



The Kainake Project

The Kainake Strategy

2017 - 2027

CRITICAL | **ECOSYSTEM**
PARTNERSHIP FUND



Published by The Kainake Project

Autonomous Region of Bougainville
Papua New Guinea
2017

Copyright @ The Kainake Project 2017

For more information contact:

The Kainake Project
PO Box 46, UPNG Post Office
Waigani
National Capital District
Papua New Guinea

Email: info@kainakeproject.org
Website: www.kainakeproject.org

Acknowledgement

This Strategy was developed through the support and funding of IUCN and CEPF. We are indebted and immensely grateful for these organizations for supporting TKP's Institutional Capacity Building Project from 2016-2017.

Acronyms

CEPF	Critical Ecosystem Partnership Fund
GoPNG	Government of Papua New Guinea
IUCN	International Union for Conservation of Nature and Natural Resources
PNG	Papua New Guinea
SDGs	Sustainable Development Goals
StaRS	National Strategy for Responsible Sustainable Development
TKP	The Kainake Project

Table of Contents

ACKNOWLEDGEMENT	3
ACRONYMS	4
FROM THE EXECUTIVE DIRECTOR	6
BACKGROUND	8
VISION	9
MISSION	9
VALUES	9
OUR STRATEGY IN CONTEXT	10
SUSTAINABLE DEVELOPMENT FRAMEWORK	10
TKP APPROACH – PEOPLE AT HEART	11
THE KAINAKE STRATEGY MATRIX 2017-2027	12
THE VERTICAL AXIS	12
THE HORIZONTAL AXIS	13
STRATEGIC PRIORITY 1: GOVERNANCE	14
GOAL	14
OBJECTIVE	14
STRATEGIES	14
MEASURES	14
STRATEGIC PRIORITY 2: PARTNERSHIPS	15
GOAL	15
OBJECTIVES	15
STRATEGIES	15
MEASUREMENT	15
STRATEGIC PRIORITY 3: COMMUNITY IMPACT	16
GOAL	16
OBJECTIVES	16
STRATEGIES	16
MEASUREMENT	16
ENABLING FUNCTIONS	17
RISK MANAGEMENT	17
NEXT STEPS	18

From the Executive Director



I am pleased to introduce to you the Kainake Strategy 2027. Since the organization was formally registered in November 2015, this is the first Strategy put together by the Board and the Executive Management.

It has been an enormous task to develop this aspirational strategy to move The Kainake Project forward. TKP has been gradually progressing over the past three years and there is now an immediate need to develop strategic directions for the next ten years to ensure sustainable growth for the organization.

Charting the strategic direction for the future is a key agenda for the Board and Executive Management of the organization and I am pleased with this outcome.

Development of this strategy is part of an Institutional Capacity Building project and I must acknowledge the Critical Ecosystem Partnership Fund and the International Union for Conservation of Nature for funding this project. Their continued guidance and expectation for good governance and management has inspired the organization to define its strategic priorities.

There are organizations that have been instrumental in assisting TKP progress to where it is now. The Australian Museum supported TKP in developing a research and conservation strategy for endangered mammals of Bougainville and Choiseul Island. This partnership really propelled TKP onto the international scene through its network and generating global interest in our work. The Global Environment Facility through its small grants program facilitated by the United Nations Development Program provided the first ever “planning grant” that assisted us in designing the project and setting the foundation for the organization. We will continue to draw from our experiences with these organizations to define and drive this strategy forward.

At the core of this organization is the need to translate government policy into implementable community actions. This strategy provides the strategic priorities and themes under which key government policies including, PNG Vision 2050 and StaRS, and international conventions like the Sustainable Development Goals and the Convention on Biological Diversity are implemented and become meaningful for communities.

Consultation

Consultation for the development of this strategy was conducted through Board and Executive Management meetings, community and stakeholder meetings including our international partners.

The Kainake Strategic Priorities

This strategy has three priorities which were identified through a “problem analysis approach” to identify the gaps and development challenges not just within the Bougainville communities but also throughout PNG. The priorities also take into account global issues relating sustainable development and growth and the need for creating and strengthening partnerships. The strategy further aspires to align with international best practices in governance and organizational management.

Making a Difference in Papua New Guinea’s Development

“Self Reliance” is one of the cornerstones of PNG’s constitution. TKP’s approach is about promoting self-reliance in communities through initiatives that are not only community centered and homegrown, but also ensuring that the organization takes full responsibility of national development priorities and goals by creating organizational systems that will be engaging for communities to participate in sustainable and innovative growth. TKP’s development approach aims to implement PNG’s Vision 2050, StaRS, and the UN Sustainable Development Goals and other related PNG government’s development policies.

