

2014 Annual Report



KTF



WHO WE ARE...

We're a group of passionate and innovative problem solvers who want to make a difference in Papua New Guinea. Our mission is to advance education, health, livelihood and leadership outcomes for every person in the country.

In Australia we seldom worry about our children having access to school, or being able to see a Doctor or healthcare professional when we need to. However, in PNG the day-to-day reality for people, for parents and communities, is vastly different.

Imagine having to walk 10 kilometres through jungle to reach school or to receive medical treatment. For many of us we simply jump in a car, get on a bus, or call an ambulance. Yet in PNG, where 85% of the population lives in rural and remote areas, this is the norm.

These, and many other development challenges, can be difficult for us to fathom without having been exposed to hardship and poverty. The people of PNG are our nearest neighbours and they need our support. They didn't choose to be born into a community without a school or Doctor, just like we didn't choose to be born in a country with vast amounts of wealth and services. We invite you to put yourself in their shoes, and make a decision to help.

We provide sustainable solutions that work. Things like teacher training, health centre infrastructure, supplies and resources, professional development, micro businesses and leadership opportunities.

WWW.KTF.NGO

KTF is a registered charity and a member of the Australian Council for International Development. KTF holds base accreditation with the Australian Government's Department of Foreign Affairs and Trade and is endorsed as a Deductible Gift Recipient. Donations of \$2 or more are tax deductible in Australia.

OUR VISION...

To be a trusted, caring and creative organisation contributing to a flourishing Papua New Guinea, whose people enjoy liberty through unfettered access to healthcare, education and human rights and thrive as a respected nation in our region.

OUR MISSION...

To work to improve the wellbeing and futures of the people of Papua New Guinea by assisting with education and healthcare, by respecting customs and environment, by improving livelihoods, by keeping the story of Kokoda alive, and by identifying and fostering the next generation of leaders. We do this without discrimination and irrespective of religion, race or political affiliation.

OUR VALUES...

Our organisation is guided by five values:

Integrity - The resources at our disposal are not our own. We ensure that we act with the utmost integrity in all scenarios, in our aid and development work in Papua New Guinea, and in our fundraising, marketing and administration in Australia.

Perseverance - We understand and respect the challenging environment of working in aid and development in Papua New Guinea. We are committed to improving the lives and futures of our nearest neighbours and with patience, perseverance and creativity do everything in our power to deliver on that commitment.

Ingenuity - Whether it is our aid and development work in PNG, or our marketing and fundraising activities in Australia, we always strive to be as resourceful and creative as possible. We overcome hurdles and work towards solutions with optimism and ingenuity.

Mateship - Our mission is based on the strong bond forged between Australia and Papua New Guinea during the Second World War. The people of Papua New Guinea are our nearest neighbours and our friends. Our supporters entrust us to honour this friendship in the same spirit of the mateship that was at work during the Kokoda Campaign.

Compassion - We work alongside communities, seek a thorough understanding of their needs, and respond with programs and initiatives in partnership with people. We do this with empathy and compassion.

Chairman's Report

A busy year of consolidation and growth in 2014 saw the Foundation secure two key accreditations, complete a substantial administrative restructure and deliver a significant increase in our program capacity.

During the year the Foundation secured full membership of the Australian Council For International Development (ACFID) and accreditation by the Australian Government's Australian-NGO Cooperation Program (under the auspices of the Department of Foreign Affairs and Trade).

These credentials are a testament to our organisation's maturity and standing. They came after a sustained and extensive organisational review and restructure - a great credit to our staff, board and our pro-bono advisors L.E.K. Consulting. The accreditations open exciting possibilities for future partnerships as well as underpinning our broad strategies to extend our program delivery in PNG.

