# FORCERT

# Forests for Certain: Forests for Life!

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

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## Mid Term Evaluation
## November 2017

## Leanganook Yarn

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### FORCERT - Forests for Certain: Forests for Life!

The Evaluator would like to thank all the staff and board of FORCERT for your bravery, passion, commitment, time and apreciate the challenges of the work. I wold also like to thank the stakeholders who gave up their time to contribute to this evaluation and the ongoing work of FORCERT.

### The Evaluator

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### Supporters

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### Disclaimer

This report has been produced solely upon information supplied to the Evaluator team by FORCERT and data collected during interviews and group discussions with participants of the evaluation. While I have made every effort to ensure the accuracy of this report, any judgments as to the suitability of information for the client's purposes are the client's responsibility. I extend no warranties and assume no responsibility as to the suitability of this information, nor for the consequences of its use.

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## Acronyms and key terms:

| | |
|---|---|
| Allies | Stakeholders that are aligned to FORCERT's vision and goals |
| BRG | Bismarck Ramu Group |
| CbFCCRM | Community-based Forest & Coastal Conservation & Resource Management Project |
| CCDA | Climate Change & Development Authority |
| CELCOR | Centre for Environmental Law & Community Rights |
| CEP | Community Enhancement Program |
| CEPA | Conservation and Environment Protection Authority |
| DLPP | Department of Lands & Physical Planning |
| EFF | Eco Forestry Forum |
| FORCERT | Forests for Certain: Forests for Life! |
| FPIC | Full Prior and Informed Consent |
| ILG | Incorporated Land Group |
| L&L | Live and Learn |
| LLG | Local Level Government |
| LUP | Land Use Planning |
| MGCTF | Mama Graun Conservation Trust Fund |
| MND | Mahonia Na Dari |
| NGO's | Non-Government Organisations |
| NLP | National Level Program |
| OISCA | Organisation for Industrial, Social and Cultural Advancement |
| PES | Payment for Ecosystem/Environmental Services |
| PNGFA | PNG Forest Authority |
| PPoC | Participatory Process of Change |
| PwM | Partners with Melanesians |
| REDD+ | Reducing Emissions from Deforestation & forest Degradation |
| SABL | Special Agricultural Business Lease |
| SEA | Social Enterprise Arm |
| TNC | The Nature Conservancy |
| UNDP | United Nations Development Program |
| VCLR | Voluntary Customary Land Registration |
| WBCA | Wide Bay Conservation Association |

# 1. Summary

FORCERT as an organization has successfully changed to their new model of operation[1] and has undertaken organizational and programmatic development. FORCERT has increased the level of exposure to their work. Key allies identified that FORCERT is a PNG NGO that has survived and grown in strength while others have not. Allies identify that FORCERT should continue to undertake the *'good work that they are doing'*. FORCERT is technically competent and has strong connections to communities which gives them credibility and standing with key national stakeholders. *'FORCERT is strong with years of experience in the community and in advocacy. Implementing their new model and approach has opened up their scope of work. 'It is clear that they are learning and evolving as an organisation[2]' National NGO.*

***National Level Program***

The National Level Program (NLP) team has been able to implement sophisticated influencing strategies. In the last three years it is evident that FORCERT is actively influencing Government policy formation, implementation and enforcement in six policy areas including: National Protected Areas policy and legislation; Reducing Emissions from Deforestation & forest Degradation (REDD+); Forest Certification; Sustainable Land Use Planning; Community land development mechanisms and land grabbing issues. It is evident that the NLP is working in a complex policy space as the complexity, breadth and depth of the policy issues above display. The implementation of the NLP has been able to undertake sophisticated influencing strategies more complex than originally expected.

Key achievements include:

- Mention of an Independent Biodiversity Trust Fund in the Protected Areas bill;
- Key concepts of bottom up land use planning processes acknowledged and included in draft policies by CEPA, CCDA and DLPP;
- Forest Stewardship Counsel (FSC) Certification and a National PES fund have been included in the National REDD+ Strategy and the Green Climate Fund Concept Note as a result of FORCERT's contributions;
- the only NGO invited by PNGFA on Forest sector retreat;
- requested to have input in the Forestry Act review;
- using social media and petitioning (together with allies) to force Public statements by Government on the illegality of SABLs and the need to take action; and finally
- international recognition for this work through jointly winning the Alex Soros Foundation award with the SABL Plaintiffs.

FORCERT is providing a mechanism or conduit for communities to be heard at a National (and international) level, which reduces the communities' isolation. This quality is highly relevant and recognized and valued as such by a significant number of key national level stakeholders and allies.

FORCERT is engaging and lobbying Government on policy issues. In doing this they are partly filling the vacuum that has been left by the closure of the Eco Forestry Forum (EFF). FORCERT is a key actor in

[1] In 2014 FORCERT redesigned their program of work and their organisational structure in response to an Evaluation and Action Research. This evaluation focuses on the work undertaken since then.

[2] Evaluation interview

highlighting the illegal trade of timber and brining this issue to the public's attention in a way that the Government can respond to. A number of stakeholders recognised this important role: '*I am impressed with their relationships with Government*'.

In each policy space FORCERT is effectively collaborating with a number of strategic NGO Allies and stakeholders to strategically influence Government policy in the above-mentioned areas. FORCERT is sharing, connecting and collaborating with them. FORCERT is effectively complimenting and building strategic alliances. This is a significant finding in light of the fact that many of these NGO's do not have good relations and will not work with each other.

FORCERT is being acknowledged as having a leadership role or responsibility to facilitate discussion of national environment NGO coordination because EFF is no longer functioning.

***Community Enhancement Program***

In 2014 FORCERT developed a community empowerment process titled 'Participatory Process of Change' (PPoC) based on best practice community development processes in PNG. FORCERT is in transition to this new model and approach, including having established three CEP teams based in Kimbe, Kokopo and Madang. Each team consists of three people including gender balance.

FORCERT is engaging with a total of 27 communities. The PPoC includes seven stages: Selection, Entry, Organising, Planning, Monitoring, Linking and Exit. Eight of the communities were existing communities prior to FORCERT's change in approach. Nineteen communities are new to the program. There has only been, in effect, 12-18months of operation of the CE program and hence they are still in the selection or entry stage. Overall twelve of the communities are either at the selection or entry stage of the PPoC. Six are in either the organizing or planning stage and three are at the end stages of implementation of their plans where monitoring or progress is taking place.

Overall the threats that communities are facing include: mining; mining exploration; oil palm and logging. A number of the communities are also facing tribal fighting as an external threat. Generally, destructive development is fostering land grabbing and undermining community sovereignty. It is evident that community sovereignty (systems of land ownership, management and development) is weak, is being abused and is at risk of theft.

The nine communities (9) are assessed at having a capacity of 2 out of 5. This is quite a low capacity. The communities' interest and focus or motivation for engagement with FORCERT is either sustainable livelihood development (in a variety of products including Cocoa, Copra, Coffee and Sawmilling) or in the establishment and management of a community conservation area.

The PPoC is considered a significant strength by stakeholders acknowledging that FORCERT is learning from and contributing to community development empowerment work (knowledge, tools and practice) in a PNG context. One sister NGO stated '*They have adapted part of our community development approach – that is really good*'

FORCERT is practicing a good community empowerment process through the PPoC in the CEP, however for many of the communities and the CEP teams this process has just begun. The CEP team is in the middle of implementation of the new PPoC approach. The CEP team needs time to continue to learn and

develop the PPoC. They need to develop tools and test them and then consistently implement them across the three teams. The team needs time to reflect and critique their work developing approaches, tools and skills further.

***Organisationally***

Overall the organization is considered to be strong with good structure, culture, people and practice. It is evident that the new organisational structure is working well. Having team leaders has proven to be an effective way to organise the work and take responsibilities off the Manager's shoulders.
There are a number of areas for improvement. Overall more strategic thinking is needed in consideration of which communities to be working with and why. The internal monitoring and reporting systems are too complex and too detailed, leading to staff being overburdened with detailed documentation, reporting and debriefing that is making them less strategic and time poor.

Operational Functions (planned activities) that were articulated in the Strategic Plan 2015-2019 but have not been implemented include activities under: governance, financing and external communications. The effect of their lack of implementation is evident i.e. there is no website and financing remains primarily from one funder. Addressing the over burdening of internal systems will ease management's time, allowing space for these activities to be implemented.

Further investment in staff learning needs to be made. Specifically in: management and leadership for the team leaders; further empowerment practice for the community facilitators; and campaigning, advocacy and influencing training for the NLP.

## 2. Overview

FORCERT was established in 2004 as a non-profit company providing a Forest Stewardship Council (FSC) group certification service for PNG communities involved in small-scale portable sawmilling. In 2013, after 8 years of operation FORCERT had its third evaluation which established that although there were some significant achievements and capacities of the organization, the model (Group Certification Service Network) was not able to meet its timber export targets and that FORCERT was limiting its possibilities by focusing on community-level portable sawmilling enterprises as the main means to supporting communities in implementing their sustainable land use plans. It was evident that PNG communities were not ready to have sustainable sawmilling businesses at a sufficient capacity to achieve viability in a global economy. The evaluation recommended that FORCERT re-look at its original basis, revisit its mission and reconsider the ways that it works with communities.

In 2014 FORCERT embarked on a year of transition, undertaking 'action research'[3] to investigate the future direction of FORCERT's work and organizational model. Research questions included: 'What is the community's need from NGO's?' 'What are the essential elements of this?' 'What is needed at a national level?' 'Where in PNG is there good interaction between NGOs and communities that is working?' 'What is best practice?'

This research strongly informed a design process. This included design of programs and organizational model. A 5-year strategic plan 2015-2019 was developed. The strategic plan document clearly maps out a number of strategic shifts (please refer to page 7 of the Strategic Plan for these). In summary the key shift is described as being from Forest Management and Product Certification Service to an organisation with a much more holistic and balanced approach to working with communities on sustainable land and resource management, but still with sustainable forest management as the key component of this work, as healthy forests are the key to a good and healthy life"[4] The name 'FORCERT' now stands for 'Forest for Certain; Forests for Life!' and 'Tingim laif; lukautim bus na groun, na mekim senis yu laikim' (think about life; look after forest and land, and make the change you like) communicates best what FORCERT and their work is about. Essentially, FORCERT planned to shift to undertaking a community enhancement program as a strong way to empower communities, with a secondary and smaller program at the national level influencing government policy development, and an innovative Social Enterprise Arm trialing the establishment of an organic and fair-trade business to support communities' small-scale businesses.

