



Supporting Rural Communities



CARE International in Papua New Guinea
Five Year Strategic Plan 2012 – 2016

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Acronyms

ABG	Autonomous Bougainville Government
ADB	Asian Development Bank
APPA	Annual Planning and Performance Appraisal
ARB	Autonomous Region of Bougainville
AusAID	Australian Agency for International Development
CBO	Community Based Organisation
CI	CARE International
CSO	Civil Society Organisation
CARE PNG	CARE International in Papua New Guinea
EU	European Union
GE	Gender Equality
GNI	Gross National Income
Go PNG	Government of Papua New Guinea
HR	Human Resources
ICDP	Integrated Community Development Project
ICT	Information and communication technology
MDG	Millennium Development Goals
M&E	Monitoring and Evaluation
MMR	Maternal Mortality Ratio
NZAID	New Zealand Agency for International Development
NGO	Non Governmental Organisation
ODA	Official Development Assistance
OECD	Organisation for Economic Cooperation and Development
PA	Program Approach
PD	Position Description
PNG	Papua New Guinea
SRH	Sexual and Reproductive Health
SSMP	Safety and Security Management Plan
ToR	Terms of Reference
UNDP	United Nations Development Program
VfM	Value for Money
WASH	Water, Sanitation and Hygiene
WEF	Women's Empowerment Framework

Executive Summary

CARE International is a leading development and humanitarian relief organisation dedicated to ending global poverty and social injustice. CARE International's programs work through the primary approach of empowering women and girls towards greater gender equality. CARE International has been working in Papua New Guinea for more than 20 years and in 2006 established a full country operating presence through the Country Office headquarters in Goroka, Eastern Highlands Province.

CARE International in PNG (CARE PNG) implements development and humanitarian response programs with a focus on community development in the key sectors of governance, health, education, livelihoods, and community based adaptation to climate change.

This strategic plan has been developed through consultation during 2011 and early 2012 with CARE PNG staff across programs and operations, a range of key partners and stakeholders within PNG, and our wider CARE International partners globally. This strategy provides a framework to guide, direct and focus the continued growth and development of CARE PNG's work as a key partner in the national fight against poverty and social injustice in Papua New Guinea over the next five years, 2012 - 2016.

CARE International in PNG Strategic Plan Framework 2012 - 2016

CARE International in Papua New Guinea (CARE PNG) will strive to fulfil the CARE Vision and Mission in PNG over the next five years by fighting poverty and social injustice among remote rural communities. CARE PNG's primary approach to poverty reduction will be through the empowerment of women towards improved gender equality. In pursuit of these priorities, CARE PNG will work with a range of partners including strategic engagement with key government and civil society organisations. CARE PNG will refocus its programming towards longer term programs, thereby strengthening capacity to address key underlying causes of poverty and social injustice to achieve lasting impact. In order to meet the targets of this strategy CARE PNG will continue to build and develop staff capacity and to align organisational systems and processes in accordance with our goal.

Diagram 1: CARE International in PNG Strategic Plan Framework 2012 - 2016

Our Vision

We seek a world of hope, tolerance and social justice, where poverty has been overcome and people live in dignity and security.

Our Strategic Goal

We achieve significant, positive and lasting impact on poverty and social injustice in remote rural areas through the empowerment of women and their communities, and through effective partnerships.

Our Strategic Objectives

Programming Impacts

We undertake high quality programs, with demonstrated impacts for targeted populations

Women's Empowerment and Gender Equality

We emphasise women's empowerment and gender equality in our programming and operations, to address poverty and social injustice in the lives of women and their communities

Partnerships Approach

We develop and sustain effective partnerships to address poverty and the empowerment of women and their communities

Effective Operational Capacity

We have effective organisational leadership, management, capacity and systems to facilitate the achievement of our goal

1. Introduction: 1.1 CARE International in Papua New Guinea

CARE International is a global confederation of 12 international member organisations working in 84 less developed countries worldwide. CARE is a leading development and relief non-governmental organisation, which works through gender equality and the empowerment of women and their communities to fight poverty and social injustice.

CARE International's **Vision** is: *We seek a world of hope, tolerance and social justice, where poverty has been overcome and people live in dignity and security. CARE will be a global force and partner of choice within a worldwide movement dedicated to ending poverty. We will be known everywhere for our unshakeable commitment to the dignity of people.*

CARE International has operated development and humanitarian assistance projects in Papua New Guinea for more than 20 years. In 2006, CARE established a full country presence in PNG with the establishment of a Country Office in Goroka, Eastern Highlands Province, thereby strengthening local management and support to CARE's in-country operations.

CARE PNG is guided by the Vision, Mission, core values and programming principles of CARE International and receives management support through CARE International Member, CARE Australia. CARE Australia's strategic directions are outlined in its Strategy 2010-2015, which has the vision of being the: *recognised leader in achieving significant, positive and sustainable impact on poverty and social injustice through the empowerment of women and their communities.*

CARE PNG also benefits from the direct support of other CARE members and has current and recent partnerships with CARE Deutschland/ Luxembourg, CARE Nederland and CARE USA.

Links to Broader CARE Frameworks

As a part of the CARE International family, CARE PNG seeks to align with strategic developments of the wider CARE Confederation. Current and emerging directions from CARE International include:

- A prime emphasis across the Confederation on reducing poverty and social injustice through gender equality and the empowerment of women and their communities
- Development of Program Approaches, with greater emphasis on long term impact-focused programs
- Improving CARE-wide systems for financial and program management
- Clearer roles, responsibilities and standards for CARE Country Offices and CARE members
- A continuing drive to improve our capacity for emergency preparedness and response
- New and different ways of working with partners in-country
- A greater commitment to being accountable, particularly to program beneficiaries

Building on a Strong Foundation

CARE PNG's original strategic plan covered the period 2007-2010. It identified five program focus areas: HIV and AIDS; disaster risk management; gender-based violence; community-based integrated development and capacity building. It set key strategic directions towards establishing the new Country Office and positioning it for successful program implementation.

Throughout the past five years under the guidance of its first strategic plan, CARE PNG has grown steadily, strengthening its operational and programming capacity and progressively enhancing its work in

the development and emergency sectors in PNG. In 2008 CARE PNG opened a sub-office in the Autonomous Region of Bougainville (ARB), and in 2012 new field offices will be established in ARB and Morobe Province. Currently CARE PNG implements the following core programming:

- **Integrated Community Development Project:** with a focus on strengthened governance, and improved basic services and livelihoods, CARE PNG works in 3 remote, rural districts in partnership with government and local civil society;
- **Komuniti Tingim AIDS Youth Project:** CARE PNG works with out-of-school youth, government, service providers, local civil society and community leaders in 3 districts in ARB to strengthen youth sexual and reproductive health, including HIV prevention and treatment;
- **Mamayo (Maternal and Infant Health Project):** CARE PNG works in Eastern Highlands Province with government, teams of local village health volunteers, local civil society and communities to enhance maternal and infant health, through improved services, community mobilisation, and the promotion of women's empowerment and gender equality;
- **Climate Change Community Based Adaptation Project:** in partnership with government, local civil society and communities, CARE PNG works in the ARB atolls through a food security and disaster risk reduction approach to strengthen community coping mechanisms and resilience;
- **Humanitarian Emergency Preparedness and Response:** CARE PNG maintains emergency preparedness capacity and responds to humanitarian emergencies in coordination with local partners and through drawing on our international CARE networks;
- **Other Sectors:** other areas of recent and developing work include WASH, livelihoods, and disaster risk reduction.

