



**Integrated community development in remote
and disadvantaged districts in Papua New
Guinea**



**Annual Report
January to December 2011**

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Acronyms

ACIAR	Australian Centre for International Agricultural Research
CBO	Community Based Organisation
CIC	Coffee Industry Corporation
CSO	Civil Society Organisation
CSVC	Capacity Strengthening of Vulnerable Communities
DAL	Department of Agriculture and Livestock
DCD	Department for Community Development
DDER	Diarrhoeal Diseases Emergency Response
DSIP	District Services Improvement Program
EOI	Expression of interest
FBO	Faith Based Organisation
FPDA	Fresh Produce Development Authority
ICD	Integrated Community Development
IFAD	International Fund for Agricultural Development
INGO	International Non-government Organisation
JDP & BPC	Joint District Planning & Budget Priorities Committee
JGC	Joint Governing Council of SPSN
JOA	Joint Organisational Assessment
LLG	Local -Level Government
LMHS	Laity Mobile Health Services
LNGO	Local Non-Government Organisation
M&E	Monitoring and Evaluation
MDG	Millennium Development Goals
MIH	Maternal Infant Health
MSC	Most Significant Change
NARI	National Agricultural Research Institute
NEFC	National Economic Fiscal Commission
NGO	Non-Government Organisation
PDoE	Provincial Division of Education
PDoH	Provincial Division of Health
PPAP	Public Private Agricultural Partnerships
PRA	Participatory Rural Appraisal
RRA	Rapid Rural Appraisal

RWSSP	Rural Water Supply & Sanitation Program (EU program)
SPSN	Strongim Pipol Strongim Nesen
TTU	Touch the Untouchables
VCS	Village Court Secretariat
VDC	Village Development Committee
VDP	Village Development Plan
WDC	Ward Development Committee
WDP	Ward Development Plan

1 GENERAL PROJECT INFORMATION

Project Name	Integrated community development in remote and disadvantaged districts in Papua New Guinea
AusAID Services Order	37891/45
Date Project Commenced	12 June 2009
Date Project Completion	30 June 2013
Report covers activities implemented in the period	1 January to 31 December 2011

2 PROGRESS AND ACHIEVEMENTS

2.1 Description of the Initiative

CARE's Integrated Community Development Program (ICDP) works in the most disadvantaged regions within three neighbouring remote and impoverished districts in PNG, with an initial current focus on Obura-Wonenara, Eastern Highlands Province (EHP). The program is working towards its goal through an Integrated Community Development (ICD) approach, which builds capacity of and partnership between local level government, NGOs, FBOs, CBOs and communities. The program works with and aims to strengthen existing structures such as Ward Development Committees and ensure full community participation that enables women, men and youth to work together to address priority concerns. It aims to create demand for good governance (internally and externally) by supporting communities to participate in local level planning processes.

The project in this period is midway through the third year of implementation. This calendar year of the project has focused on consolidated of a number of processes the project has been developing. In some activity areas the project was still going through process of developing strategies, particularly where as outlined there was an identified need to realign activity areas, for example the literacy / education component LEARN. Importantly the project has now reached the stage where it is ready to roll out the governance processes into new areas.

This period also saw the overall program redesign, the impetus of which came from an assessment of the feasibility of achieving the expansion outlined in the original design, the need to further ensure in-built sustainability and therefore to identify a partner NGO to work alongside in a new area, in the context of challenges to timeframes and operationally such as the upcoming elections in 2012.

2.2 Objectives Summary

The Program's intended impact is: the most economically, socially and politically marginalised communities, living within seriously and extremely disadvantaged districts of PNG, will have sustainable and measureable improvements in their well-being.

The program has five inter-related objectives which will guide the measure of achievement and progress:

Objective 1 – LEAD:	Strengthening local level organisations
Objective 2 – LEARN:	Strengthening learning environments and opportunities
Objective 3 – EARN:	Enhanced community livelihoods and access
Objective 4 – LIVE:	Improved physical and social environment
Objective 5	Effective program learning and management

This report outlines specifically achievements against components and targets outlined in the second half of the Annual Plan 2010/11, and first half of Annual Plan 2011/12 and associated implementation schedules.

2.3 Background and Operating Context

This period as mentioned the program undertook revisions to the overarching design to factor in upcoming environmental context and constraints, such as the upcoming election. This is already seeing an impact on working with major partners and availability of key people, who are busy with preparing for the delayed census and updating of the electoral role.

As always the challenging environmental and operating context needs to be considered in the projects ongoing planning and implementation. This period saw logistical challenges around availability of aircraft and therefore access to some communities, in part due to weather but also the lack of available pilots, as well as ongoing security issues.

This period has also seen the key partner SPSN advancing with their program, with the first call for submissions coming out. As the SPSN program advances there are more synergies and linkages identified that the ICD program works with, shares lessons and learns from.

2.4 Overview of Achievements/Key Results

During 2011 ICDP has focused on the following activity areas:

- i. Capacity of three key local implementing partner agencies has been strengthened;
- ii. Completion of Ward Development Planning activities in Yelia LLG and one cluster in Tairora Gadsup LLG;
- iii. Continued roll-out of community development program activities;
- iv. Consolidation of relationships with government partners

Capacity Building of Partner Agencies

ICDP's strategy for the delivery of follow-up activities following identification of program interventions under Components LEARN, EARN and LIVE is,

- i. the identification of potential partner agencies,
- ii. the joint design and development of program activity plans;
- iii. development of TOR and Agreement of Cooperation; and
- iv. capacity building of local organisations

During 2011, CARE PNG has been revisiting the Country Office Partnership Strategy, and standardised the contracting and agreement procedures to capture the requirements of ICDP and the nature of the outsourced contracts with partners.

In addition to contracting of services, ICDP is also engaged in the capacity building of contracted local NGOs. This is being delivered through the outsourcing of the training program to NGO Pro, a local NGO specialising in capacity building of local organisation. This is seen as a long-term commitment to young organisations to develop both their management and administrative capacity.

The outsourcing to NGOPro has been seen as a short-term intervention whilst CARE through the expansion of its country office program support unit has been strengthening its own capacity to deliver the equivalent program.

Ward and Community Development Planning Activities

ICDP continued with the orientation and familiarisation of partners, stakeholders and program staff with the local level planning processes.

Ward Development Planning Workshops have now been conducted in six cluster areas in Yelia¹ LLG and one cluster in Tairora Gadsup LLG. All thirty four wards in Yelia LLG have now received basic training in roles and responsibilities of ward development committees and members, the ward development planning processes including the development of ward profile, use of PRA toolkit and drafting of ward development plan. All wards have received follow-up visits to assist in the finalisation of ward profiles and ward development plans in preparation for the LLG consolidation workshop.

During the fourth quarter of 2011, Yelia LLG consolidated annual workplan was drafted to be presented at the Yelia LLG General meeting. This was postponed due to the absence of the president of the LLG in Port Moresby.

Continued Roll out of Community Development Program Activities

In conjunction with ward planning processes and findings of the original baseline, a series of community based programs have been initiated. These programs were initially a

¹ Wonenara, Marawaka, Sindeni, Simogu, Simbari and Andakombe clusters

consolidation of programs commenced under a previous program and have now evolved to capture program areas identified during the Ward Planning Processes and the baseline. These program activities are documented under Components LEARN, EARN, and LIVE.

Major program achievements during the current reporting period include:

- i. The consolidation and expansion of both the VBA and VHV networks in Andakombe and Yelia LLG and their associated linkages with local health services;
- ii. Initiation and implementation of education support program jointly administered by PDoE, District Education office and ICDP including child literacy program, support to elementary teacher training program and registration of elementary schools in Simogu cluster
- iii. Jointly managed and implemented program with PDoLJ (Village Court Secretariat) for the training and establishment of Village Court networks in Yelia LLG;
- iv. Initiation and implementation of a schools agriculture program supported by PDoE and NARI;
- v. Development and implementation of a private sector partnership initiative for the delivery of a coffee development program including seed capital credit mechanism administered by Ward Development Committees;
- vi. Ongoing expansion and adoption by communities of aquaculture initiatives, and;
- vii. Renovation and upgrading of health facilities linked to community health initiatives.

Consolidation of Relationships with Government Partners

ICDP/CARE has now signed a number of MOAs with provincial divisions – PDoE, PDoH, Village Court Secretariat, and provincial works department. This has supported to clarify the roles and responsibilities within various programs and develop a solid understanding for CARE and partners of what it aiming to be achieved with the activities and ensuring ongoing sustainability strategy for the activities.

2.5 How is it going? Will it work?

Objective 1 – LEAD

Output 1:1 Community Entry and Governance

Development of Systems, Guidelines and Training Materials

During the reporting period ICDP has constantly been updating both the systems and the support manuals. Members of the ICDP program participated in SPSN and regional workshops through the year, at which a number of findings and recommendations were made. ICDP has incorporated these into processes being used in Obura Wonenara, for example recommendations around appropriate timeframes and structure of activities, greater emphasis on transparency and accountability and greater inclusiveness of women in governance processes.

Refinement and clarification of Ward Development Manual and Trainings texts particularly in the *Tok Pisin* versions are ongoing with new editions being integrated into the more recent

training activities. Support from the Gender Adviser and the MIH Program Manager has strengthened the content of training modules linked to gender mainstreaming, human rights and HIV and AIDS issues. These modifications are being made so that texts are more user friendly and the adapted tools were used in the final two clusters in the second and third quarters – Simbari and Sinden. Documentation has also been strengthened around the integration of gender and a series of cross-cutting issues

Following the first round of training activities in Andakombe, Wonenara and Marawaka, Component Team recognised shortcomings in the clarification of roles and responsibilities of WDC and members in the original training manuals and literature, and have since developed and introduced an additional module with support manual (English and *Tok Pisin* versions). These were presented and circulated at a review Workshop held by SPSN in May 2011. More recently the “Determination” document² has been translated into *Tok Pisin*. Both these documents have been incorporated into the ward development planning training process

In addition there has been a review of PRA tools being used and subsequently a reduction in the number resulting in a simplification and less time consuming model. Community (*hauslain*) engagement can now be completed within a day.