In 2014 we were delighted to welcome a new director, Bill James, a long-term benefactor and supporter. Our administration welcomed two new key members: Cory Steinhauer as our new General Manager; and Mike Nelson as our Operations Manager. Both played leading roles in the lengthy accreditation processes and in the review, development, and expansion of our internal structure and our PNG programs. Other key members of our management team, Petra Arifeae and Vera Huntink in Sydney and Charles Arifeae, Wampy Irido, Saii Faole, Grayson Kaumi, Elijah Sarigari, Theo Laimo & Joe Inoro in PNG, took on additional responsibilities and performed wonderfully during this transitional period.

In the first half of the year, our Hon Treasurer and board member, Bernie Egan, stepped in to lead the administrative team during our CEO Dr Gen Nelson's maternity leave. We sincerely thank Bernie for his commitment, skill and wisdom in guiding the team through a period of substantial change.

In 2014 we also made substantial progress toward the completion of our flagship project, the Kokoda College teaching facility at Kou Kou village, outside Kokoda.

Indeed, the College's School of Education will offer its first official classes in mid 2015 and the buildings should be all in place by the end of 2015. 2014 saw significant ongoing investment in the infrastructure of the College, funded by donations received during our fundraising campaign in 2012 and 2013 and not by income in 2014. This largely explains the deficit for the year.

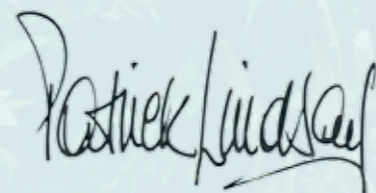
We continued to support our teachers and community health workers in our catchment area and we grew and developed our education, health and livelihood programs. Our Archer Leadership Scholarships went from strength to strength. Its alumni are already making their mark with significant contributions in PNG society.

We have developed extensive plans for an organisational 'brand and website refresh' commensurate with our growth strategy. We are confident these will bear substantial fruit during 2015, allowing us to expand our supporter and funding base and to extend our program reach.

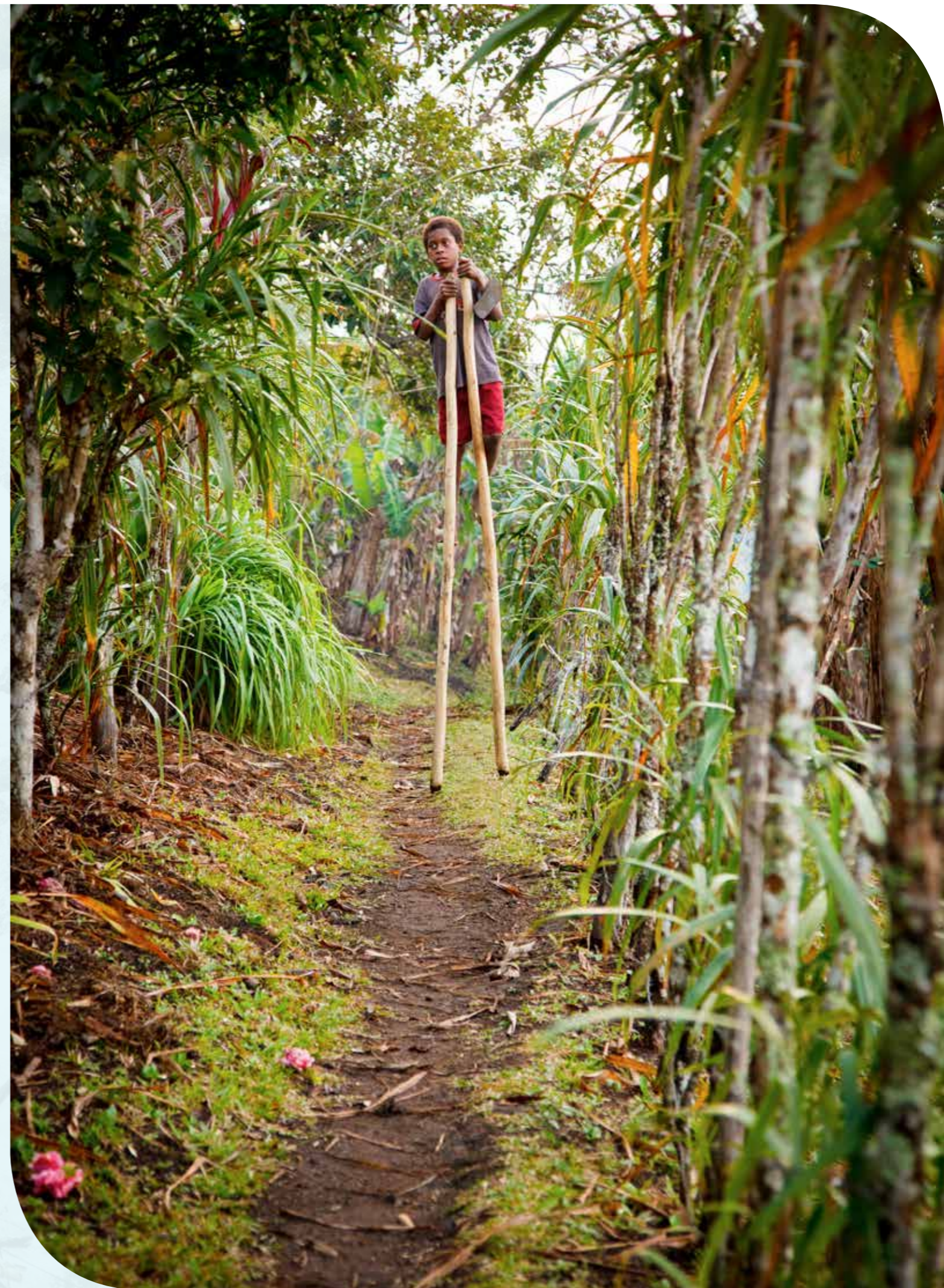
My sincere thanks to our board for their continuing guidance and wisdom and to our staff, both in Australia and PNG, for their unstinting work during a testing time. A special thank you to the team at L.E.K. Consulting for their skill and their generous advice in helping us develop our business plans and future strategies.