Key achievements to date which have established a solid foundation on which to build the next phase of CARE's work in PNG include:

- Development of effective organisational structures, frameworks and policies in accordance with the CARE International Code, and in compliance with local statutory legislation to establish CARE's legal presence in PNG, to support leadership and management functions, and guide ongoing operations;
- Recruitment and retention of high quality operations and programs teams to drive CARE's important work in PNG;
- Development of a program portfolio aligned to CARE's strategic directions and key local priorities in PNG;
- Formation of important partnerships with government, civil society, donor and community stakeholders to enhance the reach, relevance and sustainability of CARE PNG's work;
- Significant organisational learning around PNG's complex development and humanitarian context, including key programming lessons, which have been applied to the development of this second strategic plan.

1.2 The Papua New Guinea Context

Key Challenges and Opportunities

CARE PNG strives to fulfil the CARE Vision and Mission of fighting poverty and social injustice in the diverse and complex setting of Papua New Guinea. PNG offers CARE PNG clear and relevant opportunities for this work, while posing significant and unique contextual challenges.

- **National Complexity:** PNG consists of the eastern half of New Guinea, the islands of New Britain, New Ireland and Bougainville, plus some 600 smaller islands. The country has over forty distinct geographical and biodiversity areas, and is exceptionally ethnically diverse with above 800 recognised languages. Administratively comprising 22 provinces, and 89 districts, PNG is divided into four regions: the Highlands, Southern, Momase and the New Guinea Islands. 97% of land remains under customary tenure, owned through traditional clan and family structures. In 2009, the population of PNG was estimated at 6.7 million people¹ with approximately 87 per cent of the population living in rural areas^{1, 2} dependent mainly on subsistence livelihoods. PNG has an average annual population growth rate of 2.7%.³ CARE PNG will maintain its ability to recognise and respond appropriately to PNG's contextual complexity.
- **Gender Inequality:** Despite its diverse socio-cultural context, gender inequality is high throughout PNG society. The UNDP ranks PNG 140/146 in its gender inequality index.⁴ Women and girls lack equal access to services and waged employment, and are poorly represented in leadership and governance structures. Gender based violence is highly prevalent in PNG. Gender equality is increasingly on the government's agenda with support from donor partners and UN agencies. CARE PNG will take a strategic focus on women's empowerment and improved gender equality, through programming, partnerships and alliances.
- **Development Status:** PNG lies 153rd out of 187 countries in the United Nation's 2011 Human Development Index, the lowest in the Pacific Region. It has made weak progress against Millennium Development Goals, rated by the UN as 'very unlikely' to meet MDGs 1-7 by 2015.⁵ The most recent estimate is that some 37.5% of the population live in poverty.⁶ The World Bank classifies PNG as a low-middle income country and the latest estimate available for GNI per capita is US \$ 1,300 (2011 prices). This compares to an average of US \$3,696 for all low-middle income countries.⁷ PNG's developmental status and high levels of poverty give a strong imperative to the pursuit of CARE's Vision and Mission in PNG.
- **Economic Factors:** PNG is rich in natural resources and the economy is predominantly based on mining. Agriculture including oil palm and small-holder coffee production has some significance. Buoyed by strong commodity prices and the resource boom, PNG is currently enjoying strong economic growth, low government debt and increased employment. Contingent on effective governance, influencing future mining projects, and continued strong commodity prices, economic growth is set to continue into the next decade and beyond. During the period of this strategic plan a steady increase in PNG's GNI is widely predicted, linked to recently established and planned, large liquefied natural gas and other projects. Over the next 1-2 decades, this could see PNG elevated to middle income country status, and graduation from the OECD ODA process. The key challenge for government will be to transform resource rents in to improved public goods and services, rather than see a further decline in social development indices and increased inequality. PNG's mining-based economy is vulnerable to the 'Resource Curse' with a risk of political instability, conflict and corruption², and 'Dutch Disease' with a risk of currency appreciation and declining non-mining economic sectors.⁸ CARE PNG will enhance government partnerships around improved local level governance and equitable distribution of resources.
- **Basic Services:** The state's capacity for effective governance and delivery of public goods and services, particularly for the rural majority, is extremely limited. Outside of the capital and larger towns, the majority of the population lives in relative isolation with poor roads and infrastructure,

¹ The 2010 Census figures, yet to be released, reportedly found a total population of 7.060 Million (PNG Post-Courier, April 4, 2012).

² PNG is ranked 154/183 in TI's Corruption Perception Index <http://www.transparency.org/country#PNG>

and a severe lack of basic services. This is a major causal factor in PNG's low health and education indicators³, and associated challenges such as severe HIV and TB epidemics. Despite positive economic growth unless this issue can be addressed PNG's human development status will not improve. CARE PNG will enhance government partnerships and strengthen community engagement around stronger, more sustainable demand and delivery of basic services, especially to rural areas.

- **Government of PNG Priorities:** Government priorities are framed in three hierarchic planning documents: Vision 2050, The PNG Development Strategic Plan 2010- 2030, and the PNG Medium Term Development Strategy 2011- 2015. These focus on improving health, education, income, and raising PNG's HDI ranking, through measures including good governance and sound macro-economic management, improving and devolving service delivery, wealth creation and poverty alleviation particularly in rural areas, addressing security, improving road networks, widening access to basic utilities (electricity, clean water, and sanitation), engaging communities, empowering women and youth, and addressing climate change. **Autonomous Region of Bougainville:** more than a decade after the end of the crisis, the Autonomous Bougainville Government (ABG) is focused on completing the peace and reconciliation process, the restoration of key services and infrastructure, and the drawing down of powers from the GoPNG under the Bougainville Peace Agreement. As the ABG has noted, ARB shares many of the challenges facing other parts of PNG including low health and education indicators. Additional challenges include an incomplete weapons disposal program creating security concerns in some areas. Supporting young people who missed out on education and other services as a result of the crisis, and are known as 'the lost generation', is a particular priority. Between 2015 and 2020 the ABG will hold a referendum to decide whether to remain an autonomous region within PNG or become fully independent. CARE PNG will strengthen partnership around key areas of alignment between government priorities and CARE's Vision and Mission.
- **Emergencies and Climate Change:** Situated on the Ring of Fire, PNG is prone to volcanic and tectonic events, including tsunamis. Tropical climatic factors, including El Nino/ La Nina weather patterns, periodically bring drought or flood. Storm surges and cyclones are prevalent. PNG is particularly susceptible to climate change impacts due its high dependency on subsistence livelihoods, and the country's extensive low-lying coastal and island areas. CARE PNG will maintain preparedness and engagement with key partners to support emergency response in PNG.
- **Insecurity:** Insecurity is high in many parts of PNG. The Highlands region suffers frequent violent intercommunity conflicts or tribal fighting, normalising violence and undermining security and the rule of law. The ARB is recovering from a recent decade-long secessionist civil war, through the disarmament and reconciliation of factions. Weak law and justice services combined with growing urban drift and inadequate employment opportunities, create high levels of crime in PNG's larger urban centres, particularly Port Moresby, Lae and Mt Hagen. CARE PNG will maintain effective organisational capacity in safety and security to support its staff and their work in PNG.
- **Operating Context:** PNG's often rugged terrain, weak road and communication networks, scarce infrastructure, lack of service providers, limited markets, and significant security threats create unique challenges and maintain high operating costs. This has broad operational impacts ranging from programming, logistics, procurement, and ICT, to availability of office space and staff housing. To be effective in the PNG context CARE PNG will maintain a strong and innovative operational focus.
- **Donor Context:** For historical and geopolitical reasons, AusAID dwarfs other donor partners in PNG, both in relation to ODA (>70%)⁹ and size of its in-country programs. AusAID focuses on health and

³ Recent estimates of PNG basic social indicators include: Life expectancy at Birth: 63; Under-5 Mortality rate: 61; MMR: 250 (UNICEF revised estimate); Gross Primary School enrolment: 60%; % of rural population with access to improved water source: 33%; National HIV prevalence: 0.9% (Taken from WHO, UNDP and World Bank websites, July 2012)

education, with an emphasis on strengthening democratic governance and law and justice, reducing gender-based violence and improving infrastructure. Other donors including the EU, NZAID, ADB, World Bank, and the recently re-established Pacific USAID program, prioritise sectors including health, governance, climate change, livelihoods, infrastructure and agriculture. CARE PNG will maintain a strong partnership with AusAID, while enhancing engagement and partnerships with other donors, to ensure effective mobilisation of resources towards our common strategic priorities.