Capacity Building of Counterpart Staff and Partners

ICDP has been constantly aware of the WDP process as implemented through a project framework being identified as a CARE initiative and not as an integral part of the PNG Government’s decentralised governance processes. As such a strong emphasis has been on the partnership with District and LLG administrations and the strengthening of their capacity to implement the process. In addition to this a one day workshop held at the request of Henganofi District authorities presented an overview of ward planning processes and the roles and responsibilities of the LLGs, ward development committees and ward councillors.

In April, ICDP conducted a further study trip to Bogia District in Madang province for 6 male and 1 female district personnel, staff and councillors from Lamari and Tairora Gadsup LLGs, as well as a female project officer from the Open Member’s office. The trip provided an opportunity for participants to familiarise themselves with the well-developed decentralised planning processes operational in Madang province. It provided them with the opportunity to observe the various stages of the process from ward planning through to district development plans and the prioritising of decentralised funding and the linkages to the provincial level. Madang Province is currently rolling out the process to all districts within the Province.

Representatives from Province, District and LLG also accompanied ICDP staff to attend SPSN Ward Planning Process review workshop and participated in both follow-up training at Kainantu on consolidation and development of LLG development and district development plans as well as Consolidation Workshop conducted at the CARE office in Goroka.

² developed by PLSSMA within DPLLGA and defining and clarifying the roles and responsibilities of two levels of government – Provincial and Local Level Government

Focus on the latter half of the year has been on consolidation and integration of community planning (WDP) at the LLG level, and a series of training activities and workshops for district and LLG staff were conducted at the district centre.

District and LLG staff are now taking the key responsibilities in the conducting of governance processes with ICDP staff providing facilitation and technical support.

Implementation and Coverage of Governance program in Yelia LLG

Table 1 Population catchment³ - Ward development planning process

Year	Wards	Hauslains	Households	Male	Female	Population
2010	21	78	2,105	5,053	5,028	10,081
2011	11	50	1,084	2,650	2,557	5,207
Total	32	128	3,189	7,703	7,585	15,288

Universal coverage of wards in Yelia LLG has been achieved between October 2010 and September 2011.

A series of six training programs have been conducted throughout the LLG at cluster locations⁴. Four were facilitated jointly by CARE and Yelia LLG, and the most recent trainings in June were facilitated by LLG representatives. These trainings focused on:

- i. Roles and responsibilities of Ward Development Committees and members
- ii. Decentralised governance processes, contextual frameworks and resource allocations;
- iii. Use and application of PRA tools;
- iv. Development of ward profile; and
- v. Development of ward development plan.

These training workshops concluded with WDCs generating a timeframe and schedule for the implementation of tasks assigned during the workshop.

Follow-up activities were conducted two to three months later to re-enforce processes and to assist WDCs complete tasks linked to the ward development plan.

These activities were conducted by joint District, LLG and ICDP personnel with District and LLG staff assuming greater responsibility over time.

Outcome from these activities was the completion of 23 Ward Development Plans and 23 Ward Profiles. Full coverage with WDPs and Ward Profiles was not achieved however LLG

³ Population figures are based on 2000 national Census

⁴ Training clusters – Andakombe, Wonenara, Marawaka, Simogu, Sindeni and Simbari

management decided to go ahead with the process of consolidation and integration. These have since been consolidated into a single LLG Plan (November 2011) to be presented to the General meeting of the Yelia LLG.

The outcome of the ward development committee capacity building and ward planning process has been its influence on the direction of the follow-on Components LEARN/EARN/LIVE.

- Component 2 LEARN
 - Child literacy program in Simogu cluster
 - Elementary teacher training support in Yelia LLG
 - Establishment of a village court network throughout Yelia LLG
- Component 3 EARN
 - Support to coffee sector in Simogu cluster
 - Expansion of aquaculture program into Marawaka and Wonenara clusters
- Component 4 LIVE
 - Village Birth Attendant programs in Wonenara, Simbari and Andakombe clusters
 - Maintenance of community health facilities;
 - Establishment of community based health networks
 - Establishment of community based learning centres

Implementation and Coverage of Governance Program in Lamari and Gadsup/Tairora LLGs

First steps in the implementation of the governance program were scheduled for Third Quarter 2011 for both Lamari and Gadsup/Tairora LLGs. These were to include further awareness of decentralised governance and planning processes within the LLG General Meetings. These meetings however were deferred to the latter part of the Fourth Quarter for a number of internal reasons within each respective LLG.

As a consequence rolling out of TOT Ward development planning workshops were postponed to early 2012 which in turn may jeopardise the completion of the process prior to the electioneering.

Due to the more extensive network of roads in these two LLGs, the implementation strategy has been refined and training workshops will be conducted at Census Division level – Lamari (3) and Gadsup/Tairora (2). This combined with the higher literacy and educational levels will fast track the process relative to Yelia LLG.

Expansion into New Districts

Menyamya – process of engagement with the provincial authorities commenced in October 2011 with formal letters of introduction and program profile forwarded to the provincial authorities. This was to be followed up with a courtesy visit to make a formal presentation of the ICDP program and proposed engagement with Menyamya district. However with the outbreak of civil unrest in Lae, this was deferred.

Since then a more direct approach has been adopted with Team Leader, Governance, personally visiting respective offices within the administrative and political framework of Morobe. Offices visited expressed strong interest and enthusiasm for further engagement and laid down a roadmap for engagement starting with CARE profile and EOI to be discussed at proposed PMT to be held in mid-December.

Team Leader, Governance, and proposed District Team Leader will be returning to Lae to present the required documentation and provide additional back up if requested.

Recruitment for the District Team started in September 2011. District team Leader has been selected (internal recruitment following advertising at the national level). However recruitment of field officers (2) proved inconclusive and will need to be re-advertised in early 2012.

LNGO – Recruitment of LNGO proceeded with the advertising for Expressions of Interest in September. Thirty eight EOI were received and this was shortlisted to five organisations. Further screening reduced this to two candidates.

Interviews have been conducted with Community Development Association (CDA) and Komoka One (K1) Association as the first phase of the selection process to be followed by site visits to respective districts and provincial centres: CDA – Gumine district and Chimbu provincial centre; K1 Association – Tambul district and Western Highlands provincial centre (13th to 16th December).

Final decision will be made by 20th December 2011.

MOA / Contracting with commence in January 2012 with mobilisation and training/mentoring to be conducted over six month period through to conclusion of the National Elections.

Engagement at District Level / Sourcing of Funds and Resources

Considerable progress has been made on engagement by District and LLG personnel within the program. During the past twelve months district staff have taken a greater degree of responsibility for the implementation of the governance planning activities, and all the core staff within the district and LLG structures have attained a high level of competency, and demonstrated strong commitment to the process.

District and LLGs have provided both personnel and materials resources to the program. Limited financial support has been allocated by Yelia LLG to support planning activities within Yelia LLG.

Associated with the ICDP governance programming has been the impetus for LLGs to hold their scheduled general meetings. Although still not conducted quarterly both Lamari and Gadsup Tairora have conducted LLG Annual General Meetings (first time for several years). These presented opportunities for ICDP to promote both CARE and ICDP programming as well as to socialise further the decentralised governance processes. ICDP received further commitment and endorsement from both bodies to support the delayed WDP training

program in the first quarter of 2012. However it must be recognised that these institutions, their processes and management are fragile and there is a degree of mistrust and animosity between the administration and elected members within them.

In addition a submission has been made to the Joint District Planning and Budget Priorities Committee (JDP&BPC), the primary decision making body at the district level, to assist in the resourcing of WDP activities in the Gadsup Tairora LLG for early 2012. Outcome of this is yet to be announced.

Engagement of ICDP in National and Provincial Debate on Decentralised Governances and Ward Development Planning Process

Since its inception ICDP has been actively engaged in the debate on decentralised governance and ward development planning.

During the past twelve months, staff from the LEAD Component have participated in SPSN review workshop highlighting best practices and issues related to the experience in Obura Wonenara, as well as presenting documentation linked to the process including the draft in Tok Pisin and English of the training manual for WDCs on Roles and Responsibilities.

ICDP has also taken the initiative to expose members of the Provincial Administration and District Authorities and Open Member's support staff to planning models in other provinces.

However engagement with the Eastern Highlands Provincial Administration has proven elusive with numerous attempts and approaches being unable to unlock

Output 1:2 Partnerships: sharing and strengthening

Capacity Building of Staff

A series of in-house trainings were conducted during the current reporting period. These included a number of modules for component and line managers on Performance Management. This concluded with in-house mentoring and on-the-job training by line manager for supervised staff linked to staff performance.

The M & E Officer and LIVE Component manager conducted a hands-on training for program staff and key partners on the concept and application of Mutual Accountability Tool (Scorecard) as a follow on from the study trip to Timor Leste in late 2010. This has now been taken a step further and has been piloted in Andakombe on the Health initiatives program.

Additional in-house training has been conducted on program monitoring and evaluation framework and systems as well as specific topics linked to the ICDP program.

Capacity Building of Partner Organisations

Following on from JOA conducted in November 2010, and an assessment of CARE PNG capacity to support a partner capacity building program, ICDP made the decision to outsource this activity to an NGO with expertise in this field. Following a process of

identification and screening of a number of organisations, ICDP has decided upon NGO Pro⁵, an LNGO based out of Madang with an extensive background in the capacity building of local organisations.

ICDP has contracted NGO Pro to assist in the development of the institutional framework and environment for key ICDP implementation and service delivery partners focusing on a number of key issues relating to the viability and sustainability of small LNGOs. It has addressed the organisational self-assessment, the development of organisation mission and vision statements, the strategic plan, HR management as well as installing administration and management processes.

Initially three LNGO / partner organisations were identified to participate in the program be run over a period of eighteen months:

- Touching The Untouchables (Health sector)
- MY-CHE (Health sector)
- Backyard Farmers (Livelihoods sector)

However MY-CHE has since withdrawn as senior management and technical advisor viewed that MY-CHE's constraints were linked more to financial constraints than institutional capacity.