The FORCERT Strategic Plan 2015-2019 maps out the vision, mission goals and principles of operation. It also articulates a number of lessons learned (please refer to the Strategic Plan for these). Intended outcomes, objectives and subsequent strategies are also articulated in a Theory of Change, which can be viewed at Appendix 1. The Objectives and Strategies articulate three programs, being:

#### 1. Community Enhancement Program

[3]Action research is a participatory research process where a group of people undertake research as opposed to an experienced researcher. They learn how to conduct research. In this case the FORCERT staff undertook the research.

[4]FORCERT Strategic Plan 2015 – 2019 Page 6.

**Objective 1:** Our core work is empowering Papua New Guinean 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 & interests.

**Strategies**

1.1 The Participatory Process of Change
1.2 Linking communities
1.3 Village based enterprise support

### 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.

**Strategies**

2.1 Engagement with national and international NGO's
2.2 Engagement with Government

### 3. Social Enterprise

**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.

**Strategies**

3.1 Investigate the viability of a Social Enterprise Arm
3.2 Implementation of the business plan of the Social Enterprise
3.3 Maintaining knowledge and learning

The organization model and structure were developed to support the implementation of these objectives as was determined to be:

**Operational Objective:** We are a leading and innovative not-for-profit company, which is built on a strong foundation of values and principles, aimed at providing the best possible service to our partner communities. We form a strong and cohesive organisation that has efficient policies, systems and structure, and that collaborates with partner organisations and stakeholders, to enable us to effectively deliver our services and programs.

**Operational Strategies**

The strategic plan outlines 5 operational strategies in the following domains:
1: Governance
2: Financing
3: Organisation Structure and Human Resources
4: Marketing and communication
5: Monitoring, Reflection, Learning and Improving

FORCERT operates from three offices and has 15 staff. FORCERT restructured, establishing mid-level management. This consists of three community enhancement teams, one based in each of the three offices (Kimbe, Madang and Kokopo) and another three teams being a National Level Program, a Finance and Administration and the Social Enterprise Arm. These six teams are each led by a team leader who reports to the Manager. The majority of the staff are based at the head office in Kimbe. The Board consists of five women and four men, with a female Chairperson and male Vice-Chair.

In 2017 FORCERT is now mid-way through the implementation of this Strategic Plan 2015-2019.

# 3. Methodology

The Midterm Evaluation of FORCERT was undertaken over two weeks in November 2017. The evaluation methodology included document analysis, interviews and participatory analysis collecting data from staff, stakeholders and the FORCERT Board.

## Purpose

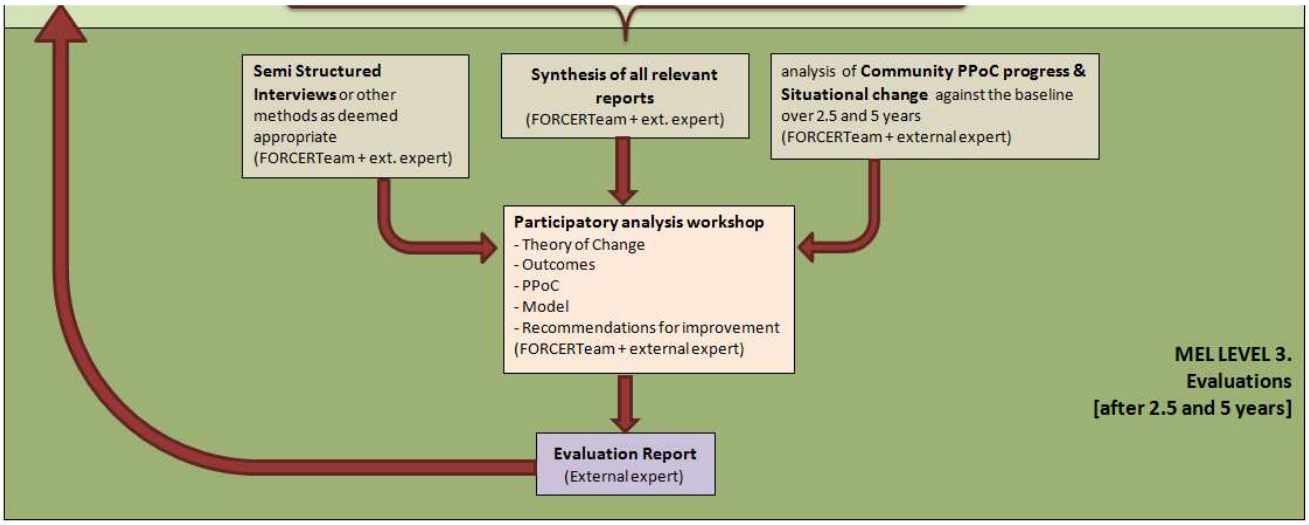
The purpose of the Midterm Evaluation is to assess the implementation of the agreed strategies to make quality improvements for implementation.

Objectives of the Evaluation are to:

- Assess the work against the FORCERT Strategic Plan 2015- 2019 and its theory of change
- Facilitate the staff and board to reflect on the work of the last 2 and a half years
- Amend, adjust and recalibrate the theory of change, strategies and any process methodology as needed.

### *FORCERT MEL Level 3*

This Evaluation is implementing the FORCERT MEL Level 3. [See the FORCERT Monitoring Evaluation and Learning Matrix V1.1 June 2016]. This diagram clearly sets out three inputs to this process that we need to be preparing for the Midterm Evaluation.




**Evaluation Questions**

The evaluation considered the following evaluation questions:

| | |
|---|---|
| ***Relevance*** | Is the FORCERT's new approach and work still relevant in the current context? If so how? |
| ***Outcomes*** | The extent to which outcomes have been achieved in all three programs. [Please note that this midterm evaluation has not focused heavily on this question due to the fact that there has been limited time for implementation especially of the CEP and SEA] |
| ***Effectiveness*** | How effective is FORCERT in achieving its intermediate outcomes? |
| ***Process*** | How effective are the programs in their process and the organisation in its delivery of organizational functions? |

**Audience**

The audience for the evaluations include:

- The FORCERT team
- FORCERT board and shareholders
- Funders
- Partner organisations

**Methods**

| Key evaluation question | Data collection method |
|---|---|
| *Relevance* –Is the FORCERT new approach and work still relevant in the current context? If so how? | • Interviews with stakeholders<br>• To a lesser extent the staff and board survey |
| *Outcomes* - the extent to which outcomes have been achieved in all three programs and | • Interviews with stakeholders<br>• Document analysis<br>• Staff and Board Survey |
| *Effectiveness* – how effective is FORCERT in achieving its intermediate outcomes? | • As above<br>• Output analysis |
| *Process* – how effective are the programs in their process and the organsiation in its delivery of organizational functions? | • Staff and Board Survey Document analysis<br>• Output analysis<br>• To a lesser extent interviews with stakeholders |

**Interviews with stakeholders**
The Evaluator undertook 14 interviews with stakeholders. This included eight women and six men. The stakeholders included key NGO Allies, Government departments and bilateral partners. The interview schedule and questions can be found at Appendix 2.

**Document analysis**
Relevant organizational documents were analysed. A list of documents can be found in Appendix 3.

**Staff and Board Survey**
A survey was developed and circulated to 20 FORCERT Staff and Board members. Fourteen Staff and four Board members (2 women and 2 men) completed this survey. The survey questions can be found at Appendix 4.

**Analysis**
An output analysis was undertaken for the NLP and THE CEP programs. These are contained in Appendix 6: NLP analysis and Appendix 7: CEP output analysis against the PPoC stages.
Further analysis was undertaken by the evaluator and during a participatory analysis process facilitated over two days (28-29 November 2017) in Kokopo. This included 14 of the 15 FORCERT staff participating. Recommendations were developed in a participatory way. The third and final day of the evaluation workshop considered implementation of the recommendations through Theory of Change and Strategic Plan adjustment.

**Report**
A draft and final report was produced (this document).

**Limitations of the Mid Term Evaluation**

This evaluation did not collect data from the communities where FORCERT is working. Given the fact that this was a Midterm Evaluation it was considered to be a light or brief evaluation and hence did not include the collection of outcomes data from the community.

The Evaluator was not provided with all relevant reports from the Community Enhancement Program in a timely manner. There were a number of reasons for this, however what this meant was that the evaluation was not able to consider process, results and outcomes of the CEP to an appropriate extent. This was rectified on the first day of the analysis workshop where the performance and results of the three CEP teams was presented and analysed. The lack of the team's ability to produce these reports is further evidence of one of the major findings of this Evaluation: that of being overburdened with internal reporting procedures.

# 4. Findings

Due to the available data and methods used, this Evaluation is weighted differently on the different elements of the FORCERT program and organization. The four domains of the evaluation and their weighting or Evaluation focus is as follows:

1. A strong focus on the NLP as the Evaluation was able to collect primary data through interviews with stakeholders and reports.

2. Limited focus on the CEP. This is an important program that is the majority and central focus of FORCERT's work. As this was a midterm evaluation outcome, data was not collected from communities in which the CEP is working. There are also limited internal reports available. Given the fact that implementation time in 2016 was significantly limited it is unfair to fully evaluate a program working at the community level when it is in effect still getting started. However, while taking into account these limitations, there are some significant process findings to consider.

3. No focus on the SEA as staff have only been employed since August and it is not appropriate to include a program that has not had a chance to be implemented.

4. A strong focus on organizational functions and processes as the evaluation was able to analyse organizational documents and undertake a Staff and Board survey. This should also be the focus of a Midterm Evaluation.

