<b>Arabam</b>	1.4	3,412
<b>Kiasala</b>	4.0	1,788
<b>Kalapulum</b>	3.6	1,140
<b>Average Cost of trips</b>		4,190

In terms of costs per visit, Table 8 also shows the average kina (PGK) per trip for each of the communities – mostly reflecting the fixed costs of transport to get to those communities. These measures of efficiency could be further improved with data on the number of staff days per visit. Note that we are not recommending shorter or less frequent visits to reduce costs. FORCERT’s emphasis on achieving deep engagement with communities and meaningful dialogue about how to go about changing and developing as a community is exemplary. It was widely acknowledged by other stakeholders, and FORCERT’s role in managing the processes of free prior informed consent (FPIC) was seen as a strength, which other partners were interested in copying or purchasing as a service from FORCERT [TNC, CCDA].

From the data supplied, the average cost per visit ranges from 8,235 PGK/trip for Baro (5 trips) to 1,140 PGK/trip for Kalapulum (18 trips).

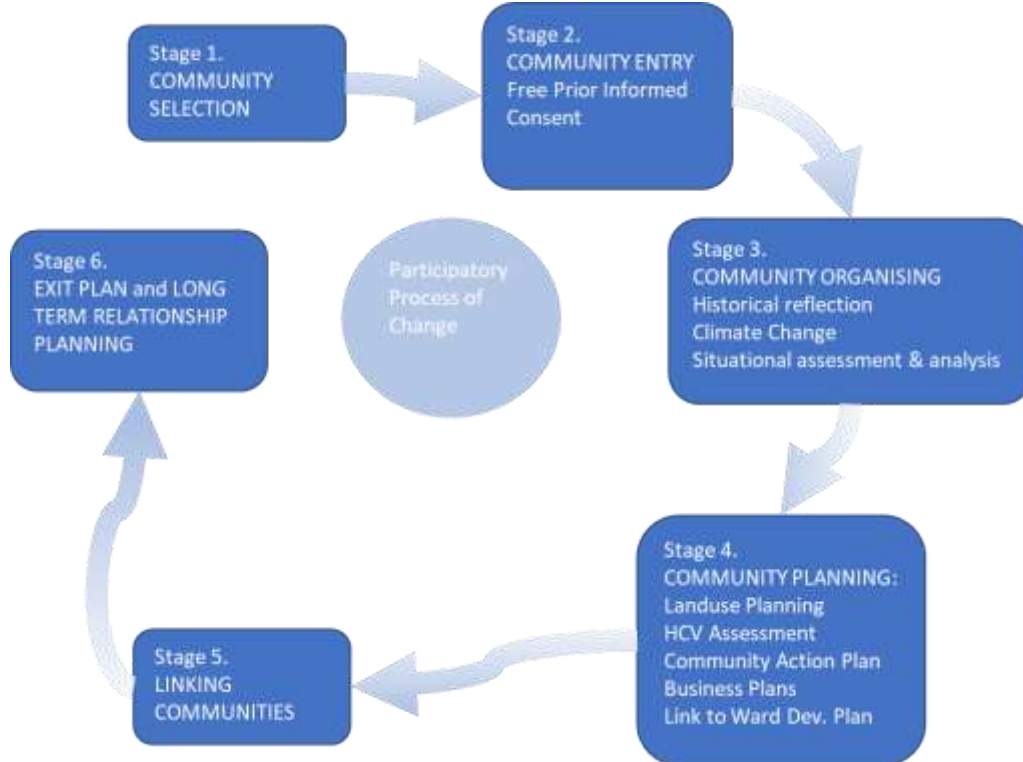
From the data supplied, the CEP program remains FORCERT’s largest program (approximately 28% of costs in 2018, excluding staff salaries, compared with 8% (calculated after travel costs were correctly assigned between programs). for the NLP and 13 % for the SEA). These measures of efficiency should be standardised and monitored. While the Strategic Plan anticipated a significant expansion of the SEA, this did not occur, primarily due to the unfortunate departure of staff soon after they had been recruited.

## SUSTAINABILITY

*How sustainable are the changes that FORCERT is contributing to in communities?*

FORCERT has put significant emphasis into developing good process for its engagement with communities. This starts with the selection of communities (shown in Table 4), but continues through all the steps of the Participatory Process of Change [5,6] shown in Figure 2.

Figure 2. Conventional representation of Participatory Process of Change.



Despite this emphasis on explaining to communities what they are entering into, all communities visited expressed some degree of frustration with the length of the process, and expressed a desire to finalise steps more quickly. To some extent this is a natural, to want to move on to the next step, and signifies a clear sense of urgent priorities.