- **Civil Society Context:** PNG has relatively few International NGOs, which focus on health, education, child rights, livelihoods, governance and emergencies. Several prioritise sexual and reproductive health linked to PNG's HIV epidemic. Church agencies manage more than half of all health and educational facilities. Local civil society is at an early stage of development, and local NGOs/ CBOs are small, with limited reach, and low organisational capacity. CARE PNG will further develop civil society partnerships and alliances to increase the reach and impact of our work and to support the development of local civil society.

1.3 Rationale for Continued CARE Presence in PNG

For CARE, strategic planning includes a step where we ask: *given the specific context, should CARE maintain a presence in this country?* From our analysis, we believe there is a strong case for CARE to operate in PNG:

- Poverty levels are high, which fits with CARE's Vision and Mission. Social indicators are weak, and there are significant social challenges reflecting the many needs in PNG.
- PNG is also conflict and disaster prone, meeting with CARE's humanitarian mandate.
- Government in PNG lacks the capacity to consistently and equitably deliver basic services. Civil society is nascent and needs support to grow and develop.
- The PNG Government and donor community is willing to work with us and supports CARE having a presence, including through growing donor funding. Though there are significant unmet needs, there are relatively few INGOs operating in PNG.
- CARE can offer experience, capacity, skills, and resources, with a focus on key areas such as poverty, women's empowerment, emergency preparedness and response, and CARE's Program Approach.
- CARE has made a serious investment in establishing a full presence in PNG in 2006, reflecting a long term commitment. CARE has established strong relationships and networks in PNG.
- It makes sense for CARE Australia to be active in PNG, given Australia's regional role.

In this context, **CARE's role in PNG** will include the following:

- Supporting government to understand and fulfill its role, and empowering communities and civil society to work with the government to improve service delivery
- Strengthening government capacity to deliver basic services
- Strengthening local partners' capacity
- Promoting women's empowerment and gender equality
- Filling some gaps in government services
- Responding to emergencies
- Contributing to skills development of PNG professionals, both within partners and within CARE PNG
- Contributing to a strong evidence base for programs and policy
- Introducing international best practice

2. Key Frameworks: 2.1 CARE's Focus on Poverty

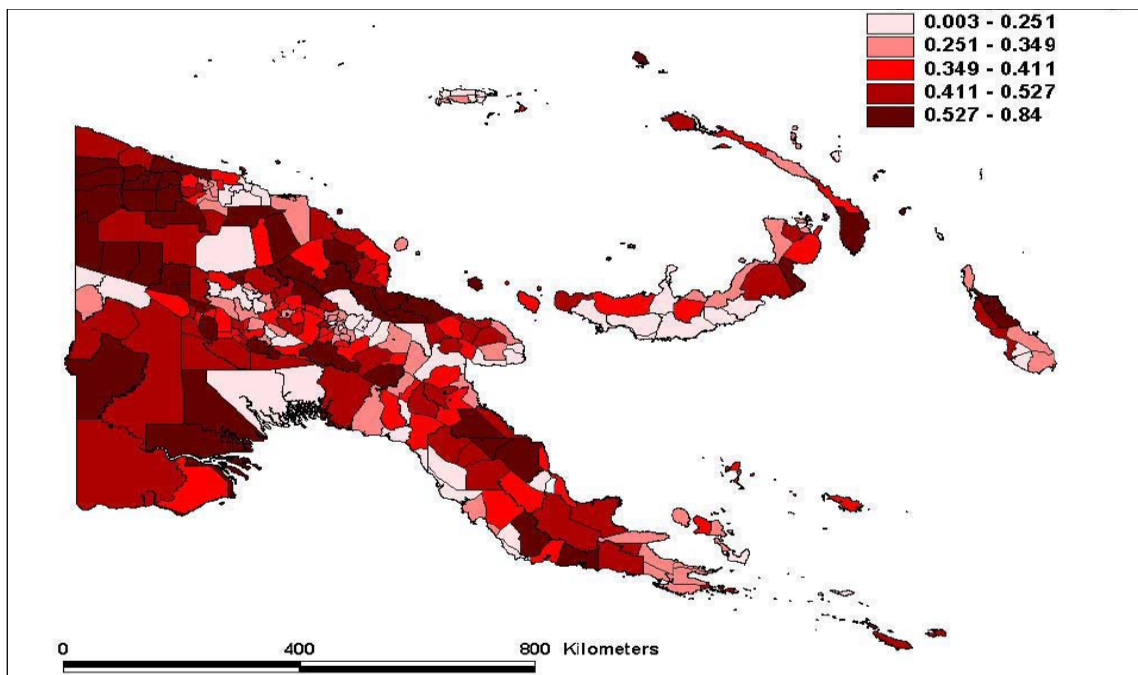
CARE's Vision and Mission has a key focus on overcoming poverty. There are many different definitions of poverty. CARE does not hold to a single definition across its operations worldwide, but looks to work with poverty as it is experienced in its many diverse operating environments. CARE sees poverty not just as an economic process, but also as a social and political process. It is not only about material deprivation, but also social marginalisation. CARE is committed to addressing the underlying causes of poverty and social injustice. This leads us to help people to claim their rights to live in dignity and security. Over time, CARE has come to see the empowerment of women and girls as its primary approach to fighting poverty and social injustice.

Poverty in PNG: the Evidence from Research: Although there has been considerable debate around the existence of poverty in PNG, increasing numbers of studies confirm that it exists, that for many the situation is not improving and that by some measurements poverty in PNG is getting worse.

Much of what we know about poverty in PNG is based on national level surveys and data sets.¹⁰ The most recent analysis on poverty in PNG is based on the National Household Survey of 1996. This estimates that overall 37.5 per cent of Papua New Guineans live in poverty, and that rural poverty is almost double that of urban areas (41.3 per cent compared to 16.1 per cent).

Since independence in 1975, there have been five major studies of rural poverty in PNG,¹¹ which together clearly show that over the years there has been very little change in the locations where the poor live. Twenty districts appear consistently among the most disadvantaged. Research confirms that there is a spatial dimension to poverty in PNG: the most disadvantaged districts are remote and rural.

Figure 1: PNG Poverty Incidence Map showing the percentage of the population below the national poverty line by Local Level Government Boundary: World Bank, 2004 Poverty Assessment



Based on this research and the similarities between districts identified as poor over several decades, we can make some judgements about the characteristics of poor areas. These areas are isolated, have low levels of cash incomes and poor access to services. Environmental factors, which affect the productivity

and reliability of subsistence farming, mean that populations living in these areas are vulnerable to the effects of food shortages and malnutrition in particular.