In light of the above, this Evaluation has found that:

## 4.1 Organisational Niche

FORCERT as an organization has successfully changed to the new model and has undertaken organizational and programmatic development. FORCERT has increased the level of exposure to their work to both NGO and Government stakeholders. Key allies identified that FORCERT is a PNG NGO that has survived and grown in strength while others have struggled and failed, and hence identify the importance of FORCERT continuing to undertake the 'good work that they are doing'. Both their key NGO allies and some Government stakeholders recognize this. FORCERT is technically competent and have strong connections to communities which give them credibility and standing with key national stakeholders. *'FORCERT is strong with years of experience in the community and in advocacy. Implementing their new model and approach has opened up their scope of work. It is clear that they are learning and evolving as an organisation'.*

## 4.2 National Level Program

FORCERT set out to bring about change with the NLP in areas being:

1. Collaboration with key NGO allies on agreed issues to then influence National and Provincial Government. [Intended outcome]
2. The National Government (and flowing to other levels of Government) has changed their policies and programs to favorably support community orientation. [Intended outcome]

The NLP team has been able to implement sophisticated influencing strategies. In the last three years it is evident that FORCERT is actively influencing Government policy formation, implementation and enforcement in six policy areas including:

- **National Protected Areas:** FORCERT has contributed community issues and interests to the National Protected Area Policy and Protected Area Bill and Regulations including the incorporation of community land use planning and sustainable livelihood support. It has continuously lobbied for one overall national Payment for Environmental Services (PES) system for community conservation efforts. FORCERT has also influenced the Conservation and Environment Protection Authority (CEPA) United National Development Program (UNDP) Project Community-based Forest & Coastal Conservation & Resource Management project (CbFCCRM) on community engagement and consideration of their issues and interests.
- **REDD+:** FORCERT is working with Climate Change and Development Authority (CCDA) on Reducing Emissions from Deforestation & forest Degradation (REDD+) implementation in PNG by contributing community perspectives which led to a number of safeguards protecting community rights, including Free Prior and Informed Consent (FPIC) and around Benefit Sharing Mechanisms (BSM).
- **Forest Certification**: FORCERT is influencing Forest Certification Policy Development and Forestry Act revision thorough: a concerted effort to build and strengthen a relationship with PNGFA, establishment and capacity building of PNG Forest Certification Inc (PNG FC Inc) and influencing PNG's Timber Legality Standard development.
- **Sustainable Land Use Planning**: Engaging with Department of Lands and Physical Planning on the National Sustainable Land Use Planning Policy.
- **Community land development mechanisms:** Developing a common understanding and position amongst allied NGO's on the ILG/VCLR and contributions to the Land Act revision (on ILG/VCLR and SABLs).
- **Land Grabbing:** FORCERT is being a central contributor to NGOs organising together on the SABL Issue including: mobilizing resources for community to litigate; undertaking a lobbing and advocacy campaign and supporting the plaintiffs.

It is evident from interviews and reports that the NLP is working in a complex policy space as the complexity, breadth and depth of the issues above display. The implementation of the NLP has been able to undertake sophisticated influencing strategies. This is more complex than originally expected and articulated in the FORCERT Strategic Plan 2015-2019.

As a result of this work the following achievements (Intermediate outcomes) are evident:

**National Protected Areas:** There is mention of an Independent Biodiversity Trust Fund in the Protected Areas bill, FORCERT has receiving funding support and is a key stakeholder in the CEPA UNDP CbFCCRM Project and FORCERT has been reinstated on the advisory committee signifying FORCERT as a valued stakeholder.

**REDD+:** FORCERT has been asked to renew their MOU with CCDA on their PES trial work and REDD+ implementation and will be subcontracted for the National REDD+ Strategy Provincial Stakeholder Engagement contract. Key concepts of bottom up land use planning processes, Forest Stewardship

Council (FSC) Certification and a National PES fund have been included in the National REDD+ Strategy and the Green Climate Fund Concept Note as a result of FORCERT's contributions.

**Forest Certification**: Achievements include: Partner in the PNGFA Community Forest Management PES/REDD+ project; the only NGO invited on the PNGFA REDD+ Forest sector retreat; requested to have input in the Forestry Act review: requested to provide input into the National Forest Inventory (NFI) awareness and communication strategy, ongoing dialogue on the PNG Timber Legality Standard, and involvement and ownership by PNGFA in the revision of the FSC National Forest Stewardship Standard (Version 2).

**Sustainable Land Use Planning**: Engaging with Department of Lands and Physical Planning (DLPP) on the National Sustainable Land Use Planning Policy (NSLPP). Achievements include a request by DLPP to undertake a presentation on FORCERT's LUP work and a request on collaboration in the n development of the NSLPP. Contributed to the Land Act revision (a/o on the issue of SABLs, ILG/VCLR), but the outcome is as yet unclear as the final version of the Revised Land Act has not yet been made available.

**Community land development mechanisms:** Developing a common understanding and position amongst allied NGO's on the ILG/VCLR and facilitation of appropriate information materials being available to ensure clear and consistent awareness and education for communities.

**Land Grabbing:** Achievements include: Using social media and petitioning (together with allies) to force Public statements by Government on the illegality of SABLs and the need to take action; Dealing with SABLs made a priority issue by the new Lands Minister; Coordination of the NGO and FSC input for the WWF-China organized Chinese timber industry delegation visit; International recognition for the SABL work through jointly winning the 2016 Alex Soros Foundation Award with the SABL Plaintiffs; Support from the International Senior Lawyers Project (ISLP). The two SABL court cases are still awaiting decision. Stakeholders acknowledged that *'it is important the work that they are doing on SABL and to stop illegal logging'*.

To achieve the above intermediate outcomes FORCERT has used a number of mechanisms to influence Government including:

- Building relationships with Government policy makers so that they will engage and respect FORCERT's input;
- Actively participating in Government legislative review processes by attending consultation meetings and submitting written comments;
- Consistently raising community voices in these policy formation spaces;
- Piloting innovative concepts in communities to inform policy development (PES trial);
- Informing Government workers of other Government departments' work and interests where there are synergies, effectively breaking down Government departments isolation from each other.
- Participating in workshops, training and technical training, including making presentations, to actively and practically inform policy development;
- Participating in Government program evaluations and design consultancies and influencing the resultant policies and programs by raising community issues and interests;
- Active engagement with allies to campaign and advocate on the SABL land grabbing issue. This includes facilitating collaboration of allies and the provision of information;
- Assisting and supporting plaintiffs in SABL litigation processes;
- Providing information on national policy issues and interests to communities.

**FORCERT is providing a mechanism or conduit for communities to be heard at a National (and international level), which reduces communities' isolation. This quality is highly relevant and recognized and valued as such by a significant number of key national level stakeholders and allies.**

**FORCERT is engaging and lobbying Government on policy issues**. In doing this **they are partly filling the vacuum that has been left by the closure of the Eco Forestry Forum** (EFF). FORCERT is engaging with the PNGFA. The request to present on the FSC National Standard for PNG at the recent Timber Legality Standard workshop is significant and signifies that the PNGFA respects FORCERT's technical expertise and has a good relationship with them. **FORCERT is a key actor in highlighting the illegal trade of timber and brining this issue to the public's attention in a way that the Government can respond to**. '*I am impressed with their relationships with Government*' National Stakeholder.

The relevance of this is emphasized by a number of NGO allies: FORCERT are '*our only national NGO policy voice on FSC. It is an important relationship that has improved with PNGFA and that is good. It is very important to influence policy change and enforcement*'.

**In each policy space FORCERT is effectively collaborating with a number of strategic NGO Allies and stakeholders to strategically influence Government policy** in the above-mentioned areas. By collaborating with these allies, influence is strengthened. Seven stakeholders acknowledge this, stating that: '*FORCERT has good relations with other NGO's'*. The strategic NGO Allies, where FORCERT has a good relationship, include: The Nature Conservancy (TNC), Act NOW, Centre for Environmental Law & Community Rights (CELCOR), Bismarck Ramu Group (BRG), The Voice, Transparency International and Partners with Melanesians. **FORCERT is sharing, connecting and collaborating with them. FORCERT is effectively complementing and building strategic alliances. This is a significant finding in light of the fact that many of these NGO's do not have good relations and will not work with each other.**

**FORCERT is being acknowledged as having a leadership role or responsibility to facilitate discussion of national environmental NGO coordination because EFF is no longer functioning**. Key questions are being posed by stakeholders such as: 'How to better collaborate and raise voices on the environment?' and 'What is the best mechanism for NGO's to respond to issues? '*There need to be ways that Civil Society has input into issues'* (Government stakeholder statement). Interviews of NGO stakeholders highlighted a number of contextual factors that need consideration including the fact that: '*a number of the NGO allies will not work together which is undermining our ability to have an impact*', and: '*Some men in the conservation movement are power hungry, they need to shift*', and; '*EFF has gone and there is a vacuum as there is now no collective voice*'. As seen above, the relationship that FORCERT has established with Government is recognized and considered very important by NGO Allies.

Although the NLP work is respected, stakeholders want more knowledge of, or commitment from FORCERT's leader in National Policy issues. There is a need for the FORCERT Manager to be seen to be supporting policy positions and building key strategic relationships with key NGO allies and Government actors.

Although all acknowledge the important work undertaken on SABL, a number of the staff feel that there has been too much focus on SABL by the NLP.

Overall the NLP is considered highly relevant.

## 4.3 Community Enhancement Program

**In 2014 FORCERT developed a community empowerment process titled: 'Participatory Process of Change (PPoC)' based on best practice community development processes in PNG.** This has involved developing a number of elements to enable FORCERT to transition to the new model and approach. The PPoC involved the following stages:

1. Selection
2. Entry
3. Organising
4. Planning
5. Community monitoring, evaluation and learning
6. Linking and networking
7. Long term partnership or exit

**FORCERT established three CEP teams based in Kimbe, Kokopo and Madang. Each team consists of three community facilitators, one of them being the team leader.**

**Higher outcomes**
There is some evidence that higher community outcomes are being achieved. For example, the PPoC is enabling communities to access legal rights through a good collaborative relationship with CELCOR. And stakeholders consider the Land Use Planning (LUP) process a strength that is leading to good community planning and decision making. The Participatory Process of Change (PPoC) is considered to be empowering communities to make strong decisions and manage their resources well. For example: '*Some communities have good leadership as a result of FORCERT's CEP work*', and; '*They are doing the right thing if empowering communities to make good decisions*'.

One stakeholder stated that: '*Communities are more self-reliant, they use their initiative to make things… sustainable development happens*', and; '*People's mind set has changed from wanting to sell their forests and lend for money to conserving it – communities are more aware of the dangers of resource extraction*'.

It is also considered that there is enhanced livelihood development options for and with communities. '*We are stimulating village enterprise development*'.

