
STRATEGIC PLAN

2015 – 2019



FORCERT

Forests for Certain: Forests for Life!

PREAMBLE

“We see the darkness of neon lights. We see the despair and loneliness in the urban cities. We see the alienation of people that is the result of the present machine orientated economy. We see true social security and the people’s happiness being diminished in the name of economic progress. We caution therefore that large-scale industries should be pursued only after very careful and thorough consideration of the likely consequences upon the social and spiritual fabric of our people... There is overwhelming evidence to suggest that a significant number of people who live by the fruits of multi-million dollar multi-national corporations live in misery, loneliness and spiritual poverty. We believe that since we are a rural people, our strength should be essentially in the land and the use of our innate artistic talents.”

PNG Constitutional Planning Committee, 1975

CONTENT

Vision, Mission, Goal	Page 2
Who we work with / Where we work / Our values & principles	Page 3
Our context	Page 4
The history of FORCERT	Page 5
Key lessons learned & Strategic shifts	Page 7
Our theory of change framework	Page 8
Our programs and intended outcomes	Page 9
How our work contributes to PNG Government’s work	Page 13
Our organisation	Page 15

ACRONYMS

CMU	- Central Marketing Unit
FSC	- Forest Stewardship Council
FT	- Fair Trade
GCSN	- Group Certification Service Network
LLG	- Local Level Government
LUP	- Land Use Plan
NGO	- Non Government Organisation
PNG	- Papua New Guinea

VISION

A resilient and self reliant community living in harmony with nature, maintaining their traditional culture and meeting the needs of the present.

Yesterday for now and tomorrow.

MISSION

Our 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. We do this through sustainable land use & community action planning processes, and through support for village-based enterprises.

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

We have a separate social enterprise arm promoting and trading ethical & green products from village-based enterprises, supplying to the best possible markets.

GOAL

Communities are smart, wise, fair, healthy and happy.

They are implementing their community action plan which is recognised, supported and strong.

They have successful ethical and green village-based enterprises supplying to the best possible markets.

They respect their Land Use Plan and conservation rules and maintain their cultural heritage.

(PNG Vision 2050: "We will be a Smart, Wise, Fair, Healthy and Happy Society by 2050")

WHO WE WORK WITH

❖ PNG communities and their community-based enterprises

All communities we work with want to look after their own forest and land, manage their natural resources wisely, and make informed choices on the changes affecting their livelihoods. With some communities we have already have a working relationship, others are new partners.

❖ Government: at Local, Provincial & National levels

We engage and collaborate with the Local and Provincial Level Governments of the communities we work with.

At the National level we work with all relevant Government Departments, Authorities and Institutions, e.g. Forest Authority, Office of Climate Change & Development, the Departments of Environment & Conservation, Lands, National Planning, etc.

❖ National and international NGO's and the private sector

We work with a wide range of both national as well as international NGO's whose work touches on ours, and whose expertise or skills can help further our work.

We also work with private sector partners that share our main values and principles, especially for our Social Enterprise Program.

❖ Our national and international supporters

We have a growing number of supporters for our work with PNG communities, ranging from international donor agencies to national business houses, and even enthusiastic individuals from all over the world.

WHERE WE WORK

We have offices in Kimbe, Kokopo and Madang. We work with a wide range of communities, most of them located in the more remote parts of the Islands Region and the Momase Region.

VALUES AND PRINCIPLES

Work to empower communities

We build and strengthen community ownership of their process of change. We facilitate, support and guide. The community leads.

Balancing social, economic and environmental aspects

Our life and future is dependent on us balancing our social, economic and environmental values & interests. Only then we will achieve real sustainability.

Approach in the Melanesian way

We are guided by the wisdom and knowledge gathered by our ancestors. Working in the Melanesian way the community will be able to manage their own process of change.

Innovative, excellent and different

We want to try new things, searching for what works best for Melanesian communities in the ever changing global context.

Flexible, adaptive and changing to improve

All communities are unique and each has their own best way to manage their change. We learn from the communities we work with. We adjust and improve to better serve each one of them.

Equal participation

Women, men and youth are all involved in their community's process of change and share leadership. Together they drive the process and achieve changes that benefit all.

Proving that ethical and green village-based enterprises work

We believe that ethical and green enterprising in the community supports change in the Melanesian way. Such enterprises bring benefits to the community, and provide services for the country and the world, showing the Melanesian way works.