The Kainake Values

TKPs organizational values are adopted from PNG government’s Ethical Leadership Capability Framework to ensure that the organization maintains consistency in translating GoPNG’s policies into actions.

A focus on human capital development

TKP is focused on developing the organizations talent pool and building human capabilities at the community level to ensure that programs are developed and implemented effectively. Our human development scope covers support for elementary level education, skills training through to higher degree coursework and research training.

Gender and Social Inclusivity

Gender and social inclusivity are crosscutting issues that our organization takes to heart through out the implementation of this strategy. In all our activities, we will ensure that there is 50 percent participation by women. People living with disabilities, HIV-AIDS and other socially marginalized populations must be given equal and equitable opportunities in our development programs.

Next Steps

This strategy sets the direction that TKP will undertake in the next 10 years



Dr. Jeffrey Noro
Founder and Executive Director

Background

The Kainake Project Inc. is a sustainable development organization based in the Autonomous Region of Bougainville, Papua New Guinea. Its historical origins date back to 2012 when late Albert Joseph Noro, a former Executive Manager for Siwai district in Bougainville, spearheaded the Chiefs Empowerment Plan to focus on building the capacity of community chiefs in leadership and decision-making processes. It targeted primarily Community Government officials and chairpersons of village authorities. It was based on the premise that tangible development is a product of ethical leadership in leading communities to collectively seek solutions to their societal challenges. In short “community problems needed community solutions.”

In 2013, in response to the Chiefs Empowerment Plan, Dr. Jeffrey Noro, a natural products scientist and native Bougainvillean, and Dr. David Flannery, an Australian geobiologist, founded The Kainake Project Inc. The intention for the establishment was to address capacity gaps in education, social security and sustainable management of vulnerable ecosystems specifically in the Kainake community of Siwai district. Even though the organization started as a community project targeting an isolated community, it has evolved over the years with support and assistance from the Papua New Guinea Institute of Biological Research. Our focus is now shifting towards creation of sustainable development strategies and management systems that can potentially be replicated across Bougainville.

TKP’s development inspiration and philosophy is centered on the 17 UN Sustainable Development Goals. Drawn from the experiences of the Millennium Development Goals in which PNG failed to implement any of the goals, TKP aspires to achieve SDGs through direct community action and engagement. The core focus of our strategic thinking is on investment in human and knowledge capital so that people can undertake informed transformative action to develop their natural resources and cultural endowments for their community’s benefit. We believe that any development must be centered on educating the human mind and empowering communities so they are able to utilize information in making socioeconomic decisions within set ecological realities.

The PNG government’s PNG Vision 2050 and StaRS strategy are two aspirational documents that underpin the country’s development goals. However, there have been mammoth challenges in implementation of these government policies at the community level impeding development and improvement in people’s quality of life. TKP is ambitious in ensuring that there is cascading logic in its development framework for the translation of government’s national development goals into community actions so that sustainable development is achieved in our society.

Vision

By 2027, TKP will become an internationally renowned and successfully managed sustainable development organization.

Mission

We will create management systems and prioritize investment in human capacity building that will enable us to effectively use our resources in ways that will promote and enhance sustainable development.

Values

Honesty
Integrity
Accountability
Respect
Wisdom
Responsibility

Our Strategy in Context

Bougainville stands to make a critical decision in 2019 when it undergoes a referendum for independence from Papua New Guinea. All Bougainvilleans will decide whether they want to continue being an autonomous region or to attain full independence from PNG. Bougainville currently is being governed as an autonomous region of PNG since it was inaugurated in 2005. With the exception of foreign affairs, defense and Central bank functions, the intent was to have all powers and functions transferred from the national government to the Autonomous Bougainville government before the conduction of the referendum. The ABG has had many difficulties and challenges in transferring those powers due to a number of reasons including lack of human resource capacity and the financial resources to effectively deliver on those responsibilities. There is a critical need for the private sector, civil society organizations, non-government organizations, community organizations and the general public to work together with the ABG to find ways to affect good governance and enable the delivery of services to the people. A whole-of-society approach is needed.