However, communities also expressed a sense that FORCERT did not understand the urgency of their situation well enough:

*‘With clear boundaries and land use categories we can be clear to mining companies who are exploring inside the LLG already...but we need government registration to formalise our land use plan’*

*‘Look around...all the children’s clothes are torn...I could go and sign with the logging company tomorrow and have money...’*

*‘Updating the land use plan has helped to resist the Malaysian logging companies, but the plan is not gazetted yet.’*

On the other hand, communities could recognise the achievement of the land use plan:

*‘Mipela yusim liklik hap, bigpela hap i stap’ [for use by future generations]*

The issue though, for all communities, is the need for improved livelihoods to go hand-in-hand with their conservation and land use planning initiatives. The Participatory Process of Change (PPoC) can be seen as a triage process by FORCERT to aid communities in crisis, or with pressures to undertake deals:

*'Neither government nor the logging companies informed us about the benefits, environmental damage and wellbeing of the community – they only wanted to negotiate on money.'*

But having been supported by the PPOC, the communities still need the long-term strengthening that the financial security of a social enterprise will bring, and until some means of supporting themselves is facilitated, the gains made for conservation remain under threat. FORCERT will have to determine what level of business support it offers to different communities – in some cases this could be a commodity trading model; in others it may be trading and BEST type products, and in others it may just be business training.

This was recognised in the original concept of FORCERT, which was to enable communities to bring FSC – certified timber to market. The new model of FORCERT has broadened the scope of what livelihoods can be supported, but has not, as yet been able to fully deliver.

### Building FORCERT's businesses

At present, most of FORCERT's partners think of it as an NGO and few are aware of its formation as a not for profit company, including the communities themselves. FORCERT came out of a business model of engagement with communities through its early days in developing skills and certification of village-based timber harvesting processes. While FORCERT sees itself as a facilitator of community processes, its own partner communities describe its contribution in terms of the training ('skul') that they have received and the advice and support that they receive in the face of mining, logging or SABL incursions.

We do not see this as incompatible with having a business structure for part of FORCERT's operations. We see a re-balancing of effort into enterprise development as desirable. It will directly respond to directions that the villages themselves are asking for:

*'Eksen imas hariap'*

*'We want marketing of products overseas ...FORCERT gave us the ideas for better business management and for export...we need help with transport.'*

It is clear that communities have the interest and need to enter into business. The issue is what is FORCERT's role? It can continue with the types of business and agronomic training it has been doing, to make communities 'business-ready', or it can take the next step and start trading. FORCERT has the opportunity to offer a package of services to communities, including certification services.

There are various points of view about the need to separate a business arm and the CEP. Our view is that separation into an entirely separate entity would be of benefit only if there are taxation or donor organisation requirements for separation. However, FORCERT will still be associated, directly or indirectly, with any new separate entity.

Our experience is that communities are well able to distinguish between for-profit and not-for-profit services, and that it is part of FORCERT's on-going awareness raising with communities to present this model to them and clarify its various purposes. Creation of an entirely separate trading entity would mean that FORCERT gains very little advantage from the development of a trusting relationship that has built up over the previous period of working with villages and may generate distrust, because it would create the appearance of an entirely new organisation coming in to trade, rather than trusted NGO FORCERT continuing to walk the journey with the community. Therefore we recommend that FORCERT re-badges CEP and drops the term SEA .

We recommend re-badging current programs as **FORCERT Community Education & Planning (CEP) and FORCERT Trading**.

FORCERT CEP will continue to undertake the work of community development, adult education, training and land use planning.

FORCERT Trading would be in a position to pull quality improvement through the value chain, as the buyer or agent for the product, with the right (and commercial obligation) to reject unsaleable product. FORCERT Trading would seek to link communities to markets for nominated commodities. FORCERT Trading would either buy commodities at the village, and manage all sales thereafter (buyer), or it would charge a fee for service for aggregation, transport and brokerage with companies (agent). As a buyer, FORCERT Trading could either operate as a domestic trader, selling on to other exporters and processors, or it could operate as an exporter.

By operating as FORCERT Trading, FORCERT will be able to enter into a different relationship with its village communities, being seen to really attempt to ‘close the gap’ and help them improve their livelihoods, while also having clear commercial parameters to limit what it can do.

**A condition of trading with FORCERT Trading could be that communities have worked through, or have commenced the process of engagement with the various steps that are involved in PPOC.**

That is, the community would have agreed to work together, to establish a land use plan and conservation areas, and rules for enforcing its land use plan. These systems will be reinforced by an ethical marketing approach, where these systems are certified and assist in providing market access and distinguishing FORCERT’s offering from others.

These options are more fully documented by Coelho and Mitchell [27] who proposed a model ‘as a cacao trader and a certification agency. It buys from a small specified number of communities with whom it has working relationships and sells to whoever will buy for a fair price. It places a reasonable mark-up on beans in the on-sale to buyers, to support its own sustainability. It sells certification services into the various sectors, including cacao, coconut, coffee and others.’

FORCERT Trading would be seeking to overcome some of the key risks of cocoa production in PNG relating to transport logistics, capital for improvements in process and transport, and the small irregular volumes available from disaggregated suppliers.

