WESTERN PROVINCE
INTEGRATED DEVELOPMENT PLAN
2023 - 2027

"Reviewing and Charting Our Development Pathway"

FLY RIVER PROVINCIAL GOVERNMENT

ALIGNED TO THE MEDIUM TERM DEVELOPMENT PLAN IV |2023 -2027|

PUBLICATION & CONTACT

For enquiries on this document or regarding the use of this publication, please contact:

MEDIA UNIT: Information Division, Western Provincial Administration

Scan QR Code to visit Website
https://western.gov.pg

Scan QR Code to visit Provincial Facebook Page
https://www.facebook.com/wpainformationservices?mibextid=ZbWKwL

Scan QR Code to send Email
infor@western.gov.pg

ADDRESS:
Fly River Provincial Government
P.O Box 51, DARU
Western Province
Papua New Guinea

Telephone: (+675) 649 1159

ISBN: 978-9980-939-48-7

PAPUA NEW GUINEA

WESTERN PROVINCE INTERGRATED DEVELOPMENT PLAN 2023-2027

"Reviewing and Charting Our Development Pathway"

TABLE OF CONTENT

LIST OF FIGURES

LIST OF TABLES

ACRONYMS

AHC	Australian High Commission
APSP	Australia Papua New Guinea Subnational Program
CBO	Community Based Organization
CCDA	Climate Change Development Authority
CEFI	Center for Excellence in Financial Inclusion
CIMC	Consultative Implementation and Monitoring Council
CSIRO	Commonwealth Scientific and Industrial Research Organization
CSO	Civil Society Organisation
DAL	Department of Agriculture and Livestock
DDA	District Development Authority
DFAT	Department of Foreign Affairs and Trade (Australia)
DFD	Delta Fly District
DHERST	Department of Higher Education, Research, Science and Technology
DIMS	District Information Management System
DIP	Deliberate Intervention Program
DIRD	Department of Implementation and Rural Development
DJAG	Department of Justice and Attorney General
DMT	District Management Team
DNPM	Department of National Planning and Monitoring
DoF	Department of Finance
DoT	Department of Treasury
DP	Development Partners
DPLGA	Department of Provincial and Local-level Government Affairs
DRR	Disaster Risk Reduction
DSIP	District Services Improvement Program
EDZ	Economic Development Zone
EIP	Economic Initiatives Program
FAR	Fixed Asset Register
FBO	Faith Based Organization
FDI	Foreign Direct Investment
FRPG	Fly River Provincial Government
FTZ	Free Trade Zone
GDP	Gross Domestic Product
GEDSI	Gender Equality, Disability and Social Inclusion
GoPNG	Government of Papua New Guinea
GTC	Gaulim Teachers College
HACCP	Hazard Analysis Critical Control Point
ICT	Information Communication and Technology
IDG	Infrastructure Development Grants
IFMS	Integrated Financial Management System

ILG	Integrated Land Group
IRC	Internal Revenue Commission
ITCS	Infrastructure Tax Credit Scheme
JDL	Juha Development Levy
JPPBPC	Joint Provincial Planning and Budget Priority Committee
LDC	Livestock Development Corporation
LEDFA	Local Economic Development Focus Area
LLG	Local Level Government
LLGSIP	Local Level Government Services Improvement Program
MAF	Missionary Aviation Fellowship
MEF	Monitoring and Evaluation Framework
MFD	Middle Fly District
MFDDA	Middle Fly District Development Authority
MFDDP	Middle Fly District Development Plan
MPA	Minimum Priority Areas
MROT2	Mineral Resource Ok Tedi 2
MSME	Medium and Small Micro Enterprise
MTDP IV	Medium Term Development Plan IV
MTTP	Medium Term Transport Plan
NAQIA	National Agriculture and Quarantine Inspection Authority
NBC	National Broadcasting Corporation
NDoE	National Department of Education
NDoH	National Department of Health
NDoWH	National Department of Works and Highways
NDMP	National Disaster Management Plan
NFD	North Fly District
NFRL	North Fly Rubber Limited
NGO	Non-Government Organization
NHC	National Housing Corporation
NID	National Identification Document
Non-CMCA	Non-Community Mine Continuation Agreement
NPC	National Procurement Commission
NRI	National Research Institute
NSDF	National Service Delivery Framework
NSO	National Statistical Office
NVS	National Volunteer Service
NWF	New Way Forward
NYDA	National Youth Development Authority
OCA	Organizational Capacity Assessment
OLPLLG	Organic Law on Provincial and Local Level Governments
OTDF	Ok Tedi Development Foundation
OTML	Ok Tedi Mining Limited

PBS	Provincial Budget Strategy
PCMC	Provincial Coordination and Monitoring Committee
PEC	Provincial Executive Council
PFMS	Public Finance Management System
PHQ	Provincial Headquarter
PIP	Public Investment Program
PMERWG	Provincial Monitoring Evaluation Reporting Working Group
PMRA	Planning and Monitoring Responsibility Act
PMT	Provincial Management Team
PNGCR	Papua New Guinea Civil Registry
PNGDF	Papua New Guinea Defense Force
PNGFA	Papua New Guinea Forestry Authority
PNGLNG	Papua New Guinea Liquified Natural Gas
PPMD	Policy Planning and Monitoring Division
PPC	Provincial Procurement Committee
PPP	Public Private Partnership
PSIP	Provincial Services Improvement Program
PSTB	Provincial Supply and Tenders Board
PWSN	Persons With Special Needs
RAA	Rural Airstrip Agency
SDG	Sustainable Development Goal
SDP	Sustainable Development Program
SFD	South Fly District
SME	Small-Medium Enterprise
SPA	Strategic Priority Area
SSG	Special Services Grants
STWG	Sectoral Technology Working Group
TPA	Tourism Promotion Authority
TVET	Technical Vocational Education Training
TWG	Technical Working Group
UNDP	United Nations Development Program
UNICEF	United Nations International Children Emergency Funds
WASH	Water Sanitation and Hygiene
WDC	Ward Development Committee
WDP	Ward Development Plan
WP	Western Province
WPA	Western Provincial Administration
WPDF	Western Province Development Forum
WPHA	Western Provincial Health Authority
WPIDP	Western Province Integrated Development Plan
WPP	Western Province Partnership

FOREWORD BY THE GOVERNOR

HON. TABOI AWI YOTO

After securing victory in the 2017 National Elections, I convened a meeting with elected MPs, LLG Presidents, and our development partners to host the 2nd Development Forum in 2018. This forum aimed at charting the development trajectory for Western Province, resulting in the New Way Forward Plan (WPIDP 2018-2022).

This Plan guided the province and its partners, notably Australian Government (AHC), SDP, OTML, and OTDF, to achieve outcomes in four priority areas: ***Health, Education, Agribusiness, and Enabling Infrastructure.***

My re-election as Governor in 2022 marked the conclusion of the New Way Forward (WPIDP 2018-2022) and signalled the beginning of the next planning term. This transition prompted a review and update of the New Way Forward. Consequently, the 3rd Development Forum took place in November 2023 under the theme ***"Reviewing and Charting our Development Pathway."***

The primary strategic focus of my government for this forum was to reassess the New Way Forward Plan and chart a development pathway for the medium term ahead. This process included identifying key development and investment priorities for 2023-2027, elevating Infrastructure and Law & Justice as core pillars, ensuring alignment with MTDP IV, and consolidating commitments from all partners. Ahead of and during the forum, OTDF, OTML, SDP reaffirmed their commitments, and DFAT signed a commitment to work with WP for the next three years.

Participants in the forum included our development partners, stakeholders such as PNG Chief Justice Sir Gibbs Salika, the Australian High Commission, PNGSDP, OTML, OTDF, and representatives from National Departments, notably National Planning & Monitoring, Provincial & Local Level Government Affairs, among others.