OUR CONTEXT

The gap between the very small wealthy part of the PNG population and the urban and rural majority continues to grow rapidly and is becoming more and more obvious, especially in the larger cities. Deteriorating government services, especially infrastructure, education and health, are making rural life more and more difficult and harsh. In 2012, government announced service delivery to the rural areas and improvement of infrastructure throughout the country to be its main focus, but it remains to be seen if their strategy for that will be effective. Although there is now also some promotion of small & medium enterprises in PNG, this is not part of a strategy of promoting smaller scale and more varied agricultural development at the village level, or the needed infrastructure for this. Rather the large scale resource exploitation projects, in particular mining, logging and oil palm plantations, are still being promoted as necessary to provide government revenue and bring "development", including infrastructure to the rural areas.

Forests already provide food, building materials, medicines, safe drinking water and are an important part of the spiritual life for the people of PNG's rural communities. With weather patterns expected to become increasingly unpredictable, communities will have to rely more and more on their forests for food and water security. At the international level the storage of carbon and maintenance of global biodiversity have been identified as additional environmental services forests in PNG provide.

Some communities have sold out their forest to outside "developers", large scale foreign owned logging companies. However, they only receive a very small part of the actual value of their resource, and infrastructure and other services agreed upon are either substandard or not realised at all. These large-scale operations lead to large environmental damage and severe disruption of local community social structures and none of them are operating on a sustainable basis.



Destructive logging & oil palm, West Pomio, ENBP

Throughout PNG there are many communities wanting to manage their own land and resources in a sustainable manner. In order to withstand the pressure from large foreign logging, oil palm and mining companies wanting to access their resources, the communities need to organise themselves, plan their land use well, and ensure they obtain sufficient income from their sustainable land use to meet the development aspirations of all community members.

These communities are subsistence farming communities, who at the same time practice different forms of cash cropping to get cash income to help them meet their basic needs. This leads to the situation of each community having a various range, size and number of village-based enterprises. Although each type of enterprise has its own specific challenges, there are a number of common issues, which are related to operating a western style business model within the reality of Melanesian, or more generally speaking, communal society.

THE HISTORY OF FORCERT

Following the recommendations from a feasibility study commissioned by the PNG Eco-Forestry Forum, in January 2004 FORCERT started as a not-for-profit company, providing a FSC group certification service for PNG communities involved in small-scale portable sawmilling. The concept was for FORCERT to manage a “Group Certification Service Network” (GCSN), linking communities with overseas timber markets, by consolidating their individual small and irregular timber production through provincial “Central Marketing Units” (CMU’s), small-scale local timber yards. The service was aimed at the many communities already working with eco-forestry NGO’s and programmes in the Momase and Islands Region. FORCERT was to become financially self-supporting through levies charged on timber export to the members of its GCSN. The membership of the GCSN was expected to grow to 50 community producers and 5 CMU’s, with a combined annual sawn timber export of 3000m³ to be achieved within 5 years. These targets proved to be too high and were reset after the first External Evaluation in 2007. In 2007 and 2008 almost all new targets were met, with GCSN membership increasing to 40 producers and 5 CMU’s in 2008, producing 1000m³ of sawn timber, of which 420m³ was exported. However, by 2012, producer membership had decreased to 23, and overall annual timber production to less than 300m³, all sold locally.



*Portable sawmill at Atu village,
East New Britain Province*

In July 2013 FORCERT had its third External Evaluation which led to a report recommending FORCERT to relook at its original ideas and concepts, formulate a vision, revisit its mission, goal and objectives, and reconsider its strategies and way of working with communities. The key findings of the evaluation were that for various reasons the original GCSN concept had not worked, and that FORCERT was limiting its possibilities and flexibility by focussing on community-level portable sawmilling enterprises, as the main means to support communities in implementing and maintaining their sustainable land use plans.

There are a number of reasons for the original ideas and concepts of the FORCERT GCSN not working. During its first 10 years of operation, FORCERT faced many challenges and it had to adapt itself to rapidly changing external conditions. The main change from the original situation was that, rather than just being an additional forest certification service, FORCERT found itself having to work directly with all its member communities on all aspects of their sustainable community Land Use Planning work, as over time the supporting NGO’s and programmes, for one reason or another, had ceased their supporting activities. It also proved hard to build trusting relationships between the CMU’s and their timber suppliers, the community producers, and to achieve a minimum annual supply of export timber volumes from the community producers to the CMU’s. Another very important factor was the too technical focus of the FORCERT support for the community eco-forestry enterprises, and insufficient focus on the social side of the enterprises. The main recommendations of the 2010 FORCERT External Evaluation to change the way FORCERT worked with its member communities related to their timber business, including changes in organisational and management structure of the organisation, could also unfortunately not be implemented due to shortness of funds.

