Key Population Advocacy Consortium PNG

STRATEGIC PLAN **2025–2028**

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Chairlady’s Message

It is with great pride and a strong sense of responsibility that I present the Strategic Plan for the Key Populations Advocacy Consortium (KPAC) PNG. This plan is the result of many voices coming together, grassroots leaders, advocates, and community members from across the country, united by a common goal: to ensure that our rights, health, and dignity are respected.

As a Papua New Guinean woman and a community leader, I know firsthand the struggles our people face. Discrimination, stigma, and criminalisation continue to silence too many of us, especially those who are part of key populations. But despite these barriers, we remain strong. We are speaking out, organising, and leading change from the ground up.

This plan marks an important step forward. It will guide KPAC’s work over the next three years, strengthening our member organisations, building leadership and knowledge, and making sure our voices are heard in decision-making spaces. We want to ensure that when people talk about HIV, STI & TB, or human rights in PNG, they are also talking about us, ol komuniti bilong yumi. We cannot do this work alone. I want to thank our communities, our member organisations, and our allies, both local and international, who stand with us. Your support, encouragement, and true partnership are what help carry this movement forward.

This Strategic Plan is more than a document. It is a promise. A promise to keep pushing for justice. A promise to back our people. A promise to never give up.

Komuniti Wok, Senis Kamap

With respect and determination,

Cathy Ketepa

Chairlady

Key Populations Advocacy Consortium PNG

Vision & Mission

Key population community–led organisations have played a key role in advocacy, outreach for prevention, linkage to testing, support for people with HIV on treatment and addressing stigma, discrimination and human rights–related barriers for many years in PNG.

The Key Population Advocacy Consortium (KPAC) PNG was established in 2018 as an advocacy organisation representing six national networks of key populations in PNG, including Kapul Champions, Friends Frangipani, Hetura Network Association, Youth Lead PNG, Community TB Advocacy, and Women affected by HIV and AIDS (WAHBA) . The consortium represents the voice of key and affected populations and provides their networks with the leadership and required support to serve the needs of the target population.

KPAC aims to empower KP communities in PNG to lead and deliver services among themselves, enhancing HIV, STI & TB prevention and care through community–led services. We focussing in the following:

- Greater engagement of Community–led Organizations (CLOs) in testing, prevention, and onward services, driving demand and advocating for diverse, high–quality, evidence–based, KP– accessible services.
- Increased range and availability of evidence–informed, KP–acceptable, and responsive HIV, STI & TB testing and prevention services.

VISION

A unified association improving the quality of life for key, vulnerable, and affected populations in Papua New Guinea— by advancing their rights, health, and wellbeing now and into the future.

MISSION

To support and strengthen community–led leadership among key and affected populations, ensuring their voices shape the responses, services, and systems that meet their needs.

Core Values

Integrity

Upholding honesty and strong moral principles in all actions.

Transparency

Ensuring openness in decision–making processes and resource management.

Inclusivity

Embracing diversity and ensuring representation of all key and affected populations.

Accountability

Taking responsibility for actions and outcomes, both internally and externally.

Collaboration

Working jointly with stakeholders to achieve common goals.

KPAC's Membership

The Key Populations Advocacy Consortium (KPAC PNG) is a dynamic collective of seven national networks led by and for key, vulnerable, and affected populations. Each member organisation brings deep community roots, lived experience, and strong leadership in the HIV, STI & TB response. As we continue to expand and evolve, our membership strengthens, enhancing our ability to advocate for the rights, health, and dignity of our communities across Papua New Guinea.

Beyond HIV & other STIs, KPAC is actively engaged in tuberculosis (TB) response and other initiatives to ensure equitable inclusion and safeguarding of all key and vulnerable populations. Our work is rooted in strengthening community leadership, promoting equity, and ensuring the protection of vulnerable populations.