The priority focus areas emerging from the forum outcomes are to maintain Health, Education, Agribusiness (Economic Empowerment), with Enabling Infrastructure and Law and Justice sectors elevated as the fourth and fifth core pillars, respectively.

"Reviewing and Charting our Development Pathway."

Stakeholders presented both challenges and successes in delivering the plan. Successes included, but were not limited to, the establishment of critical productive partnerships committed to WP development; creation of the Provincial Health Authority with key appointments (recruitment of CEO and senior management); completion of significant health infrastructure developments across districts (including completion of the Nursing school in Balimo and refurbishments to the Daru Hospital); effective Covid-19 response (Western ranked second in terms of Covid-19 response); strategic partnerships to boost agricultural production, including a focus on Nucleus estates designed to guarantee production and quality while also bolstering small holder support and income; establishment of education facilities and adult education programs, many of which were targeted at women; and notable progress by some landowner companies and community-based programs.

Challenges included declining socio-economic development indicators, concerns around law and order and public health, difficulties in delivering across the province's remote geography (maternal and public health issues), slow progress in economic development at the community level (with evidence of exploitation), poor performance by public servants, and dilapidated infrastructure and lack of personnel and supplies for some facilities.'

Despite these challenges, the realisation of development initiatives and benefits necessitates a guided approach and a blueprint that identifies the needs of the province's people. Hence, I am pleased to introduce the ***"Western Province Five Year Integrated Development Plan 2023-2027: Reviewing and Charting our Development Pathway."*** I am confident that the Provincial Development Plan is a comprehensive document capturing the development aspirations of the people of the province.

This plan aligns with the National Government's Medium Term Development Plan IV, the Strategic Development Plan (2010-2030), and the National Government's Vision 2050.

I acknowledge and appreciate the ongoing efforts of our development partners, especially the Australian Government, Ok Tedi Mine Ltd and its subsidiary, the Ok Tedi Development Foundation, PNG Sustainable Development Program, North Fly Rubber Ltd and incoming LNG companies. I also appreciate other stakeholders from donor partners to the private sector, NGOs, and CSOs for their continuous support in developing the province.

The priorities of my government have been clearly defined and it is now the responsibility of the Provincial Administration to ensure their full realization. I am confident that together with the public service machinery, we will consolidate our development efforts with our partners to deliver services, enabling our people to attain and enjoy prosperous lives. After all, the future of our people is significantly shaped by our actions today.

With the foundation set for our efforts, I extend my congratulations to the Provincial Administrator and his Provincial Management Team for formulating the ***Western Province Integrated Development Plan 2023-2027: Reviewing and Charting our Development Pathway.*** I am also grateful for the technical support from the Department of National Planning and Monitoring (DNPM) and the Australia PNG Subnational Program (APSP) under the Western Province Partnership (WPP) in facilitating the formulation and review of this vital document for our province.

In conclusion, let us remain steadfast in pursuit of the Western Province Vision: ***"A healthy, educated, and wealthy Western Province."***

Thank you, and may God bless us all.

HON. TABOI AWI YOTO, MP
Governor, Western Province

Ok Tedi Mine

ACKNOWLEDGEMENT BY THE PROVINCIAL ADMINISTRATOR

ROBERT ALPHONSE KAIYUN

On behalf of the Western Provincial Administration (WPA), I extend my sincere appreciation to the Honourable Taboi Awi Yoto, MP, the Governor for Western Province, for his continued leadership and dedication following his re-election for a second term in the 2022 National Elections. Since his victory in the 2017 National Elections, he has maintained political and administrative stability within the region.

I also wish to acknowledge the commitment of the four Open Members of Parliament and the 16 LLG Presidents for their steadfast support in reviewing the 2018 - 2022 Provincial Development Plan, as well as in crafting the Western Province Integrated Provincial Development Plan (WPIDP) 2023 - 2027 and the four District Development Plans (2023 - 2027).

The genesis of our Integrated Provincial Development Plan lies in the 3rd Western Province Development Forum (WPDF) held in Daru in November 2022, under the theme 'Reviewing and Charting our Development Pathway'. This forum served as a platform to assess the Provincial Development Plan 2018 - 2022, drawing lessons from its achievements and challenges to chart a path for the WPIDP 2023 - 2027.

The success of the 3rd Development Forum owes much to the invaluable contributions of our development partners and stakeholders. The Western Provincial Administration expresses gratitude for the unwavering support received from our national, international and provincial partners including civil society whose participation enriched the forum discussions.

Through the process of ***'Reviewing and Charting our Development Pathway',*** Law and Order and Enabling Infrastructure have been elevated to pillar status. The key Development Pillars of the new Plan now encompass Education, Health, Economic Empowerment, Enabling Infrastructure, and Law and Order. The Sector Programs within the WPA remain instrumental in facilitating and supporting the implementation of the 'Reviewing and Charting our Development Pathway'.

At the core of our Plan are five development priorities aimed at empowering the people of Western Province to attain education, health, and income security, thereby fostering economic growth of Western Province, and reducing poverty levels.

"The key Development Pillars of the new Plan now encompass Education, Health, Economic Empowerment, Enabling Infrastructure, and Law and Order."

To ensure alignment with the National Government's Development Planning Framework and MTDP IV, we consulted various source documents including past Medium-Term Development Plans (MTDP I, MTDP II, and MTDP III) and MTDP IV, Development Strategic Plan 2030, and PNG Vision 2050.

Consultations with District Administrators and Program Managers were instrumental in identifying real development issues that the Plan seeks to address during the implementation of the 'Reviewing and Charting our Development Pathway'

The formulation of this Plan stands as a testament to the dedicated efforts of numerous individuals. I extend my heartfelt appreciation to the Provincial Planner and the team for their tireless work in completing the Plan. The contributions of District Administrators, Program Managers, and District Coordinators in providing necessary information are also duly acknowledged.

The guidance and technical assistance provided by officers from the Department of National Planning and Monitoring and the WPP Planning Advisor to the Provincial Planning Team were pivotal in ensuring that the Plan is pragmatic and well-structured and aligns seamlessly with the current MTDP IV and the broader national planning framework.

In conclusion, I entrust the ***Western Province Integrated Development Plan 2023 - 2027, 'Reviewing & Charting Our Development Pathway',*** to the people of Western Province, seeking the Almighty God's blessing, protection, and guidance throughout the implementation phase.

Thank you, and may God bless us all.

ROBERT ALPHONSE KAIYUN
Provincial Administrator

EXECUTIVE SUMMARY

The **Western Province Integrated Development Plan (WPIDP) 2023-2027** builds on the New Way Forward Plan (WPIDP 2018 - 2022), as expressed by the theme of the 3rd Development Forum: ***'Review the previous plan and chart a development pathway for the province'.***

The underlying objective of the WPIDP is to enable and ensure that the people of Western Province will be healthy, educated, and able to earn an income. This will help reduce poverty, thereby fostering self-sufficiency and productivity among citizens, and contributing to the socio-economic development of the province.

This Development Plan aligns with the 4th Medium Term Development Plan (MTDP IV) and contains seven chapters:

1. **Overview of the Province:** This chapter provides a comprehensive overview of the Western Province. It reflects on the development plans and policy statements previously instituted by the Fly River Provincial Government (FRPG). It traces the journey from these initial plans to the current formulation of the medium-term plan, a process shaped by the outcomes of the development forum. This chapter also presents a detailed profile of the province, including the physical setting, landmass, population, and other relevant baseline data. This information provides a snapshot of the province's current situation and serves as a foundation for future planning.

2. **State of the Province:** This chapter delves into an in-depth analysis of the province's socio-economic development over the years. It presents a current scenario of the state of affairs of the province, providing a clear picture of its progress and challenges. It also outlines the intended focus of the new way forward, as determined by the development forum. This analysis serves as a critical tool for understanding the province's development trajectory and planning its future course.