Following the 2013 External Evaluation results and reflecting on all three evaluations, it became clear that a major rethink was needed. FORCERT then decided to make 2014 its transitional year and started a new and innovative process of ‘action research’ to investigate a number of key questions as to the future direction of FORCERT’s work and organisational model. The first six months were used to undertake this ‘Participatory Process of Change’ (PPoC) research, with staff shift from their normal activities to become researchers. This led to a well-thought out 5-year strategic plan for the 2015-2019 period, including a financing plan. The second six months allowed for organisational restructure and donor co-funding applications to be completed before the start of the new strategic plan period. The analysis based on the information gathered through the 2013 External Evaluation and Participatory Process of Change Research gave a very clear picture of the situation at the community level, how this relates to the national level, and enabled the design of a new organisational model.



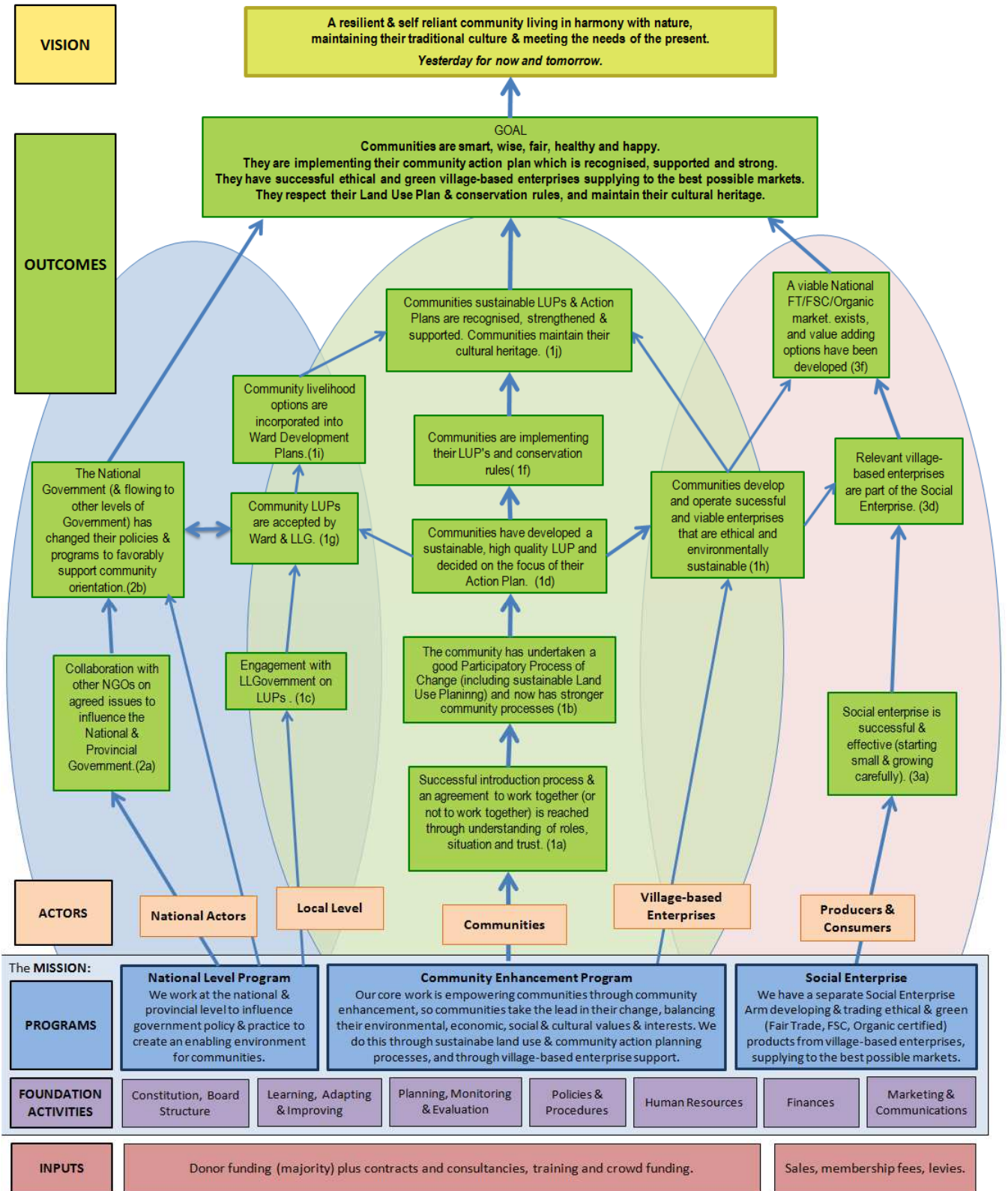
Men’s group at Laut village, Gloucester District, WNP taking part in the Participatory Research

We decided that our new strategic direction and organisational changes needs to be reflected in our name. We have changed from only being a “Forest Management & Product Certification Service” to an organisation with a much more holistic and balanced approach in working with communities on sustainable land and resource management, but still with good forest management as the key component of this work, as healthy forests are the key to a good and healthy life. FORCERT now stands for “Forest for Certain; Forests for Life!”, and “*Tingim laif; lukautim bus na graun, na mekim senis yu laikim*” (Think about life; look after forest and land, and make the change you like) communicates best what we and our work are about.