We welcome meaningful collaboration and partnerships that drive impactful change. In working together, we enhance efforts in health, inclusion, and advocacy, ensuring lasting progress for key populations in Papua New Guinea and beyond.

1 KAPUL CHAMPIONS INC

Focus: Men and boys with diverse sexualities

Kapul Champions is the national voice for men of diverse sexualities. The organisation provides peer support, health education, HIV prevention and treatment referrals, and advocates for the rights and recognition of MSM communities. Kapul Champions plays a leading role in challenging stigma and discrimination and building safe, inclusive spaces for its members.

2 FRIENDS FRANGIPANI INC

Focus: Female sex workers

Friends Frangipani is a network by and for women engaged in sex work. With a strong peer-led model, the organisation supports access to HIV and sexual health services, legal support, and violence prevention. Friends Frangipani is a key advocate for the safety, rights, and economic empowerment of sex workers in PNG.

Some of KPAC's National Delegates (Board) together in June 2025

3 HETURA NETWORK ASSOCIATION INC

Focus: Trans and Gender Diverse (TGD) communities in PNG

Hetura Network PNG Associations Inc. promotes the well-being and protection of Trans and Gender Diverse communities in Papua New Guinea, where we assemble to develop a sustainable foundation for our TGD communities with particular attention to health, human rights, gender equality, safety & Security, ecological justice, humanitarian support and to nurture community participation and mobilisation.

4 YOUTH LEAD INC

Focus: Young key population members

YouthLEAD PNG represents young people across all key populations, ensuring that youth voices are heard in national dialogues and programming. The network provides leadership development, peer education, and targeted HIV prevention for young people, while advocating for youth-friendly, inclusive services.

5 TB COMMUNITY ADVOCACY INC

Focus: People affected by tuberculosis (TB)

This organisation represents individuals and communities affected by tuberculosis, including TB/HIV co-infection. Community TB Advocates promotes awareness, supports access to testing and treatment, and addresses the intersection of TB with HIV and other health and social challenges. It works to reduce stigma and ensure TB-affected populations are included in broader health advocacy. We are focussed in National Capital District, Morobe and Eastern Highlands provinces.

6 WABHA INC

Focus: Women affected by HIV

Women affected by HIV & AIDS is a network of women that brings together individuals who have been impacted by HIV, either personally or through their communities. It serves as a support system, advocacy group, and resource hub, working to empower women as leaders, amplify their voices around sexual and reproductive health rights, gender equality, gender based violence and improve access to healthcare, legal systems and support services.

Goal 1
Strengthen Unity and Representation of Key Populations

Key populations in Papua New Guinea continue to face widespread stigma, discrimination, and exclusion from decision-making processes that directly affect their lives. While each community has unique experiences and priorities, there is a shared need for stronger collective voice, coordination, and solidarity. Strengthening unity and representation ensures that advocacy efforts are community-driven, coherent, and impactful, amplifying the voices of those most affected by HIV, human rights violations, and systemic marginalisation. By bringing together diverse networks under a shared agenda, KPAC PNG can better influence policy, demand accountability, and ensure no one is left behind in the national HIV, STI & TB response.

Objective 1.1	Consolidate all organizations and groups of key and affected populations onto a unified platform to enhance collective advocacy.
Objective 1.2	Lead and assist in defining and coordinating activities among member organizations to address the specific needs of key populations.

2025–2028 PRIORITIES

- Establish regular national coordination meetings between member organisations
- Develop and implement a shared national advocacy agenda
- Support member organisations to lead consultations with their communities
- Strengthen internal communications and shared learning platforms
- Ensure diverse representation within KPAC structures, including people with disabilities from key populations
- Build cross-network solidarity through joint campaigns, with a focus on intersectional issues such as disability, gender, and age
- Support regional (provincial) representation structures

Goal 1
Measures of Success

3 National Meetings **80% Participation**	At least 3 national coordination meetings are held annually, with 80% participation from member organisations and documented joint resolutions.
Shared Advocacy Agency	A shared national advocacy agenda is developed, endorsed, and reviewed annually, guiding collective action and communications.
2 Joint National Campaigns	At least two joint national campaigns are implemented each year, promoting solidarity across key populations and increasing national visibility of issues impacting their communities.
10 Community Consultations per year	Member organisations lead a minimum of 10 community consultations per year, across at least six provinces, with findings informing KPAC's strategic direction.