Finally, our sincere thanks to all our volunteers, supporters and benefactors for their generous contributions during the year. Please rest assured that your support is enabling us to make a difference in a growing number of lives in PNG.

As we move toward the 75th anniversary of the Kokoda Campaign the spirit of Kokoda flourishes and the KTF stands poised to take its work to a new level.



Patrick Lindsay
Chairman



Chief Executive Officer's Report

2014 was a year of consolidation and strategic planning for the KTF. It was year to reflect on the achievements of the past decade and a time to plan for the next exciting chapter of the organisation's life.

Despite a decade of sustained economic development, the majority of PNG's population has realised few tangible improvements to their quality of life. A significant percentage of the population lacks access to basic health, education, water and sanitation, energy and financial services.

At the heart of KTF's operations, is the overarching goal to empower communities to lift themselves out of poverty. Our programs in education, health, livelihoods and leadership made a significant contribution to this in 2014.

We made significant progress on the construction of the Kokoda College, KTF's flagship education and health training facility, and the School of Education is now complete. Classes for the Diploma of Elementary Teaching will resume in June 2015 and construction on the School of Health will continue until the end of 2015. Our extremely hard working local team of Charles, Wampy, Theo and Joe have done an extraordinary job on the construction, aided by some wonderful volunteer Australian builders. Our teacher trainer, Petra Arifeae, has completed our world-class curriculum and will be on site at the College in June to train a new cohort of elementary teachers for PNG. Our wonderful donors have made this life-changing work possible and we are grateful for your ongoing support of this exciting initiative.

With your help, this year we continued to support the posts of 25 teachers and 6 community health workers, from Sogeri to Efogi to Kokoda to the Northern Beaches. Our teachers are some of the best trained teachers in the region and with regular mentoring and professional development, they are able to provide a world-class education to children in their earliest years of learning. They are also supported via our Rich Learning Environments project with the educational resources and schools supplies, as well as support for infrastructure, to operate their schools.