KEY LESSONS LEARNED AND STRATEGIC SHIFTS FOR FORCERT THAT THIS PLAN REPRESENTS:

- Our original goal and targets were based on a western notion of business viability. We have learnt the importance of defining this in the Melanesian context. Our new goal is essentially about balance; balancing environmental, social, cultural and economic interests in the Melanesian village society.
- We are an organisation that has a number of strengths that should be maintained, consolidated and built upon. These include functional organisational systems, capable staff and good leadership and management, and a desire to be strategic and innovative. We have a significant reputation with the community, NGO's and Government that should be built on.
- We value fair, ethical and organic village-based enterprises, as these enterprises will achieve a balance for PNG communities, and we believe it is possible to have viable village-based enterprises that trade in these products, and that can link to markets that also value this balance.
- Maintaining our focus on enterprise development is important, but it should widen to cover different sizes and types of village-based enterprises. Our marketing and trading support for these enterprises should continue, but has to be separated from our other work and organised differently.
- Working with the community needs to begin with a sound and thorough community engagement process to establish communities' empowerment, ownership and leadership in their process of change, based on their strong and clear vision. This will also strengthen the traditional governance systems, and to enable communities to undertake their own monitoring and evaluation process.
- The community itself needs to realise the important of sustainable resource use and conservation and link that to their livelihoods. The community land use, conservation and action plans need to be linked to the government development plan system, starting at the Ward level, and working its way up to District and Provincial level.
- We operate in communities and policy areas where no one else is working in this way in PNG, in particular on village-based enterprise development, Forest Stewardship Council certification, High Conservation Value assessment & management and Payment for Environmental Services.
- Our national level work needs to focus on influencing national policies to create an enabling environment for communities to help them achieve the changes they themselves have identified and drive.
- We should work with committed donors to fund our community and business support efforts and our national level work, as it will take a significant amount of time to develop enterprises generating sufficient income to not require donor funding, including our own social enterprise.
- The international link between concern for climate change and biodiversity loss in the first world, and the substantial role PNG forests can play in this, has not yet resulted in environmental service financing for PNG communities. We believe the focus of our work with PNG communities should be on them valuing their environmental services and resources to sustain their future, while at the national level our work on the Proposed Payment for Environmental Services System continues.

OUR THEORY OF CHANGE FRAMEWORK



WHAT IS A THEORY OF CHANGE?

It outlines the interrelationship of an organisation’s foundational activities to its program activities, intended outcomes, goal and vision. This Theory of Change Framework shows how FORCERT expects its programs’ activities to lead to consecutive outcomes (change pathways), all aimed at achieving its goal. The Actors articulate who the change pathway is focused on.

OUR PROGRAMS AND INTENDED OUTCOMES

1. COMMUNITY ENHANCEMENT PROGRAM

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.

OUTCOMES

With this program we intend to bring about the following outcomes:

- a) Successful introduction process and an agreement to work together (or not to work together) is reached.
- b) The community has undertaken a good participatory process of change (including sustainable Land Use Planning), while maintaining their cultural heritage.
- c) Engagement with Local Level Government on Land Use Plans.
- d) Communities have developed a sustainable, high quality Land Use Plan and have decided on the focus of their Action Plan.
- e) Community Land Use Plans are accepted by Ward and Local Level Government.
- f) Communities are implementing their sustainable Land Use Plans and conservation rules.
- g) Communities link to others (NGO's etc.) for support.
- h) Communities develop and operate successful and viable enterprises (in their context) that are ethical and environmentally sustainable (Fair Trade, Forest Stewardship Council, Organic certified).
- i) Community livelihood options are incorporated into Ward Development Plans.
- j) Communities sustainable Land Use Plans and Action Plans are recognised, strengthened and supported. Communities maintain their cultural heritage.
- k) Village-based business enterprises are linked to private companies, institutions and NGO's for marketing and product development support.
- l) Communities are confidently and courageously assessing and improving their process of change using their own Planning, Monitoring & Evaluation cycle.