**We recommend that FORCERT develops the business case for one or two locations, where communities are most advanced in quality cocoa production, and seeks seed funding from a donor to establish the initial requirements for a trading business – a trading account, transport and secure storage.**

### **FORCERT Trust**

FORCERT has a number of other business opportunities. Given its deep knowledge of the evolving REDD+ market there are opportunities for both area-based emission reduction projects and activity-based emission reduction project design. The National REDD+ Strategy nominates an initial focus on three of the five areas namely: (1) reducing emissions from deforestation, (2) reducing emissions from forest degradation and (3) the enhancement of forest carbon stocks. (REDD+ Strategy, p.23). The Strategy proposes to ‘support sector agencies, communities and landholders to take actions in line with the policies and measures described within the strategy through support based on non-carbon indicators of improved forest management, where non-carbon indicators include ‘forest area maintained by a Community Conservation Project, the presence of land use plan that supports forest management, reductions in volume of timber extracted from a concession or adherence to improved management techniques’ (REDD+ Strategy, p.21). The foundation of area-based projects is

in place, with the conservation areas that have been created by the community land use plans. Activity-based projects, such as seed-harvesting and sowing on degraded lands also represent new business possibilities which are likely to become reality within the timeframe of the next FORCERT Strategic Plan (PNG anticipates trading carbon credits under the national program by 2023). FORCERT continues to actively contribute by grounding the national process, recently through presenting on their PES/REDD community level trial activities, including discussions on a benefit-sharing mechanism, at the 2019 Forestry Summit. This work also forms the basis of the MOU FORCERT has with CCDA. This is an example of FORCERT's unique position, and how the organisation needs to find ways to capitalise on its combined strengths – in this case, its deep knowledge of communities and experience with payments for ecosystem services contributing to REDD+ policy.

### **Social Enterprise**

There are two distinct types of social enterprise that FORCERT could operate. One is as a trader in conventional physical commodities such as timber, cocoa, copra or spices. The second is as a trader/broker in accredited ecosystem products, such as carbon credits or biodiversity credits. The specialised and complex nature of this second one (and its strong dependence on the conservation-based land use planning model) means that it is probably best handled as a separate operation. Technically, BEST requires a more complex negotiation, with multiple steps between payment and delivery, compared with loading a truck with cocoa, paying for it and selling into the nearest urban market. BEST and the associated carbon trading units or biodiversity credits are still emerging markets, which will most likely rely on one-off arrangements with international buyers, which will require more negotiation over longer timeframes.

### **COCOA**

Focussing on the first type, there is a strong appetite from communities for assistance to participate in commodity markets with FORCERT's assistance. The challenge for FORCERT is to decide what assistance it can realistically offer. Coelho & Mitchell (2016) identified five different models for the role that FORCERT could take to facilitate trade on behalf of village communities.

While communities trade in multiple commodities, it seems reasonable for FORCERT to focus on cocoa at this stage.

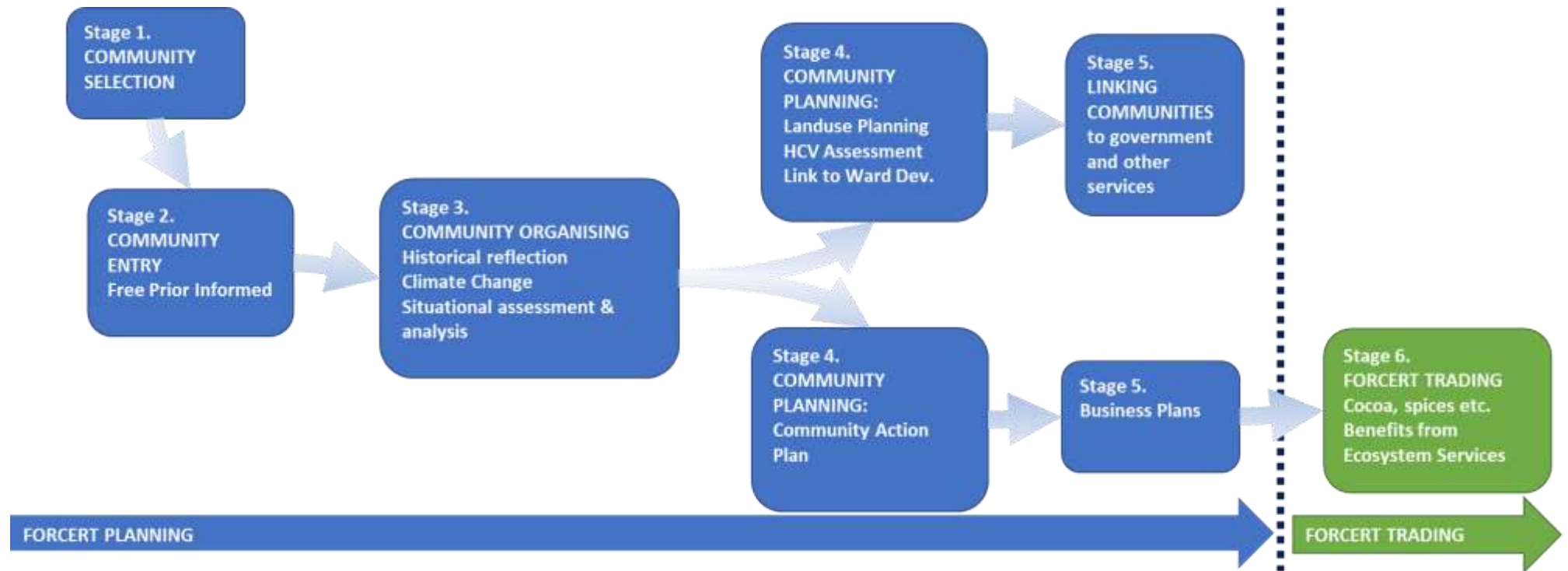
Initial efforts have been hampered by staff turnover and lack of interest from some of the larger buyers. However, if FORCERT can identify the start-up capital, it has some strengths to play to in developing the social enterprise model. It has strong trusting relationships with the communities; stepping into the role of buyer would enable the relationship with the communities to mature into a different mode, and it would enable FORCERT to insist upon practice changes to achieve a high quality final product. Significantly, it would also address the fundamental problem with the relationship that has been identified by communities – that although they have received a lot of training and development of their ideas and thinking, their material lives have not altered in the course of their work with FORCERT. (This ignores the benefits that the timber business had in supplying communities with timber for better quality houses, and for construction of the schools and churches that have been built in some areas.)

