

# FORCERT STRATEGIC PLAN

2020-2024



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*

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# 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.

- Community values and maintains their cultural identity and traditional knowledge.
- All families have good access to basic services including improved housing, education and health.
- Customary land ownership is reconfirmed, strengthened and upheld.
- The community is knowledgeable about all issues affecting them and their rights. They consider their future and make the best possible decisions.
- There is abundance in wildlife, birds continue to sing, clean rivers continue to flow and the sea is always blue and bubbling with fish, kindam, maleo and dugongs.
- All families meet their basic needs through improved organic agricultural techniques for food gardens and cash cropping.
- The forest is healthy and full of plants and animals, the rivers and creeks are clean and the sea is always blue and full of fish, turtles, dugongs and dolphins.

# MISSION

Our core work is empowering communities through community enhancement, so communities take the lead in their change, balancing their environmental, economic, social and cultural interest.

We do this through sustainable land use, ecological conservation, and community action planning processes, and village-based enterprise support.

We increase the spread of our bottom up processes through the development of a training program and facility, and increase visibility through the development of external communications so that people know and support what we do.

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

We have a separate Social Enterprise Arm promoting and trading ethical and green certified 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 plans which are recognised and supported.

Community decision making is strong and inclusive of women and youth.

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

Using traditional ecological, cultural and spiritual knowledge and practice, they are managing their land use and conservation areas sustainably.

Communities respect their conservation rules, and maintain their cultural heritage.

We will be a smart, wise, fair, healthy and happy society by 2050.

PNG VISION 2050

# VALUES & 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 and 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.

## **WORKING COLLABORATIVELY**

We seek to work collaboratively aligning our efforts with Government, civil society and responsible actors in the private sector.

# POSITION STATEMENTS



## **Respect for community customary land rights**

We support PNG communities in re-confirming their Constitutional rights over Customary land through strengthening of their customary knowledge and practices and using that as the basis for their community development. We see that official ways to register land groups and customary land are widely misused through corrupted processes, allowing foreigners to get access to land and resources, leading to social conflict, and often irreversible social and environmental damage, and never to sustainable development.

## **Responsible and sustainable management of PNG's forest, waters and oceans**

Our rural communities of customary land managers have looked after and lived sustainably with PNG forests, waters and oceans since time began. This has led to PNG being the most biologically and culturally diverse place on Earth. We want to see this richness celebrated and enhanced in Government policies and practices. Hence a complete overhaul of the way PNG's forests, waters and oceans are currently being managed and used by Government and industry is needed.

Forest management has to be given back to the people that have the biggest interest in the protection and wise use of our forests; our rural communities of customary land managers. Forest Stewardship Council (FSC) certification should form the basis of our responsible sustainable forest management, and Marine Stewardship Council (MSC) certification for our fisheries. This will guarantee long term sustainable supplies, and can form the basis for a forest and a fisheries industry dominated by small and medium scale nationally owned enterprises. These PNG owned businesses can provide maximum value for the country and communities from our renewable resources, through producing a wide range of local and export products and services.

## **PNG communities are natural conservationists**

Our rural communities of customary land managers have looked after and lived sustainably with PNG forests, waters and oceans since time began. This has led to PNG being the most biologically and culturally diverse place in the world. Over the last 50,000 years we have developed an interdependent and deep spiritual relationship with nature. Our ancestral stories and customary practices demonstrate our profound understanding and resulting wise and sustainable management of our natural environment and its resources.

By incorporating and strengthening traditional ecological knowledge and conservation practices into officially recognised community sustainable land use and conservation area management, PNG communities greatly contribute to climate change mitigation and biodiversity conservation.

## **Proving that ethical and green village-based enterprises work**

Community driven, ethical and green enterprising supports change in the Melanesian communal way. Such enterprises bring benefits to the community, and provide services for the country and the world, showing that the Melanesian way works. We believe that the global systems of Forest Stewardship Council, Fairtrade and Organic certification and Payment for Ecosystem Services can be adapted to suit our Melanesian ways.

## **Ground up empowerment processes**

Our customary communities have looked after their land and resources wisely since time began. We have strong traditional governance systems aimed at creating harmonious and equal societies. External pressures and population growth are now leading to unwise decisions being forced, that may benefit some of our current generation, but that are often detrimental to our communities as a whole and to future generations.

Our communities can be empowered to use and translate their historical knowledge, wisdom and practice to produce wise plans and management systems that suit the challenging future that lies ahead of us.