**Overall there is evidence that communities are having increasing voice over their land and forest resources as a result of FORCERT's work.**

Without visiting the communities and assessing the extent to which the FORCERT's PPoC is empowering communities and improving the wellbeing and livelihoods of communities, however, these findings are anecdotal.

**CEP work activities (outputs).**
Staffing of the CEP teams has been a work in progress since 2015. Each of the three CEP teams has male and female members and where a position is not filled, resulting in the team only being one gender, a casual staff member of the missing gender is employed for community visits. The Madang office has not had a full team, with the female Community facilitator positions not being filled. This is holding the team back from effectively undertaking their work. The Team Leader of the Kimbe team spends a significant

amount of time working on the NLP. This dividing of time has led to some issues in being able to lead, effectively organise and carry out the work.

The disruptions of the Bread for the World resources flowing twice in 2016 halted the work of the three CEP teams for significant amounts of time in 2016. What this meant is that after planning and training in 2015 the teams were ready to roll out their programs at the beginning of 2016. This halting of work led to significant frustration for the CEP teams as they were not able to effectively work in 2016. Much of the work and achievements are a result of work undertaken in 2017 and hence represents only 12 months of work.

The following table shows the number communities, where each of the teams are engaging, where in the PPoC seven stages they are, and if they are communities that FORCERT worked with in the past or not. Further detail of the CEP outputs analysis is provided at Appendix 7.

| Office | Communities | Pre-existing | New | Participatory Process of Change – Stages | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| | | | | 1: Select | 2: Entry | 3: Organising | 4: Planning | 5: Monitoring | 6: Link |
| Madang | 6 | 2 | 4 | 5 | | | 1 | | |
| Kimbe | 6 | 1 | 5 | | 1 | 2 | | 1 | 2 |
| Kokopo | 15 | 5 (4 inactive) | 10 (3 classed together) | 1 | 5 | 1 | 2 | | |
| **TOTAL** | **27** | **8** | **19** | **6** | **6** | **3** | **3** | **1** | **2** |

FORCERT is engaging with a total of 27 communities. Eight of these were existing communities prior to the FORCERT's change in approach. Nineteen are new (4 new in Madang, 5 new in Kimbe and 10 new in Kokopo). Four are inactive communities and three communities are clustered together.

In 2015 FORCERT embarked on introducing this new approach and process to the communities where they had an existing relationship. This began with asking these 'existing' communities if they wanted to engage with the new approach. Reengagement with former communities has established an understanding of FORCERT's change and the new approach. Some of these communities have agreed to re-engage with the new process and approach. It also led to a number of communities being exited by FORCERT based on the new selection criteria. FORCERT then undertook a selection process of registering the interest of new communities and then selecting a number of them.

This evaluation has not considered the selection approach and whether communities selected have been in accordance with FORCERT's criteria and values.

FORCERT is engaging with a total of 27 communities situated in 5 provinces. The PPoC includes seven stages: Selection, Entry, Organising, Planning, Monitoring, Linking and Exit. Eight of the communities were existing communities prior to FORCERT's change in approach. Nineteen communities are new to the program. There has only been, in effect, 12-18months of operation of the CE program and hence they are still in the selection or entry stage. Overall twelve of the communities are either at the selection or entry stage of the PPoC. Six are in either the organizing or planning stage. Three are at the end stages of implementation of their plans, linking to stakeholders to assist with plan implementation and monitoring of their plan's implementation.

Looking at each region's work:

The work of the Kimbe team can be summarized as working with 6 communities, who are mostly at PPoC step3 - 'organising'. The key threats that they face are oil palm and logging (SABL) - land grabbing.

Mining exploration is a future threat. There are internal issues including community participation, governance, gender and women's participation. The communities' focus is on sustainable development including: Cocoa, timber (portable sawmil), kopra. Three of the communities are interested and involved in conservation.
The work of the Madang team can be summarized as follows: Other than threats of mining and logging, it has been uniquely identified that communities here face issues of basic health and hygiene. Generally, the communities are not very far progressed in the process, with most at selection / entry stage. A number of the communities have been recommended by and have connection with their LLG. All face mining as a threat. The communities are mainly interested in conservation and livelihood development.

The work of the Kokopo team can be summarized as working with many communities. There are 15 in total, although 4 are on hold due to SABL related court orders, and three are in partnership with OISCA and hence have a 'lighter' involvement. The threats that the communities are facing are consistent with the Kimbe office, including oil palm, logging, mining and land grabbing. Internally, communities face land disputes and boundary issues. Their key focus and motivation is conservation and the sustainable development of cocoa and kopra. The key stakeholders involved are the other NGO's including OISCA and WBCA, industry boards and relevant LLG's.

**Threats to the community**
**Overall threats to communities are mining, mining exploration, oil palm and logging. A small number of the communities are also facing tribal fighting as an external threat. Generally destructive development is fostering land grabbing and undermining community sovereignty. It is evident that community sovereignty (systems of land ownership, management and development) is weak, is being abused and is at risk of theft.**

**Community Capacity Assessment**
Each office was asked to rate each of the communities in which they are working according to their 'capacity' as a community to develop sustainably. Where 1= low capacity and 5= high.

| ***Community Capacity Rating*** | **1** | **2** | **3** | **4** | **5** | **Notes** |
|---|---|---|---|---|---|---|
| Madang | 2 | 3 | 1 | | | |
| Kimbe | | 2 | 1 | 1 | 1 | 1 rated '0' |
| Kokopo | 4 | 4 | | | | 6 not rated |
| **TOTAL** | **6** | **9** | **2** | **1** | **1** | *Only 19 of the 27 were given a rating.* |

**This table displays the assessed capacity of each of the communities that FORCERT is working with. The majority (9) is assessed at having a capacity of 2 out of 5. This is quite a low capacity. Given the fact that the majority of the communities have only just begun engaging with FORCERT through the PPoC, this is to be expected.** At a later date it would be good to gain an understanding of what high capacity looks like and at what stage in the PPoC a community is expected to reach a high standard.

**The key community capacity issues that were mentioned that will need to be addressed in the PPoC are:**

- **Land disputes including land boundary issues. Tribal fighting was also mentioned sometimes as an internal issue and sometimes as an external threat;**
- **A failure of leadership and the need for the establishment of clear roles and responsibilities for leadership roles;**
- **Community participation and cooperation in the process;**
- **Governance in general;**
- **Gender and women's participation is identified as an issue.**

Gender participation is a key element in the beginning of the process steps – one that needs to be achieved to move forward. Hence the need for CEP staff to be skilled in gender work with communities is evident.

**Community focus / motivation**

**The communities' interest and focus or motivation for engagement with FORCERT is generally in two key areas. The first is sustainable livelihood development in a variety of products including cocoa, kopra, coffee and timber. The second key interest is in the establishment and management of a community conservation area.**

**Stakeholders**

**As the majority of the communities are still at the beginning stages of the process, stakeholder engagement is not the priority.** There are a number of NGO's that are being engaged with, as are the relevant product industry bodies. Almost all of the communities want to and are engaging with their LLG.

**The challenges of the work**

In discussion, the CEP teams raised a number of challenges or process questions including:

- How flexible should the PPoC be? – Can the PPoC process respond to the communities' needs/requests? I.e. if the community are requesting that the process deals with issues that the community want to address but it is not part of the PPoC, can the process be adapted to incorporate this issue?
- How do community facilitators raise and address issues when the community is not recognizing these issues as issues (e.g. hygiene) – can the CF's put, for example, this issue on the agenda?
- How does the PPoC keep the community members engaged when the process takes so long? – there are some communities that are losing interest. The issue of maintaining community interest in the face of many process steps.
- What is a threshold point and how do we know when we have reached it? Threshold points need to be reached to move from one PPoC step in the process to the next – they should be not negotiable. For example, to move from the 'Entry' to the 'Organizing' step, community leaders must agree to engage women in the process.
- Can a community be undertaking a number of steps in the PPoC simultaneously?

**The strengths and weaknesses of the work.**

**FORCERT is practicing a good community empowerment process through the PPoC in the CEP, however for many of the communities and the CEP teams, this process has just begun.** For the communities that had a relationship with FORCERT prior to the organisational change and new focus developed in 2014, this has meant that they have implemented the PPoC process not from the start or systematically, but from a mid-way point with some retrofitting. They have not necessarily implemented the PPoC steps needed systematically. By and large these communities are further through the process.

**The PPoC is considered a significant strength by over 7 of the stakeholders interviewed. They acknowledged that FORCERT is learning from and contributing to community development empowerment work (knowledge, tools and practice) in a PNG context. *'They have adapted part of our community development approach – that is really good'* and individuals have adopted the community empowerment approach, internalized it, there has been a transformation. For a new approach to take hold in an organization its adoption needs to take place both at an organizational level, but also at a personal or individual level, and there is evidence of this occurring.** There is, however, also evidence of individuals in the CEP teams not fully embracing or implementing the new approach.

**The CEP team is in the middle of implementation of the new PPoC approach. Understandably and appropriately the teams are grappling with learning and knowing the key critical features of such a program and hence are part way to developing sound tools and skills. Individuals in the team are also at differing stages in the personal realisation of how empowerment works and developing a conviction for empowerment. The CEP team needs time to continue to learn and develop the PPoC. They need to develop tools and test them and then consistently implement them across the three teams. Individuals need to be trained. The team needs time to reflect and critique their work, developing approaches, tools and skills further.**

The following elements of the PPoC need ongoing attention:

- Development of the **overall** PPoC approach and practice including an understanding of the approach and its critical features (knowing what is not negotiable and what is fully flexible).
- Specific process **tools** to be developed and consistently applied by all three teams.
- **Individuals** developing a conviction for empowerment and community facilitation skills.