We strongly encourage FORCERT to move carefully into a trading role. There would seem to be good opportunities to act initially in the role of purveyor, bringing goods to market, and it would appear to be in both the communities' and the buyers' interests to take on this role, and discuss it more below under the heading of 'Building FORCERT's Business.

We suggest that it is more helpful to think of the participatory process of change [5] as shown in Figure 3.



Figure 3. Community Planning moving into Trading.



## BEST

Benefits from Environmental Services Trust (BEST) represents an ambitious attempt to amalgamate multiple systems of accreditation to enable communities to demonstrate that they are providing ecosystem services. These are focussed on supply of greenhouse gas emission reduction credits based on avoided deforestation, biodiversity protection and improvement credits based upon declaration of conservation areas and enforcement of rules, and production of organically certified products, based upon certification of production practices for crops, particularly cocoa. The approach is logical, and is founded on the common elements of all of these different forms of environmental accounting – that of sustainable, benign management that protects habitat, water and soils.

FORCERT is trying to catalyse major changes in the thinking of the PNG government. They are unquestionably in the right direction from the point of view of the equitable and sustainable development of PNG, through inclusion of communities into the planning and decision-making process. The process is also strongly supported by the investment industry, where UNDP (2019) notes that ‘investors are requiring new finance criteria be met to mitigate the downside legal, market and reputational risks associated with goods and services that degrade environmental assets.’

Government has slowly changed its rhetoric and now documents such as the National REDD+ Strategy acknowledge the importance of community-based land use planning. If climate change is ever going to be partially addressed through REDD+ approaches, then the genuine participation of the rural communities who live in or near forests is needed. FORCERT is recognised as a voice of integrity in these debates, and is acknowledged as a leader in managing consultation processes and explaining the science and legalities of REDD+ and carbon trading, which are outlined in “Final Guidelines on FPIC for REDD+ in PNG” (CCDA, 2017).

FORCERT is playing an important role in ensuring that good processes are developed. It will potentially also be able to play a much broader role in implementing these in multiple communities, which will broaden its influence and impact beyond the reach of what it can achieve working with individual communities.

The risk is that FORCERT does a great deal of unpaid work to support and improve processes and lead in the intellectual development of concepts such as an integrated group certificate covering multiple certification approaches. However, this fits well within FORCERT’s mission ‘to inform and influence government policy and practice to create an enabling environment for communities.’

Potential buyers include independent international companies or the national government, who would include these credits into its national accounting system.

The monitoring, reporting and verification (MRV) requirements under area-based methods are potentially onerous for the relatively small areas involved, but they have been proven to be tradable, whereas the proposals for the national program are yet to be tested in the market.

## RECOMMENDATIONS

### Structure and efficiency (Adaptability to community needs)

With its current staffing levels FORCERT is not able to serve the processes that it seeks to address in the communities in a timely manner. Nor does it have the capacity to respond to crisis issues, such as incursions by other interests (legal or illegal). [Reducing the number of communities and focussing on finalising components of the process so that communities move more quickly to social enterprise](#)

development will more fully demonstrate the complementary nature of the conservation – livelihood model of sustainable development.

The village-focused model of development could be more fully adopted through earlier introduction of the community action planning process, and increased responsiveness to addressing the issues raised by the community action plan. This may be best achieved through referral and linkage to government or other NGO partners to deliver particular support.