Communities themselves can produce plans that hold their aspirations for development and the sustainable use of their land. Plans on sustainable land use, resource management, biodiversity conservation and livelihoods. These plans form the basis for Community Action Plans which can then be linked to Ward Development Plans to receive government endorsement and support. Bottom up plans, made by the communities themselves, with Free, Prior and Informed Consent by all community members, including women, youth and other disadvantaged groups in the community. These ground up developed plans then form and inform the higher-level Government plans.

Considering PNG unique customary landholding situation, top down land and resource planning is not appropriate. Community sustainable land and resource use planning has to be incorporated into the Local Level Government planning system, and form the basis of all higher-level government planning processes.

## **Working together**

The voice of civil society in PNG has always helped government to realise what the right ways are to wisely manage our country and serve its people. A combined and united civil society voice helps government and our people even better. A wide range of civil society actors join their voices and strengths under the PNG Environmental Alliance to work together with our communities, government and the private sector for the responsible sustainable management of PNG's unique environment, and wise use of its resources for the benefit of current and future generations.

The vision of the Alliance is for PNG to have empowered, resilient communities through equitable benefit sharing and a healthy and sustainable environment. It will work using the Papua New Guinea way by encouraging and promoting good and positive ways that will strengthen and bring out the richness in PNG cultures and tradition.

# WHO WE WORK WITH

## **PNG communities and their community-based enterprises**

We work with a wide range of communities, mostly located in very remote parts of the Islands Region and the Momase Region in PNG. 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. We have offices in the regional towns of Kimbe, Kokopo and Madang, PNG.

## **Local, Provincial and National Government**

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 and Development, the Departments of Environment and Conservation, Lands, National Planning, etc.

## **National and international Non-Governmental Organisations**

We work with a wide range of both national as well as international Non-Governmental Organisations whose work touches on ours, and whose expertise or skills can help further our work.

We are a member of the PNG Environmental Alliance and believe in working collaboratively to strengthen the community voice.

We work with ecological conservation and protected areas organisations and organisations working towards climate adaptation and mitigation.

## **The private sector**

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

## **National and international supporters**

The wide scope of our work generates interest from a wide range of people and organisations, in the rest of the country but also internationally. This leads to communications and often collaboration in areas like climate resilience, ecological conservation, indigenous sovereignty, human rights, traditional ecological knowledge and practice, fair and organic trade

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

# STRATEGIC SHIFTS

## **Key lessons learned and strategic shifts for FORCERT that this plan represents**

We have moved from promoting sustainable forest management through timber certification to a more holistic approach on conservation, community development and advocacy of community issues, and we are now moving to training innovation, deepening government engagement and how to increase our impact. This strategic plan represents the following key shifts:

- Become *more efficient* in achieving the completion of the Participatory Process of Change with our partner communities.
- Get *stronger recognition* of the communities' sustainable land use plans by their Local Governments, which will lead to establishment of conservation areas and support for livelihood options for communities.
- Move to the next level of *refinement and accomplishment* of our community enhancement processes and tools.
- Clearly *communicate* the conservation focus of our work.
- Become more *strategic in the geographical allocation* of our efforts to have a greater impact.
- *Increasing visibility* as now is the time to communicate our work with partner communities and the resulting positive stories to the world.
- Increase the *spread* of our bottom up processes through development of a training program and a training facility.
- Mature organisationally through slowly and carefully *growing our capacity*.
- Embrace and continue the program and organizational *learning and improvements* resulting from monitoring and evaluation processes.
- Strengthen our *financial basis*, reduce dependence on a limited number of donors.