Our CHWs work in aid posts and health centres across the catchment region, providing high quality, primary healthcare to thousands of children and families. Our regular supply of drugs and health equipment, coupled with ongoing skills training and mentoring, mean they are well equipped to treat a range of critical health conditions in some very remote areas.

Our work in livelihoods continued via our innovative Light Up PNG project and we recently partnered with the Secretariat of the Pacific Community to pilot a new solar base station energy model across two regions in Oro Province. By delivering small business training to

women's groups and supporting them to establish microbusinesses from which they can earn a regular income, we are able to make a real difference in the lives and futures of their families and communities.

2014 was also an important year for our team in Sydney. We became full members of the Australian Council For International Development and we were also accredited with the Australian Government's Australian-NGO Cooperation Program (DFAT). These are significant milestones for the organisation and reflect the strong standing of the organisation in the face of external due diligence reviews.

We have also recently rebranded the organisation and our new KTF brand signifies the exciting new chapter ahead of growth, transformation and expansion to new regions across PNG.

Our team in Sydney grew in 2014 and we welcomed Cory as our new General Manager and Mike as our Operations Manager. Both have been instrumental in supporting the organisation through its accreditation processes, growing our programs in PNG, and getting the organisation ready for the recent rebrand. We welcomed our new Administration Officer, Florentina, to the team in February 2015, and we welcomed Vera back from maternity leave to her role as Marketing & Communications Manager.

I spent the first half of 2014 expanding my own family and I welcomed my daughter, Emilie, into the world. During my maternity leave, Bernie Egan, KTF Director and Honorary Treasurer, was acting CEO and did a superb job at the head of the organisation. I am indebted to Bernie for his great commitment to KTF and the extraordinary amount of time and effort he dedicated to the job whilst I was on leave.

A heartfelt thanks to our board of directors for all of their time and energies in 2014, and in particular to our chair, Patrick Lindsay, who is unwavering in his commitment to the keeping the spirit of Kokoda alive.

And my biggest thanks goes to all of our generous donors and volunteers for their enormous contribution in 2014. Without you, life-changing work across PNG would not be possible. You are the reason the spirit of Kokoda is well and truly alive today.

Dr Genevieve Nelson
Chief Executive Officer



OUR WORK IN PNG: EDUCATION

BUILDING EDUCATIONAL CAPACITY IN COMMUNITIES

The benefits of education are long agreed; however never before has such strong international evidence demonstrated how important education is for lifting communities out of poverty. Education makes a significant contribution to individuals and families within developing countries, for example:

1. Education is critical to escape chronic poverty
2. Education leads parents to apply appropriate health and hygiene practices
3. Mother's education saves children's lives (via accessing skilled birth attendants, vaccinations, and accessing healthcare for preventable and treatable diseases)
4. Education reduces maternity mortality
5. Education enables women to enter the labour force
6. Education enables those in paid employment to earn higher wages

Our education program aims to improve student outcomes and deliver increased access to educational services to rural and remote communities across PNG. We know a better future starts with education.



RICH LEARNING ENVIRONMENTS

Schools in rural and remote PNG are often rickety buildings without walls. Classrooms echo with the absence of chairs and desks as children sit on the floor before a teacher without adequate training, support or learning resources.

Accessing quality education is an on-going challenge for parents in PNG. By partnering with communities we empower school leaders, teachers and children to shape their own future. We do this by:

- Providing teachers with professional development and mentoring opportunities
- Presenting resource and supply grants to schools
- Building educational infrastructure. This includes water, sanitation and solar solutions
- Funding the on-going maintenance of schools
- Supporting teacher remuneration

We currently support 40 elementary and primary schools.

SCHOOL OF EDUCATION

We know that qualified teachers help break the cycle of poverty.

The Kokoda College 'School of Education' is PNG's preeminent pre-service teacher-training facility preparing urgently needed teachers for across the country. The College offers a bespoke 40-week teacher-training course as opposed to the PNG standard of 6-weeks. Teachers who graduate from Kokoda College are better equipped to teach in rural and remote locations and provide children with superior educational outcomes.