Goal 2
Enhance Organizational Capacity and Governance

Strong, accountable, and well-governed organisations are the foundation of an effective and sustainable community-led HIV, STI & TB response. Many key population-led networks in Papua New Guinea operate with limited resources, inconsistent funding, and varying levels of organisational capacity. Strengthening governance structures, improving internal systems, and building leadership skills will ensure that KPAC PNG and its members can manage programs effectively, meet donor requirements, and advocate with credibility. This goal supports long-term sustainability, transparency, and the ability of each member organisation to lead with confidence and integrity.

Objective 2.1	Develop and implement transparent management and administrative systems across KPAC and its member organisations.
Objective 2.2	Provide technical support and capacity-building initiatives to member organisations to strengthen their operational effectiveness.

2025-2028 PRIORITIES

- Support unregistered member organisations to achieve formal legal registration and meet compliance requirements.
- Develop and implement tailored organisational development plans for each member organisation.
- Establish core governance structures, including constitutions, advisory boards, and basic operating policies.
- Strengthen financial management systems and internal controls to support small-grant readiness.
- Support member organisations to develop robust policies & practices including those focused on inclusion, safeguarding and strong organisational management.
- Deliver training and mentoring in grant management, HR, safeguarding, and administration, as well as inclusive service delivery and disability access.
- Identify and mentor emerging leaders within each organisation to support leadership transitions and sustainability.

Goal 2
Measures of Success

All KPAC Member Organisations Registered by 2026	By the end of 2026, all KPAC member organisations have formal legal registration (where not already in place) and basic governance structures established (e.g. constitution, board or advisory group, and bank account).
Development Plans for Every Organisation	Each member organisation has a tailored organisational development plan that includes milestones for governance, financial systems, human resources, and compliance, with annual progress reviews beginning in 2025.
4 of 6 Managing Small Grants by 2027	At least 4 of 6 member organisations are independently managing small grants (≥ PGK 50,000) by 2027, demonstrating improved systems for budgeting, reporting, and donor engagement.
Mentoring for Leadership Roles by 2028	A minimum of three emerging leaders per organisation receive structured mentoring and take on formal leadership roles by 2028, supporting long-term sustainability and leadership succession.

Goal 3
Advocate for Inclusive Policies and Legal Reforms

Despite progress in PNG's national HIV, STI & TB response, many key populations remain excluded from policy decisions and continue to face punitive laws, stigma, and systemic discrimination that undermine their health and human rights. Legal and policy environments are critical in shaping access to services, protection from violence, and social inclusion.

Yet meaningful engagement with key populations in policy dialogue remains limited. This strategic goal focuses on strengthening advocacy capacity, amplifying lived experience, and working with government, civil society, development partners and media to create an enabling legal and policy environment where the rights of all people are respected and upheld.

Objective 3.1	Develop and implement transparent management and administrative systems across KPAC and its member organisations.
Objective 3.2	Provide technical support and capacity-building initiatives to member organizations to strengthen their operational effectiveness.

2025–2028 PRIORITIES

- Convene national advocacy roundtables with government stakeholders.
- Document and share evidence of rights violations.
- Support legal literacy and rights awareness in communities.
- Engage media to reduce stigma and increase visibility.
- Engage with the disability sector and OPDs to strengthen joint advocacy on overlapping human rights and health issues and to ensure key & vulnerable population members with disabilities are included.
- Advocate for key population inclusion in national health and development plans, including addressing legal and service access barriers for gender and sexually diverse communities and people with disabilities within key population communities.
- Develop position papers on legal and policy reforms needed.