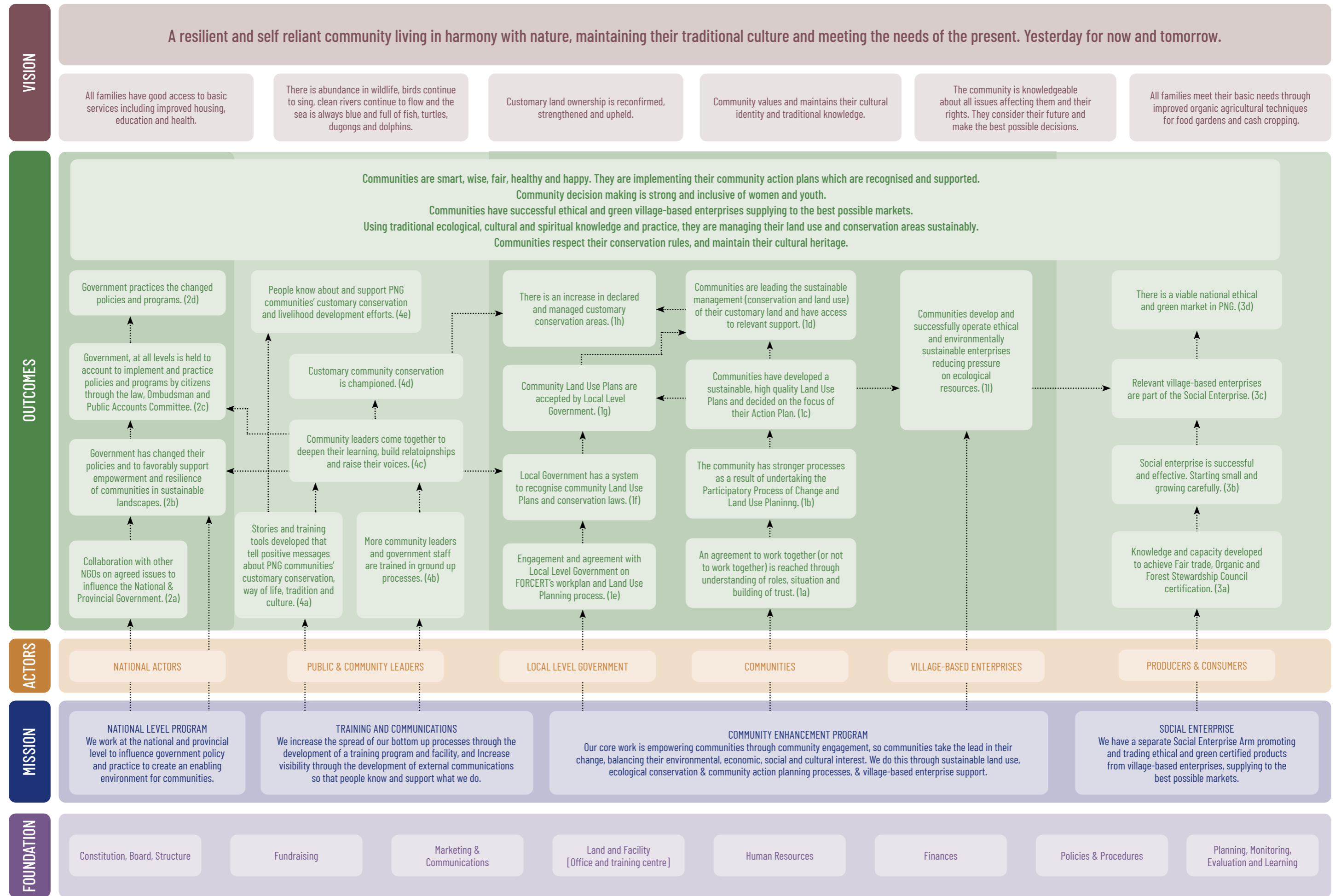


## OUR PROGRAMS AND INTENDED OUTCOMES





# FORCERT THEORY OF CHANGE





# 1. Community Enhancement Program

## OBJECTIVE

Our core work is empowering communities through community enhancement, so communities take the lead in their change, balancing their environmental, economic, social and cultural interest. We do this through ecological conservation, sustainable land use, community action planning processes, and village-based enterprise support.

## TARGET

By 2024 twenty Community Land Use Plan's have been accepted by Local Level Governments and are being implemented.

## OUTCOMES

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

- a) An agreement to work together (or not to work together) is reached through understanding of roles, situation and building of trust.
- b) The community has stronger processes as a result of undertaking the Participatory Process of Change and Land Use Planning.
- c) Communities have developed a sustainable, high quality Land Use Plans and decided on the focus of their Action Plan.
- d) Communities are leading the sustainable management (conservation and land use) of their customary land and have access to relevant support.
- e) Engagement and agreement with Local Level Government on FORCERT's workplan and Land Use Planning process.
- f) Local Government has a system to recognise community Land Use Plans and conservation laws.
- g) Community Land Use Plans are accepted by Ward and Local Government.
- h) There is an increase in declared and managed customary conservation areas.
- i) Communities develop and successfully operate ethical and environmentally sustainable enterprises reducing pressure on ecological resources.