There is a strong possibility of FORCERT playing a service delivery role on behalf of the LLGs to introduce PPOC and Land Use Planning for other communities. This will necessitate a more streamlined approach to the development of community of capacity, community landuse plans, conservation assessment and community action plans.

### Balance of conservation and livelihoods

The general approach to the PPOC is very linear, which means that communities appear not to move on with other processes and steps until the previous ones have been completed, and this has had the effect of slowing down FORCERT's response to addressing issues that will support conservation efforts through improved livelihoods. An alternative approach would see some of these activities happening in parallel (see Figure 3).

The Participatory Process of Change Manual should be revised, and workshopped with staff, to ensure consistency of approach.

In particular, through the process of community action planning, priorities are established and these strongly support the sense of the community as having some control over its future direction (see example in Figure 4). FORCERT's assistance with achieving these priorities enables the community to feel that they are moving forward and assists in maintaining FORCERT's credibility as a responsive, supportive and trustworthy partner of the village community.

Figure 4. Laut Community Action Plan

PROJECT NAME (ISSUE/NEED)	BUANEM OL RISO (MATERIAL & HUMAN RISO)	HUSAT BAI GO PAS LONG PROJECT	TAIM (DURATION)	OL BIKPELA-VENT BILONG KOMUNITI	WAMEN OL SAMTING BAI STOPIN WORK (CONSTRAINTS)
<b>FERMENTARY</b> - Standard size K16 000	a) Materials - timber - sawmill - cocoa blocks - liklik fementri b) Human Riso - Ogeta Komuniti membas - Kapenta	- Cocoa komiti - Ol Komuniti - Bisnis Grup Meneamen - Ol trade store owner	- K16 000 Fundraising September 2018 - 190 June 2019 - stat bilong July 2019 - construction stat na pinis long pinis bilong July 2019	- Cocoa Flush (Oktoba - Disember 2018) - Christmas (Disember 25-26, 2018) - Redim skul fi (Jan-Feb 2019) - Cocoa Flush (Mar-May 2019) - Easter (April 2019)	Taim bilong Rain (Jan-Mar 2019)
<b>ELEMENTARY CLASSROOM</b> - 2 in 1 building - K70 000	a) Materials - timber - sawmill b) Human Riso - Ogeta Komuniti membas - Kapenta	- Skul Bod membas - PBC - Komuniti membas - Bisnis Grup Meneamen - Ward Memba (WDC) - Gloucester LLG.	- April - Nov 2020 stat fundraising - April 2021 stat kisim materials long Kimbe Kam Laut - Statim	2020 - Cocoa Flush (Mar-May) - Easter (April) - Taim bilong phaim Navir (Aug-Oct) - Cocoa flush (Oct-Dec)	2020 Taim bilong Rain (Jan-Mar)
			2021 - Taim bilong bilong building	2021 - Taim bilong bilong building	2021 (Taim bilong Rain (Jan-Mar))
<b>ELEMENTARY CLASSROOM</b> - 2 in 1 building - K70 000	a) Materials - timber - sawmill b) Human Riso - Ogeta Komuniti membas - Kapenta	- Skul Bod membas - PBC - Komuniti membas - Bisnis Grup Meneamen - Ward Memba (WDC) - Gloucester LLG.	- April - Nov 2020 stat fundraising - April 2021 stat kisim materials long Kimbe Kam Laut - Statim	- Cocoa Flush (Mar-May) - Easter (April) - Taim bilong phaim Navir (Aug-Oct) - Cocoa flush (Oct-Dec)	Taim bilong Rain (Jan-Mar)
			2021 - Taim bilong bilong building long May 2021 - Pinis long stat bilong June 2021	2021 - Taim bilong redim skul fi (Jan-Feb) - Easter (April) - Cocoa Flush (Mar-May)	2021 (Taim bilong rain (Jan-Mar))
<b>WATER SUPPLY</b>	- Riso em awanpela wara tasol Voknara a) Material - Ston - gravel - wesan b) Human Riso - Komuniti membas	- Komuniti up bai go pas (Yur manya meri) - Bisnis Grup Meneamen - bai helping - Ward Memba (WDC) - Gloucester LLG - Komiti bilong wara	- September 2022 stat fundraising inap May 2023 - June 2023 scoping stat - August 2023 stat bilong wai project - September 2023 pinis bilong project	2022 - General Election 2022 (May - July) - Navir planting (Aug-Oct) - Cocoa Flush (Oct-Dec) - Christmas (Dec-25-26)	2022 Taim bilong Rain (Jan-Mar)
			2023 - Taim bilong skul fi (Jan-Feb) - Easter (April) - Cocoa Flush (Mar-May)	2023 Taim bilong Rain (Jan-Mar)	

## Networking, linking and referring – NLP, churches, other NGOs

The development of a more structured alliance of NGOs is welcomed, and provides the opportunity for FORCERT to take a more strategic role. FORCERT is regarded as a constructive and influential NGO by government agencies. FORCERT needs to capitalise on its well-respected position more effectively to secure other funding and political support.