3. **Core of the Plan:** This chapter is the heart of the plan, aligning the provincial priority sectors with the 12 Strategic Priority Areas of the MTDP IV. It sets out the sector goals, indicators with set targets, strategies, outputs, and investment programmes. This alignment ensures that the province's priorities are in sync with broader strategic objectives, facilitating effective implementation and monitoring.

4. **Plan Management and Financing:** This chapter outlines the management and financing strategies for the plan. It describes the various funding options available to implement the plan, providing a roadmap for resource allocation and financial management. This chapter ensures that the plan's implementation is financially sustainable and well-managed.

5. **Monitoring and Evaluation (M&E) of the Plan:** This chapter provides the M&E framework, which will guide the implementation of the plan. It outlines the strategic priority areas and development intervention programs, key performance indicators, targets and monitoring mechanisms to track the plan's progress and impact. This framework ensures that the plan's implementation is on track and achieving its intended outcomes.

6. **Risk Management Strategy:** This chapter details the risk management strategy, identifying potential risks and outlining mitigation measures. This strategy ensures that the plan is resilient and adaptable to changing circumstances and unforeseen challenges.

7. **Marketing and Communication Strategy:** This chapter outlines the marketing and communication strategy for the plan. It details how the plan will be communicated to various stakeholders, ensuring that its objectives and progress are effectively disseminated and understood.

In summary, the Western Province Integrated Development Plan (WPIDP) 2023-2027 is a comprehensive and strategic document that charts the province's development pathway. It is the result of extensive consultation and careful planning, and it is entrusted to the people of Western Province with the hope and prayer for God's blessing, protection, and guidance throughout its implementation.

Leaders welcomed at Kiunga airport

Chapter 1 Overview

"Reviewing and Charting our Development Pathway"

CONTACT US PO BOX 51, DARU


AEWE AMBIP

01 CHAPTER

CHAPTER 1: OVERVIEW

1.1 Introduction

In the past, the Western Province devised several development plans to enhance the physical and socio-economic conditions of the province. The WP2010 Plan envisioned sustainable development as the preferred option, beginning with the rehabilitation and maintenance of key social and physical infrastructure. WP2010 identified Economic Development Zones (EDZs) that promote the strategic objectives of rehabilitation, maintenance, and sustainability.

The Fly 2015 plan incorporated key elements of WP2010, with an emphasis on geographic units created within EDZs for the Local Economic Development Focus Area (LEDFA). LEDFA aimed to improve the quality of life of rural communities and population centres by developing key economic resources. This included providing basic services through growth and service centres, access to water, energy, healthcare, and education, ensuring food security through people's own production, creating employment opportunities, and fostering sustainable wealth creation and income generation through community participation. This plan was known as *"Kokoba Fly 2015."*

When these policies are realised, they will achieve the seven key result areas of Vision 2050 and cascade down to Medium Term Development Strategies. The Western Province's development agenda for the Medium-Term Development Plan III, 2018 – 2022, was the "New Way Forward" (NWF). The NWF emerged during the second Development Forum in 2018 and focused on three key priority sectors: (i) Health, (ii) Education, and (iii) Agribusiness and enabling infrastructure, which are seen as drivers of broader social and economic advancement in the province.

The re-election of the Governor in 2022 coincided with the end date of the New Way Forward, setting the stage to update the Provincial Development Plan for 2023-2027, building on the New Way Forward (2017 – 2022).

The Western Development Forum (WDF) provided a platform for collaborative efforts with our strategic development partners and stakeholders. They interacted and informed the government about the various development issues confronting Western Province development over the past forty years. The outcome of the forum suggested the way forward for the province to undertake during this plan period.

The implementation of the five key priority areas will contribute to achieving the theme of MTDP IV, *"National Prosperity through Growing the Economy."* Other enabling sectors are equally important in realizing the objectives of the MTDP IV through the twelve (12) Strategic Priority Areas (SPAs) of:

1. Strategic Economic Investments,
2. Connect PNG Infrastructure,
3. Quality & Affordable Health Care,
4. Quality Education & Skilled Human Capital,
5. Rule of Law & Justice,
6. National Security,
7. National Revenue and Public finance Management,
8. Digital Government, National Statistics and Public Service Governance,
9. Research Science & Technology,
10. Climate Change & Environment Protection,
11. Population, Youth & Gender Development, and
12. Strategic Partnership.

1.2 Provincial Profile

The Western Province, located southwest of Papua New Guinea, shares two international borders with Indonesia to the west and Australia to the south. Additionally, it shares provincial borders with the Southern Highlands, Hela, West Sepik, and Gulf Provinces. With a landmass totalling 98,189 km^2, it is the largest province in the country, accounting for 21% of PNG's total landmass.

According to CSIRO (1971), the geography of the Western Province is diverse. The North Fly District is characterized by high rugged mountains and plateaus up to the Hindenburg Range, and deep valleys in the upper Strickland, Lake Murray, Wok Feneng, and Ok Tedi Rivers. Approximately 40 km north of Kiunga and Nomad, the landscape transitions into flood plains, plains, and hills of the lower Fly, Ok Tedi, and Strickland Rivers. South of Lake Murray, the Strickland River merges with the Fly River in the Middle Fly to form the country's largest river. East of Lake Murray lie the plains and hills of the Aramia and Guavi Rivers, extending to the border with the Gulf Province. The South Fly covers the Fly River delta and its islands, as well as the flood plains and plains of the Kusa, Kutuburra, Morehead, and Bensbach Rivers.

The altitude in the province varies from sea level to over 3,000m on the Hindenburg Range. However, most of the province lies below 150m, with the topography rising to high hills in the northwest of the Middle and North Fly Districts.

The average annual rainfall in the Western Province ranges from 2,000mm in the south to about 4,000mm in the north, like many parts of PNG. Daily maximum temperatures hover around 30-32 degrees Celsius, with a mean range of 19-23 degrees Celsius. The climate is much cooler in the Star Mountain and Olsobip areas, while it is humid in the Kiunga and Fly delta areas, and further down the Fly towards the south of the province.

As of 2021, the Western Province has an estimated total population of 315,273[1] people, with the North Fly District having the largest proportion. The province is divided into 4 Districts, 16 Local Level Governments (LLGs), and 336 wards.

Daru is the capital of the Western Province, where the seat of the Government is located, and remains as the provincial headquater.