Teachers providing education that is relevant and purposeful have the power to transform lives.



*"One child, one teacher, one book,
one pen can change the world."
Malala Yousafzai*

OUR WORK IN PNG: HEALTH

PROMOTING HEALTHY COMMUNITIES

PNG has the lowest health status of all countries in the Pacific region. There has been little improvement in almost all health indicators due to the difficulties the population faces in accessing basic health services. While the context is different in every province, PNG's health system is severely affected by entrenched system-wide challenges:

1. Physical and security barriers reduce access to and delivery of health services
2. Health funding is not enough to meet the minimum cost of services. Funding also faces significant obstacles to reach front-line health facilities
3. Medical supplies are frequently out of stock, and are often of sub-standard quality
4. Many health facilities require refurbishment to meet standards, and there is inadequate staff housing in rural and remote areas
5. There are too few health workers to meet the demands for health services, and many workers are approaching retirement or over retirement age
6. Health workers lack clarity on their roles, rights and responsibilities. They do not receive adequate supervision or in-service mentoring and professional development
7. Communities fail to use health services because of out-of-pocket expenses, poor health behaviour, poor physical access, and social determinants such as lack of education, violence against women and other law and order issues

Our health program works with communities to increase access to primary healthcare across remote and rural communities. Our aims are ambitious, and will only be achieved through the long-term investment in the training, posting, resourcing and support of community health workers – the cornerstone of the PNG healthcare system.



COMMUNITY HEALTH CARE

A growing population is putting intense pressure on the limited health services available to PNG communities. Aid posts are commonly understaffed and under resourced, and many are closed due to financial problems.

We aim to increase access to quality primary health care by partnering with communities to plan and provide services that best meet the peoples needs. This involves:

- Providing community health workers with professional development and mentoring opportunities
- Presenting resource and supply grants to aid posts
- Building health infrastructure. This includes water, sanitation and solar solutions
- Funding the on-going maintenance of aid posts
- Supporting community health worker remuneration

We currently support 8 aid posts and health centres.

SCHOOL OF HEALTH

We invest in the sustainable delivery of primary health care in PNG.

Our team is working closely with national and provincial authorities to develop and implement an advanced 'School of Health' that will train committed and professional community health workers. Providing a two-year diploma in community health care, the 'School of Health' will be one of only twelve health worker training centres in the country.

By increasing the number of qualified community health workers we aim to increase the number of communities able to access healthcare, decrease preventable illnesses, increase in the number of births attended by a qualified health worker, and decrease maternal and under 5 child mortality rates.



*"The right to health includes access to timely, acceptable, and affordable health care of appropriate quality."
World Health Organisation*

OUR WORK IN PNG: LIVELIHOODS

EMPOWERING WOMEN & COMMUNITIES

In PNG, despite a growing economy, driven by the extractive industry, income and human poverty persist. The majority of the population continues to live in rural, isolated areas with little or no access to basic services, such as healthcare, education, energy and safe drinking water. The effects of the strong economic growth the country experienced over the last decade have not trickled down to the poorer segments of the population.

In response our livelihoods program aims to introduce demand led goods to market. Implemented on an adaptable scale, we first test the products and market appetite, and develop suitable business structures before going to scale. The livelihood opportunities are aligned to community need, for example, off grid solar, and build upon community strengths, such as agriculture. To increase sustainability the program is enterprise based, women led and flexible enough to allow for changes in demand.

By investing the money we raise into developing sustainable businesses, we know we are creating lasting change for families and communities.