While the work with communities is at the foundation of FORCERT's credibility, it should consider giving more weight to the work of influencing governments and other influencers, such as the various faith-based organisations. This will enable it to continue to effect change across many communities in remote parts of PNG, without trying to service all of these directly with its PPoC process.

Just as BRG assisted FORCERT to develop its PPoC process, FORCERT should seek opportunities in other organisations to teach an effective PPoC process, that drives and formalises a 'Free Prior Informed Consent' (FPIC) approach on issues particularly in community engagement, community land use assessment, community action planning. This will help to increase the preparedness of communities being pressed into negotiations with large corporations.

## Communications – FB, website, newsletters, linkage between CEP & NLP

Improving FORCERT's visibility is a cross-cutting strategy which will improve linkages to government, to donors and other NGOs. Many partners who are aware of one part of FORCERT's work are unaware of other programs. A simple webpage with the strategic plan and periodic newsletters will facilitate interactions at all levels. Profiling FORCERT's CEP will also increase FORCERT's credibility when presenting at national and international meetings.

The Pacific community are strong users of Facebook and this would provide a simple way of linking the communities that FORCERT works with. Most staff use Facebook privately, and it would be simple to establish a FORCERT Facebook page, which can be maintained at no cost – compared with the establishment of a web page.

The Staff Manual should be expanded to add guidance for staff on appropriate use of Facebook in relation to their work, and provide guidance on areas of political sensitivity.

Key documents such as the FORCERT Strategic Plan and the FORCERT Story of Change should be made widely available after revision.

## Links to government

FORCERT will benefit from developing stronger working relationships with Provincial, District and local level governments to enable them to link communities to services and encourage and support government agencies to deliver services, through shared logistics and pre-briefings. This would make a significant difference to the support that communities currently get, and reduce the pressure on FORCERT to address 'non-core' requests from communities, while still ensuring that a response occurs.

Increased involvement with the Provinces and Districts may increase the accountability and proper expenditure of the Provincial Support Investment Program (and DSIP).

The work of the NLP is contributing significantly to the policy space but there is no apparent flow down to Provincial, District and LLG levels. FORCERT is encouraged to strengthen linkages between the national level program and the Provincial governments and seek the same level of close involvement in improving the work of government at the Provincial level.

In particular, FORCERT should seek opportunities to brief politicians on its work and the issues that arise from its deep knowledge of community concerns.

There has been a clear intention to finalise Memoranda of Understanding with Provincial and local level governments with a view to establishing improved shared services and with the possibility of some funding being made available to FORCERT for some of its work. This dialogue needs to be advanced urgently.

MoUs with various levels of government need to be finalised.

The evidence from CIP LLG demonstrates the benefits of these partnerships, seeking out and encouraging well-intentioned government counterparts.

As noted above, FORCERT should pursue opportunities for the FORCERT CEP to access and support other communities within the LLGs.

Close partnerships with government counterparts may also lead to significantly improved service delivery to FORCERT communities, through logistic cooperation with Health, Education and Agriculture Departments.

Communities identified an urgent need to obtain some form of government recognition for their community land use plans. While there seem to be a number of possibilities for achieving this, the simplest appears to be formal endorsement and recognition under Ward by-laws of the Local Level Government (LLG). FORCERT needs to work with LLG and provincial governments to clarify the Community Land Use Plan registration process and enable some formal recognition and protection for community-developed land use plans.

### Organisational Development and risk – Financial pathways, growing

FORCERT's small group of staff are highly skilled and there are opportunities to further devolve decision making of the organisation and conduct a more consensus-driven decision making process in the organisation, which reflects the approach used in the villages. This could also contribute to enhancing the skills of staff, who could undertake or contribute to activities such as partner relationship management, funding proposal development and research into potential business development.

A review of the organisational structure of FORCERT could contribute to better succession planning for the organisation, through improved cross-skilling of staff.

Expansion of the community teams to four people is recommended, with at least one experienced business trainer/coach available in each team, who can take the lead on getting communities 'business ready'. FORCERT should seek opportunities to strengthen staff skills in this area.

The NLP would also benefit from having an additional staff member, possibly focused on research or development of funding proposals.

FORCERT needs to decide how much it wants to grow. It has sensibly taken a cautious approach to growing too rapidly in the past. Budgets have varied significantly from year to year and it has aimed to recruit well and keep good people. There are risks of being too small and there are risks of growing too big. Too small and staff are constantly over-stretched and risk burn-out. Too big and you lose the efficiency, focus and drive which characterises the organisation at present.

FORCERT needs to enter the Trading space – not for financial gain, but to fulfil the commitment in its vision to achieving 'Smart wise fair healthy happy communities'. Trading will increase FORCERT's authority and credibility as a balanced organisation that recognises the need for long term sustainability and livelihood improvement and enable it to undertake 'action research' on how best to improve village livelihoods. From the village point of view, money isn't everything, but a little bit certainly helps. It would seem feasible that FORCERT's staff might grow by 30-50% if it can

successfully negotiate this move. We recognise that staffing levels may also grow for other reasons, for example, if the CEP program is expanded through additional government support or GEF funding..