## STRATEGIES

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

- 1.1 Continue to strengthen and roll out the Community Enhancement Program by refining the Participatory Process of Change to make it more efficient and focused.
- 1.2 Continue to build and maintain staff capacity needed for implementation of the Participatory Process of Change, including the building the confidence of new staff, through annual PPOC refinement and training weeks.
- 1.3 Facilitate stronger engagement with the Local Level Government (and where relevant District and Provincial Government) enabling communities to achieve acceptance and support for their Land Use and Action Plans. Where relevant sign Memorandums of Agreement with government.
- 1.4 Community conservation support.
  - Develop an understanding of the best manner to support community conservation practices.
  - Establish the competency to provide this support as a speciality available in each of the CEP teams.
- 1.5 Village based enterprise support.
  - Further develop and implement support processes for village-based enterprises.
  - Facilitate the linking of village-based enterprises with other support organisations and institutions.
- 1.6 Adjust the community selection process to be geographical and critical ecosystem focused.
- 1.7 Manualise the community enhancement processes to enable stronger staff learning and as the first step towards the training program.
- 1.8 Work with community leaders (alumni) to influence other communities linking them through the training program.
- 1.9 Undertake monitoring of the implementation of high conservation values and land use plans.

## 2. National Level Program

### OBJECTIVE

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

### TARGET

By 2024 we have influenced the PNG Government to effectively change and enforce policies that improve the environment for communities.

### OUTCOMES

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

- Collaboration with other NGOs on agreed issues to influence the National and Provincial Government.
- Government has changed their policies and programs to favorably support empowerment and resilience of communities in sustainable landscapes.
- Government at all levels is held to account to implement and practice policies and programs by citizens through the law, ombudsman and Public Accounts Committee.
- Government practices the changed policies and programs.

### STRATEGIES

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

#### 2.1 Engagement with national and international NGOs.

- Communicate and collaborate with national and international NGOs on advocacy issues.
- Improve NGO coordination in communicating with and influencing Government, where possible through the PNG Environmental Alliance.
- Share our knowledge with interested NGOs on our areas of speciality.

#### 2.2 Engagement with Government.

- Directly engage with all levels of Government on policy issues we have specific knowledge of that affect communities.
- Assess Government and hold them to account on implementation of policies and programs that affect communities.
- Strengthen ways to bring up the communities' voice into national level policy influencing spaces.
- Actively seek possibilities for consultancy and contract work for Government at all levels that creates an enabling environment for communities.

#### 2.3 Continue to strengthen strategic positioning of community voice and PNG ways of being in the environment, economy and climate change debates.

## 3. Social Enterprise

### OBJECTIVE

We have a separate Social Enterprise Arm promoting and trading ethical and green certified products from village-based enterprises, supplying to the best possible markets.

### TARGET

By 2021 the social enterprise has been separated and is operating.  
By 2023 two products have been researched and trialed and are now trading.

### OUTCOMES

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

- Knowledge and capacity developed to achieve Fair trade, Organic and Forest Stewardship Council certification.
- Social enterprise is successful and effective. Starting small and growing carefully.
- Relevant village-based enterprises are part of the Social Enterprise.
- There is a viable national ethical and green market in PNG.

### STRATEGIES

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

#### 3.1 Decide on the nature of the social enterprise.

#### 3.2 Clearly separate the enterprise from FORCERT Non-Governmental Organisation.

#### 3.3 Trial and implementation of at least two products for successful trading .

#### 3.4 Continue to develop a certification system.

#### 3.5 Maintain knowledge and learning on certification, social enterprise and ethical and green market development.

## 4. Training and Communications

### OBJECTIVE

Increase the spread of our bottom up processes through the development of a training program and facility.

### TARGET

By 2021 we have established a FORCERT training program.

### OBJECTIVE

Increased visibility through the development of external communications so that people know and support what we do.

### TARGET

External communications are of a high quality and effectively communicating PNG community voices, our purpose and impact to the world.

### OUTCOMES

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

- a) Stories and training tools that tell positive messages about PNG customary conservation, way of life, tradition and culture are developed.
- b) More community leaders and government staff are trained in ground up processes.
- c) Community leaders come together to deepen their learning, build relationships and raise their voices.
- d) Customary community conservation is championed.
- e) People know about and support PNG communities' customary conservation and livelihood development efforts.