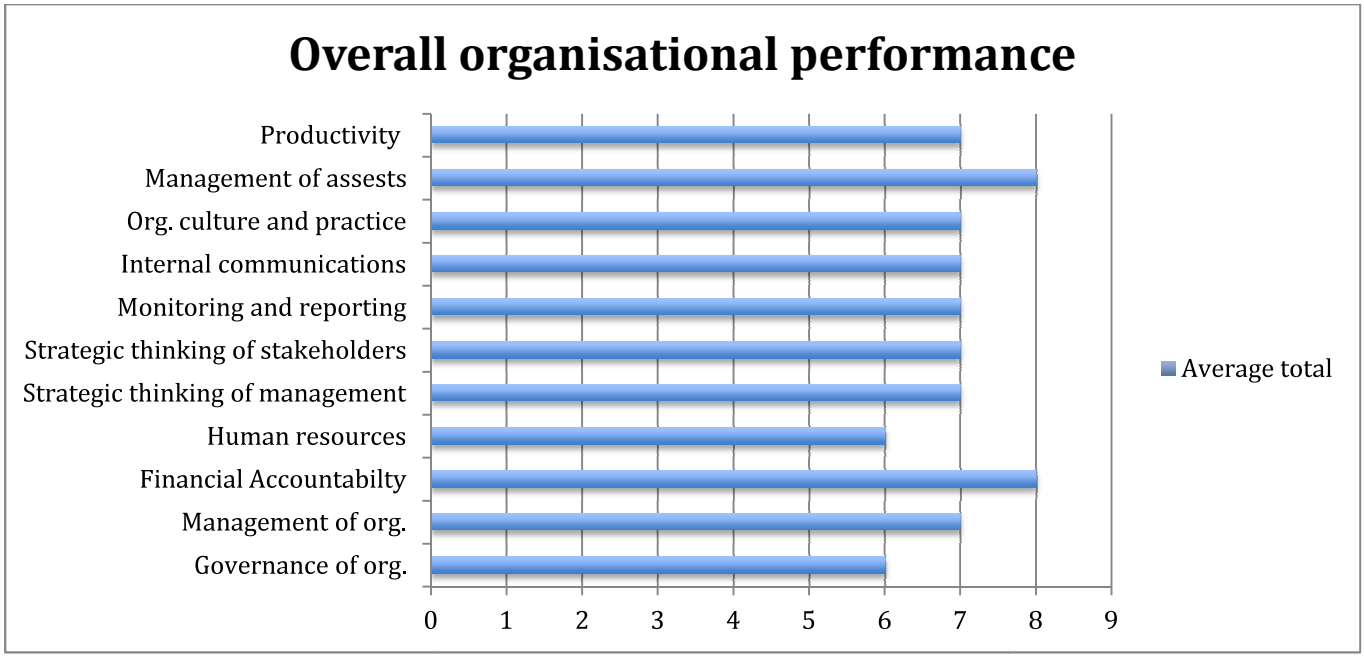
## 4.4 Social Enterprise Arm

Three staff have been engaged in August 2017 to begin implementation of the options presented in the Social Enterprise Feasibility Study. The activities and achievements of the SEA are not part of this evaluation however a number of the stakeholders expressed an expectation or anticipation that the work of the SEA was important. Staff and Board members expect that the SEA will generate 'independent' income for FORCERT. This aspiration also extends to income for communities. As one stakeholder noted: 'We *need to get the social enterprise off and running to generate income for communities – this is relevant in that it is strengthening the link to sustainable financing*'.

## 4.5 Organisational Functions

**Overall the organisation is considered to be strong with good structure, culture, people and practice. There are a number of areas for improvement.** The evaluation considered how FORCERT was performing against a number of organisational functions. The analysis of these considered data from the Staff and Board Survey, document analysis and to a small extent stakeholder interviews.

This graph shows the results of the survey when ranking the performance of each of the functions on a scale of ten.




These organizational domains have been considered in accordance to the strategic plan's operational strategies however many of the domains are overlapping and the strategic plan does not include all relevant organizational domains. The operational strategies are:

1: Governance
2: Financing
3: Organisation Structure and Human Resources
4: Marketing and communication
5: Monitoring, Reflection, Learning and Improving

The evaluation affirms this assessment and makes the following comments and considerations.

**Governance Performance ranking: SIX**
*Strengths*: Generally, the governance of FORCERT is considered good. There is a good governance composition with strong representation including 5 women and four men.
*Weakness*: Some organisational documents have not been not circulated, a board meeting was postponed and a shareholder's meeting not held in time. Communication could be improved.

**Organisational Culture and Practice Performance ranking: SEVEN**
*Strengths*: Generally, this is considered as good.
*Weakness*: There is a slight work culture tension between NLP and the CEP. Systematic planning and implementation is good for CEP and SEA but not necessarily for NLP. The NLP work could be spreading themselves too thin. **Some of the staff are not fully adopting the new community empowerment approach.** Maintaining good organizational culture and practice needs constant attention especially for new staff.

**Internal Communication Performance ranking: SEVEN**
*Strengths:* is good.
*Weakness*: Some staff have an unreasonable expectation that whole team across all of the offices will communicate as if in one office. There are differing positions here as some staff believe that internal communications are great and other staff as not good. This indicates that there are a few staff that have internal grievances. There are some areas for improvement needed.

**Productivity Performance ranking: SEVEN**
*Strengths:* This is generally considered as good and that the workers are dedicated and committed. Please note that this was particularly highlighted in stakeholder interviews.
*Weakness*: Having no funding from Bread for the World for two long periods in 2016 has significantly reduced productivity particularly of the CEP and the SEA. Some teams are functioning better than others and the introduction of the PPOC is still underway and hence not as productive as is anticipated in the future. As a result, the productivity is lower than planned. If given enough time to implement the PPoC correctly then productivity would be better.

**Management of Assets Performance ranking: EIGHT**
*Strengths:* This is generally considered as good.
*Weakness*: Tagging needs to happen. There are some areas for improvement.

**Management of the Organisation Performance ranking: SEVEN**
*Strengths:* The organization is well managed and transparent. Three stakeholders mentioned good management and leadership as a strength of the organization.
*Weakness*: The organization is over burdened by reporting. **There is micromanagement leading to slowing work implementation flow**. More delegation and prioritisation of tasks needed. More strategic management is needed.

**Financial Accountability Performance ranking: EIGHT**
*Strengths:* finances are well managed. A new system has been implemented. There is no issue of Funds. Financial reporting is on time and accurate
*Weakness*: Financial reporting caused major disruptions in 2016 that led to staff being suspended for two significant periods of time in 2016.

**Financing Performance ranking: EIGHT** (Evaluator ranking **FIVE**)
The Strategic Plan 2015-2019 outlines strategies to diversify funding sources that have not been effectively pursued. New sources of funding need to be sought although two new sources of funding have been gained including: UNDP and IUCN. The SEA is not online yet generating income for FORCERT. The Evaluator gives this a lower ranking as there has been little implementation of this strategic area. However this is not immediately effecting the organization or work but may in the long term.

**Human Resources Performance ranking: SIX+**
*Strengths:* there are dedicated and committed staff. Three stakeholders mentioned the good and enthusiastic staff specifically: *'will climb a mountain', 'young and energized', 'passionate', 'individuals have been transformed to the new approach'.* Two stakeholders also stressed and valued the good technical skills in forestry and certification that the FORCERT staff have. Staff are considered to be knowledgeable on policy issues and experienced in campaigning. The Staff appraisal process is considered good.

*Weakness*: Some tools implementation and training documents should be standard so all team speak the same in the community.
Staff are lacking in capacity in some areas. **More staff capacity is needed in:**

- **Management and leadership for the team leaders;**
- **For the community facilitators in empowerment practice;**
- **Campaigning, advocacy and influencing for the NLP.**

Staff have issues with the current employment terms and conditions (wage rates, travel and housing allowance) and this was raised a significant number of times.

A number of the Stakeholders noted that sometimes the NLP staff are too busy to attend meetings and events and suggested the need to train up junior and other staff to step up to the national level to:

backstop the NLP staff; to have national staff leading the work; to have strong linkages with the community level work.

**Strategic thinking in the organization Performance ranking: SEVEN (Staff) SIX (Evaluator)**
*Strengths*: Generally this is ok as there are some good strategic elements.
*Weakness*: Staff could be more proactive than reactive. Some staff need to change their way of thinking (shift mind set to be effective). Staff could have a more strategic understanding of their work across all of the programs of FORCERT and the interconnected nature of the work. There could be strengthened links between CEP and the NLP. It could be more strategic to scale down the number of communities worked with and be more strategic in achieving significant outcomes. It was also evident in the Staff Survey that majority of the Staff do not know what an outcome is and hence displayed a need to better understand what success looks like in their work. Some staff displayed a lack of understanding of the importance of the NLP in changing the enabling environment for communities to improve their rights. **Overall more strategic thinking is needed.**

**Monitoring and reporting: Performance ranking: SEVEN (Staff) SIX (Evaluator)**
*Strengths*: is generally considered good, with quality reporting.
*Weakness*: Some of the narrative reports to funders are late. **The MEL system is too complex and too detailed leading to staff being overburdened with detailed documentation, reporting and debriefing.** Reporting to the Manager and the annual planning meeting is overdone with too much detail that is not strategic. **Internal reports are output focused and need more strategic analysis.**

**Strategic thinking in engagement with stakeholders Performance ranking: SEVEN**
*Strengths*: the NLP has very good relationships with stakeholders including NGO Allies and Government
*Weakness*: More engagement with Local, District and Provincial level Government is needed and will take place in due course when the PPoC with communities has taken effect. The NLP's engagement could be even more strategic.

**External communications Performance ranking: FOUR**
The external communications capacity of FORCERT is missing and this is a weakness. If this was in place it would enable enhanced impact of FORCERT's work both at the national and community level by getting communities stories, interests and issues shared, effectively strengthening the work in the national policy areas. '*Mass awareness is needed*'.

**Organisational Structure (Ranking not undertaken)**
**It is evident that the new organisational structure is working well. Having team leaders has proven to be an effective way to organise the work and take responsibilities off the Manager's shoulders.** A number of people mentioned that the NLP should have dedicated staff and it was clear that for the Team leader of the Kimbe CEP team doubling her role with being part of the NLP team, was not only stretched in her work, but also that the work cultures of the two programs clashed. The CEP role requiring careful planning and implementation, and the NLP role requiring an ability to be flexible and respond to National policy issues when opportunities arise.

Operational Functions (planned activities) that were articulated in the Strategic Plan 2015-2019 but have not been implemented include activities under: governance, financing and external communications. The effect of their lack of implementation is evident in the above analysis i.e. there is no website and financing remains primarily from one funder. Addressing the over burdening of internal systems will ease management's time, allowing space for these activities to be implemented.

## 4.6 Gender Analysis

FORCERT has been considering gender equality since the 2013 evaluation, action research phase and the redesign of the programs and organizational model. During the process of restructuring, three women were promoted to team leader of three of the six teams. The organization also strived to have at least one woman on each of the CEP teams.