Outcomes to date have been the following:

- Organisational assessment and commitment to the institutional capacity building process;
- Drafting of Organisational Strategic Plan;
- Familiarisation with and application of a simple financial management system;
- Rudimentary understanding of program development and implementation cycle;
- TTU have now entered into more mature and longer term partnership with CARE signing a longer term program contract rather than activity based contracting.

This has been achieved through a series of trainings and workshops, specific organisational tasks and exercises between trainings, as well as regular mentoring visits. The program is being implemented through NGO Pro staff based in both Madang and Goroka.

Throughout the process, there has been regular consultation between CARE and NGO Pro related to the progress of clients and direction of the program. CARE also assigned a designated person (ICDP Program Coordinator) to the process to ensure that CARE's own capacity to facilitate this process in the future is strengthened.

⁵ NGOPro is the outcome of a long engagement between a LNGO and HorizonT3000, an Austrian volunteer organisation. During this period it has provided technical support to a number of local NGOs and community based organisations in the development of their institutional and administrative structures and processes

Partnership Strategies

Over the current year CARE and ICDP have been refining these processes and developing a number of options for the delivery of programs through partnerships

The principal objective of the process has been the transition from single activity to a longer-term program approach, types of partnerships, means of identification of partners as well as the standardisation of documents linked to partnerships.

ICDP now has a standardised approach:

- i. Development of MOA with Government partners;
- ii. Agreement of Cooperation for local NGOs
- iii. Provision of Services Contract; and
- iv. Local Consultant Contracts

Contracts with local partners engaged in the capacity building program are now being signed for provisionally six month periods to extend through to a year.

MOAs are now being signed with Government partners for the duration of the program activity – PDoE eighteen months – Support to elementary teacher training program

Strong focus has been placed on the use of local partners and CSOs –partners being identified through local advertisements seeking EOI, screening and selections. Recognising that ICDP has a finite life, the program is putting a strong emphasis on linking partnerships to provision of services to specific locations, the government’s commitment to public private partnerships and accessing funding through local sources (JDP&BPC) This is seen as one of the major challenges for the program in the third and fourth quarters of Year 3.

Mutual Accountability Tool

Following the training conducted in Timor Leste (October 2010), the M&E officer and LIVE Component coordinator conducted a training workshop in March in Goroka for ICDP staff as well as key stakeholders – TTU / MY-CHE, District Health and Education officers. Modifications were made to the original documents and a draft version in *Tok Pisin* developed.

Two sites were selected for piloting and implementation of the MAT – Andakombe and Wonenara – both locations implementing community health programs (VBA, VHV) through local health facilities. Participants included:

- i. Andakombe health personnel, VBAs, VHVs and local communities, (service providers and clients)
- ii. OICs from local health facilities – Wonenara and Marawaka (observers and future participants); and
- iii. ICDP staff and TTU (facilitators)

Mutual Accountability Tool is still in its infancy in PNG. The process (Andakombe pilot) provided harmonious feedback between client (Communities) and service providers (Local

health services and VHV/VBA networks) including issues linked to support to volunteers from both the health facility and also the community, and addressing issues linked to low literacy communities. However within the timeframe provided, it did not generate a signed off activity plan.

A follow-up activity was held in Andakombe at which a completed activity plan was signed off with a further review of process scheduled for six monthly follow-up / monitoring visits.

Wonenara MAT has completed its first cycle. Both facilitators (TTU/ICDP) and OIC Health were more familiar with the processes and successfully concluded the planned activity – output being a signed activity plan. Second cycle, review of process and achievements against activity plan are to be scheduled for second quarter 2012.

Key challenges linked to the program are:

- i. Identification of appropriate facilitator for the process;
- ii. Simplification and streamlining of processes;
- iii. Integration of the process into Health initiatives program and schedules; and
- iv. Maintaining focus of the process

The program envisages that implementation of MAT will become the responsibility of the program trainer (in the case of VHV and VBA, it will be TTU), and that MAT becomes an integral part of their follow-up and monitoring visits which are currently scheduled every three to six months to each location.

Objectives 2, 3 & 4 – LEARN, EARN & LIVE

Program activities linked to the objectives during this reporting period are the result of (i) outcomes and responses to opportunities and constraints identified during baseline activities, (ii) initiatives identified during the ward planning processes at both community and ward level

Primary role of ICDP staff will be the facilitation and coordination of program activities. The approach to capacity building is outlined further in Output 1:2.

Objective 2 – LEARN

During the review and planning process for Annual Plan Year 3, ICDP has revised its approach to the LEARN Component in response to communities identified needs (WDP). The component now comprises of two main initiatives and a series of associated programs activities

- Literacy and Elementary Teacher Training
- Law and Order – Village Court Networks

Associated program activities:

- Development and distribution of IEC materials
- Learning Events

Initially Community Health Program was incorporated into Component 2 LEARN. However as the program evolved it was felt that the community health program fitted more appropriately in Component 4 LIVE and as such has been transferred across.

Literacy component

Table 2 Population catchment - Literacy program Simogu cluster

Year	Wards	Hauslains	Households	Male	Female	Total Population
2011	5	32	579	1,338	1,277	2,615
Grand Total	5	32	579	1,338	1,277	2,615

The Literacy component required a realignment during this period given that from consultations undertaken communities have identified they are more interested in child literacy and the educational prospects of their children than adult focused programs, and partner / service providers were unwilling to deliver decentralised adult literacy programs at the cluster level or come up with a revised model for delivery to remote communities.

The outcome of these discussions was a redesign of the literacy / education program to:

- i. Support child literacy development using local trainers (Grade 10+ graduates within the community)
- ii. Accelerate the establishment of elementary schools in Simogu cluster through the transition of child literacy schools to elementary schools; and
- iii. Provision of logistical and resource support to PDoE to deliver the supervisory and in-service training to elementary teacher trainees in Yelia LLG.

Process was completed in late June 2011 following lengthy discussions with PDoE and District Education Office with PDoE signing an MOA in August for program activities to commence in late August/early September 2011.

To date literacy program:

- Five children literacy school, with nine classes in Simogu cluster;
- Thirteen literacy trainees recruited locally from Grade 10 to 12 graduates have engaged in the Literacy Teacher training program;
- 284 males and 299 females are enrolled in the literacy program, and
- Ten classrooms constructed through local community contribution.

Of these five schools in the Simogu cluster, three have been registered to make the transition from literacy school to elementary school in 2013, and the further two for 2014

Support Program to Elementary Teacher Training Program

Table 3 Population catchment - Elementary teacher training program

Year	Wards	Hauslains	Households	Male	Female	Total Population
2011	12	53	1,336	3,185	3,307	6,492
Grand Total	12	53	1,336	3,185	3,307	6,492

Elementary teacher training is a three year program comprising of short periods of residential study (6 weeks per year), self learning modules, a series of in-service trainings at the local level (LLG) and supervisory visits to trainee teachers.

Currently in-service training and supervisory visits are not resourced by either district or provincial education authorities.

Lack of educational opportunities for children was identified by ward development committees throughout Yelia LLG.

In response ICDP in association with PDoE and District Education Office have jointly developed an elementary teacher training program to endeavour to address shortfalls in the current training program.

- PDoE and District Education Office are providing materials and trainers, and
- ICDP the logistical support.

This is seen as a short-term response to the existing situation, and emphasis in 2012 and beyond will be on securing funding through the JDP&BPC and the DSIP allocation under the education and capacity building budget line

The program to date has:

- Signed an MOU with Provincial Division of Education
- Curriculum cluster workshop for elementary teachers on planning and programming (20 male and 7 females teachers and trainees)
- Supervisory visits to schools in Wonenara and Marawaka clusters
- Site inspections for proposed elementary schools in Simogu (5 locations)
- Submission for registration of 5 elementary schools in Simogu and Marawaka

Community Health Program

In the second half of the reporting period these activities were realigned and incorporated into Component LIVE

(For reporting, see Component 4 LIVE)

Leadership and Law and Order

Table 4 Population catchment - Village court networks

Year	Wards	Hauslains	Households	Male	Female	Total Population
2011	33	131	3,321	8,089	7,936	16,025
Grand Total	33	131	3,321	8,089	7,936	16,025

ICDP is working in association with the Village Court Secretariat within the Provincial Division of Law and Justice, to promote community based law and order administration. An orientation training workshop was conducted in Andakombe in February by the Village Courts personnel promoting good governance and leadership, and the community administration of legal processes.

Although this activity was run, not all gazetted persons from the Sindeni village court network were able to participate. Due to weather conditions a number of gazetted candidates were unable to reach Andakombe. So the training was opened to general members of the public. This training was re-run for members of the Sindeni village court network during the third quarter of 2012.

An MOA was signed between Division of Law and Justice, Village Court Secretariat, the District Administration and CARE PNG in July 2011 for the training, establishment and ongoing support of five village court networks⁶ through Yelia LLG. This outlined protocols, responsibilities and commitments through the implementation of the program including the following

- Funding
- Training materials and aids;
- Trainers; and
- Schedule of activities for the duration of the program

A centralised training was conducted at Marawaka station in late September for Village Court Magistrates, Peace Officers and Village Court Clerks (55 participants – 5 females/ 50 males).

The program comprised of a series of modules on i) Good governance and leadership within the community and the administration of law and justice; ii) roles and responsibilities of magistrates and land mediators within the village court system; iii) training of village court clerks (funded through the Div. Of Law and Justice to be held at a later date); and iv) community awareness on a range of cross-cutting issues including human rights, women's rights and violence against women, and child rights and protection.

A swearing in ceremony organised by the District Administration and attended by dignitaries from the Province was held on 7th October 2012 with over a thousand villagers participating

⁶ Marawaka , Wonenara, Simogu, Sindeni and Simbari Village Court Networks

in the ceremony. For the communities of Yelia this represented the establishment of local level judiciary, a mechanism for resolving local issues, after a hiatus of nearly thirty years.

ICDP financed the logistics of the training, and will support follow-up monitoring of the program

Village Court Secretariat was responsible for training materials and trainers, and has a provision for the recurrent costs of the Village Court Networks (stipends for magistrates, peace officers and clerks). They will also meet the costs for additional training of clerks

Yelia and Lamari LLGs provided logistical support at the local level and contributed K5000 for the accommodation and allowances for the participants. This is a significant indication of commitment to the program at a time of the year when resources are depleted.