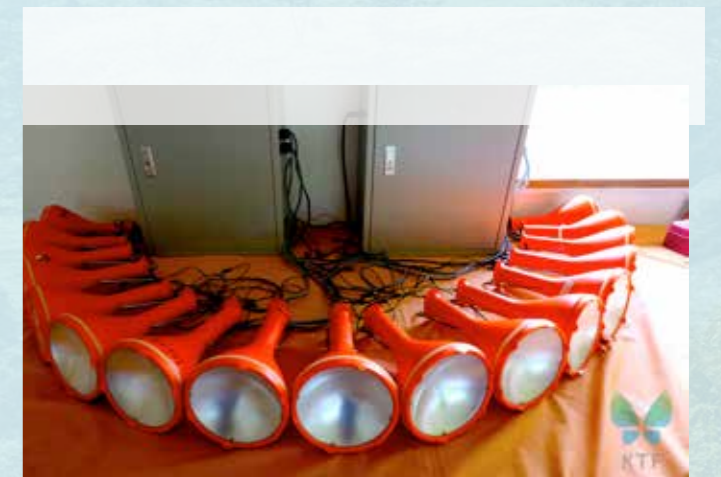


LIGHT UP PNG

6.3 million people in PNG live without access to the energy needed to meet their basic needs. Lack of reliable lighting limits people's ability to undertake daily activities such as business, reading, schoolwork, and household chores; and increases the safety and security risks for families at night.

We work with women across the country to establish sustainable businesses selling 'muscle solar lights'. These near indestructible personal devices emit a huge amount of light, last for years and are very affordable for rural families. Add a solar charging system and our project brings communities out of energy poverty.

We believe that to empower people to grow we must provide them with the skills and means to make the most of opportunities unique to their communities – solar energy enterprise is a critical part of a sustainable future for PNG. 5,500 lights have been distributed to date.



RESILIENT KAI KAI

Despite vast reserves of natural resources human poverty persists in PNG. The majority of communities depend on subsistence rain-fed agriculture, but this also raises their vulnerability to natural disasters and changing environmental conditions.

Our Resilient Kai Kai project firstly identifies appropriate crops and establishes seed nurseries that provide the supply to a chain of micro businesses providing both the crops and expertise to market.

These seed nurseries increase food security across disaster stricken regions and empower women's groups to earn an income by selling their improved crops at local markets.



*"Millions of people in the world's poorest countries remain enslaved by the chains of poverty. It is time to set them free."
Nelson Mandela*

OUR WORK IN PNG: LEADERSHIP

FINDING & FOSTERING THE NEXT GENERATION OF LEADERS

We believe leadership is an important driver of development in PNG.

The country faces a raft of complex cultural, linguistic, resource, political, community, environmental and sustainability issues. Effective leaders are ones that understand this context, and can influence direction setting, strategy, make complex decisions, develop people and conduct themselves in an appropriate manner.

In response we are fostering the next generation of Papua New Guinean leaders. We believe successful leaders are ones that consider sustainability, ethics, empowering behaviour, change management, dynamic challenges, practice, and relationship building at the forefront of their professional and personal lives.

Our leadership program identifies promising PNG leaders and improves their leadership knowledge, development and capacity. The program develops attitudes, concepts, connections, and the confidence needed to stand tall and lead change in Papua New Guinea.



ARCHER LEADERS

Leaders matter; particularly in the developing world. Leaders shape institutions and economic conditions, affect the quality of governance and impact the prospects for further development in PNG.

Through a rigorous process we identify and build the future leaders of PNG. Our Archer Scholars are final year tertiary students who have demonstrated unquestioned commitment to their studies, communities and country. Annually we work with the 'Archers' to enhance their leadership and professional skills, expose them to new and challenging environments, partner them with senior mentors and create lasting networks with other significant leaders in PNG.

The result is an extraordinary young graduate, primed to delivery a future for Papua New Guinea that is sustainable and just.

ARCHER ALUMNI

Our powerful Archer Alumni network are now senior lawyers, environmental scientists, chemical engineers, and teachers across PNG. It is an incorporated association under PNG law and provides the Archers with a supportive and encouraging environment to continue their leadership journeys.