At present Bougainville's economy is largely dependent on subsistence cash crop farming consisting of cocoa and coconut products that are shipped to Rabaul in East New Britain from where it is exported. Subsequently Bougainville misses out potential export taxes. There exists some coastal marine fisheries activities but it mainly serves the domestic market. The PNG government also injects funding into the economy via infrastructural development projects and salaries provided to the public service employees, teachers and healthcare professionals. Many Bougainvilleans have also ventured into the retail and wholesale business, construction, logistics and tourism industries providing some employment to the community. There is a clear absence of process and manufacturing industries indicating the lack of employment opportunities for a highly skilled and knowledge labor force that could be contributing to international trade and development.

Social problems are on the rise although the scale of the problems differs in different districts in the region. A lot of people suffered from posttraumatic stress disorder during the 10-year civil war and reflects similarities with other experiences elsewhere in a postwar period. Unfortunately the lack of adequate treatment of the problem has resulted in PTSD having inter-generational impact on the population of Bougainville. This has led to many families and communities becoming fragmented leading to internal conflicts. Poor literacy and educational opportunities continue to be a problem further marginalizing certain segments of society. Many areas in the region also depend on traditional medicinal practitioners due to the lack of modern health care facilities and shortage of much needed drugs.

Sustainable Development Framework

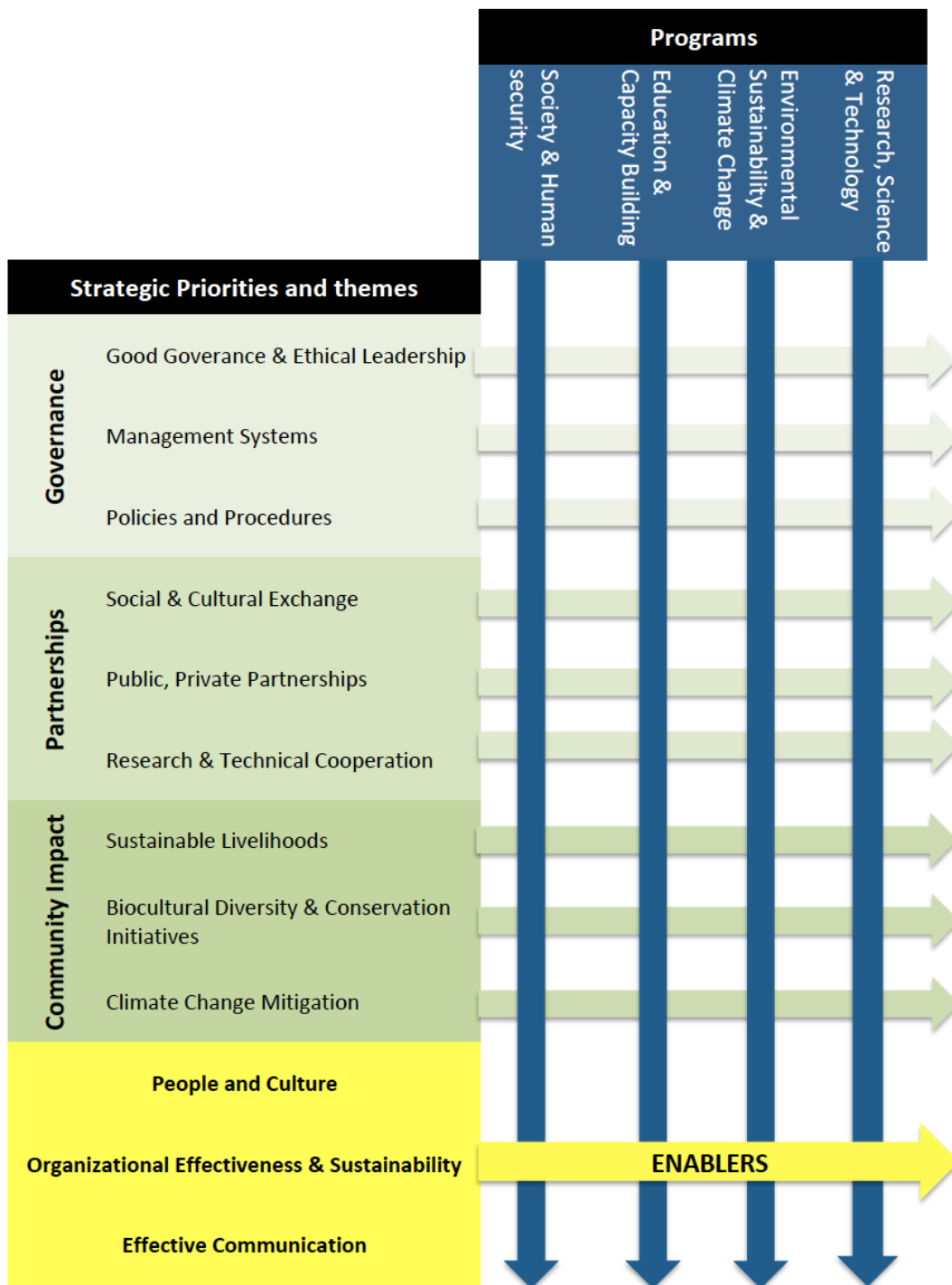
Taking into consideration many of stated problems and challenges, TKP realized that creating a common agenda was critical in rebuilding communities into cohesive social units for development. Through community consultations we immediately identified environmental conservation as a common interest that everyone was connected with. Consistently TKP is taking sustainable