Within the MOA provisions have been made for follow-up visits and on-the-job mentoring for the newly established VCNs.

IEC Materials

The strategy for IEC materials comprises of the following:

- i. Distribution of Wantok Newspaper to remote communities
- ii. Procurement and distribution of IEC materials linked to program activities, and
- iii. Development, publication and distribution of materials by ICDP and partner organisations

Wantok Newspapers

ICDP has continued to distribute Wantok Newspapers throughout the program activity areas, with 100 papers being distributed on a fortnightly basis. This is implemented on an opportunity based schedule linked to current field activities and has included the following destinations: Marawaka, Wonenara, Simogu, Simbari, Andakombe. This service greatly appreciated by the communities they are delivered to.

Procurement and Distribution of IEC Materials

Materials have been procured and distributed during the implementation of field activities including the following subject areas:

- LEAD
 - Determination Pamphlet – Dept of Provincial and Local Level Government
 - Governance, leadership and election process – Transparency International
- LEARN
 - Booklets leaflets and charts - SIL and EBC
- EARN
 - Coffee husbandry, management and marketing – CIC
- LIVE
 - Malaria – PSI

Development of IEC Materials

During the reporting period ICDP has refined its processes for the production of locally developed IEC materials.

This has incorporated a series of steps to reach the final product:

- i. Identification of subject matter;
- ii. Sourcing of information
- iii. Review of sourced materials;
- iv. Development of IEC materials – text and graphics;
- v. Peer appraisal; and
- vi. Production of materials

Materials developed have included both in-house materials – governance activities, and those used by partner agencies – health training manuals, livelihood manuals, leaflets and posters.

Activity has placed a strong emphasis on the development of training manuals and teaching aids, to improve the quality and to standardise the material being used throughout the program.

Developed material in the LEAD component have been promoted and distributed to a larger stakeholder audience including Madang province and through SPSN forums.

Areas of material development have included:

Subject	Output	Progress to date
Ward development planning	Trainers and participant manuals	95%
VHV	Facilitators and participant manuals	25%
VBA	Facilitators and participant manuals	25%
Aquaculture	Trainers and participant manuals	75%
Potato production	Leaflets and posters	100%
Coffee production	Manuals, leaflets and posters	10%

Learning Events

A series of learning events were conducted during the past twelve months. These events were used as for the following purposes;

A three day workshop was conducted in Andakombe for key stakeholders and ward level beneficiaries to be able to review the program and provide local inputs to the annual

planning process. Attended by district staff, three ward development committee members from each target hub.

As a means of promoting the project, an open day was held for a broader and higher level of stakeholder audience. 31 participants, representatives from governor’s office, provincial health, district administration and representatives from local boards. This presented an overview of ICDP program activities to provincial and political and district dignitaries.

School Open Days

As part of the support to Primary and Community schools ICDP has allocated small grant funds to schools to conduct community open days of a thematic nature.

Two had been scheduled for Matona and Ontabura schools in Gadsup Tairora LLG in November 2011 focussing on Climate Change, food security and nutrition. However with the outbreak of ethnic violence in Kainantu, the deterioration in security, and withdrawal of basic services such as banking the programs were postponed until early 2012.

Objective 3 – EARN

The EARN component has narrowed down its activity areas to concentrate on two subsistence activities and two income generating activities:

Subsistence – aquaculture and drought resistant food crops

Economic – Coffee and potatoes

Ongoing meetings and discussions with partners have been conducted with the following bodies:

- ACIAR – Aquaculture and Coffee production
- NZAID / provincial DAL – District Agricultural Planning
- CIC – Coffee production
- Highlands Coffee Industries – Coffee marketing
- NARI – Farming systems and subsistence agriculture
- FPDA – Production and marketing of fresh food

Subsistence:

Drought Resistant Crops:

Table 5 Population catchment - Yam multiplication program

YEAR	WARDS	Hauslains	Households	Male	Female	Total Population
2011	7	37	670	1,606	1,518	3,124

Grand Total	7	37	670	1,606	1,518	3,124
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There are two streams to this activity, one direct with farmers, and the other linked into the schools program in the LIVE Component. During the reporting period two separate multiplication and distribution programs for African Yams were established in Andakombe and Simogu clusters.

28 men and 17 women (identified by Ward Development Committees as leading farmers) received short training sessions followed by practical farm demonstrations planting seed material, during next harvest time it is expected these farmers will provide materials to other farmers and provide farmer to farmer extension on the techniques. These activities are the basis for a tuber multiplication and distribution program to additional farmers.

To determine effectiveness of this approach, a small study will be conducted in Gadsup Tairora LLG where CARE previously under CSVC distributed a substantial quantity of yams; Study will determine suitability of local environment, productivity, acceptance by community as well as use – home consumption, tuber storage, replanting and distribution to other farmers.

Table 6 Beneficiary catchment – School's agricultural program

LLG	WARDS	Hauslains	Households	Male	Female	Total Population
Yelia	5	19	545	1,343	1,369	2,712
Gadsup Tairora	8	83	3,899	9,454	9,031	18,485
Grand Total	13	102	4,444	10,797	10,400	21,197

In addition, eight schools were identified and are participate in a schools program as resource centres linked to drought preparedness and climate change. These schools have been provided with basic resources (tools and garden equipment) to establish crop demonstration plots, and in first quarter Year Three participated in a training program conducted by the Drought Preparedness program at NARI, Aiyura.

The program is a joint activity supported by school board of managements, district agriculture, NARI, ICDP. The schools have supported the idea of establishing resource units within their schools. Ontebura P/School has committed a space in its library to be a resource center. Talks with other schools gave positive indications for the establishment of resource centers to begin early in school year- First Quarter 2012.

Aquaculture:

Table 7 Beneficiary catchment - Aquaculture program

Year	Wards	Hauslains	Households	Male	Female	Total Population
2010	3	12	272	655	648	1303
2011	11	30	1,169	2,891	2,826	5,717
Grand Total	14	42	1,441	3,546	3,474	7,020

Aquaculture program has now expanded beyond Andakombe to include the Marawaka and Wonenara clusters.

A series of training activities have been conducted across the three clusters by Backyard Farmers with modules on fish nutrition, breeding, pond construction and management and enterprise economics. These have been reinforced by follow up monitoring activities jointed implemented by Backyard Farmers and ICDP staff to consolidate the fisheries program as well as a preliminary assessment of the program.

Training program is based on a TOT cascade methodology with participants from adjoining wards – between four and seven. From these original farmers the program has expanded to include many additional households with support and advice being provided by the original trainees. A small allocation of seed capital is provided to the original trainers to assist them in the establishment of their (demonstration) ponds and in recognition of their role as volunteer trainers / extensionists within their own communities.

Fish ponds are now becoming a natural part of the local environment with complex reticulation networks made from local materials drawing water from distant sources to pond sites. Fish (tilapia and carp) are now being consumed by farming households. There is a vibrant market for fingerlings, and a small quantity of fresh and cured fish is now being sold in the local markets

A simple pilot study was conducted on the aquaculture program in Andakombe to compliment the anecdotal evidence from both farmers and outside communities. Stories from Marawaka as to why such a strong interest in fish farming stated that local villagers are associating improved health and wellbeing of communities to improved nutrition resulting from fish farming activities' amongst other factors.

Findings from the study noted:

1. All participants in the training are now actively engaged in fish farming and have increased capital assets tied to the enterprise;
2. TOT cascade approach is working – most of the respondents indicated that they act as local extension agents. However output was not quantifiable – no indication of numbers of either youth or women trained.
3. Aquaculture is predominantly a male orientated activity;
4. Aquaculture is a growing enterprise within the community;
5. Fish are becoming a part of the local diet with respondents indicating that households were consuming fish regularly – 40% of respondents eating fish once a month; 40% once a week.
6. Trading and sales – there is a small market for fish locally with fingerlings being predominantly traded. Small volumes of fresh fish are sold. Processing of fish is currently not part of the fish production culture yet.
7. Key Points Highlighted by farmers

Positives

- i. Improved nutrition within household
- ii. Small income generating opportunities
- iii. High demand for fingerlings and fish products

Negatives

- i. Theft and stealing from ponds
- ii. Water management – both excess and shortages
- iii. Environmental impact

Neutral

- i. Pricing of fish driven by market place – not regulated

A census conducted for Wards 11, 30 and 32 indicated that 40% of households were now engaged in some form in fish cultivation and that these households on average farmed between one and two fish ponds.

Rice

An internal assessment was made of this component and the number of activity areas the program was engaging in. The outcome was that the EARN Component team felt that the Component should focus on fewer activities but in greater depth, should concentrate on quality of content and delivery mechanisms, and on activities with greater social, economic returns.

A decision was made to remove the smallholder rice program from the EARN Component. The principle reasons being:

- i. Unavailability of resource persons to partner the program (few rice / grain agronomists in either NARI or DAL)
- ii. Although rice provides a food storage capability unlike existing root crop staples, rice processing remains a serious concern for potential rice farmers. Hand operated mills are available but are low volume, inefficient and end product is of a very poor quality.
- iii. Return on investment for both labour and economic are very low (low yielding nature of upland rice), and
- iv. Upland rice production results in rapid environmental degradation

Economic Activities

Coffee:

Table 8 Beneficiary catchment - Coffee program

Year	Wards	Hauslains	Households	Male	Female	Total Population
2011	5	32	579	1,338	1,277	2,615
Grand Total	5	32	579	1,338	1,277	2,615

ICDP EARN Component has maintained dialogue with CIC, ACIAR and Highlands Coffee producers to arrive at a program strategy. This entailed a study of coffee industry in the target area, a series of trainings linked to coffee rehabilitation and production, and marketing strategies – market systems, accreditation, quality.