STRATEGIES

To bring about these changes we will undertake the following strategies:

1.1 The Participatory Process of Change

1.1.1 Develop and implement a Community Selection Tool.

1.1.2 Develop and implement a participatory process of change, selecting the best available processes and tools for implementation, and where necessary adjust existing processes and tools or develop new ones:

- Develop a community introduction process and an agreement to work with FORCERT;
- Develop a Manual to document the participatory process of change;
- Engage with the latest developments on knowledge and skills for participatory change processes for communities, leading to regular reviews and updates of the Participatory Process of Change (PPoC) Manual.

- 1.1.3 Build staff capacity in the participatory process of change: Continue to assess the process facilitation skills and other skills needed to implement our Community Enhancement Program and build and maintain the necessary staff capacity for it.

1.2 Linking communities

Facilitate the linking of communities to

- 1.2.1 Ward and Local Level Government planning processes.
1.2.2 Other support organisations and institutions.

1.3 Village based enterprise support

- 1.3.1 Further develop and implement support processes for village-based enterprises.
1.3.2 Facilitate the linking of village-based enterprises to other support organisations and institutions.



Facilitating inter-generational knowledge transfer



Working with existing groups in the community

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.

OUTCOMES

With this program we intend to bring about the following outcomes:

- a) Effective collaboration with other NGO's on agreed issues, to influence the National & Provincial level Government on these issues.
- b) Effective coordination between NGO's to influence National & Provincial level Government on agreed issues.
- c) The National Government (& flowing to other levels of Government) has changed their policies and programs to favorably support community orientation and benefit on: Community-based Land Use Planning, Fairtrade/FSC/Organic business, Small & Medium Enterprises, conservation policies (Payment for Environmental Services: PES / Reducing Emissions from Deforestation & forest Degradation: REDD / High Conservation Values: HCV).
- d) Community Land Use Plans are accepted by Ward & Local Level Government.

STRATEGIES

To bring about these changes we will undertake the following strategies:

2.1 Engagement with national and international NGO's

- 2.1.1 Communicate and collaborate with national and international NGO's on advocacy issues.
- 2.1.2 Improve NGO coordination in communicating with and influencing Government.
- 2.1.3 Share our knowledge with interested NGO's on our areas of speciality.

2.2 Engagement with Government

- 2.2.1 Directly engage with all levels of Government on policy issues we have specific knowledge of that affect communities.
- 2.2.2 Actively seek possibilities for consultancy and contract work for Government at all levels that would assist us in achieving the Program Objective.



Recognition of community conservation efforts



Sustainable land use planning

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.

OUTCOMES

With this program we intend to bring about the following outcomes:

- a) Social enterprise is successful & effective (starting small & growing carefully). Two organic and/or fair trade products have been researched and trialed (one additional to FSC/FT timber).
- b) Support services in value chain processes for selected local products are developed and/or made available.
- c) Communities develop and operate successful and viable business enterprises (in their context) that are ethical & environmentally sustainable (FT, FSC, Organic certified).
- d) Relevant village-based enterprises are part of the Social Enterprise. They meet all certification requirements (FT, FSC, Organic).
- e) Active communities are selling their FT/FSC/Organic products.
- f) A viable National FT/FSC/Organic market exists, and value adding options have been developed.

STRATEGIES

To bring about these changes we will undertake the following strategies:

3.1 Investigate the viability of a Social Enterprise Arm

3.1.1 Investigate and establish a separate Social Enterprise Arm, with office, staff, budget and activities clearly separated from the other Programs of FORCERT.

3.1.2 Trial period of the Social Enterprise, including 2 different products.

3.1.3 Development of a business plan for the Social Enterprise, based on the Trial period experiences.

3.2 Implementation of the business plan of the Social Enterprise

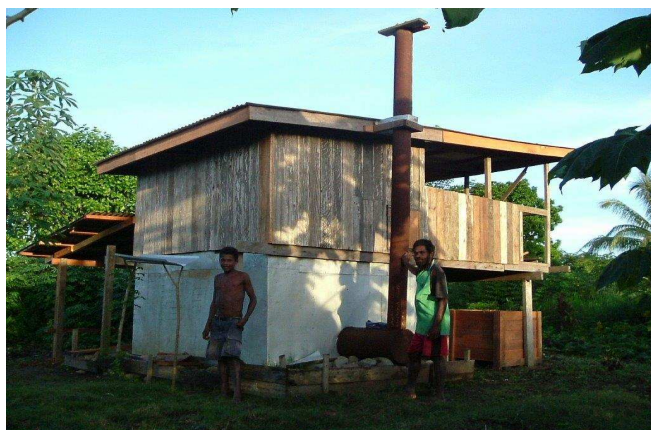
3.2.1 Adjusting FORCERT's FSC/FT Group Certification System as per the results of the trial period.