### 4.1 Training Program

Increase the spread of our bottom up processes through the development of a training program and facility.

#### STRATEGIES

- Develop stories and tools for our participatory process of change
- Establish a training program that offers training to community leaders, government staff and other Non-Governmental Organisations.

### 4.2 External Communications

Increased visibility through the development of external communications so that people know and support what we do.

#### STRATEGIES

- Develop external communication so people in PNG and the world can know about our great work.
- Develop and create messages and stories that promote a strong, healthy, sustainable and resilient PNG community way of life



## 5. Organisation Foundational Objectives

### 5.1 Human Resources

#### OBJECTIVE

Expand the organisational human resources and capabilities by accessing technical advice, training staff and recruiting new staff.

#### TARGET

By 2021 the organisation has grown by six staff.

### 5.2 Financing

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 and explore service provider opportunities.

#### OBJECTIVE

Through the development of a financing plan: ensure that the organisation has diverse funding sources, from existing and new donors, in different currencies, as well as from other income sources.

#### TARGET

Secure three to four large donors grants from different currencies, while investing in long term self-financing, and profiling ourselves as a service provider for government.

### 5.3 Policies and Procedures

#### OBJECTIVE

Update the policies and procedures to meet legal and compulsory requirements.

### 5.4 Land and Building

#### OBJECTIVE

Explore and develop a project to acquire, design and construct FORCERT land and buildings (including a training facility).

#### TARGET

By 2021 we have land tenure, by 2022 buildings are constructed.

### 5.5 Governance

#### OBJECTIVE

Continue the high-quality governance of the organisation.

### 5.6 Financial Management

#### OBJECTIVE

Continue high-quality financial management.

## Board of Directors



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



**Ted Mamu** *Deputy Chairperson*  
 BSc. General Biology and Ecology, University of PNG. Over 14 years of experience in conservation, environmental resource management, project planning and implementation, monitoring and evaluation, Environmental Impact Statements, multi-stakeholder liaison and partnership building.



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



**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.



**Rosa Koian**  
 Community Development Expert. Have been working with rural communities and facilitating change processes. Experience in community facilitation processes for over 10 years.



**Gabriel Iso**  
 Bachelor's Degree - Commerce in Management and has over 20 years' experience NGO Fund management and accounting. At present is the Country Manager of Fair-Trade Australia and New Zealand.