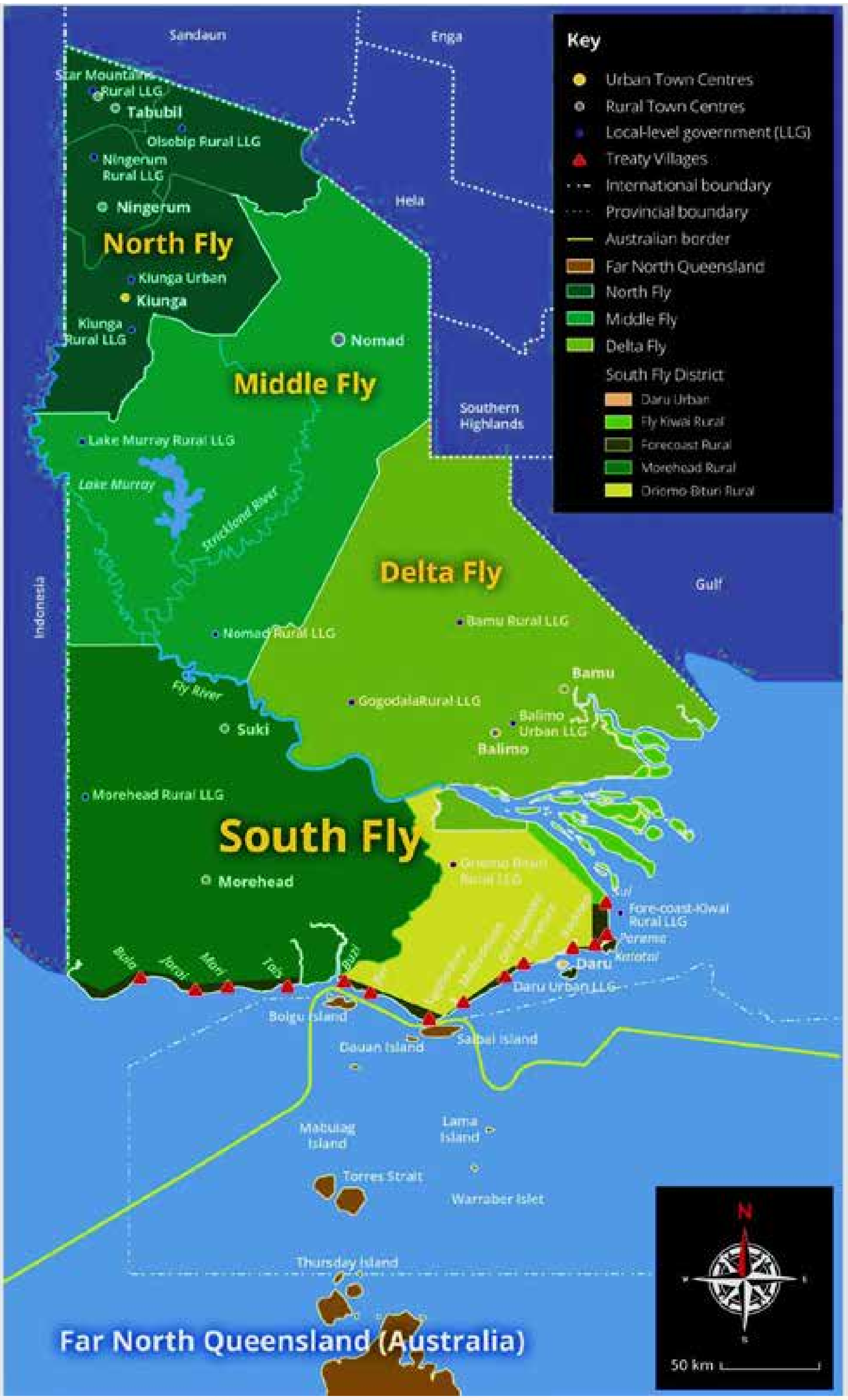
---

[1]*National Population Estimates, 2021. National Statistics Office*

The four districts are:

1. South Fly District
2. Middle Fly District
3. Delta Fly and District
4. North Fly District

Figure 1. Map of Western Province



1.3 District Profiles

Western Province now has four Districts. The former Middle Fly District was split into two to create Delta Fly. Details of District profiles are contained in the respective District Development Plans. Summary of District profiles are described below.

Table 1: South Fly District Profile in Summary

Administration Facilities	
Headquarter	Wipim
LLG	5
Number of Council Wards	105

Education Information (S119, 2022)	
Elementary School	139
Primary School	73
Secondary School	2
Vocational Training Centre	1

Law and Justice Sector (S119, 2022)	
District Court	1
Police Station	1
Village Court	6

Environment (NSO,2011)	
Total Land Mass	31,864 km^2 (32.5% of the Province land mass)
Forest Area	NA

Health Information (S119, 2022)	
Aid posts	53
Community Health Centres	2
Health Centres	10
Hospital	1

Infrastructure Information (WP Transport Plan, 2015)	
National Roads	NA
District Roads	27
Airport	1
Wharves/jetties	3
Main transport mode	Land & Water

Public Amenities	
Post Office	1
Bank - BSP	1
Micro Finance	6
Churches	15

Common Hazards/ Disaster
Flooding & Drought

Socio Economic Information (NSO projected,2021)	
Population	84,435
Population Density	2.7 /km^2

Economy	
Major economic activity	Fisheries, Forestry & Rubber

Table 2: Delta Fly District Profile in Summary

Administration Facilities (S119, 2022)	
Headquarter	Balimo
LLG	6
Number of Council Wards	112

Education Information (S119,2022)	
Elementary School	82
Primary School	36
Secondary/ High School	2
Vocational Training Centre	1

Health Information (S119,2022)	
Aid posts	58
Community Health Centres	10
Health Centres	1
Hospital	1

Law and Justice Sector (S119,2022)	
District Court	NA
Police Station	NA
Village Court	NA

Common Hazards/ Disaster
Flooding & Drought

Public Amenities	
Post Office	NA
Bank - BSP	NA
Micro Finance	1
Churches	NA

Infrastructure Information (WP Transport Plan 2015)	
National Roads	NA
District Roads	14
Airport / Airstrips	1
Wharves/jetties	8
Main transport mode	Water and Air transport

Environment	
Total Land Mass	NA
Forest Area	NA

Economy	
Major economic activity	Fisheries, Forestry & Rubber

Socio Economic Information	
Population	80,993
Population Density	NA

Table 3: Middle Fly District Profile in Summary

Administration Facilities (S119,2022)	
Headquarter	Nomad
LLG	5
Number of Council Wards	99

Education Information (S119,2022)	
Elementary School	51
Primary School	21
Secondary / High School	2
Vocational Training Centre	NA

Health Information (S119,2022)	
Aid posts	13
Community Health Centres	5
Health Centres	4
Hospital	NA

Economy	
Major economic activity	Fisheries, Forestry & Rubber

Law and Justice Sector	
District Court	NA
Police Station	NA
Village Court	NA

Socio Economic Information (NSO projected,2021)	
Population	41,586
Population Density	1.9 km^2

Infrastructure Information (WP Transport Plan 2015)	
National Roads	NA
District Roads	NA
Airport	NA
Wharves/jetties	1
Main transport mode	Water & Air

Public Amenities	
Post Office	NA
Bank - BSP	NA
Micro Finance	NA
Churches	NA

Environment (NSO,2011)	
Total Land Mass	21,602km^2
Forest Area	NA

Common Hazards/ Disaster
Flooding, Drought and Landslips

Table 4: North Fly District Profile in Summary

Administration Facilities (S119, 2022)	
Headquarter	Kiunga
LLG	5
Number of Council Wards	121

Education Information (S119, 2022)	
Elementary School	164
Primary School	87
Secondary / High School	5
Vocational Training Centre	2

Health Information (S119,2022)	
Aid posts	43
Community Health Centres	15
Health Centres	2
Hospital	2

Economy	
Major economic activity	Fisheries, Forestry & Rubber

Public Amenities	
Post Office	2
Bank	3
Micro Finance	2
Churches	NA

Environment (NSO,2011)	
Total Land Mass	21,846 (22.3% of Province land mass)
Forest Area	NA

Infrastructure Information (WP Transport Plan, 2015)	
National Roads	1
District Roads	27
Airport / Airstrips	2/ 2
Wharves/jetties	5
Main transport mode	Land, Air & Water

Common Hazards/ Disaster
Flooding, Drought & Landslides

Law and Justice Sector (S119, 2022)	
District Court	2
Police Station	3
Village Court	NA

Socio Economic Information (NSO projected, 2021)	
Population	108,259
Population Density	5 /km^2

1.4 Development Framework

The socioeconomic development in the province emanates from the Planning and Monitoring Responsibility Act (PMRA) 2016, which established the five National Development Frameworks, supporting the implementation of medium and long-term development plans in the country.

1.4.1 Legal Framework

The PMRA 2016 sets the legal platform for all tiers of Government to devise medium term and long-term plans.

1.4.2 Planning Framework

The Provincial Development Plan is anchored from the National Planning framework that provides a clarity on the part and direction of the government. The WPIDP is consistent with the Vision 2050, PNG Development Strategic Plan 2010 -2030 among other frameworks and its international commitments to Sustainable Development Goals (SDGs).