With this in mind, FORCERT needs to broaden its financial base. The current principal donor is very supportive, but they have made it clear that they would prefer to be funding a smaller proportion of the total operating costs of FORCERT. They have also articulated that their focus will be on strengthening education (including adult and informal education such as what FORCERT currently does with communities). Two of the other donor partners have announced that they will be withdrawing from PNG, so there is no future there, beyond current commitments. Provincial governments have indicated that they are prepared to recognise FORCERT's work, but the funds on offer, at least from WNB, are only 1-2 % of the budget. It is possible that this may grow, as the relationship with the provincial governments grows, but benefits are likely to be more 'in-kind' than in cash. However, given the strong emphasis on economic development by the Provinces, they may be willing to consider some underwriting of the development of a FORCERT Trading enterprise, on the basis of it achieving improved equity for outlying villages.

FORCERT should approach Provinces with a business plan which aligns and links the Trading aspect of social enterprise development, and the Training, Education and Planning package that will assist Provinces to achieve their goals under the PNG Medium Term Development Plan III and the targets of each Province's own Strategic Development Plan.

FORCERT is well placed to receive significant funding under the GEF7 project with CCDA on 'Food Security Landuse and Restoration Systems in the New Britain' and is seen to have skills to offer in FPIC, Land use planning, certification and linking benefit-sharing mechanisms to robust community education and planning processes. This is complementary to the expanded role for CEP to be moving into more communities to undertake training on community education and planning and get communities ready to participate in REDD+. The forthcoming GEF7 project plans to include development of a bottom up land use planning system linked to the Ward Development Plan, to be trialled in (at least) one LLG in each District, with the idea of having this system possibly becoming a national system. FORCERT is seen as a key partner for on the ground implementation, and potentially this would mean one major additional funding option for 2020-2024 period (with the project running for 6 years, probably starting late 2020 or 2021).

Most of FORCERT's funds will continue to be sourced from external donors. The move to trading will remain as 'not-for-profit', with any funds generated supporting the 'Planning and Education' side of the business.

### Target groups – within village and village selection

FORCERT should consider discrete programs to support the aspirations of youth such as the development of nursery program for cocoa, and developing training GPS and drone technology to finalise boundary surveys.

FORCERT should actively encourage and target support and business development ideas that arise from meetings of women in the communities.

### Staff conditions

FORCERT has operated for many years with a very small budget and has worked hard to keep its overheads low. However, there have been instances where staff have needed to exit from a village

for safety reasons and this has been restricted by due to lack of independent transport. While maintenance of a fleet of vehicles is not cheap, there may be multiple advantages in equipping each office with its own vehicle.

Life insurance and health insurance are also strongly desirable and we recommend that FORCERT takes out appropriate policies, given the long distances and dangerous journeys staff are expected to make in the course of their work.

Housing allowances should be reviewed to ensure that staff and their families can afford safe housing in town, particularly given that family members are expected to be away for extended periods of time.



## REFERENCES

CCDA (2017) "Final Guidelines on FPIC for REDD+ in PNG". Climate Change Development Authority of PNG.

UNDP (2019) Strengthening the capacity of decision making on REDD+ in Papua New Guinea Strategic assessment of international climate finance and investment opportunities for REDD+ and sustainable land management in PNG.

### Appendix 1: Documents Reviewed

#### Documents

- 1 FORCERT Strategic Plan 2015-2019 FINAL.pdf
- 2 FORCERTs Story of Change January 2015.pdf
- 3 FORCERT Narrative Report to Bread Jan - Jun 2018.pdf
- 4 Community baseline & situational change monitoring matrix V2.1-Nov-18.xlsx
- 5 Community Participatory Process of Change - 3rd Version Dec 2016.doc
- 6 Community PPoC Monitoring Checklist V1-Jan-16.xlsx
- 7 Community visit story report V2-Dec-17.doc
- 8 FORCERT MEL Matrix + Evaluation 2018.xlsx
- 9 FORCERT MEL Matrix V1.2-Nov-17.xlsx
- 10 Weekly activities planning & completion check V1-Jan-16.xlsx
- 11 Checklist stakeholder meeting-workshop V1-Jun-16.doc
- 12 FORCERT Annual Work Plan 2019 Strategies-Activities-Goals.docx
- 13 FORCERT Annual Work Plan 2018 Strategies-Activities-Goals FINAL Evaluation 12-2018.docx
- 14 FORCERT Annual Work Plan 2017 Strategies-Activities-Goals Evaluation 12-2017.docx
- 15 FORCERT Annual Work Plan 2016 Strategies-Activities-Goals Evaluation 12-2016.docx
- 16 CIP LLG-FORCERT MoU FINAL 04-2019.doc
- 17 MOU CCDA-FORCERT 2018.pdf
- 18 Community interest registry form V1-Jul-16.doc
- 19 Stakeholders meeting report National Level Program V6-Apr-18.doc
- 20 Organisation meeting report National Level Program V7-Apr-18.doc
- 21 National Level Program story report for annual planning meetings V1-Jan-16.doc
- 22 Partner community standard file content V1-Jan-17.doc
- 23 2019-10 NLP strategic focus - Fourth Quarter FINAL.doc
- 24 Bread for the World July-Dec 2018.pdf
- 25 BEST discussion document DRAFT4 10-2019 External Evaluation.docx
- 26 Checklist community visits V1-Jan-16.doc
- 27 FORCERT SEA Feasibility Study April 2016 FINAL.pdf
- 28 FORCERT SEA Feasibility Study Annex 1.pdf
- 29 Forcert Communities in ENBP.jpg
- 30 Forcert Communities New Ireland Namatanai District Map3.pdf
- 31 FORCERT Constitution V3 11-18 FINAL.pdf
- 32 FORCERT MidTerm Evaluation Leanganook Yarn March 2018..docx
- 33 FORCERT TOC Diagram 07-2014 NM Simplification.xlsx
- 34 Bread for the World Jan-Jun 2019.pdf
- 35 Attachment 1 MOU between FORCERT & CIP LLG.pdf