development as an integrating concept based on a tripartite approach in which ecological aspects are supreme from which social frameworks are constructed. Our economic or livelihood programs are being developed as subsets of the social structuring within our project sites.

TKP Approach – People at Heart

Human capability is at the heart of our development paradigm. In the next 10 years we will invest in human resource development to enable the effective and efficient execution of our strategy and successfully deliver our programs.

The Kainake Strategy Matrix 2017-2027



The Vertical Axis

These are TKP's core development programs on (1) Society and Human Security, (2) Education and Capacity Building, (3) Environmental Sustainability and

Climate Change, and (4) Research, Science and Technology. These programs address a wide range national and global development challenges.

The Horizontal Axis

The vertical axis shows TKP's Strategic Priorities and Themes that will have crosscutting effect on all the programs. The Strategic Priorities are (1) Governance (2) Partnerships and (3) Community Impact and they all have three Themes are each of them. Additionally there are key enabling functions (1) People and Culture, (2) Organizational Effectiveness and Sustainability and (3) Effective Communication that will enable the successful implementation of this strategy.

Strategic Priority 1: GOVERNANCE

GOAL

The Kainake Project is a highly credible organization that conforms to good governance and managements systems of international standards.

OBJECTIVE

To build good governance and management systems that will ensure TKP becomes an internationally recognized and credible organization that is effective and efficient in delivering organizational outcomes.

STRATEGIES

To achieve good governance and management outcomes, the following strategies will be targeted:

1.1 Good Governance and Ethical Leadership

Good corporate governance will become the hallmark of TKP's success. Alignment with practices promoted by the PNG Institute of Directors is essential in guiding the organization's strategic path. TKP will further adopt the values outlined in the Ethical Leadership Capability Framework as the basis for leadership in our organization, the communities and others who are partners with us.

1.2 Management Systems

Effective and efficient management systems will be developed and/or adopted to ensure smooth operations at the organizational and program levels. The systems will guide the administration and operations of the organization.

1.3 Policies and Procedures

Policies and procedures will be developed for core functions of the organization to ensure challenges in organizational and program delivery are addressed systematically. Policies and procedures will be problem focused to ensure they are practical and create meaningful change.

Measurements

- All members of the Board of Directors must be qualified and be members of the PNG Institute of Directors or other institutes of equivalence.
- Financial Managements Systems are developed and implemented
- ISO Management Systems are adopted and implemented
- Policies and Procedures for core administrative and operational functions are developed and implemented
- Monitoring and Evaluation Frameworks for program and project level management are developed

Strategic Priority 2: PARTNERSHIPS

GOAL

TKP has created important international and domestic partnerships that deliver socioeconomic and research outcomes and benefits.

OBJECTIVES

To promote the development of enabling partnerships that are critical for sustainable development and growth through exchange and collaboration.

STRATEGIES

Key partnerships will be developed across broad areas in;

2.1 Social and Cultural Exchange

Exchange among communities in Bougainville, Melanesia and the Asia-Pacific region and globally are critical to generating understanding, respect, and social and cultural enhancement. Creating an environment of exchange and information sharing for mutual benefits to participating parties is supported by TKP.

2.2 Public, Private Partnerships

TKP will engage in key Public, Private Partnerships to create and enhance social and economic opportunities for its stakeholders. As a social mobility platform, it is critical that TKP develop these partnerships to create a platform for economic and financial inclusion for society to participate in and improve productivity leading to improved wellbeing.