Today a gender break-down of staffing and the board is as follows:

| Item | Women | Men | Total | |
|---|---|---|---|---|
| FORCERT Staff | 7 | 8 | 15 | |
| Management positions (team leaders) Manager and technical advisor | 3 (3) | 4 (5) | 7 (8) | '()' denotes post evaluation changes just implemented |
| Board members | 4 | 3 | 7 | |

These numbers show that FORCERT has achieved gender balance in its organization. It should be noted however, that although a very positive step, 'gender balance' is only one element of gender equality. It is clearly evident that gender equality at a community level is holding back their development. Gender and women's participation was identified as an issue for the majority of the communities in which the CEP is working. Gender participation is a key element in the PPoC at the beginning of the process steps – and something that needs to be achieved to enable the community to move forward. Hence there is clearly a need for the CEP staff to be skilled in gender equality work with communities if effective community empowerment is to be achieved. In addition to this, international funders are more and more requiring that project work considers and implements gender equality strategies and practices.

## 5. Analysis

Analysis of the data and findings was undertaken at two levels. Firstly, the evaluator analysed the data collected and presented findings to the staff annual planning workshop. Secondly, staff were asked to undertake an analysis of all of the data presented, highlighting the strength of the findings. All of the findings were then reflected upon using the KEEP DROP CREATE analysis tool. This is a participatory, critical thinking process used to analyse the evaluation information and then develop recommendations strongly linked to the findings. The tool asked: 'Given all of the Evaluation findings, what of your work and organizational practices do you want to KEEP, DROP (i.e. stop doing), and CREATE? 'What provocative questions are in your head that can provoke discussion of change?' This analysis was then used to develop the evaluation's recommendations. The provocative questions developed can be found at Appendix 5.

# 6. Recommendations

The Mid Term Evaluation makes the following recommendations:

### Community Enhancement Program

1. **Continue to strengthen and roll out the Community Enhancement Program by:**
   1.1. Learning about community empowerment;
   1.2. Stronger engagement with the LLG enabling communities to take their plans for acknowledgement and support;
   1.3. Engaging communities in National policy issues. Providing them with information and collecting their stories;
   1.4. Being focused on achieving solid outcomes for communities that are socially sustainable.

2. **Continue to develop and learn about community empowerment work through:**
   2.1. Reflection and refinement of the PPOC;
   2.2. Undertaking training with the whole CEP team together. (This may take place 6 monthly with an external community empowerment facilitator / trainer);
   2.3. Developing specific tools that are applied with fidelity across the three teams.

### National Level Program

3. **Strengthen, deepen and extend the NLP:**
   3.1. Situate in an advocacy and influencing approach;
   3.2. Continue to strengthen collaboration with allies;
   3.3. Strengthen ways to bring up the communities' voice into the National level policy influencing spaces;
   3.4. Involve the CEP staff in the NLP work through briefings, trips and case studies;
   3.5. Make the national NLP position full time.

4. **Take stewardship on the National level environment movement organizing vehicle by:**
   4.1. Facilitating a conversation with key NGO allies on what should happen next and what 'vehicle' should be used;
   4.2. Initiate research to consider these questions: 'What works?', and: 'What do we need to do in a National Vehicle to deliver real change for the community and the environment in PNG?';
   4.3. Organise a skill share on advocacy, influencing and campaigning strategy and tactics for key allies.

### Across all of the programs

5. **Build on the important conduit work by becoming more strategic at the mid-level by focusing on achieving quality concrete conservation and livelihood options (Pilots). To do this, consider:**
   - Key partners in this: NGO's, INGO's and Government departments;
   - Options: Conservation, agricultural enterprises options (cocoa, kopra, etc) and sustainable timber production (portable sawmilling);
   - Processes: the LUP and the PPoC and others.

6. **Continue to build and deepen your understanding of and practical action in gender equality.** Specifically consider how you can extend more gender work with communities through the PPoC.

### Organisational Foundations

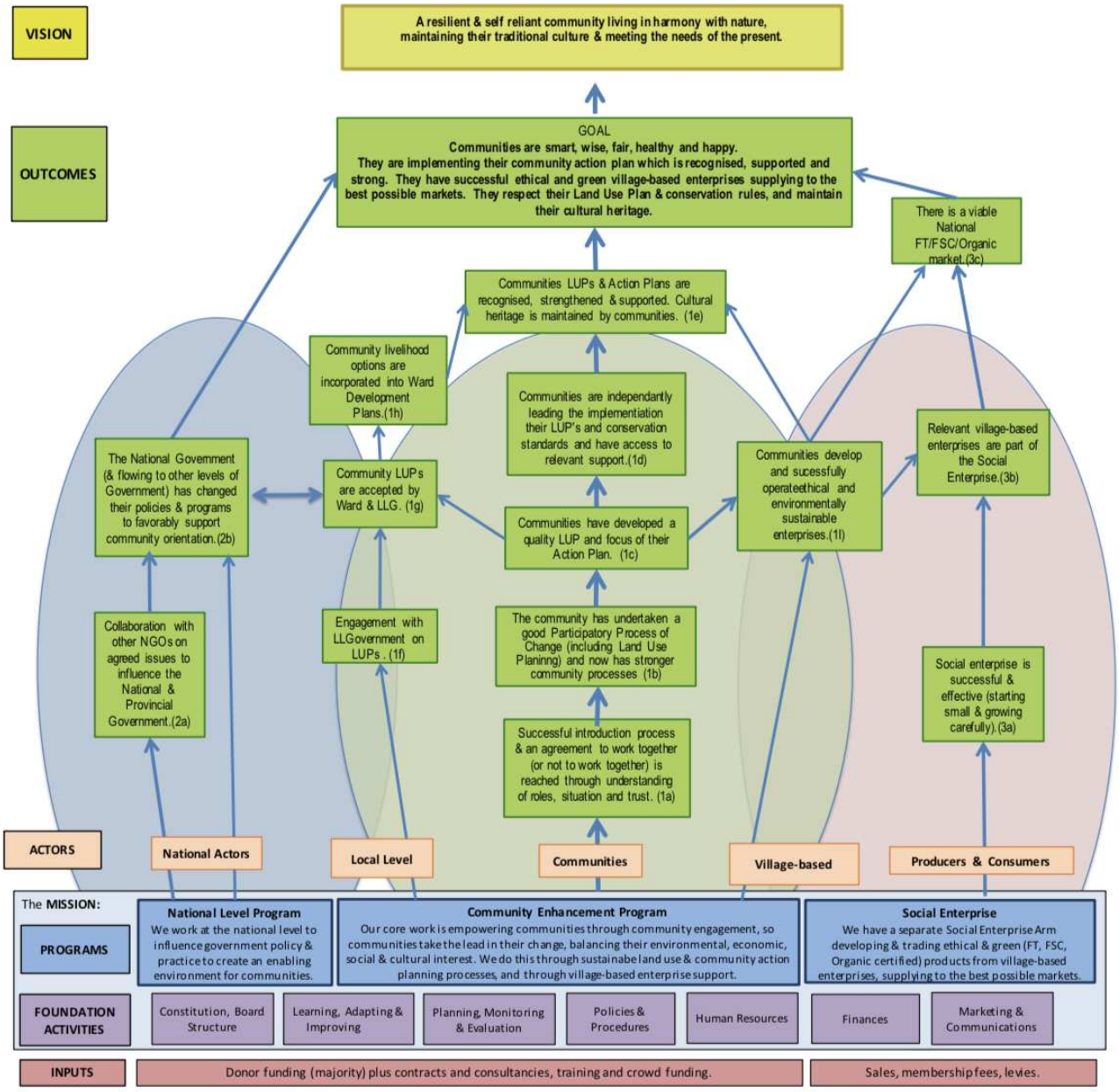
7. **Increase the internal efficiency of the organisation by refining, streamlining and making systems more strategic including:**
   7.1. Internal reporting and debriefing – amend the MEL system to simplify the internal reporting elements;
   7.2. Team meetings, team leader meetings, and annual planning meetings;
   7.3. The Manager to undertake time management to enable him to spend more time on implementation of building organisational capabilities, and increasing his external profile in the NLP;
   7.4. A further delegation of powers to team leaders to increase their responsibilities;
   7.5. Strengthen the sharing and learning between the teams NLP, CEP and SEA.

8. **Enhance the human resources by:**
   8.1. Addressing the employment terms and conditions;
   8.2. Organizing training in:
      - Management and Leadership for the Team Leaders;
      - Community enhancement staff in empowerment processes of the PPOC;
      - Advocacy and influencing for the NLP staff.

9. **Implement organisational strategies through better time management strategies that have been planned but have not been prioritized or implemented, including:**
   9.1. Addressing minor governance issues;
   9.2. Continue to seek additional donors;
   9.3. Establishment of the social enterprise arm;
   9.4. Strengthening or the organisational structure by filling vacant positions;
   9.5. Building an external communications capability (Recommendation 10).

10. **Develop external communications capacity including a strategy, staff, website, social media to:**
   10.1. Amplify the communities' voice on their interests and issues in the policy spaces;
   10.2. Increase the strength and impact of the influencing work;
   10.3. Enable a crowdsourcing / fundraising capability.