1.4.3 Budget Framework

The WPIDP is also consistent with the National and Provincial Budget Framework to implement national and Provincial Development Plans to meet development goals and targets.

1.4.4 Service Delivery Framework

The National Government has set a minimum service standard for compliance by all levels of government through the National Service Delivery Framework to guide designing, programming and implementation and measurement of minimum service delivery in all tiers of government. This WPIDP is consistent with the Minimum service delivery standard.

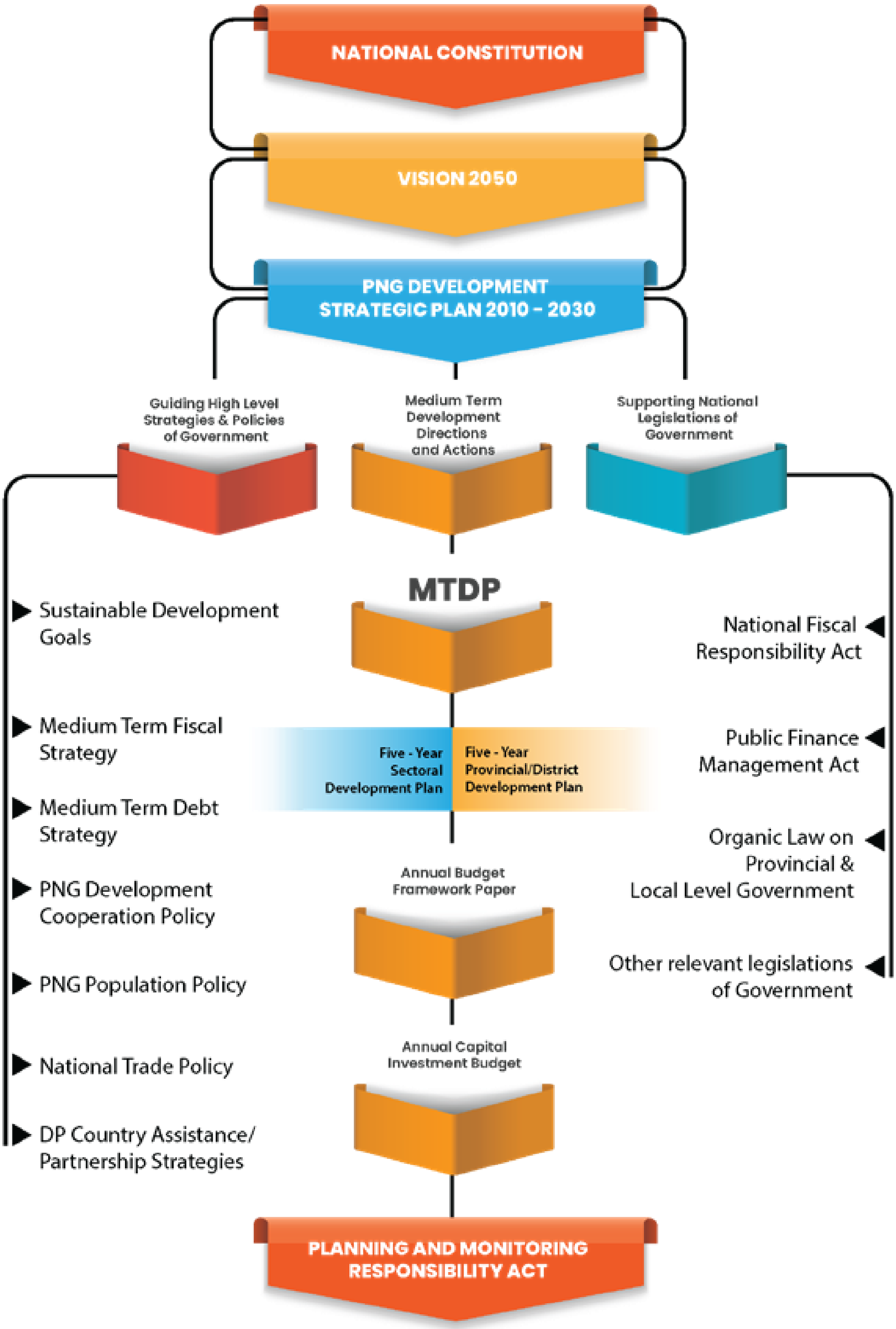
1.4.5 Monitoring and Evaluation Framework

An effective and efficient monitoring and evaluation framework or system is necessary to measure performance of the Provincial Development Plan. The WPIDP includes a chapter on the Monitoring, Evaluation and Reporting to ensure that development outcomes or results on investments and targets for all strategic priority areas are documented, tracked, and reported on a periodic basis.

1.4.6 Partnership Framework

This WPIPD requires collaborative partnership and investments to realise the development needs of the WPIDP 2023 - 2027. The FRPG has engagements with key development partners in developing this plan that is consistent with the National Government's Development Cooperation Partnership Framework. DFAT, SDP, OTML and OTDF are the main partners working in WP.

Figure 2. below illustrates the cascading flow of development planning in PNG



Source: MTDP IV 2023-2027

Tabubil-Telefomin Road

Chapter 2

Development Status of the Province

"Reviewing and Charting our Development Pathway"

CONTACT US PO BOX 51, DARU

02

CHAPTER

CHAPTER 2: DEVELOPMENT STATUS OF THE PROVINCE

2.1 Economic Sector

The main driver for the economy of Western province is the Ok Tedi mine which commenced operations in 1984. It contributes on average about 6.5% of PNG's annual GDP. A total of K 1.3 billion in mining royalties was paid to the State, FRPG and the Landowners of Star Mountains from 1984 – 2022. Besides Mining royalties, the province receives equity (MROT2) equating to approximately 100 million annually. OTML ITCS and SSG are also important resource envelopes available for development in WP.

A number of Gas and Oil fields including Juha warehoused at Present and P'nyang will commence soon which will have significant economic bearing for the province.

Forestry is the second most important economic activity in WP. There are 4 main forestry projects namely Kanapus (South Fly), Wawoi Guavi, Kamula Doso and Makapa TRP all in the Delta Fly District.

The major cash crop in WP is rubber that employs or support 11,000 families and generates K1,319,487 annual average for families.

Fisheries mostly in the South Fly and Delta Fly Districts is a major economic activity. There are small scale cash crops being developed including vanilla, cocoa, rice and less prominent livestock particularly poultry and cattle breeding that generate income for families.

Table 5 Economic baseline of Western Province (DAL annual report,2022)

Primary Production			
Rubber Production/year	831.35 tons	Rice Growers	1,500
Rubber Growers	17,281	Rice Plantings (hectares)	17.5 ha
Revenue (Small Holders)	K6,000.00 – 1 group of farmers	Cattle Breeding Projects	1
Rubber Plantings (hectares)	11,641.7 ha	Beef Production	Data unavailable
Rice Production/ year	5 tons	Slaughterhouses	2 Not operational

2.2 Infrastructure Sector

The Province has a poorly developed road network. One national road connects Kiunga to the mining town of Tabubil. This road now extends to reach Telefomin District in Sandaun Province. Twenty-three kilometres of the road is now sealed.

Most of the 1,288.5 kilometres of Provincial Roads are unsealed and only 187 kilometres of provincial roads are gravelled. There are only nine baily bridges operational. Kiunga and Daru are the two major ports. Balimo does not have a jetty or wharf.

The province has three airports (Daru, Kiunga & Tabubil) which are served by Air Niugini and PNG Air. Other third level charter companies such as MAF, Helifix, Kobio Aviation and Air Sanga are based in the province and provide charter services. There are 57 rural airstrips scattered throughout the province. Ten (10) of these airstrips are currently closed.