ICD implementation revolves around the following steps:

- i. Recruitment of private sector coffee extensionist – an individual or group to manage and deliver program

- ii. Socialising and mobilising of local community (cluster level and through Ward development committees) – ICDP / Extension agent / CIC / Highland Coffee Exporters
- iii. Identification of key farmers to act as extension agent / trainer within own community
- iv. Delivery of farmer training program – activities based on coffee seasonal calendar
- v. Establishment of community nursery – improved seed stock
- vi. Establishment at ward level of a seed capital credit scheme (coffee pulpers and farming tools and equipment) to be managed by WDC as part of their practice in good governance and leadership principles

Program is currently being implemented in Simogu cluster (5 Wards) by Kumatega Coffee Development Services with support from ICDP EARN component and CIC.

In May, prior to the commencement of the program a seventy five household study was conducted to determine the dynamics of small holder coffee production in a remote region. Assistance in survey design and methodology was provided by ACIAR Coffee program.

To date a series of trainings have been conducted through Kumatega Coffee with farmers in Simogu on:

- i. Coffee rehabilitation and maintenance;
- ii. Nursery preparation and establishment – five nurseries have been set up through Simogu ;
- iii. Coffee harvesting including processing and drying; and
- iv. Operation and maintenance of coffee pulpers including a practical session with farmers in which they brought in old pulpers for hands-on training on pulper maintenance.

A small scale seed capital credit scheme for the distribution of coffee pulpers and garden tools was initiated with 20 pulpers distributed through the valley. Criteria were drafted for the allocation of seed capital, and a mechanism for repayment through the ward development committees established. This has been adopted enthusiastically with pulpers distributed to less well resourced households including female headed households. Processing of cherry and access to coffee pulpers had been identified during the coffee study as a major constraint to productivity and a factor leading to a lower quality product. Individual pulpers are being used by multiple households.

WDCs have actively taken onboard responsibilities for the management of the process and funds and in many instances activated moribund WDC bank accounts. This in turn has raised a series of governance / accountability issues as signatories on accounts did not reflect

composition of membership of the WDC, and raised issues of conflict of interest and integrity.

Ome Uti is from Kosinavo village in Ward 20, Yelia LLG. She and her family including four other households contributed an agreed amount to make the payment of K450 for a coffee pulping machine distributed as seed capital by ICDP EARN component in Simogu cluster. Ome and her husband contributed more than the other families, thus it was agreed that the pulper would be located at her house where the contributing families would access the pulper when they needed to process their coffee cherry.

Ome stated that *"Pastaim mipela save putim kopi insait lo malo na paitim wantaim stone na bihain rausin skin na kopi igo long sait. Mipela ino save rausim planti kopi. Taim mipela ikisim masin, mipela masinim planti kop* (previously we used to put coffee cherries in the traditionally woven cloth and grind them with stones then separate the skins from the beans. We did not process much coffee. When we use the pulper, the quantity of coffee beans processed has increased greatly). Ome gave an indication that previous dried coffee bean production was just half a bag full (approximately 20-30 kg) (*Oi femili bilong mi ino save bisi long kopi bilong wanem em hat wok. English Translation; My family was not interested in processing the coffee because there is a lot of labour involved and little return*). However with the pulper, she mentioned that her family has already produced a bag full (50 Kg). The other families which contributed are taking turn in using the pulper. Ome was not able to give full details of the impact access to a pulper has on them.

This is an account after 2 months since the delivery and distribution of the pulpers to Simogu cluster.

Management and allocation of resources to future WDC activities and/or revolving fund have still to be finalised.

In addition to the training conducted in Simogu, a study trip to Goroka was organised for five representatives from local coffee growers to provide the opportunity for them to meet with processors and exporters and local air services. Productivity and quality are significant factors impacting on income earning opportunities. However without improved access to markets, this potential will never be achieved. Participants brought samples of local coffee for inspection, and provide statistics for coffee (parchment) currently in storage in Simogu.

Table 9 Coffee in storage - Simogu cluster

Location	Gema	Tsigami	Ororingo	Simogu	Pinji	Total
Bags	1,500	580	130	520	300	3,030
Weight (T)	75	29	7	26	15	152
Airstrip	Gema	Simogu	??	Simogu	Gema	

Current price received in Simogu is K2.50/kg for parchment – value of crop in storage at airstrips is K400,000

Further recruitment of private sector extensionists took place in October / November. Scoping missions were conducted in Wonenara and Andakombe with programming scheduled to commence in early 2012.

The challenge for the coffee program is how to access the marketplace – freight logistics. Without this, improved husbandry, increased productivity and quality will come to nothing.

Focus for the second half of Year Three program will be on market access.

Potatoes:

Table 10 Beneficiary catchment - Potato program

Year	Wards	Hausains	Households	Males	Females	Total Population
2011	1	8	775	1,936	1,824	3,760
Grand Total	1	8	775	1,936	1,824	3,760

Potato activities started with the onset of seasonal rains. This is targeting communities with good access to fresh food markets, and is considered as an alternative cash crop to coffee.

Following the signing of an MOA between FPDA and CARE the potato production has been initiated in Ward 18 of Gadsup Tairora LLG and commenced with a study trip to Mount Hagen for ten innovative farmers (6 males and 4 females) to expose them to a well established and viable potato industry with visits to potato seed production (Tambul), successful ware potato production smallholder enterprises, and fresh produce marketing set-ups in Mount Hagen.

Field demonstrations and training activities were then held over a four month period

Table 11 Training program - Potato production

#	Topic	Participants	Date
1	General potato agronomy and demonstration establishment	10 male and 10 female	August 2011
2	Pest and disease control	11 male and 9 female	October 2011
3	Harvest and post harvest management of potatoes	16 male and 4 female ⁷⁾	November 2011

Potato production in PNG is dependent on good agronomic practices and is highly susceptible to potato blight. Unfortunately for the current program, a security issue arose in Ubo community during a critical phase of the production cycle and the training team was withdrawn. By the time the team returned to the field (six weeks later) potato blight was well established in the demonstrations and seven sites were lost.

The recommendation from the trainers was that due to the enthusiastic commitment of the growers, ICDP should persist and a further program cycle should be conducted. Trainers also recommended that growers should have a continued program as the skills learnt during the crop cycle will be applied at each stages of the crop cycle and will be closely monitored by FPDA. If this plots are monitored well FPDA will recommend growers to be certified seed growers. This will enable the growers to have two means of income from the crop. One is produce to sell as potato for consumption and seed for multiplication. The community are excited and are keen to have a continued program as they now have the ICDP delivered resources but needs close monitoring to improve on husbandry practises

Objectives 4 – LIVE

The LIVE component addresses service delivery within the community including social and physical infrastructure and comprises of four main initiatives;

- i. Health Initiatives
- ii. Educational programs
- iii. Small infrastructure
- iv. Other initiatives.

Health initiatives

Under Annual Plan Year Three, all health initiatives have been implemented through the LIVE Component. ICDP has engaged in regular discussions with PDoH and District Health Officer over a range of health initiatives ICDP supports.

These have included:

⁷ Female participants decline was due to commitments to water supply program in community

- i. the VBA training program,
- ii. community health and hygiene,
- iii. HIV and AIDS prevention, care, support and treatment, and
- iv. malaria control awareness and control.

VBA

Table 12 Beneficiaries - Village Birth attendants

Year	WARDS	Hauslains	Households	Male	Female	Total Population
Yelia LLG						
2010	3	12	272	655	648	1,303
2011	10	47	985	2,497	2,497	4,994
Gadsup Tairora LLG						
2010	3	22	2,029	5,210	4,768	9,978
Grand Total	17	81	3,286	8,362	7,913	16,275

VBA networks have now been established by ICDP in four locations within Obura Wonenara district: Gadsup Tairora LLG – Omaura (9 VBAs); Yelia LLG – Andakombe (13 VBAs), Wonenara (10 VBAs) and Simbari (10 VBAs). These networks work in close association with local health centres.

VBA networks established in 2011 were:

- i. Wonenara cluster during April / May 2011 providing coverage for five Wards and ten communities.
- ii. Simbari cluster during August / September 2011 providing coverage for five wards and ten communities
- iii. Socialisation of program has been completed for the establishment of a VBA network in Simogu with training due to commence in early 2012.

During the reporting period ICDP has contracted TTU to provide training and follow-up support to the networks in Yelia LLG (Omaura in Gadsup Tairora LLG is currently off-limits due to ongoing safety and security issues).

The program's approach has been:

- i. Socialising program and mobilising of community;
- ii. Identification of VBA candidate trainees;
- iii. Theory training at centre facility – two weeks;
- iv. Practical experience at Goroka base hospital – one week;
- v. Follow-up activities on a quarterly basis at community;

- vi. Supporting VBAs with start-up birthing kits; and
- vii. Construction of village birthing houses.

During monitoring visits to Andakombe and Wonenara in fourth quarter 2011 the following statistics were collected from the VBAs.

Table 13 VBA Activities during 2011

Activity	Andakombe⁸	Wonenara⁹
Anti-natal visits	51	31
Assisted deliveries	54	9
Referrals to health centre	30	18
Complicated deliveries	8	0
Deaths – infant or maternal	0	0

The VBA program is closely linked to the VHV program and is coordinated through the local health facility.

ICDP has also promoted the use of MAT as a community based self-monitoring tool within the local community health networks. This process is being facilitated jointly by ICDP staff and TTU and it is envisaged that full responsibility will be transferred to TTU during the later phases of the program.

Issues being raised within the networks include.

- i. Material support and replenishment of medical supplies (village birthing kits)
- ii. Community support to VBA volunteers;
- iii. Supporting manuals and documents from trainers (TTU);
- iv. Strengthening of local health officers capacity to manage and administer programs; and
- v. Documentation and reporting of VBA activities (currently statistics are being collected by TTU and are not being monitored by the local health facility)

⁸ Records of VBA activities in Andakombe – January to November 2011 – Stats collected on monitoring visit November 2011

⁹ Records of VBA activities in Wonenara since June - November 2011

With the completion of the second phase of the MAT, a community action plan was drafted initially highlighting these issues and developing strategies to address them. This will be assessed in a future MAT exercise to be conducted in the second quarter of 2012.

VBA program has currently been implemented through the ICDP. However with the onset of a new Maternal and Infant Health program managed by CARE PNG, the transition for the transfer of administrative and clinical responsibilities has been programmed for completion by July 2012.