3.2.2 Monitoring of communities engaged with Social Enterprise Arm on certification requirements and advising Community Enhancement Program of FORCERT on identified needs for business training and/or other types of support.

3.3 Maintaining knowledge and learning

3.3.1 Engage with the latest developments on knowledge and skills for Social Enterprise and ethical and green market development, leading to regular reviews and updates of the business plan and model.

3.3.2 Continue to assess the capacity and skills needed to manage and grow the Social Enterprise Arm, and build and maintain the necessary staff capacity for it.



Cacao fermentary in Mauna Village, West Pomio, ENBP



Kopra drying at Lau village, West Pomio, ENBP

HOW OUR WORK CONTRIBUTES TO PNG GOVERNMENT'S WORK

FOLLOWING PNG NATIONAL GOALS & DIRECTIVE PRINCIPLES

First Goal: Integral Human Development

For every person to be allowed to be dynamically involved in the process of freeing herself or himself from every form of domination or oppression so that each woman and man will have the opportunity to develop as a whole person in relationship with others.

We make an effort to involve everyone in our partner communities, man and women, old and young. Through our community empowerment work we build and strengthen the community's ownership of their process of change.

Second Goal: Equality and Participation

For all citizens to have an equal opportunity to participate in and benefit from the development of our country.

FORCERT works with rural communities, mainly in remote areas, who often receive very little benefits from the progress in our country. We assist communities to organise themselves and become actively involved in government planning processing, to help them achieve changes in their community that benefit all.

Third Goal: National Sovereignty and Self-Reliance

For Papua New Guinea to be politically and economically independent, and our economy basically self-reliant.

We encourage our partner communities to become resilient and self-reliant, to fully use and build all the different knowledge and skills within their community, aiming for maximum independence of external support. Our work on sustainable community livelihood options, through village-based enterprises, supports the development of strong local economies, with links to provincial and national level.

Fourth Goal: Natural Resources and Environment

For Papua New Guinea's natural resources and environment to be conserved and used for the collective benefit of everyone and be replenished for the benefit of future generations.

Our partner communities develop sustainable land use & natural resource plans, and monitor & maintain the high conservation values of their land. They balance their social, economic and environmental values & interests, achieving real sustainability. This allows them to meet the needs of the present without destroying the options for the future generations to benefit.

Fifth Goal: Papua New Guinean Ways

To achieve development primarily through the use of Papua New Guinean forms of social, political and economic organisation.

Guided by the wisdom and knowledge gathered by our ancestors, we work in the Melanesian way. We assist our partner communities to realise the value of their traditional heritage governance systems and to use the strength of their traditional governance systems, which allows them to manage their own process of change.

CONTRIBUTING TO ACHIEVING VISION 2050

Strategic Direction: Papua New Guinea will develop and grow the manufacturing, services, agriculture, forestry, fisheries and eco-tourism sectors from 2010 to 2050.

FORCERT's work follows this strategic direction, as we support the development and growth of sustainable land and natural resource based livelihood options for rural communities.

Our work with our partner communities contributes to the 5 of the 7 Pillars of Vision 2050.

Pillar 1: Human Capital Development, Gender, Youth and People Development

We involve all members of our partner communities, man and women, old and young, and empower them to take the lead to bring positive changes to their community.

Pillar 2: Wealth Creation, Natural Resources and Growth Nodes

FORCERT supports the development of village-based enterprises based on sustainable land and natural resource use, which are ethical and environmentally sustainable. We help identify value adding options and links to the best possible markets.

Pillar 5: Climate Change and Environmental Sustainability

We discuss the causes, effects and impacts of climate change with our partner communities and assist them incorporating the necessary mitigation measures into their sustainable land use plans. In these plans the communities balance social, economic and environmental values and interests, allowing them to achieve environmental sustainability while meeting the needs of the present.

Pillar 6: Spiritual, Cultural and Community Development

Our partner communities take full ownership of the process of change to improve their livelihoods, while maintaining their cultural and spiritual heritage. FORCERT assists them to develop their own planning, monitoring and evaluation cycle to assess and improve their work.

Pillar 7: Strategic Planning, Integration & Control

The sustainable land use and livelihood options planning we facilitate for our partner communities is integrated into the Government planning processes.