Table 6 Infrastructure baseline of Western Province (Source: WP Transport Plan, 2015)

Roads	Kilometres	Bridges	Number
National Roads	137 km	Baily Bridge	9 (in Operation)
Provincial Roads	1,288.5 km	Foot Bridge	1 (in Operation)
Gravel Roads	187 km	Round Wood Bridge	3 (in Operation)
Dirt/Dust Roads	1,395.8 km	Pontoons	None
District & LLG Roads	370.9 km	Culverts	5 (in Operation)
Sealed Road	27 km	River Crossing	1
Airstrips	57 (47 operational & 10 closed	Airports	3 (in operation)

2.3 Health Sector

The province has four hospitals, 34 Health Centres and 151 Community Health Posts. The province continues to face serious health problems that require critical attention. The basic health indicators fare lowly in comparison to the rest of PNG.

Table 7 Health baseline of Western Province (Source: S119 Report,2022)

Health	Total
Aid Posts	151 (81 in Operation)
Hospitals	5
Health & Sub Health Centres	34
Urban Clinics	6
Radio Communications	18 (in Operation)
Cold Chain Vaccine Fridges	22 (in Operation)
Water Supply	40 (26 in operation)
Ratio of Doctor per 100,000 Population	1 Doctor
Ratio of Nurse per 100,000 Population	49 Nurses



2.4 Education Sector

Similar to health, the Province education indicators also, fare poorly and requires critical attention. There are 5 Secondary Schools, 5 provincial High Schools and 105 Primary schools. The province also has a Teacher's College and 2 Nursing Schools.

Table 8 Education baseline of Western Province (Source: S119,2022)

Schools	Total	Schools	Total
Elementary Schools	455	Vocational Schools	5
Primary Schools	105	Special Centres	3
Provincial High Schools	5	School of Nursing	1
Secondary Schools	5	Teachers College	1



2.5 Law and Justice Sector

Law and justice are challenges in the province. Migration from other provinces and internal migration has created law and order issues particularly in the urban centres of Daru, Kiunga and Tabubil. The fact that the Province shares two international borders and four provincial borders makes the province vulnerable to border incursions and crime.

Table 9 Law and Justice baseline for Western Province (Source:119 Report,2022)

Village Courts	Number	Land Dispute Mediation	Number
Village Court Officials	M (388); F (85)	Land Mediation	52
Village Court Areas	43	Village Court Shelters	5



2.6 Public Finance Management

Public Finance Management in the Province has been an ongoing concern that requires critical intervention. A large portion of the provincial expenditure goes into administration, and little goes into addressing critical capital investment. Procurement processes, asset management and reporting are areas that needs assessment to improve service delivery outcomes. The recent Organizational Capacity Assessment (OCA) conducted by the Western Province Partnership (WPP) under the Australian PNG Subnational Program (APSP) could be the start to improve financial management practices in the Province.

2.7 Administration and Public Service Governance

The recent Province OCA done by the APSP-WPP revealed serious shortcomings in the Western Provincial Administration and public service governance. The overall rating of 50% tells the dire situation of administration reforms that is required in the Province. The Province envisage that the recommendations of the report and potential investments in addressing the gaps in the administration and governance mechanisms will improve the systems to deliver better outcomes.



2.8 Climate Change and Natural Environment

Western Province is prone to disasters and the impact of climate change is evident. Over the past years, there was meagre effort and investment on climate change and environmental protection. The underlying cause for lack of attention and investment is the absence of a Provincial Adaptation Plan. This plan is critical to map out potential threats of climate change and environmental degradation, disaster management and institute mitigation and adaptation programs to address potential impacts.

2.9 Population, Youth and Women Empowerment

The Province has a huge youth population common in all the provinces in the country. It has a high dependency ratio of 78% so fewer people are working to support a large portion of population that is unemployed. On the other hand, women despite making up nearly 50%, fewer women and engaged in formal employment and engaged in SME. Critical attention is required to create and invest in women and youth programs so they have greater opportunities to contribute to nation building.

Table 10 Western baseline for population data (Source: NSO projected, 2021)

Population Composition	Value	Areas of Population Density	Value
Dependency Ratio	78.0%	Total Area	98,189 km²
Sex Ratio	106.0%	Total Population	315, 273
Child to Woman Ratio	66.6%	Area Occupied	11,544 km²
Median Age	18.6%	Population per km²	3.2 persons
Total Fertility Ratio	5.6%	Population per km² Occupied Area	27 persons
Life Expectancy at Birth	54.3 years	Average Household Size	6.7

2.10 Strategic Partnership

Partnership engagement is crucial to any development agenda. In Western Province, there are partners on ground involved in various fields and investing in critical development programs. These partners include DFAT, OTML, OTDF, SDP, World Vision, various international and local NGOs, CBOs and National Departments and Agency. In the preparation of the WPIDP, it's various local and international partners were mobilised and engaged to support and finance the WPIDP and even sign partnership agreements for strategic investment priorities.

WPIDP 2023-2027

Chapter 3

Strategic Alignment to MTDP IV 2023-2027

"Reviewing and Charting our Development Pathway"

CONTACT US PO BOX 51, DARU

03 CHAPTER
STRATEGIC ALIGNMENT TO MTDP IV 2023-2027

3.1 Objective of the Plan

The objective of the WPIDP 2023 - 2027 is to achieve a healthy, wealthy, and educated Western Province population. The objective will be realised through growing the local economy to sustain growth of critical sectors.

3.2 Provincial Logical Framework

The Provincial Logical Framework consists of 4 tables that are aligned to the 12 Strategic Priorities Areas (SPAs) of the MTDP IV. However, SPA 9 (Research, Science and Technology) is not contained in this planning period being a national function.

The four (4) tables outline the provinces priority investments, the key deliverables, implementation strategies and the key provincial performance indicators.

SPA 1	STRATEGIC ECONOMIC INVESTMENT	SPA 7	NATIONAL REVENUE & PUBLIC FINANCE MANAGEMENT
SPA 2	CONNECT WESTERN INFRASTRUCTURE	SPA 8	DIGITAL GOVERNMENT, STATISTICS & PUBLIC SERVICE GOVERNANCE
SPA 3	QUALITY & AFFORDABLE HEALTH CARE	SPA 9	RESEARCH, SCIENCE & TECHNOLOGY
SPA 4	QUALITY EDUCATION & SKILLED HUMAN CAPITAL	SPA 10	CLIMATE CHANGE & ENVIRONMENT PROTECTION
SPA 5	RULE OF LAW & JUSTICE	SPA 11	POPULATION, YOUTH & WOMEN EMPOWERMENT
SPA 6	NATIONAL SECURITY	SPA 12	STRATEGIC PARTNERSHIPS

SPA 1 STRATEGIC ECONOMIC INVESTMENT

Objective: Grow the local economy through development of cash crops and markets accessibility.

There is huge potential to develop commercial agriculture in Western Province, which will bring benefits to the local economy through revenue generation, jobs creation and other spin offs and income earning opportunities for thousands of people especially in rural areas. It will bring in enormous benefits to local farmers who are willing to unlock their land for agriculture development. The Fly River Provincial Government (FRPG) considered Agriculture as critical sector by introducing a range of cash crops or commodities for the benefit of the people. Developing agriculture is intended to cushion the impact of mine closure which the province depended on in the past 40 years.

The National Government's MTDP IV identified a total of 11 Deliberate Intervention Programs (DIPs) under the Strategic Economic Investments (SPA 1) to meet the Sustainable Development Goals (SDGs) 2030. The 11 DIPs include:

1. Commercial Agriculture and Livestock Development
2. Mining and Petroleum Development
3. Fisheries and Marine Resources;
4. Forestry
5. Banking and Finance
6. Micro, Small, and Medium Enterprises (MSME)
7. National Tourism, Arts and Culture Development
8. Trade and Investment
9. Manufacturing
10. Land Development
11. Downstream processing

The FRPG will pursue agriculture outcomes outlined in the Commercial Agriculture Log frame to achieve its objectives and set targets in this medium term. The investments will focus on the following projects and programs:

1. District Markets
2. Cash crops development
3. Mining and Petroleum
4. Fisheries products Development
5. SME and Financial Literacy
6. Tourism Products Development
7. Land Development

Tables 1 - 4 below list the investment requirements, key deliverables, implementation strategies and key provincial development indicators for the sector.