Additional support to the health facility has been provided by ICDP under the Small Scale Infrastructure sub-component.

Village Health Volunteer Network

The program in Yelia LLG has expanded from Andakombe cluster to now include three additional clusters in Wonenara, Simbari and Simogu.

Table 14 Beneficiary population - VHV Program

Year	WARD	Hauslains	Household	Male	Female	Total Population
Yelia						
2010	3	12	272	655	648	1,303
2011	17	88	1,753	4,351	4,255	8,606
Gadsup Tairora						
2011	2	13	1,161	2,939	2,679	5,618
Grand Total	22	113	3,186	7,945	7,582	15,527

Training activities for Andakombe have now concluded. The full training program including: i) role of community health volunteer; ii) self-help and preventative health interventions in the community; and iii) Motherhood skills. However TTU is currently providing follow-up visits and in-service training on a quarterly basis.

In May 2011, 31 trainees (21 M and 10F) graduated as VHVs, with twelve communities being designated as "Healthy Villages" having fulfilled Ten Healthy Village Criteria.

Programs commenced in Wonenara, Simogu and Simbari with socialising and selection of candidates and the initial training on role of community health worker.

Table 15 VHV Program - Yelia LLG

Cluster	Wards	Communities	Males	Females	Total
Andakombe	3	12	21	10	31
Wonenara	7	22	19	17	36
Simogu	5	11	14	14	28
Simbari	6	11	23	8	31
Total	21	56	77	49	126

The community health program (VHV) is linked to local health services whose staff were all invited / participated in all training activities.

The program is linked to VBA program as well as the small infrastructure component (LIVE Component) – upgrade of basic facilities water and sanitation and birthing facilities at local health facility.

These initiatives were transferred during first quarter of Year Three from the Component 2 LEARN to the Component 4 LIVE, and during the fourth quarter of 2011 with the onset of the new MIH program, management responsibilities are gradually being transferred to the new program.

In Gadsup Tairora LLG, a further community health program (VHV network) was established. This program was managed by MY-CHE organisation, a LNGO under the management of the Church Health Council.

These programs were set up to complement training activities conducted by Watsan program funded through the EU (rural water supplies), to link communities with local health services and district health office. (Ward 18 – Kosa and Ward 6 – Kundana)

The concept and approach for the activity is similar to that delivered by TTU (LEARN Component):

- Training of volunteers within the community
- Development of community health committee;
- Establishing of benchmark for a healthy community environment (10 criteria / indicators)
- Community ownership and responsibilities for community health issues including malaria, HIV and AIDS, child protection and gender issues; and
- Linkages to local health facilities and services.

School Gardens and Resource Centres

Objective of the program is to strengthen schools agricultural programs, and to establish small resource centres linked to the NARI drought preparedness initiative.

Through discussions with District Education Office, eight primary / community schools have been identified to participate in the schools agriculture program

Gadsup Tairora LLG – Ontabura, Ontenu, Bioka and Matona

Yelia LLG – Marawaka, Wonenara, Andakombe and Aziana

Provision of basic gardening tools and equipment has been delivered to all eight schools to support schools agriculture program and resource centre – spade, forks, hoes, bush knives, wheelbarrows.

The first phase of the training program for schools on the establishment and management of an agricultural resource unit (modelled on simple community agricultural resource centres being promoted by NARI) was completed in July 2011. This was conducted by NARI Drought Preparedness Program, Aiyura, for school agriculture teachers and members of school board of management. Upon completion of training, schools were provided with a package of planting materials and resource materials prior to their return to the school.

Program has been slow to commence due to the difficulties of synchronising a training activity with breaks in the school calendar. Additional support to the schools is being provided under the Small Scale Infrastructure sub-component.

Small Scale Infrastructure

Community Based Learning Centres

The objective of this activity is to support communities in the construction and development of a local resource / learning centre. The intention is that ICDP for the duration of the program will be able to utilise these facilities for the delivery of community based training activities

Construction of the Andakombe community based learning centre was completed in early 2011 with the centre being formally opened in May 2011 in the presence of dignitaries from district and provincial centre. A joint meeting has been held with groups who have taken on management of centre as a result of questions around elite capture raised by AusAID during the monitoring visit this period, an outcome of which has meant that the Ward Development Committees will now act as effectively a board of management and day to day management will be run by a youth group, to ensure accountability of processes. For existing facilities CARE has supported in rehabilitating, LLGs and/or Health Providers and local health board, manage facilities directly.

ICDP has completed the rehabilitation of an existing health facility building at Simogu to use for training purposes – program implemented by ATPProjects. The facility will be returned to the Health facility once ICDP has withdrawn. In addition, the community in Sigami has constructed a small resource / boarding house for use as a training venue for ICDP community development programs.

ICDP also supported Yelia LLG in upgrading facilities at Marawaka to enable the council facilities at Marawaka to be used for training and workshopping purposes. (For most training

activities ICDP is using existing community resources – schools, church halls and community centres – to conduct training and community engagement activities).

Smaller and more modest centres were established in five locations in Simogu¹⁰ cluster linked to the children’s literacy /education program being implemented in Component 2 LEARN. These centres are seen as the foundation for the establishment of elementary schools within Simogu cluster and will be incorporated into the registered elementary schools.

Tertiary Roads, Walking Tracks and Footbridges

Objective of this activity is to upgrade sections of road to improve access and safety of the travelling public.

Maintenance has been completed for two sections of road in Kundana and Ubo / Untoa communities in Tairora Gadsup LLG through a combination of community participation, support from Dept of Works, and the contracting of a local road construction company to deliver gravel and laterite.

ICDP has also marked out all the principal routes and walking tracks currently being used by local communities in the Yelia LLG using GPS and mapping software. This program was conducted by members of the Simbari Community Association

	Route	Distance
Route 1:	Owena, Wonenara, Marawaka, Bioku & Andakombe;	65 Km
Route 2:	Purosa, Agamatasa, Simogu, Norambo & Simbari;	61 Km
Route 3:	Purosa, Agamatasa, Simogu, Segami, Gawi, Sindeni & Simbari	90 Km

Route 3 – Purosa to Sindeni – was recently (2010) upgraded as a walking track by the Governor of EHP (62 Km) and has been proposed as a future road linking Yelia LLG with Okapa district.

Data which incorporated both coordinates, topography and timelines of walking tracks will be forwarded to provincial and district authorities as well as the UPNG Resource Sensing unit for updating of EHP Geobook.

¹⁰ Ward 33 –Simogu; Ward 20 –Tsigami; Ward 21 –Gema; Ward 23 – Ororingo,; and Ward 22 – Pinji,

A scoping / design mission was conducted in late November by ATProjects for the design of a footbridge across a notoriously treacherous river and linking two populous wards (Wards 31 and 32) with Andakombe station.

Health Facilities

The objective of these activities was not to deliver a complete rehabilitation of health facilities in the cluster areas but to focus on specific issues which link into ICDP health initiatives. These include birthing facilities, water supply and sanitation, and the disposal of waste.

Scope of works were finalised for three health facilities in the Andakombe, Simogu and Wonenara clusters in early 2011. Following sign of Contract for Service Provision with ATProjects, construction and maintenance commenced. Works on Andakombe (May 2011) and Wonenara (June/July 2011) health facilities have been completed;

- Provision of potable water to health facilities including upgrading of internal plumbing and provision of water into birthing facilities;
- Construction of VIP latrines for centre;
- Installation of incinerator for disposal of medical waste; and
- Installation of solar lighting systems in birthing facility.

Work on Simogu health facility which was delayed due to weather and difficulties in air services was completed during August/September 2011. Simbari health facility has been identified as a future centre for provision of maintenance support in line with the expansion of health initiatives into the Simbari cluster.

Other Initiatives:

Youth Sports training – ICDP provided resources to the PDoCD to assist in the conducting of a sports training workshop which was held at Andakombe Primary School in May 2011.

Provincial Disabilities Council – ICDP staff and Obura Wonenara district administration participated in the provincial disabilities awareness workshop. In addition ICDP provided financial sponsorship for the holding of the workshop in Goroka.

Climate change and disaster preparedness – a short term consultant was contracted to review current ICDP program activities (EARN and LIVE Components), conduct a capacity statement for current status and develop a climate change strategy for integration into ICDP and CARE program activities.

HIV and AIDS strategy – a short term consultant was contracted to deliver a situation analysis on existing programs, CARE/ICDP and partner organisation capacity, to develop a CARE/ICDP strategy paper with recommendations for incorporation into the ICDP Program.

Objective 5 - Effective Program Learning and Management

Baseline Survey

Additional baseline surveys were conducted in the Lamari and Gadsup Tairora LLGs. The M & E team revised the original survey design acknowledging lessons learnt from the survey conducted in Yelia LLG. ICDP recruited recent graduates from a number of higher education institutions to assist in the implementation of the survey. Rationale behind this was to provide work experience opportunities for new graduates in the field of development work. Recruitment and training of enumerators was conducted in early February, and survey implemented in late February / early March 2011. Survey team had to withdraw from Gadsup census division following threats to the team arising from an ongoing security issue in an adjacent ward. Data entry, cleaning and analysis has been completed with presentation to district and local stakeholders scheduled for LLG General meetings in early 2012.

An ANU researcher, through the Development Policy Centre, Crawford School of Economics and Government, who supported CARE with the development of the final report on the Yelia Baseline Survey, has written a paper on Rural Poverty in remote Papua New Guinea Communities, drawing on CARE's Baseline research as a case study within the report. This was presented jointly by CARE and ANU at a launch at Parliament House in Canberra in October 2011 in the presence of the Australian Government Parliamentary Secretary for Pacific Island Affairs, Richard Marles.

A similar launch was conducted in Port Moresby at the National Research institute in November 2011 with key note speaker being Sir Mekere Morauta PNG Minister for Public Enterprise

Effective Monitoring and Evaluation

ICDP in the inception phase worked to develop systems to evaluate and disseminate findings from the program. These have been revisited during the Year Three Annual Planning preparation phase. The Annual Plan 2011/12 incorporated (i) a Year Three implementation and activity framework and schedule, (ii) a revised M & E matrix and framework, (iii) a series of evaluation exercises, exchange visits and open days, and (iv) a series of scheduled meetings with stakeholders and partners at different levels within the program hierarchy.