These passionate and entrepreneurial leaders are ardent about reaching out and supporting others in PNG. With our support the network will be working with high schools and mentoring the next group of young Papua New Guineans as they explore the transition to tertiary education.

We believe the power of many will always trump the power of one.



*"Never doubt that a small group of thoughtful, concerned citizens can change the world. Indeed it is the only thing that ever has."
Margaret Mead*

Our Board



Patrick Lindsay
Chairman

Author and documentary maker, Patrick has been a passionate advocate of the story of Kokoda since he first visited the village in 1983 and first walked the Track in 1992. He has written numerous best-selling books including the Spirit of Kokoda, the Spirit of the Digger, the Spirit of Gallipoli and Fromelles. He created the format for the top-rating TV series, In Their Footsteps recently created the Kokoda App to bring the story to the digital generation. Patrick



Dr Genevieve Nelson
CEO

Founding director and executive director, Genevieve has extensive experience working and living in PNG. She completed her doctorate in PNG examining the influences of student achievement for PNG children. Gen is an adjunct Research Fellow with the University of Western Sydney and a psychologist. She has walked the Track 18 times and spends 2-3 months of every year in the remote communities implementing and monitoring KTF's programs. Gen was a finalist in the 2013 Young Australian of Year and 2012 Telstra Business Women's Awards.



Bernie Egan
Director and Honorary Treasurer

Bernie was appointed Honorary Treasurer in 2006 and director in 2009. Bernie developed his passionate interest in PNG and the Track when he walked it with one of his sons in 2006. He spent 35 years with the Reserve Bank of Australia followed by 5 years with APRA. Since 2008 he has consulted to Ernst and Young and Promontory Financial Group and undertook a number of missions with the International Monetary Fund. He is currently a Senior Financial Sector Specialist with the Bank for International Settlements in Basel.



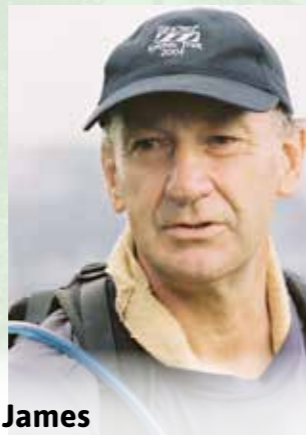
David Frecker
Director

David is a corporate and commercial lawyer and company director based in Sydney, and has worked extensively in PNG. He has been on the board since 2006 and chairs the Finance, Audit & Risk Committee. He is a partner in the national law firm, Ashurst Australia. David is also a director of Kula Gold Limited, a listed company with a gold development project in PNG. David enjoys a range of outdoor activities and has walked the Kokoda Track twice, in 1992 and 2009. He continues to visit



Yahoo Serious
Director

Yahoo was the first Australian to write, direct, produce and star in a major motion picture and earned an international reputation as one of Australia's most original and successful independent filmmakers. In 1989 he was on the cover of Time magazine. Yahoo studied at the National Art School, was awarded an Honorary Doctorate at Newcastle University and the Celebrated Filmmaker Award from Harvard University for his acclaimed worldwide hit Young Einstein. He is a



Bill James
Director (from 1 Jan 2014)

Bill was born in Sydney and after completing an Economics Degree he travelled extensively overseas. After his arrival in London in 1973, Bill co-founded Topdeck Travel, now one of the UK's leading youth tour operators. On his return to Australia in 1984, Bill was a founding director of Flight Centre Limited, a listed travel company and one of Australia's leading retailers. Bill remains a shareholder in the company and is a director of the Flight Centre Foundation. Bill has published 'Field Guide to the Kokoda Track,' a comprehensive guide for trekkers to this significant WW2 battlefield in Papua New Guinea. Bill has walked the Track 31 times.