ASSISTING TO IMPLEMENT THE NATIONAL STRATEGY FOR RESPONSIBLE DEVELOPMENT FOR PNG

FORCERT's work is completely in line with this Strategy, which redefines PNG's development road map by using the principles of sustainable development, focusing on renewable resources rather than extractive activities, placing priority on preservation and sustainable use of the environment.



New aid post in Lau village, West Pomio, ENBP build with timber contributed by the community sawmill

OUR ORGANISATION

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

1: Governance

We have a clear and strong Constitution that reflects our new strategic direction. We are governed by a Board of Directors that is balanced, unified and consistent, with the right set of skills and experience to provide strategic guidance and best practice governance that facilitates organisational learning and growth, while meeting our legal and financial obligations. We manage our day to day work in a transparent manner, by operating as an effective team, respecting and making the best possible use of the different capacities of our team members.

2: Financing Strategy

2.1 Donor funding

We ensure that the organisation has diverse funding sources, from existing and new donors, in different currencies, as well as from other income sources. Donor funding will be the main source of income for this strategic planning period, while we try to carefully and slowly grow our own income generation.

2.2 Consultancies, contracts and training

We will undertake consultancies, contracts and training in areas that are our strength, aimed at influencing government and partner organisations. We will develop our company profile and market ourselves selectively, to ensure the best and most effective use of our limited capacity and resources that will be available for this work.