During the revision of the PDD, a revised Theory of Change was developed and incorporated into the revised PDD.

ICDP has conducted a series of reflection and review workshops at both community (March 2011) and district / provincial level (April 2011). These events provided opportunities for stakeholders at different levels within the project to provide feedback and insights into the current delivery of the program and future directional changes.

ICDP has continued to participate in regional and national events primarily linked to governance and decentralisation. Members of the LEARN component and the representatives from district administration and provincial planning have participated in the

Ward Planning Workshop facilitated by Madang provincial planning office and SPSN (May 2011). Regular meetings (February 2011, April 2011, August 2011 and November 2011) have been conducted at both the district and LLG level to discuss and review the implementation of the program to date.

A series of monitoring visits were conducted during the 2011 Calendar Year. These have taken the form of an ICDP Component staff member accompanying a partner organisation during a training event or field activity. These trips are designed to monitor the delivery of field programs and for more advanced programs to assess outcomes and impact where appropriate. Simple questionnaires, open-ended interviews and focus groups are used for this.

Mutual Accountability Tool (Scorecard)

This is currently captured under Component LEAD.

However, responsibility for this program activity has been undertaken by the M&E Officer and the activity will be reassigned to the Component Effective Program Learning and Management for future reporting purposes.

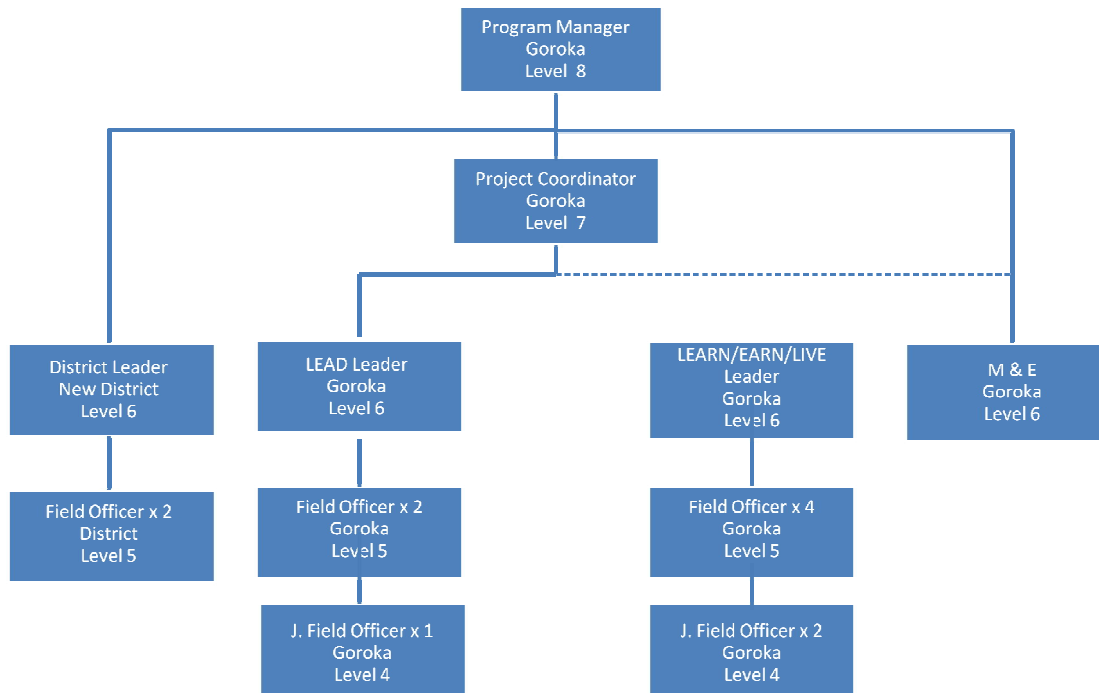
2.6 Implementation Progress/Efficiency

Program management and implementation

Program implementation has regularly been reviewed and revised during the implementation of the Annual Plan (ICDP quarterly planning meetings). These variations have reflected changes in circumstances in the program area and are in response to outcomes from the original baseline and current ward planning processes as well as security and safety concerns in the Gadsup Tairora LLG. As mentioned a redesign of the overall program was also undertaken this period.

Program staff structure was reviewed and modified to accommodate expansion into new districts and to reflect the practicalities of the implementation of the two core program areas – Governance (Lead Component) and Components LEARN/EARN/LIVE in response to governance outcomes.

The hierarchy was also revised to create a program coordinator (Level 7 in CARE structure) as a “counterpart” for the program manager, and the creation of a number of junior field officer positions (Level 4). This permits recruitment of entry level graduates with little/no field experience.



Consolidation of Linkages

The project has maintained working relationships with SPSN project and key players at the regional and national level. ICDP participated in both regional and national workshops linked to governance and the decentralisation processes. Program Manager whilst passing through Port Moresby regularly meets with SPSN Governance unit as well as attending short meetings with AusAID governance unit.

Through engagement with SPSN, ICDP has developed working relationships with the Department of Provincial and Local Level Administration – training and the provision of material and literature on decentralised governance, planning and the National Vision 2050. This network extends beyond the **national level** to include Madang provincial planning department and Bogia district administration (pilot community planning program) and other civil society organisations engaged in governance. ICDP also engages with Department of National Planning and the Office of Rural Development.

Linkages have been established with key divisions within the divisions of the Eastern Highlands **provincial administration**. However, these have not been formalised in the establishment of a project steering committee. ICDP had intended to present the program formally through the Provincial Management Team meeting. However, this team has not sat for the past two years. Alternative strategies have been tried to finalise the process of forming the committee but with no better results. For the new district during socialisation of the ICDP and the proposed program activities, ICDP/CARE team will be making this a pre-condition to mobilisation of the program.

A series of awareness meetings and follow-up activities have been held with the **District Administration**. Meetings are held formally on a quarterly basis with the DA in which strategies, planning and program activities are discussed. The current Annual Plan was

assessed by the District Management Team to confirm the program is consistent with the district's priorities and timeframe.

ICDP is currently attempting to gain influence within the JDP&BPC in an effort to leverage funding and resources to support the decentralised governance initiatives, LLG integrated development plans, and the ward development plans as well as further resource service delivery within the district. This is seen as a strategic necessity in terms of addressing sustainability as well as promoting the PPP approach as endorsed by the national government in both its medium-term and long-term national strategic plans

Three **LLG** bodies (Tairora-Gadsum, Lamari and Yelia) are actively participating in program activities linked to the Governance component – LEAD. They have participated in baseline activities – LLG profiles, and field work (Yelia LLG), as well as in capacity building exercises linked to the decentralised planning processes.

Partnerships – Government, NGO and Civil Society

ICDP recognises the roles which government agencies, NGOs and civil society organisations will perform as key to the successful implementation of the follow-on Components of LEARN, EARN and LIVE.

Considerable amount of time has been spent by ICDP developing relationships with a range of stakeholder and potential partner organisations. This initially involved introductory meetings, and as the program has taken shape the presentation of identified activity areas and proposed work plans. This has now progressed to the matching of activities with organisational skill sets, and the development of a series of partnership arrangements and longer-term contracts initially to the end of the 2011 PNG financial year.

With local NGOs and CSOs, ICDP is focusing on organisational capacity building, through the partnership with NGO Pro, a local NGO specialising in institutional capacity building for civil society organisations. Part of the process will involve the internal development of CARE capacity to facilitate this type of process in the future.

Decentralised Planning Process

A series of activities including in-depth discussions with provincial, district, LLG and ward councillors have been conducted.

LEAD Component continues to provide opportunities for provincial, district LLG staff and ward councillors to observe current planning practices in other locations – study trip to Madang province for Lamari LLG ward councillors and personnel (April 2011). Provincial, district and LLG staff have joined ICDP staff in participation in a series of workshops held at provincial and regional levels.

ICDP has substantially edited and revised the planning training manuals including the translation into *Tok Pisin*. These have been viewed at a series of regional and national workshops, and are now the foundations of the governance process being drive by ICDP.

A refinement to the original PDD means that ICDP is now providing universal coverage within an LLG. This has been achieved in the current calendar year 2011 for Yelia LLG. Thirty four wards have received initial training and follow-up visits conducted jointly through the District Administration, Yelia LLG and ICDP staff

Both a training activity and the consolidation workshop were conducted in the third and fourth quarters of 2011 with the outcome being the drafting of an LLG integrated Development Plan for Yelia LLG.

Presentation of this was due to be made at the LLG General meeting in November 2011. However this meeting was deferred to first quarter 2012 due to the absence of the LLG president and his reluctance to delegate responsibilities to his deputy.

2.7 Implementation Progress against Targets

See Annex 1 for implementation progress against targets for the twelve month period.

2.8 Successes and Challenges

2.8.1 Challenges

- The security status in communities continues to place movement restrictions to some communities. This period has seen ongoing threats to personnel related to death of village committee members, which is being resolving through the district administration. Resulting in restricted movements in Gadsup Tairora LLG and the district administrative centre, Aiyura, for the past 12 months. Activities in this location are largely focused around governance, as this means the team are unable to conduct any meetings or workshops or trainings in the area (Aiyura) meetings and workshops have had to be held in Kainantu, which has cost implications. Maintaining a high level of security preparedness and contingency responses (additional security guards, hire of unmarked vehicles, alternative accommodation requirements) increases substantially the cost of operation (10 to 15%). It also puts excessive demands on our partner organisations (District Administration and LLGs) to accommodate the security procedures CARE/ICDP implements. The team has also been unable to continue to follow up on activities previously undertaken under CSVG project, such as VBA activities in Omaura, which would benefit from the ongoing work and linkages with the VBA activities in other locations within the project.
- As mentioned the project team has faced extensive delays in activity implementation given issues with access to transportation/flights. During the months of August/September almost no flights were made to Yelia LLG due to weather. Quarterly reflection planning and monthly program meetings are held to address this to ensure that overall achievements are still on track. Refinements were made to the logistics approach to ensure better coordination of programs.
- Ongoing challenges are faced with the administration of rural health facilities, which impacts on areas such as the ability to collect and report on accurate health data. The project team will work closely with the administration in the roll out of adaptation of the M&E system and determine what steps can be taken.