Elizabeth Carr
Director

Elizabeth's focus is the interdependence of the private and public sectors in order to enrich the economic and social fabric of Australia and its role in the international community. She has a Masters Degree from Harvard University and is an expert in governance, accountability, and strategic policy. She is the Chair of the Macular Degeneration Foundation and holds board positions with Environmental Protection Authority, Safety, Return to Work and Support Board, Kambala School for Girls, and a Fellow of the AICD. She walked the Track in 2009.



Peter Thomas
Director

Peter is a chartered accountant, company director and business adviser based in Sydney. He has been on the board of the Foundation since its inception and is a member of the Finance, Risk & Audit Committee. He is a principal in TFG International Pty Limited, a consulting and advisory firm and also holds a range of board positions with government and non-government organisations across Australia including Foundation for Alcohol Research & Education, Australian Renewable Energy Agency, Blueearth Institute and



Professor Stephen Wearing
Director

Stephen is an Associate Professor at the University of Technology, Sydney and is an expert in sustainable tourism. Stephen specializes in the social sciences in natural resource management. His research and publications range across the areas of resource management to the sociology of leisure and tourism. Stephen has served as chair and advisor to Youth Challenge Australia for 18 years and walked the Kokoda Track in 2006. He has also taught as a visiting fellow at Wageningen University in the Netherlands, Newcastle University and



Salman Haq
Honorary Secretary

Salman has been the Foundation's Honorary Secretary since 2006. Salman is a fellow of the Institute of Chartered Secretaries, a member of the Institute of Chartered Accountants in Australia, and a fellow of the Institute of Chartered Accountants in England and Wales. Salman's career spans over 20 years including positions with Touche Ross & Co and Goodman Fielder LTD. Salman visited Kokoda village with the Kokoda Track Foundation in 2008.

Corporate Partners

The Kokoda Track Foundation would like to acknowledge and thank our partners and supporters for their commitment to helping us keep the spirit of Kokoda alive this year.

Platinum Corporate Partners

(Our Platinum Partners contribute \$50,000 or more in financial or in-kind assistance)

Bill James
Perpetual Trustees
Harris Family Foundation
L.E.K Consulting
SEAM Fund
Westpac
English Family Foundation

Silver Corporate Partners

(Our Silver Partners contribute \$5,000 - \$20,000 in financial or in-kind assistance)

On Track Expeditions
Australian Ethical
Web of Hope Foundation
Peters Family Foundation
Victoria Police Wyndham
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Partridge
Swire
Day Family Foundation
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Intrepid Foundation
Getaway Trekking Adventures
PNG Tourism Promotion Authority
Robin Hood Revived Inc.

Gold Corporate Partners

(Our Gold Partners contribute \$20,000 - \$50,000 in financial or in-kind assistance)

One Water Foundation Australia
Crowne Plaza, Port Moresby
Virgin Australia
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Geoff Applegate
Aztech Services
Flight Centre Foundation
Higaturu
Ashurst
Debit & Credit Solutions
John B. Fairfax
Gary Mullens
Kokoda Youth Foundation
Rotary Club of Blaney

Bronze Corporate Partners

(Our Bronze Partners contribute \$1,000 - \$5,000 in financial or in-kind assistance)

RSL & Services Clubs Association
Icon Adventures
Back Track Adventures
South Sea Horizons
PNG Trekking Adventures
Kokoda Courage
Frontline Kokoda
Chester Hill-Carramar RSL Sub-branch
Nowra-Greenwell Point RSL Club
Merebein RSL Sub-branch
Briagolong RSL Sub-branch
3rd Battalion
Kangaroo Flat RSL Sub-branch
Redfern RSL Sub-branch
Kilmore RSL Sub-branch
Bellingen River RSL Sub-branch
Ringwood RSL Sub-branch
City of Liverpool RSL Sub-branch
Bonalbo RSL Sub-branch
Wang Koop/Apsley RSL Sub-branch
Benalla RSL Sub-branch
Concord RSL Sub-branch
Bondi-Junction-Waverley RSL Sub-branch
Rotary Club of Camberwell
Tufi Dive Resort / Airlines PNG
No Roads to Health





KTF

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