Several of the studies also help to identify characteristics of those who live in the most disadvantaged communities. These studies show that the most disadvantaged are likely to have low levels of education, lower life expectancy, and poorer child nutrition than those better off. People living in these communities are also far less likely to earn regular cash incomes, for example through waged employment or the sale of cash crops.

Although PNG's most disadvantaged districts are remote, rural and often sparsely populated, taken together they include more than one million people, constituting 15% of PNG's total population.

CARE's Definition of Poverty in PNG: In developing this strategic plan, we took time to develop a working definition of poverty for CARE PNG, agreed as follows:

CARE understands that poverty in PNG can involve a range of social and economic dimensions of well-being. These will often be inter-linked, and can include:

- unequal participation and limited decision-making power and control of resources in society and community
- limited access to services (education, health and social)
- poor health, nutrition and educational outcomes
- insecure livelihoods, low cash income and limited access to markets
- opportunities and movement limited by conflict, insecurity, poor infrastructure and environmental constraints
- vulnerability to conflict, external shocks and natural disasters.

In applying CARE PNG's definition of poverty to what we know from surveys, data sets, and research about poverty in PNG, it is clear that poverty is most prevalent in rural parts of the country. Further we can say that there are specific remote and rural districts of the country where the highest levels of poverty are consistently found.

2.2 CARE's Program Approach

CARE believes that to effectively address underlying causes of poverty and social injustice we need to work through longer time frames. This requires us to adopt a programmatic way of working, rather than only implementing single projects. The program approach is about achieving lasting impacts and designing our programming around specific groups of people. For CARE a program approach is defined as follows:

A program is a coherent set of interrelated activities – some project based, some not; some done by CARE, many done by others – that over a period of time beyond the standard project timeframe leads towards lasting reductions in the underlying causes of poverty and social injustice, as experienced by specific population groups, articulated through changes in the human condition (people's basic needs and wellbeing), social position (more equitable social relations) and enabling environment (key structural issues, including governance and legal frameworks).

In developing a program approach CARE PNG will clearly define an impact goal for our specific population group, those people living in remote, rural communities; we will need to conduct further analysis to determine key underlying causes of poverty and to construct a robust theory of change; and from this build a coherent program, incorporating specific sectoral areas, strategic alliances and partnerships, and robust plans to establish an effective resource base from which to support the program. The program will include effective learning and accountability frameworks, and a research strategy. This will establish a strong evidence base enabling CARE PNG to influence relevant policy and practice at all levels from local to national, thereby leveraging greater scale and impact from our work.

2.3 Women's Empowerment and Gender Equality

Women and girls in PNG face formidable personal, relational and structural barriers to overcoming poverty and social injustice. This includes unequal access to key services such as education and health. Significant gaps exist between boys and girls in both primary and secondary school enrolment rates; and PNG's maternal mortality ratio (MMR) was recently measured at 733 per 100,000 live births¹² - second only to Afghanistan in the Asia-Pacific Region. Despite high participation in the subsistence sector, women have much lower access to wage employment, or financial independence. Under cultural norms women rarely own property or land. Women have very limited influence in decision-making and are poorly represented in leadership and governance structures in PNG. The UNDP's 2011 Human Development Report assigns a very high gender inequality index to PNG (0.674) and ranks the country 140th out of 146 countries. Gender inequality is linked to severe rates of gender-based violence in PNG, and women and girls experience a high incidence of family and sexual violence including sexual assault, impacting heavily on their health and well being.

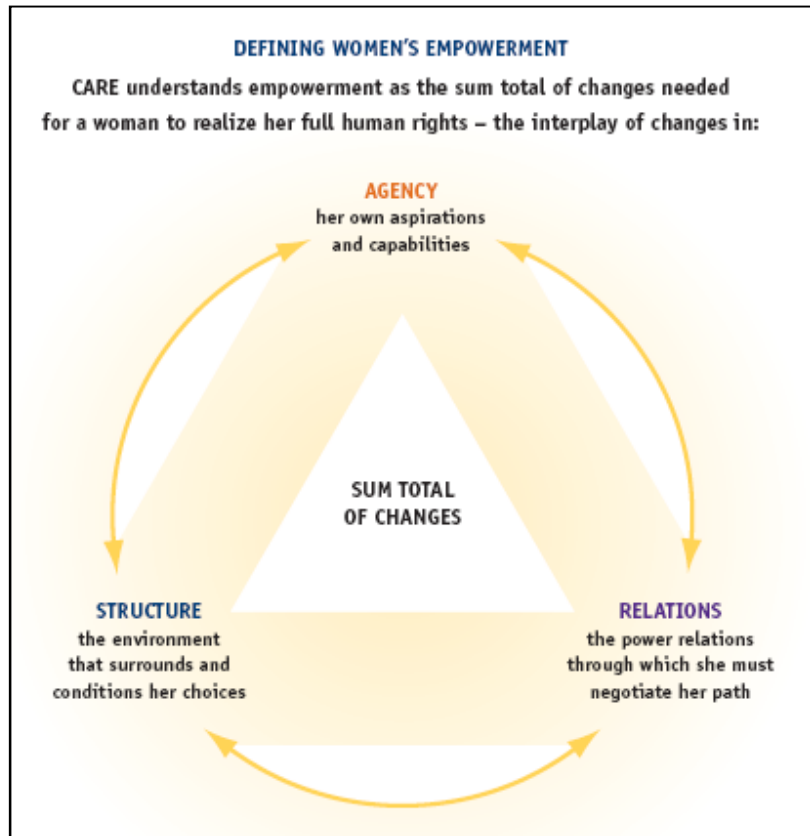
CARE's Women's Empowerment Framework: CARE envisions a world without poverty or social injustice. CARE understands that empowering women and girls towards greater gender equality is an effective method to reduce poverty and social injustice. It is well established worldwide that women and girls face disproportionately higher levels of poverty and social injustice. Therefore a focus on women and girls is appropriate when aiming to reduce poverty. Moreover, CARE has clearly demonstrated through development and emergency work worldwide¹³ that greater gender equality is an effective way to reduce poverty not just for women and girls but also the whole community - including men and boys. This means that empowering women and girls to be more equal to men and boys benefits all. CARE has developed a comprehensive framework to promote women's empowerment and gender equality. The Women's Empowerment Framework (WEF) has three dimensions, working with women's agency, with key relationships, and with structural issues.

1. Due to poverty and social injustice women and girls may lack skills, knowledge or opportunities to overcome disadvantage. Therefore CARE builds capacity and supports participation of women and girls. In this way we strengthen women's **agency**.
2. Key people in the lives of women and girls, such as relatives, spouses, or leaders, sometimes prevent them from accessing opportunities to overcome poverty or social injustice. CARE works with these groups to help remove barriers and promote facilitation. In this way we promote **relationships** that support women's empowerment.
3. In PNG and elsewhere underlying rules or cultural norms of society often hold women and girls back. Therefore CARE works with government, leaders and communities to address policies, rules and norms in support of women and girls. In this way we help to reduce **structural** barriers.

Put together this defines the CARE WEF– working through the dimensions of strengthening women’s agency, promoting supportive relationships, and addressing key structural issues. Through this comprehensive approach we aim to achieve stronger and more lasting women’s empowerment, toward greater gender equality, and through this to effectively reduce poverty and social injustice.

In any given sectoral context CARE PNG aims to apply the WEF to its programming work to ensure that women and girls are at the centre of the approach.