2.3 Research and Technical Cooperation

Research is critical for creating new knowledge. TKP foresees the critical role that research plays in promoting knowledge societies and broad based improvement in wellbeing and therefore will promote and advance research (science and social science) in its project site. Technical collaborations especially with universities and research institutions will be encouraged to support and promote innovation. TKP's Ethics and Governance Policy and Procedures will guide all research and technical collaborations.

Measurement

- Number of social and cultural exchanges conducted each year
- Trainings of local participants in social and cultural workshops
- Increase in the number of partnerships with the private sector
- Increase in the number of research and technical collaborations with universities, research institutions and industry
- Conduct of world class scientific, social and economic research

Strategic Priority 3: COMMUNITY IMPACT

GOAL

TKP is investing in and delivering successful community impact projects with sustainable and climate friendly outcomes.

OBJECTIVES

To develop projects that will positively impact on people's wellbeing while ensuring that biodiversity and ecosystem services remain intact for the future generation.

STRATEGIES

3.1 Sustainable Livelihoods

Conservation without economy is unsustainable. Therefore, TKP supports and is committed to developing sustainable (alternative) livelihood programs to create and promote microeconomic opportunities in the communities we work. At the macroeconomic level, TKP will seek international trade and investment opportunities and ensure that there is market access for products created through community livelihood programs.

3.2 Bio-cultural Diversity and Conservation Initiatives

Communities are custodians of immense bio-cultural knowledge that has been passed on from generations past. These knowledge forms have been critical in the survival and continued existence of many communities in PNG. Bio-cultural knowledge is essential not only for the physical and economic benefits, but there are deep spiritual and social connections associated with it. Language for instance, is strongly connected to the ecology and understanding of relationships between humans and the biological world. Similarly hunting, gardening and traditional medicines are an integral part of the ecology. Hence, TKP will preserve the traditional understandings of bio-cultural diversity and conserve the ecological systems.

3.3 Climate Change Mitigation and Adaptation

Climate Change is impacting on food and water security, diseases, weather patterns, natural disasters, migration, and is raising a host of other unforeseen challenges. TKP is well aware of its implications and will participate in community actions to mitigate the impacts of climate change.

Measurement

- Number of livelihood projects planned and implemented per community or project site
- Increase community productivity and creation of an export driven rural economy
- Increased awareness and establishment of conservation and research sites and potentially the establishment of national protected areas
- Awareness and establishment of REDD+ projects in communities.

Enabling Functions

The Kainake Project will invest in the following enabling functions to ensure that strategies are achieved.

1. People and Culture

TKP will invest in building its human capacity through educational degrees, short courses and other programs that it deems important for the effective and efficient functioning of the organization. At the same time, it will create a culture of achievement, diligence and creativity within its organizational working environment. It will ensure that all staff and members of the organization embody its organizational values.

2. Organizational Effectiveness and Sustainability

Organizational effectiveness is a key enabling function that will ensure that TKP sustains its core programs and strategic themes. To be effective, TKP will develop systems and standard operating procedures to ensure uniformity in its administrative and operational duties across all productive levels of the organization. Effectiveness and accountability in project delivery is important in securing ongoing funding for the organization.

3. Effective Communication

Communication in all layers of the organization is critical for the continued performance of the organization in delivering its objectives and outcomes. We will develop strategies that will improve communication including adopting ICT tools and measures that will enhance the effective transmission of information to our stakeholders.

Risk Management

There are always risks associated with Strategic Planning that are bound to create challenges to the successful implementation of the strategy. A number of risk management strategies have been identified.

1. Conflict Resolution

Communities within our project sites are bound to have conflicts that may hinder TKP from progressing projects. A conflict resolution strategy will be developed and deployed.

2. Ethics and Governance Policy

TKP has developed an Ethics and Governance Policy that guides all conduct of work that the organization undertakes in the communities in order to minimize problems that will cause uncertainty to the future of the organization.

3. Community Consultations

Ongoing community consultation will be prioritized to ensure that communication with the community is ongoing to build trust and relationships. The community will fully participate in “problem deconstruction” to identify

solutions to their community challenges and to develop a certain level of ownership of the projects.

4. Business Development Plan

To address financial risks and promote sustainability, TKP will develop business development strategies to create its own funding source. Through business development platforms, TKP can acquire assets and locate its operations within a secure and safe location for its operations.

Next Steps

This Strategy sets the strategic priorities for TKP for the next 10 years. Action Plans for the implementation of the strategy will be made on an annual basis and will be guided by specific project grants that will be conducted under the set strategic priorities.