



## WORKING WITH COMMUNITIES POLICY

ORGANISATION:	Kokoda Track Foundation
ACN:	103 660 948
POLICY TITLE:	Working with Communities
VERSION:	5.0
STATUS:	Final
ALLIED POLICIES / PROCEDURES:	Code of Conduct Human Rights Policy Child Protection Policy Disability & Social Inclusion Policy Prevention of Sexual Exploitation, Abuse & Harassment Policy Workplace Health and Safety Policy Program Guidelines
OWNER:	Senior Management
APPROVED BY:	CEO
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### INTRODUCTION:

The purpose of this policy is to outline the approach that the Kokoda Track Foundation (KTF) takes to working with communities in Papua New Guinea (PNG) in order to empower, engage with primary stakeholders, build capacity and ensure the ongoing sustainability of programs and results.

### SCOPE:

This policy applies to all KTF's development programs, projects and activities in PNG.

### POLICY:

KTF is committed to a human rights framework to aid and development, community development and co-delivery with local partners, and to ensuring that all projects build the capacity of communities, stakeholders and partners and are sustainable beyond the direct involvement of the KTF.

### KTF's development activities:

- Aim to respect, protect and fulfill the human rights of all members of the communities in which it works;
- Foster the empowerment and capacity development of all members of the communities in which it works;
- Work in partnership with communities, governments and other key stakeholders;
- Prioritise community development and sustainable approaches over social welfare;
- Promote accountability and transparency in all of its activities;
- Ensure the meaningful participation of all community members (including vulnerable and marginalized groups) in the program design, implementation and review stages.

KTF will not engage in the direct delivery of short-term direct welfare assistance, unless this is couched within a broader community development program. This broader program must be designed to enhance social and economic conditions for communities, particularly communities with vulnerable and marginalized groups. It must also enhance individuals', organisations' and government's' capacity over the long term.

KTF will design and deliver medium to long term projects focusing on building the capacity of partners, communities, education and health facilities and government structures to be able to deliver long term and holistic support to their primary stakeholders.

## APPROACH:

KTF will always:

- Undertake in-depth community consultations, situational analyses and needs assessments before developing programs for communities;
- Involve representatives from communities in program design and development, implementation, and monitoring and evaluation, and create pathways for people from vulnerable and marginalized groups and backgrounds to participate in these processes;
- Work with communities to fully understand their needs and where their rights are not being met (e.g. access to free, primary education, access to quality healthcare, sustainable livelihoods and other income-generation opportunities, safe from violence, free from discrimination);
- Ensure that vulnerable and marginalized groups within communities are given opportunities to contribute and participate in all stages of KTF's aid and development activities, and will create opportunities to facilitate their participation;
- Work with all levels of PNG Government (national, provincial and local) to ensure that KTF's aid and development activities are in line with government development plans and other stakeholder activities;
- Actively seek out partners and other stakeholders to strengthen programs and ensure that programs are delivered collaboratively and cohesively;
- Invest in the delivery of development programs that are sustainable and will continue beyond the intervention of the KTF supported project;
- Prioritise programs that build the capacity, knowledge and skills of local communities via education, training and skills development.

### Human Rights Approach

KTF's role is to help the communities in which it works to overcome obstacles blocking access to human rights and to provide the tools, training and support needed to ensure ongoing access to these rights. Via a rights-based approach, KTF builds the capacity of communities and ensures the ongoing sustainability of its aid and development programs. KTF is committed to the International Declaration of Human Rights, the UN's Sustainable Development Goals and ensures that all programs and projects designed and delivered promote access to human rights for the communities and people that we support.

### Community Development

KTF is committed to community development approaches and does not engage in the direct delivery of short-term direct welfare assistance, unless this is couched within a broader community development program. Community development approaches:

- Involve processes where community members are supported by KTF to actively participate in problem and solution definition and take collective action on issues which are important to them.
- Empower community members and create stronger and more connected communities to meet the needs of their own populations.
- Support a holistic approach grounded in principles of empowerment, human rights, inclusion, social justice, self-determination and collective action.
- Consider community members to be experts in their lives and communities, and value community knowledge and wisdom.
- Assume that programs are led by community members at every stage - from deciding on issues to selecting and implementing actions, and evaluation.
- Have an explicit focus on the redistribution of power to address the causes of inequality and disadvantage away from the most powerful to the most marginalised.

- Are not one-off events, but involve medium to long term support in building the capabilities of communities to be empowered to address their own needs.

In the case of social welfare assistance this should be support to communities and government to provide assistant to their own populations and used as short-term support to address longer term problems

### Capacity Building

KTF's capacity building approach to aid and development involves enabling and strengthening individuals, groups, and organisations to increase their ability to cope with crises and to contribute long-term to the elimination of poverty and addressing issues of their choice.

Capacity building facilitates people and institutions to realise *their own* development objectives and recognises that recipients of aid must be empowered to manage their own development agenda. The goals of capacity building should not result in an attempt to impose a foreign model or way of doing things, but strive to identify and use local expertise and develop a grassroots domestic model.

Foundations for developing initiatives for effective capacity building are that they:

- are owned and directed by the local community;
- use participatory approaches at all stages;
- utilise and build on local knowledge and existing capacity to develop a vision for the future;
- are sensitive to the existing environment (internal and external) and the constraints and opportunities it presents;
- are gender and culturally sensitive and equitable;
- integrate activities at various levels to address complex problems;
- seek to utilise a variety of methods that suit the local context to facilitate change in the total environment; and
- seek to be sustainable through building strong relationships with and between stakeholders generating a high level of buy-in.

### Sustainability

KTF recognises that the significant challenges facing PNG communities will only be overcome to the extent that communities take collective action to advance their rights and the rights of their children, and to the extent that local authorities and other partners have the capacity to fulfil their human rights obligations (in particular to children, youth, women and other vulnerable and marginalized persons).

KTF works in partnership with local communities over a defined period of time. This period of time is defined at the outset of project design, in consultation with partners, communities and stakeholders and is regularly reviewed throughout the course of project delivery. A clear sense of the finite nature of this partnership (ie, exit) is established from the beginning. During this partnership, KTF ensures that a capacity building approach is implemented to ensure that the outcomes of its development activities are sustainable in people, infrastructure and resources beyond KTF's exit from the project/program.

KTF's sustainable approach to development takes account of political, economic, social, technological, environmental and legal variables and ensures that programs contribute to outcome level results that are not dependent on finite resources. KTF's programs will always develop the necessary support of the community, government and other stakeholders to sustain the results beyond the project intervention.

END