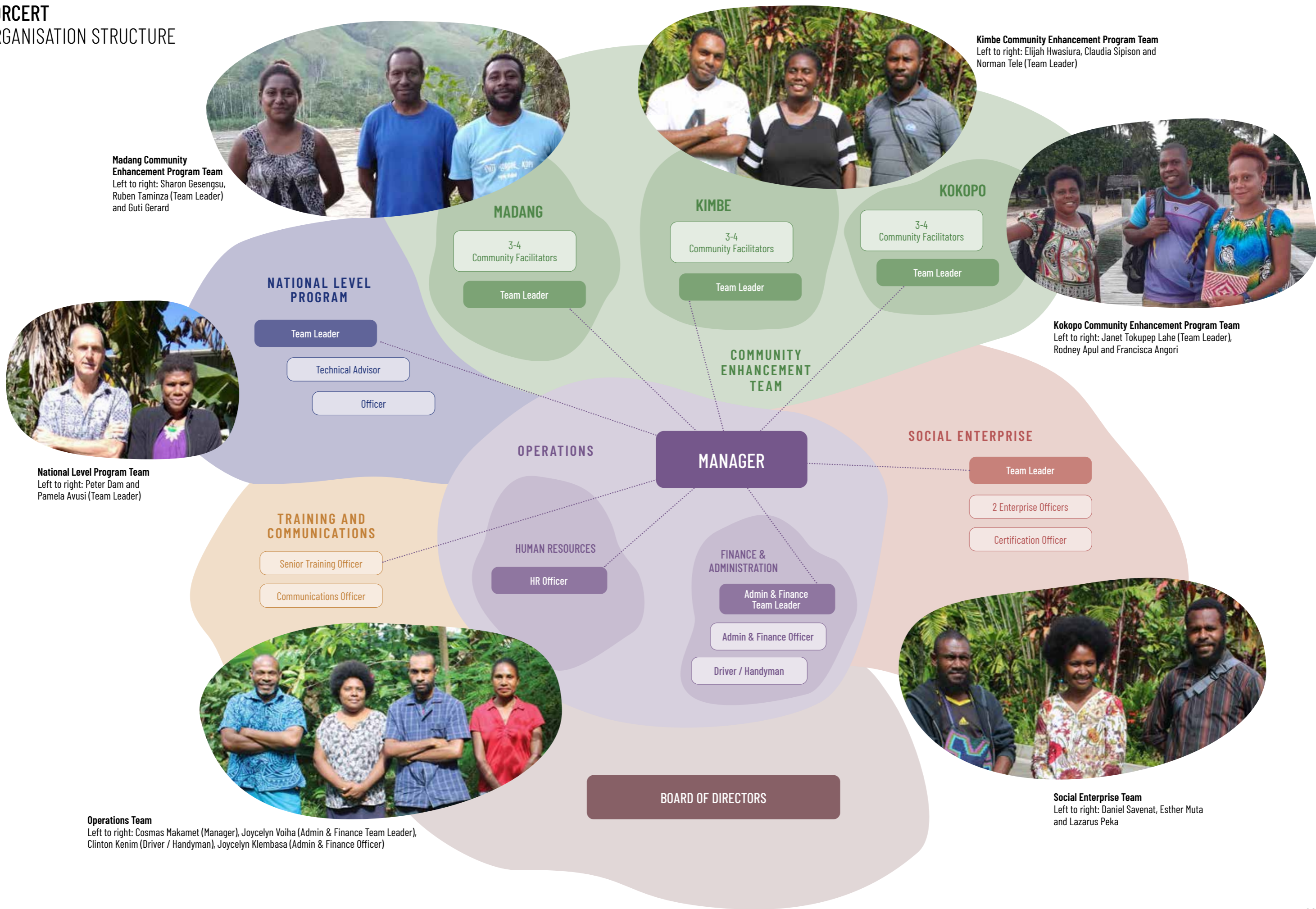


We build and strengthen community ownership  
 of their process of change.

We facilitate, support and guide.

The community leads.

**FORCERT**  
ORGANISATION STRUCTURE



**Madang Community Enhancement Program Team**  
Left to right: Sharon Gesengsu, Ruben Taminza (Team Leader) and Gutu Gerard

**Kimbe Community Enhancement Program Team**  
Left to right: Elijah Hwasiura, Claudia Sipison and Norman Tele (Team Leader)

**Kokopo Community Enhancement Program Team**  
Left to right: Janet Tokupep Lahe (Team Leader), Rodney Apul and Francisca Angori