Goal 3
Measures of Success

3 National Advocacy Dialogues	At least three national advocacy dialogues or policy roundtables are convened by 2028, led or co-led by KPAC, with participation from government and civil society stakeholders.
20 Case Studies of Advocacy Barriers	Twenty documented case studies or evidence briefs highlighting rights violations or service barriers are produced and used in advocacy efforts.
1500 Individuals Reached With Legal Literacy	At least 1,500 individuals are reached with legal literacy and rights awareness sessions, including sex workers, trans and gender diverse persons, people who use drugs, and young key populations.
KPAC consulted for 100% of New HIV-Related Strategies	KPAC is formally consulted or included in the development of 100% of new or updated national HIV, STI & TB-related strategies between 2025–2028.

Goal 4
Mobilize Resources and Ensure Financial Sustainability

To sustain a strong, independent, and community-led HIV, STI & TB response, KPAC PNG and its member organisations must be able to mobilise and manage resources effectively. Historically, funding for key population-led organisations has been limited, short-term, and heavily donor-driven, leaving many groups under-resourced and unable to scale or sustain their impact. This goal focuses on building the financial and operational foundations required for long-term success, including developing grant management systems, forming strategic partnerships, and diversifying funding sources. It also recognises the importance of investing in people, systems, and infrastructure that will allow KPAC to grow as a trusted, credible partner in PNG's health sector.

Objective 4.1	Develop and implement a comprehensive resource mobilisation strategy to diversify funding sources.
Objective 4.2	Access and manage funding to support the activities of member organisations effectively.

2025-2028 PRIORITIES

- Develop and implement a resource mobilisation strategy
- Train staff on proposal writing and donor engagement
- Secure multi-year funding from at least three donors
- Establish financial reporting systems aligned to donor requirements
- Strengthen internal grant management capacity
- Build partnerships with pro bono supporters (e.g., legal, media)
- Advocate for and secure core operational funding to support the ongoing functioning of KPAC and its member organisations (e.g. staffing, rent, utilities, coordination costs)

Goal 4
Measures of Success

Resource Mobilisation Strategy Developed	A KPAC-wide resource mobilisation strategy is developed by late-2025 and reviewed annually with input from all member organisations.
Specialist Training for 15 KPAC Personnel	At least 15 staff and board members across the network are trained in fundraising, proposal development, and donor reporting by 2026.
2M PGK New Funding	A minimum of PGK 2 million in new funding is secured across KPAC during the 2025–2028 strategy period.
4 Organisations Managing Funds	At least 4 member organisations are independently managing donor funds ≥ PGK 50,000 by 2027.
6 Pro Bono Partnerships	Six pro bono partnerships are formalised, providing ongoing legal, financial, communications, or technical support.
Grant Proposals Include GEDSI Budget from 2026	All new major grant proposals from 2026 onward include a GEDSI budget line, with gender equity & disability inclusion actions clearly costed and tracked.
3+ Contributors Supporting Core Operational Funding	At least three donors or partners are contributing core operational funding (not just project-specific) to KPAC or its members by the end of 2028, with annual funding sufficient to cover key coordination and admin costs.

Goal 5
Promote Evidence-Based Interventions and Community-Led Monitoring

To be effective advocates and program leaders, KPAC and its member organisations must be equipped not only with lived experience but also with robust, credible evidence. Evidence-based approaches help ensure that advocacy is targeted, services are responsive, and funding is used where it is needed most. This includes community-led monitoring (CLM), but also broader forms of data gathering—such as needs assessments, service audits, and rights-based documentation. These tools enable KPAC to hold duty bearers accountable, shape policies based on real-world gaps, and strengthen the quality and reach of HIV, STI & TB services for key populations. This goal recognises that community knowledge, when documented and shared effectively, is powerful. It ensures that KPAC leads with both heart and evidence, and that our calls for equity are backed by the realities of our people.