Figure 2:
CARE’s
Women’s
Empowerment
Framework
(WEF) showing
the three
dimensions of
empowerment



2.4 CARE’s Partnerships Approach

CARE PNG clearly understands that to successfully achieve the CARE Vision and Mission in PNG we need to work with others. To increase the reach, scale and sustainability of our work we must engage in effective partnerships, collaborations, alliances and networks. At the international level CARE PNG will continue to partner with other CARE members to draw on high quality technical support, and to mobilise resources. At the national and local level this will involve specific partnerships as follows.

Government Partnerships: Government through its primary role of ensuring democratic and participatory governance, and the sustainable delivery of basic services, is a key partner for CARE PNG. Through our community development and governance focus we have established extensive experience of working in alignment with government frameworks and priorities, and have developed effective approaches to supporting government and building its capacity. CARE PNG understands that across all sectors, meaningful engagement with government is a key to greater impact and sustainability for our work. CARE PNG will maintain and enhance partnerships with government to strengthen governance, and the sustainable delivery of basic services. We will maintain strong relationships with provincial, district and local level government and increase our engagement with national level government. CARE

PNG will strengthen formal partnerships with government and continue to pursue innovative and productive strategies for working together. We will build a strong evidence base through program learning and research and use this to promote and influence debate on government policy and its effective implementation in areas of strategic priority.

Local Civil Society Partnerships: CARE PNG understands that to succeed in the pursuit of our development and humanitarian priorities, it is essential to build alliances, collaborations and partnerships with like-minded development actors. PNG's local civil society is at an early stage of development and this presents a challenge but also an opportunity to build capacity and organisational strengthening among our local networks. Our work with local civil society therefore has the twin aim of facilitating the achievement of the CARE Vision and Mission, and of strengthening PNG's civil society sector. While continuing to work in a range of ways with local partners, CARE PNG will develop a more strategic approach with key partners, to enable stronger, longer term engagement. This will include providing organisational strengthening and promoting the development of deeper, more two-way relationships. We will support our strategic partners to develop their organisations as a goal in itself and allow them to take a greater role in future CARE PNG program design and delivery for both development work and during emergencies. CARE PNG understands that to succeed in this work, we will need to adapt our organisational structures and ways of working.

Donor Partners: Donor partners play a key role in the development process. CARE PNG will proactively engage donor partners to strengthen partnership towards mutually held goals. We will leverage our programming expertise and learning to ensure effective mobilisation of resources towards women's empowerment and gender equality, and poverty reduction. CARE PNG will continue to build our strong relations with AusAID but also seek to engage with a broader range of donor partnerships to increase our reach, to strengthen alliances, and to support a strong, diversified resource base for our work.

New Partnerships: CARE PNG will explore new types of partnerships, alliances and ways of working. CARE PNG understands that business has a role, a responsibility and an interest in addressing poverty, women's empowerment and humanitarian emergencies, and we will seek to pilot stronger engagement with private sector organisations.

2.5 Effective Operational Capacity

Given the operational complexity, and the developmental status of our context, CARE PNG clearly understands the imperative for strong leadership and management frameworks, effective staff capacity building, and progressive organisational strengthening and development, in order to fulfil our development and humanitarian mandate within PNG. Internal analysis was undertaken as part of the strategic planning process and the following priorities determined.

Human Resource Development: CARE PNG's primary asset is our staff. Current strengths include a strong Country Program team of highly skilled staff, effectively engaged in pursuit of CARE's Vision and Mission. To capitalise on this asset CARE PNG will develop a clearer strategic focus for workforce management to include priority areas of promoting leadership, performance management, coaching and mentoring of staff teams; providing relevant capacity building opportunities; and creating a safe, supportive and equitable work environment for employees to sustain high levels of satisfaction, empowerment, commitment and accountability.

Support Functions: CARE PNG will continue to develop appropriate operational functions, improve remote support to sub- and field offices, and strengthen specialist program capacity in key areas such as women’s empowerment and gender equality, humanitarian emergency response and improved program quality. Further geographic and/or sectoral expansion will take account of the need for additional support capacity.

Programs and Operations Coordination: Continued focus is needed to build mutual understanding and collaboration between programs and operational support teams thereby ensuring effectiveness and efficiency whilst maintaining compliance with key organisational frameworks. CARE PNG’s Programs and Operations Committee (POC) will continue to identify policy gaps, make recommendations for practical organisational change, and continue to work towards mutual planning for more effective compliance and support. Particular consideration will be given to logistics and procurement functions to enable more effective logistical support, while taking account of requirements around managing procurement, storage and distribution of goods. Special attention will be given to building the capacity of the logistics function to strengthen its role in emergency preparedness and response.

Achieving Quality and Value for Money: CARE PNG looks at Value for Money (VfM) in terms of Effectiveness, Efficiency and Economy. In line with our general approach to maximise the impact of our projects through quality design and implementation, we focus on effectiveness and efficiency. CARE PNG invests in program staff with specific thematic responsibilities to ensure program quality across our work – meaning that our work has a greater, more sustainable impact. CARE PNG invests appropriately in its operations departments to ensure the accountability of donor funds; to support effective operational capacity; to ensure we recruit qualified staff and invest in their development; to achieve value in procurement; and to effectively manage information. The support provided by being part of CARE International’s confederation means we can draw on best practice from around the world and access specialist resources. While all of these come at a cost we believe that they represent good VfM in helping to deliver effective long term impacts in an accountable and efficient manner. CARE PNG will maintain essential investment to maximise the value we bring to our work, while continuing to manage costs in order to achieve effective value for money.

3. Key Programming Considerations

Who Should CARE Work with in PNG?

Our planned focus for developing programming for the next five years can be described as follows.

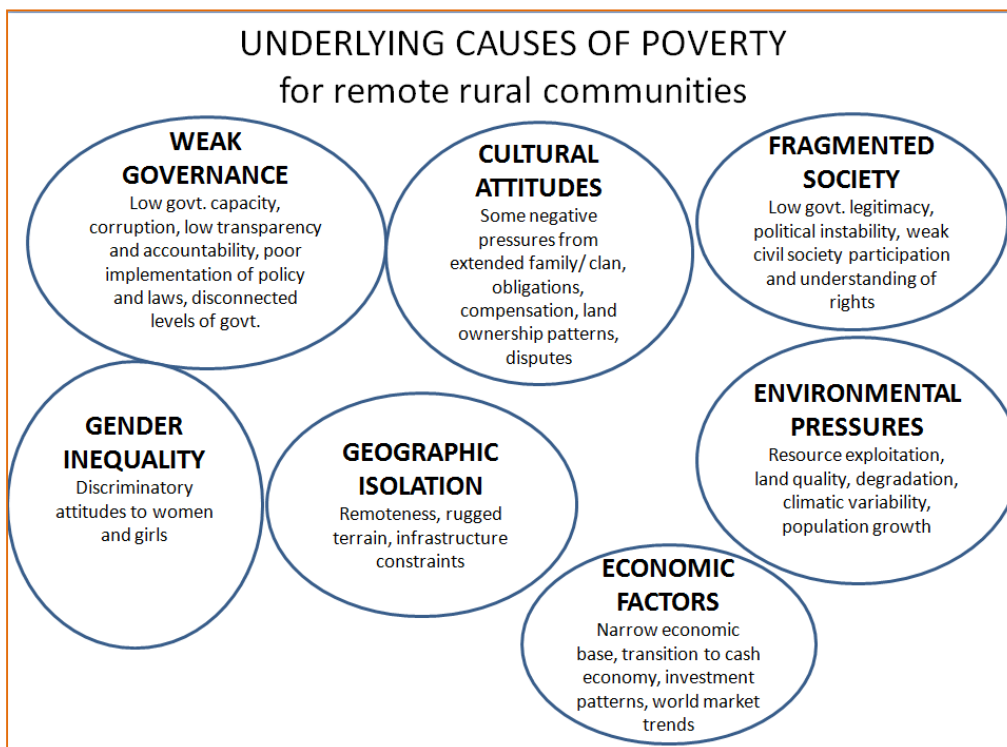
The groups on which we will focus our programs: Under the CARE Program Approach and based on learning from CARE experience and research, CARE works to have an impact (significant, lasting positive change) on certain identified population groups. We are moving to designing programs around our desired long term impact on an identified group of people. Our impact group becomes the main emphasis of our programs, with less emphasis on sectors (such as “education” or “WASH”) or geographic locations (such as “Enga” “Sandaun”). CARE’s ICDP already reflects some of this thinking with its impact statement which focuses on “the most economically, socially and politically marginalised communities, living within extremely disadvantaged districts of PNG”.