- 36 Attachment 2 Photos.pdf
- 37 FORCERT Staff Manual V4 01-10.pdf
- 38 2019 Warambukia Kiasala Logging Damage Assessment Report draft.docx
- 39 FORCERT DFAT Incentive Fund Proposal.pdf
- 40 FORCERT CEPA-UNDP project proposal 2018 DRAFT2.docx
- 41 FORCERT 2017 Financial statements.pdf
- 42 VCS-Project-Description-Template-v3.3\_Tavolo\_REDD\_v5.5.docx
- 43 20191025\_CCB\_Project\_Description\_Tavolo\_REDD.docx
- 44 Latest visit story reports
- 45 20191108 Janet Tokupep HCV PROCESS.docx
- 45 Community selection matrix 01-2015 final.xls
- 46 20191111 Visits and values of visits.xls
- 47 FORCERT 2018 Financial statements.pdf
- 48 FORCERT PES presentation Forest Summit 10-2019 FINAL.pdf

**Other Background reading**

- 1909 REDD+ RFIP for consultation.docx
- 2018 Final Budget Outcome PNG.pdf
- 190510 REDD+ UNDP PNG Climate Finance & Impact Investing (1).pdf
- 190724 REDD+ PNG Benefit Sharing (Deliverable 3).pdf
- 20140512 National Sustainable Land Use Policy.pdf
- 20190612 CELCOR Joint statement putting to light the premeditated consultations of the National Land Summit.docx
- ADB PNG Financial Management Assessment.pdf
- CELCOR 2019 National Land Summit - Statement of Principles.docx
- FSC-PNG-National-Standards-V1.1-05-10.pdf
- FtF\_The-contribution-of-forests-to-climate-change-mitigation\_LR.pdf
- PNG Strategic Development Plan 2010-2030.pdf
- PNGFORCERTI PNG-hcvf-toolkit\_first-edition.pdf

**Appendix 2: Staff and Board Survey**

**Question 1. Thinking about your work with communities and partners, what are five achievements for you personally in the past strategic planning period (2015-2019)?**

- 1.
- 2.
- 3.
- 4.
- 5.

**Question 2. Which one has made the biggest difference, and why?**

**Question 3. Please assess the following elements of the organisation from 1 (low) to 10 (high) and give a reason or evidence for your score:**

Area	Score out of 10	Reason / Evidence

Governance		
Management		
Finances		
Human Resources		
Strategic thinking		
Strategy & stakeholder relationships		
Monitoring & Reporting		
Internal staff communications		
Assets		
Organisational culture and practice		
Productivity		

**Question 4. From your point of view, how do you think the new structure is working?**

**Question 5. SWOT. Please list 3 to 5 Weaknesses, Strengths, Risks and Opportunities to FORCERT.**

WEAKNESSES	STRENGTHS
<ul style="list-style-type: none"> <li>•</li> <li>•</li> <li>•</li> <li>•</li> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>•</li> <li>•</li> <li>•</li> <li>•</li> </ul>
RISKS	OPPORTUNITIES
<ul style="list-style-type: none"> <li>•</li> <li>•</li> <li>•</li> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>•</li> <li>•</li> <li>•</li> <li>•</li> </ul>

**Question 6. Would you like to see any improvements/changes to the Staff Manual ?**

**Question 7. Please share how YOU measure your program/organisational success?**

**Question 8. What are your views on the most critical issues to achieve sustainability of FORCERT's programs? [Address your particular program or make general comments]**

**Question 9. Are there other issues or recommendations that you would like to make, in relation to FORCERT as an organisation, or in relation to particular programs?**