- The program has been unable to secure a meaningful relationship with the provincial administration and management team even after a series of scheduled meetings, direct contact with senior personnel, support from the AusAID SNS personnel, and written communications.
- Institutional vrs private/ personal relationships – Most of the government institutions ICDP is partnering with are institutionally not very strong. This means that programming is driven by established personal relationships and not the institution itself. This leaves the program susceptible to changes in personnel within the institution. Prolonged engagement with these bodies is needed if processes are to be institutionalised.
- Liabilities – A program of this nature which is dependent on partnerships for implementation needs to ensure that the parent body (ICDP/CARE) can meet contingencies and liabilities which periodically emerge during implementation, Most partners both civil society and government have minimal or no existing coverage for the case of emergency or unforeseen outcomes. As such ICDP/CARE needs to ensure that partners are aware of risks / liabilities, that there is a common understanding about liabilities and the need for partners to address this, and that ICDP/CARE has a clearly defined stand and policy on this including possible coverage of risk, as is the case with safety and security of CARE personnel. 2011 had a number of incidents where either costs were incurred or where social and security implications arose.
- Lengthy timeframe for the approval of the revised PDD and Annual Plan has meant that although existing program activities have been implemented, activities linked to the revisions to the design have been kept on hold – expansion into new district, and recruitment of LNGO partner.

2.8.2 Successes

- The project has seen a strengthening of the partnership approach – through the capacity building approach and signing of MOUs with clear roles and responsibilities, among other areas, which will strengthen the project activities and work towards ongoing sustainability.
- This period has seen a transition of responsibilities from the ICDP staffing to the district administration and LLG in taking on management of Ward Development Training and Planning. Where CARE previously took on the lead facilitation role for TOTs, for the new communities this period Simbari and Sindeni, the district administration and LLG have taken the lead role, a great step towards sustainability and ownership within the governance component.
- Increased awareness of governance, leadership and accountability in the communities and engagement of whole communities in governance processes linked to WDP processes, seed capital credit program implemented through the WDC
- Women's participation in decision making processes at the grassroots level – Community planning during ward development planning processes and MAT processes

- Recognition by the EHP Governor of the improvement in welfare and wellbeing of the peoples of Andakombe!
- Engagement of the private sector and civil society organisations in community development activities (livelihoods, health and education)

2.9 Lessons Learned & Proposed Amendments

Refer to the revised Program Design Document developed in June for the lessons and proposed amendments for the project moving forward.

2.10 Monitoring and Evaluation

As outlined in the redesign and Annual Plan the team have been working on the monitoring and evaluation framework and reporting systems to ensure moving forward the project is better able to capture outcome and impact assessments.

2.11 AusAID Priority Impact Areas

Community Development Results

ICDP during the inception phase focused on establishing the frameworks, tools and staff capacity to deliver against specific community development results. Structures have been put in place to ensure that the program is demand driven by the communities. The prime area of focus during the inception phase was the development of a sound understanding of local level planning processes and its integration into government systems. Participants have included provincial and district administration, LLGs, ward presidents and NGOs.

Over the last year this has translated into a series of Ward Development Planning training workshops and follow-up activities held at the cluster level. These have generated both Ward Profiles and Ward Development Plans which have been integrated into the LLG Development Plans in October 2011. Program has captured all thirty four wards in Yelia LLG. However, this has yet to translate into the equivalent number of Ward Profiles and Ward Development Plans

Follow-up activities, field assessment and beneficiary discussions, linked to the baseline and ward planning process have ensured that ICDP will be responding to the communities' priorities in the LEARN, EARN and LIVE components, and are building on existing initiatives within the community. The findings from these visits were incorporated into the Annual Plan Year Three.

The Mutual Accountability Tool has been modified to suit PNG context in association with interventions linked to service delivery (health and education) and is seen as a means for community involvement in the ongoing implementation of programs beyond establishment phase as well as providing feedback. CARE is expanding piloting of the Mutual Accountability Tool across the Asia/Pacific region, having learnt from its experiences in Africa, and adapting and sharing lessons across CARE's programs in ensuring its relevance and applicability to varying contexts. Two senior ICDP staff participated in a regional training

workshop held in Timor Leste before conducting training activities and initiating two separate programs linked to community health services

Capacity Building

Current focus has been on the capacity building linked to Component 1 LEAD. This has been firstly on capacity within the program team, but has now extended to include partner organisations and selected beneficiaries from within existing areas. This has included NGOs, provincial, district and LLG personnel as well as WDC members including women's representatives. CARE is committed to ensuring direct engagement with partners and stakeholders and supporting with long-term capacity building of partner organisations to ensure sustainability of the programming beyond CARE's direct engagement.

With the identification of partner organisations linked to Components LEARN, EARN and LIVE, ICDP has promoted a long-term capacity building program through partnering with NGO Pro on training and mentoring of local NGOs. Concurrently CARE program staff will be piggybacking the process developing an internal capacity within CARE to facilitate these programs in the future.

Community training and capacity building programs have been conducted throughout the calendar Year 2011.

Specific activities related to Capacity Building included;

- Engagement of District and LLG staff in design and implementation of baseline survey (Lamari and Gadsup Tairora LLGs)
- CARE and stakeholders and partners engagement in Decentralised Planning and Local Governance workshops – Madang province
- TOT Ward Development Planning Workshops for ward councillors and committee members – six clusters within Yelia LLG
- Partnership planning discussions with Law and Justice - Village Court Secretariat; Touching the Untouchables; Salvation Army; Coffee Industry Corporation (CIC); Division of Primary Industries (DPI); PDoE, PDoH, PDoCD, Fresh Produce Development Agency (FPDA); Backyard Farmers; Kumatega Coffee Development Services and Mipela Yet Community Health Education (MYCHE).
- A series of institutional capacity building workshops and trainings for partner civil society organisations conducted by NGOPro.
- Capacity building activities for CARE staff including performance management, concept and application of Mutual Accountability Tool, M & E systems and revision of M & E framework

Discussion of Matters of Interest

To date ICDP has been involved in raising awareness on types of information available, information flows, rights, roles and responsibilities within the current structures as defined under the Organic Law, and supporting legislation and literature.

This was the first step in the process and has now translated into activities and forums at which information is now being put into the public domain:

- i. participation in LLG council meetings,
- ii. TOT training for Ward Development Committees, and
- iii. PRA / planning exercises within the community.

Future subject matter will include governance, transparency and leadership associated with the up-coming national elections

ICDP in association with Wantok newspaper and local third level airlines has established a network of outlets in Yelia LLG to distribute Wantok newspaper on a regular basis. This provides a social, political and economic commentary to communities previously devoid of news media. It is also used as educational material in local schools.

Civil Society and State Collaboration and networks between partners

Under Component 1 LEAD, ICDP is acting as a facilitator and catalyst between the communities (WDC) and local government. During the inception phase ICDP concentrated principally on awareness, and the roles and responsibilities at different level with the hierarchy. This has now progressed into a series of training workshops at the cluster level jointly conducted by district, LLG and CARE staff for ward development committees.

In the program components, LEARN, EARN and LIVE, ICDP has been forming partnerships between government institutions, NGOs, local organisations and CARE for the delivery of programs to the communities. These partnerships are in their infancy, and as such CARE is taking the lead role. As the program develops, so these relationships have evolved with partners taking a more dominant role both in the planning, implementation and the dialogue with the beneficiary groups. This is also reflected in the type and nature of contracts signed between CARE and its partner organisations.

Relationship and transition of responsibilities is closely associated to the LEAD Component partnership and capacity building program.

Good-governance modelling

Annual Plan 2010/11 was based on the outputs and recommendations of a series of interactive engagements with stakeholders and partners over the first six months of 2011 – meetings with district and LLG members, data from the baseline survey, LEARN Component learning events (review workshops), field visits from ICDP staff to existing programs and beneficiary groups both men and women, and the Annual Reflection Workshop held in Goroka

Since its completion the plan has been reviewed by the district administration and component sections by partner agencies. The next step was to ensure the plan is endorsed by the Provincial Administration.

The Annual Plan 2011/12 incorporates a series of measures to ensure that as the program evolves, so good governance practices are demonstrated by the project, and are integrated into all levels within the program.

2.12 Risk Management

Refer to revised Design Document and 2011/2011 Annual Plan for full revised risk management matrix. This period the key risk that is being monitored is the upcoming elections, the planning for the revised design and 2011/2012 Annual Plan outlines changes to the implementation plans and activities accordingly.

3 CROSS CUTTING ISSUES

During this reporting period the project has integrated key cross cutting issues and concerns into project activities in a number of ways, including the following;

- CARE has developed the first draft of the **Gender Strategy** for CARE in PNG which outlines key recommendations moving forward institutionally and programmatically for integrating gender, including an action plan and recommendations to reach the following objectives;
 - o Coordinate and train partners, government and civil society organisations to promote and support effective, creative and impactful ways to promote gender equality
 - o Promote women's empowerment, with specific attention to the role of women in community governance and decision-making in all CARE projects
 - o Gender equality is actively integrated in organisational processes
- The work with village court training and VBA and community health training has integrated key cross cutting issue messages such as the awareness and **rights of women**, awareness of HIV and AIDS and child protection.
- The ongoing Baseline work as the program expands continues to capture important information on the status of communities in relation to key cross cutting areas, such as **HIV and AIDS**, gender dynamics, disability, **peace and conflict**, among others.
- The work undertaken in rolling out the Mutual Accountability Tool is an important step in development of transparent and accountable processes in communities. **Anti-corruption** is also being addressed with the revisions to the partnership agreements and processes related to working with partners.

- Inputs by the **Climate Change** Advisor have contributed to the Climate Change Strategy for CARE PNG as incorporated into the CARE PNG Long term Strategic Plan and refined the focus of ICDP Livelihood programming