TABLE 1 INVESTMENT

MTDP IV DIPs	Provincial Programs/ Projects	Districts	Annual Allocation (K'mil) 2023	2024	2025	2026	2027	Total costs (K'mil)	Funding Source(s)
DIP1.1 Commercial Agriculture and Livestock Development									
DIP1.1	1. District and LLG Market Development Program	All Districts	0.0	2.7	10.4	2.0	1.0	16.1	DSIP/PSIP/PIP/ DPs/ITCS
	2. Oil Palm Development Program	MFD	0.0	2.5	6.0	6.0	6.0	20.5	DSIP/PSIP/PIP/ DPs
	3. Cocoa Development Program	All Districts	0.0	4.6	8.1	3.6	3.6	19.9	DSIP/PSIP/PIP/ DPs
	4. Rubber Farms Rehabilitation & Support Program	All Districts	0.5	3.1	3.1	3.1	3.1	12.9	DSIP/PSIP/PIP/ DPs
	5. Rubber Nucleus Estate	NFD	0.0	0.5	1.5	1.5	1.5	5.0	DSIP/PSIP/PIP/ DPs
	6. NF Rubber Factory	NFD	0.0	0.5	3.5	0.0	0.0	4.0	DSIP/PSIP/PIP/ DPs
	7. Commercial Rice Production	NFD	0.0	1.0	1.0	1.0	1.0	4.0	DSIP/PSIP/PIP/ DPs
	8. Smallholder Rice Farming	SFD, MFD	0.0	1.05	1.05	1.05	1.05	4.2	DSIP/PSIP/PIP/ DPs
	9. PEQ Post Entry Quarantine	SFD	0.0	10.0	4.0	3.0	2.0	19.0	PIP
	10. Livestock Development Program	SFD, DFD	0.0	6.2	6.05	7.65	6.75	26.65	DSIP/PSIP/PIP/ DPs
	11. Vanilla Development Support Program	MFD, NFD, SFD, DFD	0.0	4.5	14.0	29.5	27.0	75.0	DSIP/PSIP/PIP/ DPs
	12. Fresh Produce Enhancement Program	All Districts	0.0	2.2	8.4	17.6	18.5	33.61	DSIP/PSIP/PIP/ DPs
DIP 1.2 Mining and Petroleum									
DIP 1.2	1. Ok Tedi Mine Life Extension Review	PHQ, NFD	0.0	0.0	0.0	0.0	1.0	1.0	FRPG/MROT2
	2. P'nyang Petroleum Development	PHQ, NFD	0.0	0.5	0.5	0.5	0.5	2.0	PSIP/MROT2/ PIP
	3. Alluvial Mining Regulation Support Program	NFD	0.0	0.2	0.2	0.2	0.2	0.8	PSIP/MROT2/ PIP
	4. Juha Gas Development Support	PHQ, MFD	0.0	18.0	18.0	18.0	18.0	54.0	JUHA DL
DIP 1.3 Fisheries and Marine Resources									
DIP 1.3	1. Zimbo Zonga Fish Plant	MFD	0.0	0.15	0.0	0.0	0.0	0.15	OTDF
	2. Daru Fish Market	PHQ, SFD	0.0	2.0	1.5.	1.5	0.0	5.0	FRPG/NFA/PIP
	3. LARDEC Redevelopment Program	PHQ, NFD	0.0	1.5	0.5	0.5	0.5	3.0	FRPG/NFA/DSIP
	4. Aquaculture Development (Prawns, Mud Crab)	SFD, DFD	0.0	2.1	1.0	1.0	1.0	5.1	DSIP/PSIP/ FRPG
DIP 1.3	5. Treaty Villages Fisheries Project	PHQ, SFD	0.0	0.0	0.5	1.0	0.0	1.5	DSIP/PSIP/DPs
DIP 1.4 Forestry									
DIP 1.4	1. Forest Resource Development & Support Program	MFD, DFD	0.0	1.5	2.0	1.0	1.0	5.5	FRPG/PSIP/ MROT2

MTDP IV DIPs	Provincial Programs/ Projects	Districts	Annual Allocation (K'mil) 2023	2024	2025	2026	2027	Total costs (K'mil)	Funding Source(s)
DIP 1.4	2. Downstream Processing Facility	DFD, SFD	0.0	7.0	14.0	14.0	14.0	49.0	FRPG/PSIP/ MROT2
	3. Carbon Trade	PHQ, SFD	0.0	0.0	0.0	0.5	0.5	1.0	FRPG/PSIP/ MROT2
DIP 1.5 Banking and Finance Inclusion									
DIP 1.5	1. Commercial Banking Support Program	All Districts	0.0	2.0	3.0	0.0	0.0	5.0	DSIP/MROT2/ DPs
DIP 1.6 Micro, Small Medium Enterprise									
DIP 1.6	1. SME Incubation Hubs	DFD, SFD, NFD	0.0	2.0	12.0	5.0	0,0	19	PIP/DSIP/FRPG
	2. MSME Accelerator Programs Support	All Districts	0.0	2.7	2.2	2.2	2.2	9.3	PIP/DSIP/FRPG
	3. Local SME Funding Support	SFD, NFD	0.0	2.5	2.7	1.7	1.7	8.6	PIP/DSIP/FRPG
DIP 1.7 National Tourism, Arts & Culture Development									
DIP 1.7	1. Provincial Museum	SFD, PHQ	0.0	1.0	0.0	0.0	0.0	1.0	PSIP/PIP/FRPG
	2. DFD Eco Tourism	DFD	0.0	3.0	3.0	3.0	3.0	12.0	DSIP/FRPG
	3. Tourism Product Development	All Districts	0.0	2.8	3.0	3.0	1.5	10.3	DSIP/FRPG
	4. Cultural Shows and Cultural Arts Centre	SFD, DFD, NFD	0.0	0.5	2.0	0.5	0.5	3.5	DSIP/FRPG
DIP 1.8 Trade & Investment									
DIP 1.8	1. FTZ Development Support	NFD, PHQ	0.0	0.5	1.0	1.0	0.5	3.0	DSIP/PSIP/PIP/ DPs
DIP 1.10: Land Development									
DIP 1.10	1. Land Development Partnership Program	All Districts	0.0	1.7	1.7	1.7	1.7	6.8	DSIP/PSIP/ MROT2/FRPG
	2. PHQ Town Extension Land Acquisition	PHQ, SFD	0.0	2.0	4.0	4.0	0.0	10.0	PSIP/MROT2/ FRPG
	3. Border Land Survey	MFD, SFD, NFD	0.0	1.2	1.6	0.0	0.0	2.8	PIP/DDA/DPs
	4. Land ICT Database System Rollout	PHQ, SFD	0.0	3.0	0.0	0.0	0.0	3.0	FRPG/PIP
DIP 1.11 Downstream Processing									
DIP 1.11	1. Forestry Products	DFD, NFD, MFD	0.0	0.0	10.0	10.0	10.0	30.0	FDI

TABLE 2 MINIMUM SERVICE STANDARDS

DIP No	Key Deliverables	Annual Deliverables 2023	2024	2025	2026	2027	Responsible Agencies
Commercial Agriculture & Livestock Development							
DIP 1.1	1. Number of District markets constructed	-	-	3	1	-	DDAs
	2. Number of LLG markets constructed	-	3	5	3	2	DDAs
Oil Palm							
DIP 1.1	1. Number of large-scale plantation and farms established	-	-	-	-	1	MFDDA, WPG, DAL