## Appendix 1: FORCERT Theory of Change



## Appendix 2: Interview schedule

| Type | Name, role, organisation | # of people interviewed | Gender breakdown | |
|---|---|---|---|---|
| **Stakeholders** | | | Women | Men |
| Conservation & Environment Protection Authority (CEPA) | Kay Kalim, Director Terrestrial Ecosystems<br>Patricia Kila, Policy Officer | 2 | 2 | |
| United Nations Development Program (UNDP) | Emily Fajardo, Technical Specialist (Project Coordinator), Community-based Forest and Coastal Conservation and Resource Management Project(unavailable) | - | | |
| PNG Forest Authority (PNGFA) | Dr. Ruth Turia, Director Policy & Planning<br>DambisKaip, Manager – Policy & Aid Coordination Branch, Forest Policy & Planning Directorate | 2 | 1 | 1 |
| Climate Change & Development Authority (CCDA) | Gwen Sissiou, Director MRV & REDD+ (unavailable)<br>Terence Barambi, Acting Manager REDD+ (unavailable) | - | | |
| Forest Carbon Partnership Facility (FPCD) REDD+ Readiness Project | MirzohaydarIsoev, Chief Technical Advisor (unavailable)<br>Peter Katapa, Project Manager<br>Sam | 2 | | 2 |
| BismarkhRamu Group (BRG) | John Chitoa | 1 | | 1 |
| Wide Bay Conservation Association (WBCA) | Elizabeth Tongne | 1 | 1 | |
| Act NOW | Eddie Tanago (unavailable) | - | | |
| CELCOR | Peter Bosip, Director<br>Evelyn Wohuinangu, Principle Lawyer<br>Marjorie Warisaiho, ?? | 3 | 2 | 1 |
| The Nature Conservancy | Barbara Masike, Program Director<br>Kelly Kailit, Government Liaison Officer (unavailable)<br>CosmasApelis, GIS Officer | 2 | 1 | 1 |
| Critical Ecosystem Partnership Fund (CEPF) – IUCN | Zola Sangga, National Country Coordinator | 1 | 1 | |
| **TOTAL** | | **14** | **8** | **6** |

# Interview questions

Questions:

1. How have you been involved with FORCERT?

2. From your perspective, what have been the **outcomes** of FORCERT's work over the last 2 years. Please list: (5)

3. Outcomes –**MSC**

   a. Considering these outcomes, what has been the most significant change as a result of FORCERT's work? Please explain.

   b. **Why** is this the Most Significant Change?

4. FORCERT undertakes work in the national level program, community enhancement program and social enterprise, and has recently won an award for the SABL work. Considering this, is FORCERT undertaking the right work? Is there something they should do more or less of? [**Relevance**]

5. Considering FORCERT as an organisation, what do you think are the **strengths**?

6. Considering FORCERT as an organisation, what do you think are the **weaknesses**?

7. During strategic planning in 2014, FORCERT **restructured** and made a number of structural changes including the introduction of team leaders. How do you think the new structure is going?

8. Do you have any **recommendations** for improvement of the FORCERT program or the organisation?

Thank you for taking the time to consider these questions.

## Appendix 3: Documents reviewed

| Document |
|---|
| Annual work plan reports2015, 2016, 2017 |
| Annual MEL matrix reporting2015, 2016, 2017 |
| Reports to Bread, Jan – June 2016, July – Dec 2016, Jan – June 2017. |
| Report to UNDP 2017. |
| Social Enterprise Feasibility Study. |
| Board meeting minuets. |
| Annual planning story reports |
| FORCERT Strategic Plan 2015- 2019 |
| FORCERT Monitoring Evaluation and Learning Plan 2014 |
| Our Story of Change 2004- 2014 |

## Appendix 4: Staff and Board Survey

**FORCERT MID TERM EVALUATION SURVEY (Staff and Board)**
The Survey was administered on line 17th- 24th November 2017 via the online Survey Monkey Platform.

***Overview:*** 13 participants partook in the FORCERT mid-term evaluation survey to provide feedback on FORCERT's work. The participants ranged from 26-47 years old and predominately worked for the organisation, with the exception of 2 individuals who are members of the board. There were 5 male participants, 7 female, and one unidentified individual.

**Survey questions:**

Question 1: How are you involved in FORCERT?

Question 2: From your perspective what has been the main outcomes of FORCERT's work over the last two years? Please list 5.

*MSC*
Question 3. Considering these outcomes, what has been the most significant change as a result of FORCERT's work? Please explain.

Question 4. Why is this the Most Significant Change?

Question 5: FORCERT undertakes work in the national level program, community enhancement program and social enterprise, and has recently won an award for SABL work. Considering this is FORCERT undertaking the right work? Is there something they should do more or less of? [Relevance]

Question 6: Organisational assessment matrix
*Please consider the following 11 parts of the organisation. Please first rank the efficiency of the part of the organisation on a scale of 1 – 10 where 10 is excellent performance or function and 1 is extremely bad performance or function.*

- Governance
- Management
- Finances
- Human Resources
- Strategic thinking -internal
- Strategy thinking - stakeholder relations
- Monitoring and reporting
- Internal staff communications
- Assets
- Organizational culture and practice
- Productivity

Question 7: After you have ranked the organisational part, please comment on why you gave it this ranking.

- Governance
- Management
- Finances
- Human Resources
- Strategic thinking internal
- Strategy thinking stakeholder relations

MONITORING AND REPORTING
INTERNAL STAFF COMMUNICATIONS
ASSETS
ORGANIZATIONAL CULTURE AND PRACTICE
PRODUCTIVITY

Question 8: Oragnistionsal structural change - During strategic planning in 2014, FORCERT restructured to have team leaders and other changes. How do you think the new structure is going?

Question 9: Considering FORCERT as an organisation, what do you think are the strengths?

Question 10: Considering FORCERT as an organisation, what do you think are the weaknesses?

Question 11: Any recommendations for improvement of the FORCERT program or the organisation?

## Appendix 5: Provocative Questions

NLP

- We are continuously failing at running a National Coordination group why?
- Who do we maintain our long-term relationships with?
- Are we lobbing & advocacy on SABL or can we campaign?

CEP:

- How best can the CEP team facilitate engagement with LLG?
- What are the priority areas of linking?

SEA:

- How can I make money for FORCERT?
- How can I create an entrepreneur mind set in the community?

How to strengthen the link between the NLP + CEP more?

Organisation functions:

- Are you doing too much, spread too thin?
- Are you bogged down in paper work and reporting…? (this makes you un-strategic)
- When can we find long term donors?
- What capacity do we need?
- Is the Headquarters location central in terms of working with Allies?

Niche and overall organisation:

- If developing the new strategies which will you do and which will you not do?
  - Empower community
  - Hold back destructive development?
  - Mobilise community
  - Build and prove sustainable alternatives?
  - Influence Government policy and practice?
  - Organise and mobilise the National movement of environmental Allies?

- If expanding by 3 staff where would you place them?
- Should you become a National organisation?
- Where on the Organisation Evolution tool are you?

## Appendix 6: National Level Program analysis

| | **STRATEGY FOCUS/POLICIES** | **MECHANISMS** | **ALLIES** (key allies bold) | **OUTCOMES** |
|---|---|---|---|---|
| 1 | Contributed to the National Protected Area Policy, Implementation Plan of the National Protected Area Policy, and to the Protected Areas Bill and Regulations.<br>Other strategic focus:<br>1. National PES system & Fund<br>2. CEPA/UNDP Project (CbFCCRM) | • Involvement in consultation meetings<br>• Submit written comments<br>• Meetings with CEPA<br>• Direct communication with drafting consultants<br>• Contract with CEPA/UNDP project | **TNC**<br>CELCOR<br>PwM<br>L&L<br>WBCA<br>MND<br>OISCA<br>Barefoot | • FORCERT back on PAB<br>• Funding support, CEPA/UNDP<br>• Mention of Independent Biodiversity Trust Fund in Bill<br>NB: have not yet seen final draft versions of PA Bill/Regulations/Nat PA Policy Implementation Plan |
| | | • Inform, lobby and advocate at different Govt engagements<br>• Inform CEPA<br>• Inform CEPA and CCDA/FCPF of each other's activities and try to get them to link<br>• Development of own PES community fund | **MGCTF**<br>TNC<br>**Face the Future**<br>Greenchoice | |
| 2 | Working with CCDA on REDD+<br>Important:<br>• Contributed community perspectives which led to safeguards protecting community rights (FPIC, PES, )<br>• FORCERT leader in PES | • Involvement REDD+ Expert Training and Retreats<br>• Submitting written comments<br>• Meeting with CCDA and FCPF<br>• Direct communication with drafting consultants | TNC<br>**WCS** | - MoU renewal agreed<br>- Subcontract NRS Prov Stakeholder Engagement requested<br>- Main concepts included in NRS and GCF concept note (e.g. bottom up LUP, FSC Cert, National PES fund) |
| 3 | Playing important and strategic and responsible role in Forest Certification Policy Development + Forestry Act revision<br>• Strengthened relationship with PNGFA<br>• Well established PNG Forest Certification Inc (PNG FC Inc)<br>• FSC Policy dialogue is progressing | • FSC National Standard Revision process<br>• Involvement PNG Timber Legality Standard development<br>• Meeting with PNGFA/CCDA/CEPA<br>• Own FSC Group Cert experience | **PNG FC Inc**<br>FSC Asia-Pacific<br>Association of Foresters | • Partner in CFM/REDD+ project<br>• Only NGO invited on Forest sector retreat<br>• Input request in Forestry Act review<br>• Input NFI awareness and communication strategy<br>• Ongoing dialogue TLS<br>• Involvement and ownership FSC NS V2 |
| 4 | Engaging with Department of Lands and Physical Planning (DLPP) on Nat. Sustainable Land Use Planning (LUP) Policy | • Meeting with DLPP<br>• Meeting with FCPF | Act Now<br>**TNC** | • Request DLPP on presentation LUP work FORCERT<br>• Request on collaboration of development NSLPP |
| 5 | 1. Contributed to the Land Act Revision (ILG/VCLR) | *1. Involvement in consultationmeeting* | **Act Now**<br>CELCOR | 1. Revised Land Act = Unknown. Final |

| | | | | |
|---|---|---|---|---|
| | 2. Common understanding and position with NGOs on ILG/VCLR | • Submission written comments<br>• Advertisement in PC<br>• Lobby DLPP staff at CCDA meetings<br>• Meeting with DLPP<br>*2. Meeting with allies*<br>• Email communications with allies<br>• Preparations to organise NGO meeting on ILG/VCLR | TI-PNG<br>**TNC**<br>BRG | draft not sighted<br>2. Agreement on need for ILG/VCLR NGO meeting |
| 6a | NGOs organising together on SABL Issue<br>• Lobby and advocacy campaign<br>• International recognition award<br>NB: land grabbing is a big discussion in PNG. | *Lobby, advocacy, campaign*<br>• Facilitate collaboration of allies<br>• Provide info to allies<br>• Inform NGOs on SABL issue status<br>• Inform partner communities on SABL issue status<br>• Financial support allies | **Act Now**<br>**CELCOR**<br>Global Witness<br>PNG CoC<br>The Voice Inc<br>BRG<br>TNC<br>TI-PNG<br>INA-CIMC | • Public statements by Govt<br>• WWF China Delegation visit<br>• SABL was made priority issue by Lands Minister |
| 6b | SABL litigation<br>• Mobilizing resources for community to litigate | *Litigation*<br>• Link plaintiffs and lawyers<br>• Organise financial assistance<br>• Communication and logistics support to plaintiffs and community leaders<br>• Facilitate Int. lawyer support<br>• Advise and motivation for community leaders | CELCOR<br>**Act Now**<br>ISLP<br>Plaintiffs<br>Sister Yasuko<br>Private Lawyers<br>Alex Soros Foundation<br>**Global Witness**<br>Catholic Diocese | • Alex Soros Foundation award<br>• ISLP support<br>• Completion District court case (awaiting decision)<br>• Continuation National court case |