Based on our thinking about poverty in PNG and CARE’s Vision and Mission, and looking ahead to the coming years:

- People in remote rural communities will be the prime population group for development of long term programming. The rationale for this is based both on clear demonstrated need among this group, and also where CARE PNG has invested in effort and developed significant experience and track record in its first five years. An early priority will be to sharpen our focus by defining a clear impact group for our programming.
- There are many other groups with whom CARE PNG might work. While developing the program for remote rural communities as mentioned above, we will take account of groups such as women and youth, vulnerable groups, and displaced people. Such groups will also be kept in mind as possibilities for development of one or more future programs.
- Disaster affected communities would be the focus of any major programs of emergency assistance that arise in the next 5 years.
- We will collaborate with government, civil society and other partners in implementing programs. Capacity building of partners will remain an important element in much of our work.
- Given CARE PNG's comparative advantage, the urban poor will not be a focus for major program development in the period of this Strategic Plan. However, it will be important for CARE PNG to have some understanding of the links between poverty in rural and urban areas (e.g. migration, displacement, HIV and AIDS) and the dynamics of urban poverty.

Our thinking on the key underlying causes of poverty for remote rural communities: CARE's approach is to bring about changes by addressing the causes of poverty. In particular, our work will be based on an analysis of the underlying causes of poverty and social injustice; as well as designing strategies that CARE PNG and our allies will use to help address these. Our programs will take a long term view focussing on the change we want to see in the next 10-15 years that we can work towards. For our main population group of people in remote rural communities, we have identified a number of underlying causes of poverty as shown below.

Figure3: Underlying Causes of Poverty for Remote Rural Communities



Where Should CARE Work in PNG?

CARE PNG is interested to increase its program and influence over time. Possibilities to expand into new provinces arise through potential new project opportunities. At the same time, any expansion into new locations requires significant investment and careful planning, given the operating environment (cost and logistical complexity of security, transport and communications). To the extent possible, a commitment to a long term engagement in a given area is also important, to help ensure impact. Our thinking on our geographic focus is as follows:

- Expanding coverage to new districts within existing provinces is a logical starting point, where we can build on existing provincial relationships and structures.
- We also envisage that CARE PNG may look to expand operations into at most 1-2 new provinces in the next 5 years (e.g. Morobe Province). However, decisions on expanding coverage should be guided by the following principles:
 - **Strategic priority:** Expansion should be focused on helping us reach poor and vulnerable communities (e.g. into demonstrably poor provinces or districts rather than more well off). Expansion should link with or support our long term Program/s where possible, and/or our women's empowerment and gender equality agenda.
 - **Manageability:** Viability and cost-effectiveness of operations in new locations, and CARE PNG's ability to effectively support these operations, should be considered upfront.
 - **Resources:** There should be a realistic chance of securing funds for a long term engagement with the local community.
- Disaster response programming may take CARE PNG into new provinces on a short term basis; though longer term engagement in these new provinces should be considered as per the above principles.

CARE PNG's Sectoral Focus

Current and recent sectors for CARE PNG have included community development, governance, WASH, HIV and AIDS, maternal health, and now climate change. There are likely to be opportunities to expand our sectoral focus in response to new programming opportunities. However, we are seeking to design our long term Programs around people (impact groups) rather than being driven first by sectoral imperatives. So as above, any suggested expansion of sectors should be subject to the following principles:

- **Strategic priority:** Any new sectoral initiative should link with or support our long term Programs where possible, and/or our women's empowerment agenda. It should be based on responding to community needs not just at the level of immediate needs (human condition) but also take into account working at the level of enabling environment and social position.
- **Manageability:** Viability and cost effectiveness should be considered upfront. CARE PNG should be able to access or build the necessary expertise to be credible and professional in the new sector, alongside other players working in the same field, and be able to support operations in the new sector.
- **Resourcing:** There should be a realistic prospect of securing long term funding.
- **Governance:** Because of the importance of working in partnership with government as a key sustainability strategy, CARE PNG will aim to strengthen linkages of present and future programming to governance, and where possible a foundation on governance programming will be a pre-requisite for sectoral development.

- **WE/GE:** According to our Gender Strategy, CARE PNG seeks to “integrate gender equality and women’s empowerment at organisational, program and partner level”. This will influence how we choose to program as we apply our Women’s Empowerment Framework. In developing the Program for rural/remote populations, our approach to women’s empowerment will be carefully considered and clearly articulated. Subject to program development, women may be clearly specified as part of the defined impact group (e.g. “women in remote rural communities” or similar). Alternatively, an identified women’s empowerment programming focus may be integrated throughout the program design. This might lead to a specific focus on 1-3 key issues relating to women as part of our work under the “remote rural communities” program (e.g. Gender Based Violence, women’s voice in decision-making).
- **Linkages:** Opportunities to engage across more than one geographic area or sub office should be considered.

4. The Strategic Framework 2012 - 2016

Our Strategic Framework has been developed through a process of analysis, reflection and consultation during 2011 and early 2012. This has been driven by staff of CARE PNG, with valuable inputs by stakeholder partners in PNG, and support from CARE Australia and CARE International. This process has led to the following statements of where CARE wants to position itself in PNG for the next five years.

Our **vision** for CARE International in PNG is drawn from the Vision statement of CARE International: *We seek a world of hope, tolerance and social justice, where poverty has been overcome and people live in dignity and security.*

Towards that vision, our **goal** is: *CARE International in Papua New Guinea (CARE PNG) achieves significant, positive and lasting impact on poverty and social injustice in remote rural areas through the empowerment of women and their communities, and through effective partnerships.*

To meet that goal, we have set **four strategic objectives**. To reach our objectives, we have established our planned outcomes. We have also set indicators for each outcome which will help us assess our progress. To achieve the planned outcomes, we have identified priority actions.

Strategic Objective 1: CARE PNG undertakes high quality programs, with demonstrated impacts for targeted populations.