Objective 5.1	Implement Community-Led Monitoring (CLM) mechanisms to collect and analyze data, providing recommendations to improve HIV, STI & TB services.
Objective 5.2	Utilize data-driven approaches to inform advocacy efforts and programmatic decisions and to support policy change and law reform.

2025-2028 PRIORITIES

- Develop and implement a community-led evidence and learning strategy that includes CLM, needs assessments, research partnerships, and service audits
- Design and roll out practical tools for data collection including electronic options across diverse contexts (including for disability inclusion, gender identity, and rural access)
- Build the capacity of all member organisations to generate, analyse, and apply data for advocacy, program design, and organisational learning
- Conduct regular community-led research and service mapping exercises to identify barriers, gaps, and good practices in HIV, STI & TB services
- Establish structured mechanisms for feeding evidence back to service providers, government stakeholders, and donors
- Translate evidence into action by ensuring findings directly inform policy submissions, funding proposals, advocacy campaigns, and partnership negotiations

Goal 5
Measures of Success

Evidence Learning Strategy in use by 2026	A KPAC-wide evidence and learning strategy is developed and in use by 2026, guiding data collection, analysis, and sharing practices.
All Orgs Trained in 3+ Evidence Generation Methods	All six member organisations are trained in at least three types of evidence-generation methods (e.g. CLM, needs assessments, service audits, or case documentation) by 2026.
6+ Evidence Products Produced and Launched	At least six community-led evidence products are developed and publicly launched each year (e.g. reports, briefing notes, policy submissions, infographics).
12 Feedback Sessions 2025-2028	Twelve feedback or learning sessions are held with service providers, health authorities, or donors between 2025—2028, based on community data.
KPAC's Evidence used in 100% of Related Proposals	Evidence generated by KPAC is used in 100% of major advocacy and funding proposals submitted during the strategic period.
All Data Aligned with GEDSI Commitments	All tools and reports produced include disaggregated data on gender identity, age, and disability status by 2026, aligning with GEDSI commitments.

Throughout this Strategic Plan, KPAC PNG commits to advancing a set of cross-cutting priorities that underpin the success, sustainability, and equity of our work. These themes are embedded across all five strategic goals and reflect our commitment to meaningful inclusion, long-term impact, and strong collaboration.

1 PARTNERSHIP & COLLABORATION

Our progress depends on strong, principled partnerships, with government (particularly the National Department of Health and Provincial Health Authorities), donors, civil society, and other community-led movements. KPAC will work to formalise key partnerships, clarify roles, and ensure regular coordination. We will also strengthen alliances with organisations of persons with disabilities (OPDs), women's groups, youth networks, and others whose work intersects with ours.

2 SUSTAINABILITY & LOCAL LEADERSHIP

KPAC is committed to building the long-term sustainability of its member organisations through legal registration, governance strengthening, leadership development, and core operational funding. This includes mentoring new leaders, especially young people and women, and investing in the systems that will ensure our work continues long after individual projects end.

3 ACCOUNTABILITY & EVIDENCE USE

Across all strategic priorities, KPAC will ensure that its work is grounded in evidence and guided by community voice. We will invest in regular monitoring, feedback loops, and transparent reporting, not only to donors and government, but to the communities we serve. Whether through community-led monitoring, needs assessments, or service audits, data will be used to drive improvements and accountability.

4 GENDER EQUALITY, DISABILITY, & SOCIAL INCLUSION (GEDSI)

KPAC recognises that key population communities are diverse, and that many members face intersecting forms of marginalisation, including disability, gender-based discrimination, and age-related barriers. This strategy commits to actively including people with disabilities across all programs, strengthening internal GEDSI policies, and collecting disaggregated data to ensure no one is left behind. Tools, services, and advocacy approaches will be designed with accessibility and inclusion in mind.

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