**National Level Program Team**  
Left to right: Peter Dam and Pamela Avusi (Team Leader)

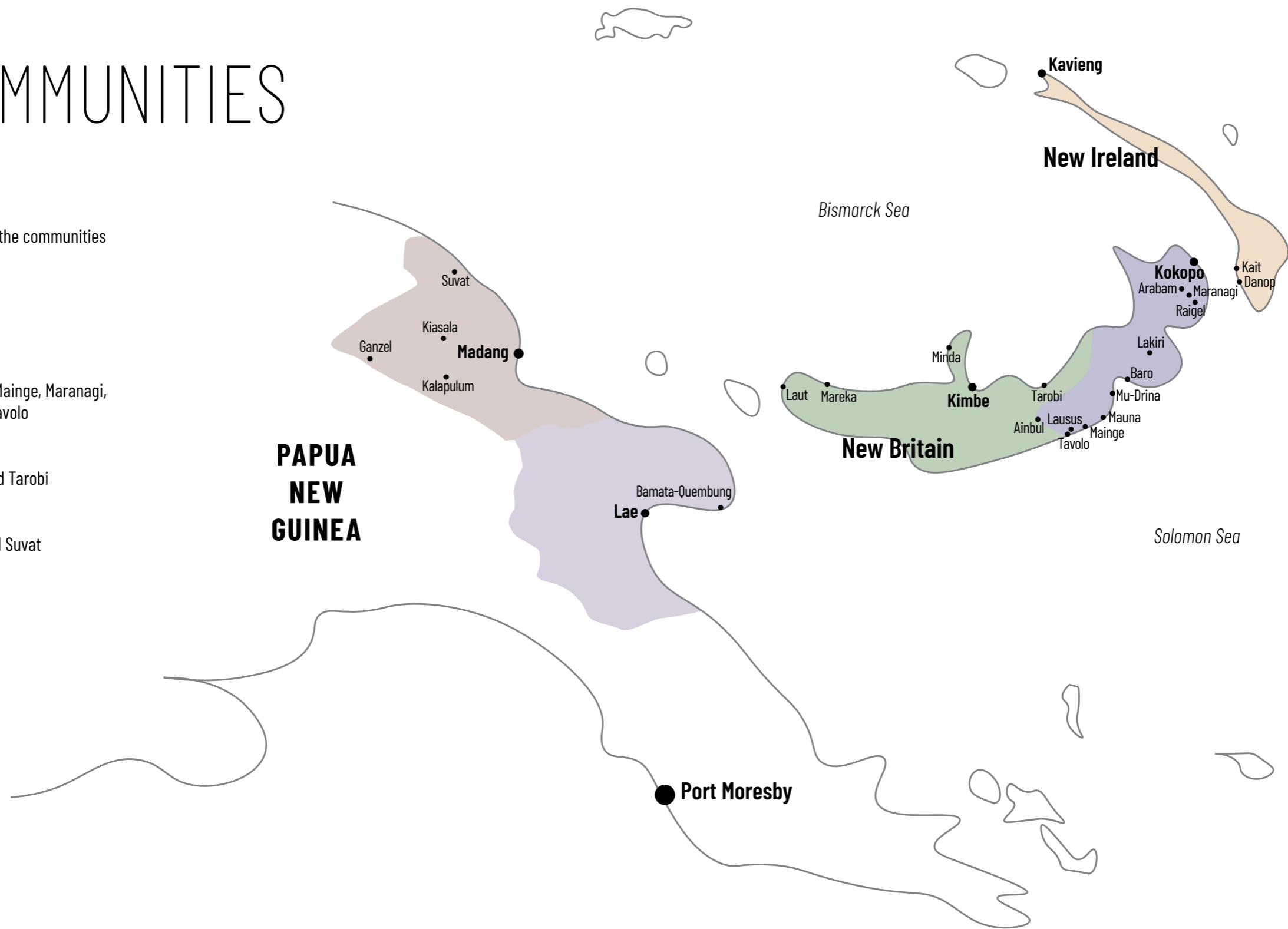
**Operations Team**  
Left to right: Cosmas Makamet (Manager), Joycelyn Voiha (Admin & Finance Team Leader), Clinton Kenim (Driver / Handyman), Joycelyn Klembasa (Admin & Finance Officer)

**Social Enterprise Team**  
Left to right: Daniel Savenat, Esther Muta and Lazarus Peka

# OUR COMMUNITIES

As of January 2020, these are the communities we have a partnership with:

-  **New Ireland Province**  
Danop and Kait
-  **East New Britain Province**  
Arabam, Baro, Lakiri, Lausus, Mainge, Maranagi, Mauna, Mu-Drina, Raigel and Tavolo
-  **West New Britain Province**  
Ainbul, Laut, Mareka, Minda and Tarobi
-  **Madang Province**  
Ganzel, Kalapulum, Kiasala and Suvat
-  **Morobe Province**  
Bamata-Quembung





# OUR PARTNERS

We acknowledge the support of and collaboration with our present and past partners:

- Bismarck Ramu Group
- Bread for the World
- Centre for Environmental Law & Communities Rights (CELCOR)
- Critical Ecosystem Partnership Fund
- DOEN Foundation
- Dreikönigsaktion der Katholischen Jungschar / DKA Austria
- European Union
- Face the Future
- Global Environment Facility
- Global Witness
- Greenchoice
- Greenpeace
- GTZ
- Horizont3000
- ICCO
- International Senior Lawyers Project
- Live & Learn Environmental Education
- Mahonia na Dari
- NZAID
- The Nature Conservancy
- PNG Climate Change & Development Authority
- PNG Conservation & Environmental Protection Authority
- PNG Council of Churches
- PNG Forest Authority
- PNG Forest Certification Inc
- Research & Conservation Foundation
- United Nations Development Program
- Volunteer Service Abroad
- Wide Bay Conservation Association
- Wildlife Conservation Society
- WWF-PNG
- World Fair Trade Organization



Papua New Guinea Conservation and Environment Protection Authority



PNG Council of Churches



PNG Forest Authority



PNG Forest Certification Inc



Research & Conservation Foundation



Empowered lives. Resilient nations.



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



The community is knowledgeable about all  
issues affecting them and their rights.  
They consider their future and make the  
best possible decisions.



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