Outcomes:	Indicators:
1.1. CARE PNG designs and implements long term programs to strengthen impact and sustainability	1.1.1. Long term programs are designed and being implemented in line with relevant benchmarks and standards of CARE International and CARE Australia
1.2. CARE PNG measures and demonstrates the impact of its programs	1.1.2. CARE PNG is meeting the Functions and Performance Standards of CARE International
1.3. CARE PNG captures and documents learning and good practice from its programs, contributing to key evidence bases as well as drawing on them to enhance quality and impact	1.2.1. Project/program impacts are being systematically documented and reported
1.4. CARE PNG uses its evidence base to encourage positive change in policy and practice in PNG among policy-	1.3.1. CARE PNG project/program designs use lessons learned
	1.3.2. Key approaches and models are documented
	1.4.1. CARE PNG has relevant examples of evidence-based influence on policy and practice among key stakeholders

<p>makers, donors and other stakeholders</p> <p>1.5. CARE PNG has effective capacity and demonstrated expertise in emergency response</p> <p>1.6. CARE PNG ensures accountability to beneficiaries and other stakeholders</p>	<p>1.5.1. CARE PNG’s emergency preparedness and response is meeting the standards of CARE International’s Humanitarian Accountability Framework</p> <p>1.6.1. CARE PNG’s Accountability Framework is established and in operation, consistent with standards of CARE International and CARE Australia</p>
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Priority Actions: under our programmatic strategic objective, the following priority actions will be undertaken during the first two years of this strategy:

1.1 Program Approach: to achieve greater sustainability and impact, CARE PNG will develop a longer term (10-15 years) program. This process will include documenting and standardising key approaches across projects. We will establish a Program Quality (PQ) Unit and PQ Strategy to improve quality and support an effective M&E framework for our program approach.

1.2 Monitoring, Evaluation and Learning (MEL): in order to strengthen our ability to achieve and demonstrate longer term results, we will undertake work to strengthen our ability to measure impact and develop an effective knowledge management framework.

1.3 Research: to enhance learning and the impact of our work we will develop and implement a research strategy. An important aspect of this will be to review and document key approaches and models for our work.

1.4 Evidence Base: to leverage greater scale and impact we will develop and implement a strategy for advocacy and bringing work to scale. This process will include strengthening CARE PNG’s capacity to engage with donors, partners and government on key policy areas.

1.5 Emergency Preparedness and Response: CARE PNG will strengthen preparedness to undertake quality emergency responses including annually updating our Emergency Preparedness Plan. We will provide relevant training and support to all staff. We will develop a Humanitarian Accountability Framework (HAF).

Strategic Objective 2: CARE PNG emphasises women’s empowerment and gender equality (WE & GE) in its programming and operations, to address poverty and social injustice in the lives of women and their communities.

Outcomes:	Indicators:
2.1. CARE PNG’s programmatic and emergency work is designed, implemented and reviewed through the framework of WE & GE	2.1.1 All new project designs and emergency work are based on CI’s Women’s Empowerment Framework
2.2. CARE PNG has effective capacity across the organisation and has aligned systems and processes to enhance our work in WE & GE	2.1.2 M&E frameworks for projects, programs and emergency work identify outcomes of activities for women and men
2.3. CARE PNG builds the organisational capacity of our key partners to enable the achievement of shared goals in WE & GE	2.1.3 All project and emergency evaluations identify the impact of the project on women and men
2.4. CARE PNG promotes sharing of	2.2.1 CARE PNG policies, procedures and decision-making reflect gender equality and diversity
	2.2.2 All staff understand and apply the Women’s Empowerment Framework in all workplans
	2.3.1 Partner selection, capacity development and

<p>learning, research and evidence to build better understanding of and support for WE & GE through our proactive engagement with strategic networks.</p>	<p>activities support WE & GE</p> <p>2.3.2 CARE PNG facilitates its government partners to apply GoPNG policy on gender in their joint activities with CARE PNG</p> <p>2.4.1 CARE PNG has an articulated understanding of WE & GE in the PNG context</p> <p>2.4.2 CARE PNG proactively shares the WE & GE approach with strategic networks</p>
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Priority Actions: under our WE & GE strategic objective, the following priority actions will be undertaken during the first two years of this strategy:

2.1 Programs and Emergencies: CARE PNG will fully integrate our Women’s Empowerment Framework into project and emergency response designs and workplans. We will develop an effective and evidence-based locally appropriate model of poverty reduction through WE and GE.

2.2 Organisational capacity: CARE PNG will equip all staff with the necessary gender competence for their programming and operational work. We will audit our key working frameworks to ensure all organisational policies, systems, practices and decision-making are aligned with WE and GE.

2.3 Partners: CARE PNG will build the capacity of key partners to enhance work in WE and GE. Through program and emergency work we will engage partners in gender analysis and mainstreaming. We will support partners to reflect WE and GE principles through program design, implementation and M&E.

2.4 Learning and networks: CARE PNG’s research will include ‘do no harm’ analysis to support the development of an effective WE and GE model for the PNG context. To support structural intervention, we will identify and research key leadership and organisational structures at the community level. To promote this organisational priority, we will develop & maintain strategic WE and GE networks in PNG.

Strategic Objective 3: CARE PNG develops and sustains effective partnerships to address poverty and the empowerment of women and their communities.

<p>Outcomes:</p> <p>3.1. CARE PNG works in partnership with the Government of PNG to support the strengthening of governance, effective implementation of policy and delivery of key services</p> <p>3.2. CARE PNG works in strategic partnerships with civil society in PNG to build capacity towards the achievement of shared goals</p> <p>3.3. CARE PNG develops and sustains strategic partnerships and alliances with a variety of public, private and international organisations to strengthen the impacts of our work</p> <p>3.4. CARE PNG works positively with donor partners and secures resources to sustain its role in programming,</p>	<p>Indicators:</p> <p>3.1.1. All project designs address government priority areas and have structured and ongoing engagement with relevant government agencies</p> <p>3.2.1. CARE PNG has developed and implemented a Partnership Strategy to support development of effective working relationships, joint program delivery and organisational development with key CSO partners</p> <p>3.3.1. CARE PNG has piloted one private sector engagement initiative and documented key learning by 2014</p> <p>3.3.2. CARE PNG is engaged with relevant alliances to support joint work in addressing poverty and promoting women’s empowerment</p> <p>3.4.1. CARE PNG has diverse and appropriate funding sources to support delivery of the strategy</p>
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networking and policy engagement	
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Priority Actions: under our partnership strategic objective, the following priority actions will be undertaken during the first two years of this strategy:

3.1 Government Engagement: CARE PNG will audit government partnership to date and through this develop and apply guidelines for strengthened government engagement (including MOU templates). We will promote awareness of government structures and policies among relevant staff. We will include government in all M&E work, and ensure regular progress reporting to national, provincial and local government partners.

3.2 Strategic CSO Partnerships: we will increase our capacity to strengthen strategic approaches to partnerships by developing and implementing a partnership strategy and a toolkit to support this work.

3.3 Partnership Alliances: CARE PNG will pilot public private partnerships and document key learnings. We will identify and join alliances where membership would contribute to the achievement of our organisational goals.

3.4 Donors and Resourcing: CARE PNG will develop and monitor a comprehensive organisational funding matrix. We will establish a resourcing plan to mobilise potential funding sources. As part of this plan we will implement proactive donor partner engagement in all areas of strategic interest.