## Appendix 7: CEP output table against PPoC Stages

| | | Participatory Process of Change – Stages | | | | | | | | Nov 17 | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Number | Team Community (existing or new) | 1: Selected (or deselected themselves) | 2: Entry | 3: Organising | 4: Planning | 5: Community MEL | 6: Linking & Networking | 7: Exit (or long term partner) | Threats | Capacity ranking (scale of 1=low to 5= strong) | Focus motivation of the community | Key stakeholders | Office Summary |
| 1 | Madang | | | | | | | | | | | | |
| 1.1 | Ditib / Kalapulum Existing | 2015 | | 2016 | 2017 - informal | | | | Mining Oil Palm | **2/3** Leadership, basic health and hygiene Ownership – no interest in education | Livelihood activities | CCI LLG | Summary Madang: basic health and hygiene is an issue uniquely here, groups are not very far progresses in the process, most at selection / entry selected by LLG. All face mining as a threat. Mainly interested in conservation and livelihoods. All have connection |
| 1.2 | Kamuga New | 2015-17 | | | | | | Exit 2017 | | **1** | | | |
| 1.3 | Ganzel /Dustin New | 2017 | | | | | | | - | **3** Basic health hygiene – basic government services Income source | Land Use Plan HCV | CCI Anglican Church (PPAP) | |
| 14. | Havo Existing | 2015 | | | | | | Exit 2017 | | | | | |
| 1.5 | Muinir Existing | 2016 | *no information* | | | | | | | | | | |
| 1.6 | Tuonmbe New | 2017 | | | | | | | SABL Oil Palm Logging | **2** Political Differences, Social issue | Agriculture | LLG | |
| 1.7 | Apukanza New | 2017 | | | | | | | Mining Tribal fights | **2** Social issue | HCV conservation | District Gov LLG, CEPA, Oxfam water PNG | |

| | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 1.8 | Sima<br>New | 2017 | | | | | | | Mining | **1**<br>Social issue | HCV conservation | District Gov LLG, CEPA, Oxfam | with LLG |
| | E:2, N:4 | | | | | | | | | | | | |
| 2 | Kimbe | 1: Select | 2: Entry | 3:Organising | 4: Planning | 5: MEL | 6: Link | 7: Exit | Threat | Capacity | Focus | Stakeholders | |
| 2.1 | Tavolo<br>Existing | Completed 2015 | Change story 2015 | 2016-17 PES, HCV, 20?? Business Group | PES, HCV, Community projects (WMA, Schools) | Forcert to facilitate …??? incentive | 2017 – LLG, UNDP | | SABL, Mining exploration | **4**<br>decrease in interest (participation) | Conservation - WMA Sustainable development – Cocoa, sawmill | CEPA , CCDA, LLG | Summary of Kimbe work: Working with 6 communities, mostly at PPoC step3. Oil palm and logging (SABL) land grabbing are the biggest threats. Mining exploration is a future threat There are internal issues including community participation , governance and gender, women's participation. Their |
| 2.2 | Ainbul<br>Existing | 2015 | 2015 | 2017 community conservation leadership training, 2016 ILG 2017 | 2017: LUP, HCV, 2016-2017: SDA - ??? | Community Level | Ed Department 2015, BRC 20107, LLG 2016 | | Mining exploration, Logging | **5** | Community Conservation – WMA Sustainable Development Cocoa, Sawmill, Coffee | CEPA , CCDA, LLG | |
| 2.3 | Minda<br>Existing | 2015 | 2015 | 2016 | PES | | | | Oil Palm Logging Tribal Fights | **2**<br>Clan fights No female participation Governance | Sustainable Development, Cocoa, Sawmill, Copra | DAL, LLG, KBSA, XLT | |
| 2.4 | Mareka<br>Existing | 2015 | 2015 | 2017 - ??? report | | | | | Logging | **2**<br>No female participation Governance Community Cooperation Innovative | Sustainable Development, Cocoa, Sawmill, Copra | DAL, LLG, KBSA, XLT | |
| 2.5 | Laut<br>Existing | 2015 | 2016 | Voted new executives 2017 | 2016-Cocoa management, 2017 Community business plan | Community – Cocoa evaluation, Business Plan Evaluatio | Network with LLG, DAL, Cocoa Board, Agmark | | Logging | **3** | Community Conservation Sustainable Development, Cocoa, Sawmill | DAL, LLG, AGMARK, KBSA | |

| | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | review | n | | | | | | | Focus is on SD: Cocoa, Sawmil, Copra (XLT). Conservation 2Community, 1WMA (CEPA) |
| 2.6 | Tarobi New | Desktop 2015 | 2016 (preliminary visit x2) | | | | | | Oil Palm Mining exploration Logging | **0** One man decision land issues no clan organizing not in Clan's best interest | Personal interest | | |
| | E:5 N:1 | | | | | | | | | | | | |
| 3 | Kokopo | 1: Select | 2: Entry | 3:Organising | 4: Planning | 5: MEL | 6: Link | 7: Exit | Threat | Capacity | Focus | Stakeholders | |
| 3.1 | Kait Existing | 2015 | 2015 | 2017 | 2017 | | | | Oil Palm Mining Exploration Logging | **2** Land boundary issues Community participation Roles and responsibilities leadership | 1. Conservation (LUP) 2. Resource management 3. Livelihood options (Cocoa, Copra) 4. Carbon trading | Cocoa Board & CCI, United Church, ?? Million Plus Developers, MRA, Koneagul LLG. | The Kokopo team is working with many communities 15 in total although 4 are on holde due to the SABL and three are in partnership with OISCA and hence involve a 'lighter' involvement. Threats are consistent including Oil palm, logging |
| 3.2 | ARM (three communities) New | | | 2016/2017 | 2017 | | | | Oil Palm Mining | **2** 1. Coordination (ownership) 2. Boundary Issue 3. Roles and responsibilities leadership | 1. Conservation 2. Resource management 3. Livelihood options | OISCA, COSMO, ENBP Gov, UNDP CEPA, % LLG's | |
| 3.3 | West Pomio (4 communities: L, M, B, Mu) Existing | 2015 | 2015 – work halted due to SABL restraining order | | | | | | SABL Land Grab | | | 1. Glifford (RH) 2. W/Pomio-MamusiLLG 3. Global Witness | |

| | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 3.4 | Mu-Kaemae Existing | 2015 | 2015 | | | | | | Oil Palm Logging | **1**<br>1. Leadership<br>2. Management (no transparency)<br>3. Land dispute | | 1. WBCA<br>2. E/Pomio LLG<br>3. Lakai Cooperative | mining and land grabbing. Communities face land disputes and boundary issues. Their key focus motivation is conservation, Cocoa and Copra. The key stakeholders involved are the other NGO's including OISCa and WBCA, industry boards and relevant LLG's. Some communities are focused in the one or neighboring LLG's |
| 3.5 | Merai New | 2015 | 2015 | | | | | | Oil Palm Logging | **1**<br>1. Land dispute<br>2. Leadership / ownership | | 1. Tzong Niugini<br>2. Sinivit LLG | |
| 3.6 | Lambom New | 2016 | 2017 | | | | | | Oil Palm Logging Mining | **2**<br>1. Land dispute (boundary)<br>2. Political Influence<br>3. Climate Change issue (rise sea level) [threat?] | 1. SME (livelihood options, Copra, fishing)<br>2. Financial & Business literacy<br>3. Climate Change Mitigation and adaption | 1. Churches (uc, 4square)<br>2. NMSA<br>3. Lakka Forest Dev<br>4. Konoagal LLG | |
| 3.7 | Kaboman New | 2016 | 2016 | | | | | | Oil Palm Logging | **1 +**<br>1. Land boundary issue | | 1. Lakka Forest Dev<br>2. Konoagal LLG | |
| 3.8 | Baro New | 2016-17 | 2017 | | | | | | Logging Oil Palm / Rubber Dev | **1 +**<br>1. Land dispute | 1. Cocoa<br>2. Conservation | 1. Ruby Light Investment<br>2. CIP LLG | |
| 3.9 | Lakiri New | 2017 | 2017 | 2017 | | | | | Mining FCA | **2**<br>1. Leadership (roles & responsibilities)<br>2. Road | 1. Livelihood options (cocoa, Coffee)<br>2. Conservatio | 1. Catholic Church<br>2. OCCDA<br>3. CIP LLG | |

| | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | | | | access / transportation | n<br>3. Carbon trade | | |
| 3.10 | Arabam Existing | 2015 | | | | | | | | **?** | | | |
| | E:5<br>(4 inactive)<br>N:10<br>(3 together) | | | | | | | | | 4 at capacity 2<br>4 at capacity 1<br>5 not rated | | | |

| Office | Communities | Preexisting | New | Participatory Process of Change - Stages | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| | | | | 1: Select | 2: Entry | 3: Organising | 4: Planning | 5: Monitoring | 6: Link |
| Madang | 6 | 2 | 4 | 5 | | | 1 | | |
| Kimbe | 6 | 5 | 1 | | 1 | 2 | | 1 | 2 |
| Kokopo | 15 | 5 (4inactive) | 10 (3 classed together) | 1 | 5 | 1 | 2 | | |
| **TOTAL** | **27** | | | **6** | **6** | **3** | **3** | **1** | **2** |

Capacity assessments

| ***Community Capacity Rating*** | **1** | **2** | **3** | **4** | **5** | **Notes** |
|---|---|---|---|---|---|---|
| Madang | 2 | 3 | 1 | | | 1 not rated |
| Kimbe | | 2 | 1 | 1 | 1 | 1 rated 'o' |
| Kokopo | 4 | 4 | | | | 6 not rated |
| **TOTAL** | **6** | **9** | **2** | **1** | **1** | |