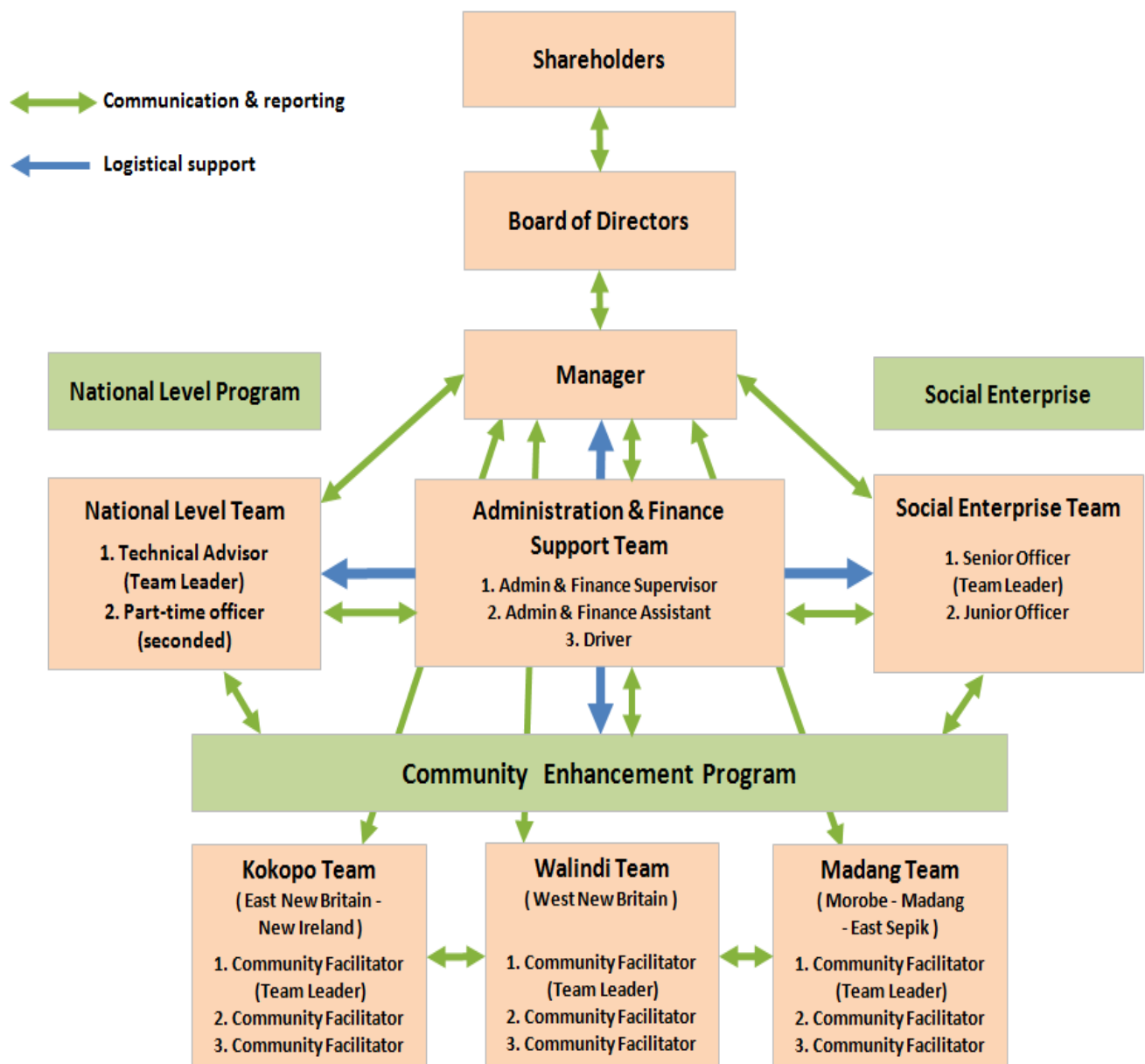
2.3 Income from Social Enterprise Arm

We will identify financing for the pilot phase of our social enterprise, and expect actual income from the enterprise to start at the end of its third year. This income will be from membership fees, levies and product sales, including value-adding options. We will slowly grow this income and be mindful to maintain realistic expectations of its growth potential.

3: Organisation Structure and Human Resources

We are committed to our organisation's work and its values and principles. Together we ensure that our team has the appropriate skills and qualifications to achieve our vision and mission. Individual member and overall team capacity will be assessed and evaluated annually, leading to targeted capacity building, dealing with the identified human resource gaps. We have a gender focus for our work with our partner communities and with our team.

FORCERT Organisational Structure



4: Marketing and communication

We will identify our audiences and communicate to them in a way they understand, which will need some time and effort. Our main different audiences will be the communities, institutional organisations involved in small and medium enterprise development and ethical and sustainable businesses, the various levels of government, other NGO's, customers of our social enterprise arm products, and organisations and people around the world interested in supporting our work.

5: Monitoring, Reflection, Learning and Improving

We will continue our cycle of monitoring, reflection, learning and improving, focusing on finding the right rhythm (how often) and space (who and on what topic) to achieve the most effective cycle for our new strategic direction, that will allow us to monitor and evaluate if we are achieving our planned outcomes. Team member learning cycles and communities' own monitoring, reflection, learning and improving cycles will be important parts of this.

WHO WE ARE:

The Board of Directors



Katherine Yuave

Post-grad. Dipl. Project Planning, Appraisal & Financing, University of Bradford, UK. BA Environmental Science & Physical Geography, UPNG. 10+ years experience in community development & environmental programs, project development, donor funding & NGO leadership, gender relations, monitoring & evaluation.



Gewa Gamoga

MSc Forestry, University of Technology, PNG. Currently working with PNG Forest Authority under REDD & Climate Change Branch, Forest Policy and Planning Directorate. 14+ years field experience in forest monitoring & enforcement and 8 years in policy & planning.



Ted Mamu

BSc. General Biology and Ecology, University of PNG. 14+ years of experience in conservation, environmental resource management, project planning & implementation, monitoring & evaluation, EIS, multi-stakeholder liaison & partnership building.



Grace Dom

Law Degree at University of PNG. Lawyer with a background in human rights and environmental law. Worked in various capacities in government and with NGO's. Currently the Legal and Policy Advisor with Wildlife Conservation Society PNG.



Theresia Mukiu

Manager/owner of Pilgrim Guesthouse & Transport Services with branches in Lae and Madang. Successful self made local entrepreneur with previous experience working for an environmental NGO and with PNG Forest Authority HR Program.



Kenn Mondiai

MSc Forestry, University of Technology, PNG. Currently working with Partners with Melanesians (PwM) as Executive Director. 24+ years field experience in the NGO and eco-forestry, conservation and community development sector.

The Team

From left to right: (standing) Daniel Savenat - *Community Facilitator(CF) Kokopo Team* / Martin Kikilia - *Extension Forester 2005-2014* / Hayden Wagia - *CF Kokopo Team* / Ivy Kiele - *CF Madang Team* / Pamela Avusi - *Team Leader Walindi Team* / Roselyn Sarere - *Admin & Finance Supervisor* / Cosmas Makamet – *Manager* / Ruben Taminza – *Team Leader Madang Team* / Peter Dam – *Team Leader National Level Program & Technical Advisor* / Joshua Kialo – *Extension Forester 2008 -2014* / Leo Angkuru - *Business Development Officer 2007-2014* / (sitting) Norman Tele - *CF Walindi Team* / Joycelyne Klembasa - *Admin & Finance Assistant* / Janet Tokupep - *Team Leader Kokopo Team* / Oscar Pileng – *Community Facilitator Madang Team* / Peter Tuka – *Vehicle driver (not in picture)*

Together we have more than 82 years of experience working in support of PNG communities as FORCERTeam members.