Strategic Objective 4: CARE PNG has effective organisational leadership, management, capacity and systems to facilitate the achievement of our goals

Outcomes:	Indicators:
4.1. CARE PNG has effective organisational management and development, and promotes a culture of participation and accountability	4.1.1. All management teams in CARE PNG have clear Terms of Reference and are functioning and reporting appropriately
4.2. CARE PNG values, supports and develops its staff, establishes clear expectations for performance, and enhances staff professionalism and leadership at all levels	4.1.2. CARE PNG develops and implements a performance management framework
4.3. CARE PNG has effective policy, systems, infrastructure and capacity in field offices and the country office to fully support its programmatic and emergency work in remote and rural areas	4.2.1. All staff have a clear understanding of competencies required for their role, and opportunities exist for professional development and advancement
4.4. CARE PNG's operational systems are aligned to its work in poverty, women's empowerment and gender equality, and partnerships	4.2.2. CARE PNG has developed and implemented leadership strategy across the organisation
4.5. CARE PNG promotes and sustains a strong safety and security culture throughout its work.	4.2.3. There is increased staff retention, promotion and staff engagement with the organisation
	4.3.1. Organisational capacity, structures, systems and processes are progressively strengthened to effectively support field offices and program and emergency work delivery in remote rural areas
	4.4.1. CARE PNG clearly demonstrates its values of gender equality and women's empowerment in its organisational policies, practices and culture, and in dealings with partners
	4.5.1. CARE PNG staff have a safe secure working environment, with minimised exposure to risk

Priority Actions: under our operational capacity strategic objective, the following priority actions will be undertaken during the first two years of this strategy:

4.1 Organisational management: CARE PNG will review and strengthen our management structure. We will enhance effective communication between management teams and all staff. To strengthen management effectiveness and staff engagement we will develop and implement a performance management framework.

4.2 Leadership and professionalism: CARE PNG will develop and implement a leadership framework and revitalise staff understanding and engagement with core organisational values. We will review and strengthen processes to increase staff attraction, retention, and engagement. We will review and update the HR Manual. CARE PNG will build professionalism and capacity by planning and running an annual program of targeted and effective trainings through a range of media.

4.3 Strengthening Structures, systems and processes: In accordance with our strategic priorities CARE PNG will strengthen and realign our logistics and procurement support services. We will develop and implement an effective ICT strategy. To strengthen operational support, we will develop and roll out a Staff User Manual and more user-friendly operational forms and systems. To increase support for remote offices, we will establish and implement a field office management and support strategy.

4.4 Organisational alignment: to support our strategic priorities CARE PNG will review and strengthen the integration and mutual accountability of programs and operations teams. We will train all staff on proper operations responsibilities and seek to increase project exposure for operations teams.

4.5 Safety and Security: CARE PNG will maintain annual updates and roll out of our safety and security management plan, as a key framework for our systems and processes. We will ensure effective dedicated safety and security staffing, including focal points at all field offices, and continue to provide regular safety and security training to all staff. We will ensure effective safety and security equipment.

5. Management Processes: 5.1 Risk analysis

CARE PNG has identified the following risks which could prevent it from achieving our strategic objectives and has developed the following mitigation plans in response:

Major Risks and Assumptions	Mitigation Plans
Insecurity (from conflict, unrest, disputes) delays or stops implementation of programs	<ul style="list-style-type: none"> ○ CARE PNG will maintain dedicated staff capacity in safety and security ○ CARE PNG will update SSMP and provide regular training and support to all staff
CARE PNG is unable to recruit and retain quality staff	<ul style="list-style-type: none"> ○ A Human Resource Action Plan will be developed to strengthen implementation and monitoring of staff attraction and retention approaches ○ CARE PNG will develop a performance management framework to strengthen coaching and mentoring within teams ○ CARE PNG will develop targeted training program to strengthen staff capacity
CARE PNG is unable to find and sustain	<ul style="list-style-type: none"> ○ CARE PNG will strengthen its partnership

effective partnerships	engagement process including the provision of organisational strengthening support to strategic CSO partners
Funding streams don't match CARE PNG priorities, reducing available resources to support CARE PNG's work	<ul style="list-style-type: none"> ○ CARE PNG will proactively develop donor partnerships and seek to strengthen and diversify our funding base ○ CARE PNG will promote greater donor engagement in strategic priority areas
Weak national infrastructure (transport, communications, etc) impedes implementation of programs	<ul style="list-style-type: none"> ○ CARE PNG will further develop key operational units, including logistics and procurement, and ICT and strengthen capacity, systems and processes
Unreliability of government in terms of capacity and priorities undermines CARE PNG operations	<ul style="list-style-type: none"> ○ CARE PNG will strengthen engagement with GoPNG, and develop improved approaches to working with government
Macroeconomic distortions lead to rising costs and budget pressures	<ul style="list-style-type: none"> ○ CARE PNG will strengthen cost management measures and focus on operational efficiency
Uncertainty and instability in pre- and post-2012 National Election period affects CARE PNG's ability to program	<ul style="list-style-type: none"> ○ CARE PNG will carefully plan activities throughout the election period, incorporating a range of measures to mitigate potential impacts
CARE PNG's work in women's empowerment and gender equality is not implemented in a way that is acceptable to communities and stakeholders	<ul style="list-style-type: none"> ○ CARE PNG will develop staff capacity in WE and GE and strengthen staff engagement in this core area ○ Learning on the application of the WEF in each project setting will be collected, analysed and utilized in ongoing work
Natural disasters disrupt CARE PNG's operations	<ul style="list-style-type: none"> ○ CARE PNG will develop staff capacity, systems and networks in effective emergency preparedness and response
CARE PNG is unable to provide effective support for its program and operations	<ul style="list-style-type: none"> ○ CARE PNG will continue to develop a strong and innovative focus on operational support
CARE PNG is unable to meet donor expectations on results and value for money	<ul style="list-style-type: none"> ○ CARE PNG will develop a Program Quality Unit and a program approach to strengthen impact and program quality
CARE PNG programs are 'hijacked' by politicians or partners	<ul style="list-style-type: none"> ○ CARE PNG will strengthen our approach to partnerships, and maintain our non-partisan approach to our work in PNG
Strained relationships with communities arising from CARE PNG not meeting expectations reduces CARE PNG's ability to engage and implement	<ul style="list-style-type: none"> ○ CARE PNG will develop an effective accountability framework to strengthen its accountability to communities and other key stakeholders.

5.2. Monitoring and Review of Strategy

Outcomes, indicators and priority actions outlined above will provide a basis for assessing progress against this Strategic Plan. The CARE PNG Leadership Team will assign actions by functional areas. CARE PNG will appoint a senior manager as leader for each strategic objective to champion and oversee key components. With a wide range of priorities to address, appropriate sequencing of activities will need to be considered, taking account of the capacity of all relevant parts of the Country Program. The detail of

tasks and responsibilities will be spelled out on a year to year basis through Annual Operating Plans which will be used to track initiatives. The staff performance management framework will support the implementation of the plan, helping to define responsibilities and accountabilities for individuals and teams in delivering key results.

Annual planning processes will provide an opportunity for functional areas to assess work to date against the agreed strategic directions. The CARE PNG Leadership Team will meet twice yearly to review progress and consider any adjustments to key directions or approaches.

CARE PNG will conduct a mid-term review of the Strategic Plan in mid 2014. This will assist in laying groundwork for forward planning beyond the end of the five year period.

5.3 Resourcing issues

CARE PNG is entering this next strategy period having built in the last five years the platform of an established Country Office and a growing program portfolio.

This strategic plan will guide thinking in strategic resource allocation and investment decisions by CARE PNG supported by its lead member, CARE Australia. Some actions identified in the strategy may not require significant additional resources and can be achieved within the existing scope of work teams or through reallocation within the Country Office's broader resource envelope. However, our program reach and effective operations will depend on our ability to secure ongoing and additional funds for our work.

Work on a number of identified plans or strategies under this strategic plan will help further clarify likely resource requirements. Annual budget preparation cycles throughout the next five years will also provide regular opportunities to consider investment priorities.

CARE PNG will enhance existing donor partnerships, including with AusAID, and will proactively engage with a broader range of new partners. Our aim will be to use our programming experience and learning to mobilise support for our strategic priorities, particularly poverty reduction, women's empowerment and gender equality. This will increase our reach and impact, and help ensure a broad and diversified resource base for our work in PNG.

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