DIP No	Key Deliverables	Annual Deliverables					Responsible Agencies
		2023	2024	2025	2026	2027	
	2. Number of Large scale downstream processing factory established	-	1	1	1	1	MFDDA, WPG, DAL
Cocoa							
DIP 1.1	1. Number of Cocoa Nursery established in the Districts	-	1	1	1	1	DDA, DAL, CIC
	2. Number of cocoa seedlings distributed	-	1,000	3,000	5,000	10,000	DDA, DAL, CIC
	3. Number of small holder cocoa farms established in the Districts	-	21	21	21	21	DDA, DAL, CIC
	4. Number of Cocoa Cooperatives established in the Districts	1	3	3	4	5	DDA, DAL, CIC
Rubber							
DIP 1.1	1. Rubber Nucleus Estate established in NFD	NF Rubber Estate established & operational					DDA, NFRL, DAL
	2. NFR Factory Rehabilitated	NFR Factory rehabilitated & operational					DDA, NFRL, DAL
	3. Number of Rubber farms rehabilitated	-	12	12	12	12	DDA, DAL
	4. Rubber Freight and Price Subsidised	-	0.8	0.8	0.8	0.8	DDA, DAL
	5. Number of small holder rubber farmers in the districts	-	5	5	5	5	DDA, DAL
Rice							
DIP 1.1	1. Number of commercial rice farms established	1	3	4	4	4	DDA, DAL, SME
	2. Number of small-scale rice farms supported	-	70	70	70	70	DDA, DAL
	3. Total hectares of land used for rice farming	-	6ha	9ha	12ha	15ha	DDA, DAL
Livestock							
DIP 1.1	1. Broiler Production Facility established	Broiler Production Facility established & operational					DDA, DAL
DIP 1.1	2. Number of cattle breeding farms established	-	-	18	10	10	DDA, DAL
	3. Number of cattle breeding stations established	-	4	-	-	-	DDA, DAL
	4. Number of, Poultry farms established	-	1	1	1	1	DDA, DAL
	5. Number of Crocodile Farms established	-	1	1	1	1	DDA, DAL
	6. Number of Piggery Farms established	-	1	1	1	1	DDA, DAL
Vanilla							
DIP 1.1	1. Number of Vanilla Nursery established	-	21	31	41	51	SDP, AIA
	2. Number of Vanilla seedlings distributed	-	1500	1500	1500	1500	DDA, DAL, SDP, AIA
	3. Number of Vanilla Farms established	-	1001	1001	1001	1001	DDA, DAL, SDP
	4. Green Bean Processing Facilities established	Green Bean Processing Facilty established & operational					DDA, DAL, AIA
Fresh Produce							
DIP 1.1	1. Number of Market Supply Chain established	-	1	1	-	-	DDA, DAL
	2. High Value Food Crops Nursery established	✓					DDA, DAL, SDP
	3. Number of large plantation and farms established	-	1	1	1	1	DDA, DAL
Mining & Petroleum							
DIP 1.2	1. OK Tedi MLE Reviewed	✓					FRPG, OK TEDI, GoPNG

DIP No	Key Deliverables	Annual Deliverables					Responsible Agencies
		2023	2024	2025	2026	2027	
DIP 1.2	2. P'nyang Petroleum Developed			✓			FRPG, DPs, GoPNG
	3. Alluvial mining in the NF District Regulated			✓			DDA. DPs
	4. Juha Gas Developed			✓			FRPG, DPs, GoPNG
Fisheries and Marine Resources							
DIP 1.3	1. Improve Fish Plant to PNG Standards (HACCP)			✓			Fisheries Division, NFA, DP
	2. Number of Fisheries Extension Support Services conducted for Fish farmers and fishing groups	-	4	4	4	4	Fisheries Division, NFA, DP
	3. Number of Inland Fish Farming supported	-	4	4	4	4	Fisheries Division, NFA, DPs
	4. Number of Monitoring & Management measures Implemented to protect high valued marine species	-	2	2	2	2	Fisheries Division, NFA, DPs
Forestry							
DIP 1.4	1. Number of Downstream Processing Facility established	-	2	2	2	2	DDA, PNGFA, FRPG, DPs
	2. Total number of hectares reforested	-	25	25	25	25	DDA, PNGFA, FRPG, DPs
Banking and Finance							
DIP 1.5	1. Number of Financial Institutions established in the district	-	3	1	-	-	DDA
Micro, Small Medium Enterprise							
DIP 1.6	1. Number of SME Incubation Hubs established (per District)	-	1	1	1	1	DoC, DDA
	2. Number of MSME Accelerator Programs Supported	-	3	3	3	3	DoC, DDA
	3. Number of Local SME having access to funding support	-	57	60	64	67	DoC, DDA
National Tourism, Arts & Culture Development							
DIP 1.7	1. Number of Culture & Tourism Product inventory Surveys completed	-	2	-	-	-	TPA, FRPG
	2. Number of Tourism Products Developed	-	1	1	1	1	TPA, FRPG
	3. Number Cultural events or shows hosted in the province	-	1	1	1	1	TPA, FRPG
Trade & Investment							
DIP 1.8	1. FTZ established			✓			
Land Development							
DIP 1.10	1. Number of Border Land Surveyed	-	1	2	1		FRPG, DoLPP
	2. Land acquisition for PHQ extension			✓			FRPG, DoLPP
	3. Number of Districts with Land ICT Database established	-	-	4	-	-	FRPG, DoLPP
	4. ILG process completed & issued			✓			FRPG, DoLPP

TABLE 3 STRATEGIES

No	Implementation Strategies	Sector Policy/Plan Reference
DIP 1.1 Commercial Agriculture & Livestock Development		
1	Establish Agribusiness Initiatives through PPP Arrangements	AMTDP 2020-2022
2	Provide Training & Extension Services	
Oil Palm		
1	Unlock Customary Land (Land use Agreements) for Oil Palm development	AMTDP 2020-2022, Bio Security Policy 2020
2	Promote Oil Palm Research, Development and Extension Services	
Cocoa		
1	Increase the number of small holder farmers through training & extension	AMTDP 2020-2022, Cocoa Industry Strategic Plan 2016-2025
2	Unlock Customary Land (Land use Agreements)	
3	Distribute cocoa seedlings	
4	Conduct extension and training	
5	Establish cocoa training centres	
Rubber		
1	Rehabilitate Small Holder Rubber farmers	AMTDP 2020-2022
2	Identify and mobilise land for estate development	
3	Subsidise rubber price & freight costs	
Rice		
1	Unlock Customary Land (Land use Agreements)	AMTDP 2020-2022
2	Identify and mobilise land for Large Scale Rice Farming	
3	Mechanised rice farming	
Livestock		
1	Implemented by LDC	AMTDP 2020-2022
2	Encourage small holder Livestock farming	
Vanilla		
1	Establish Vanilla Corporative	AMTDP 2020-2022
2	Improve training and extension services for spice farmers	
Fresh Produce		
1	Construct Supply Chain markets	AMTDP 2020-2022
2	Develop and promote adoption of sustainable production and best farming practices	
3	Build cooling facilities in strategic locations to store fresh produce for the market	
4	Establish market access and improve marketing opportunities of fruits and vegetables farmers	
DIP 1.2 Mining and Petroleum		
1	Ensure continuous dialogue with mine impacted communities	DMPGHM
2	Ensure all processes including benefit sharing for Oil & Gas sector in WP is completed	DPE, Oil & Gas Act 1998
DIP 1.3 Fisheries and Marine Resources		
1	Build infrastructure (fish markets, power, water & waste disposal services) to promote and develop fisheries sector	PNG Fisheries Strategic Plan 2021-2030
2	Foster partnerships with local communities in promoting awareness on resource management and conservation	

No	Implementation Strategies	Sector Policy/Plan Reference
DIP 1.4 Forestry		
1	Conduct awareness to project sites on sustainable use of forest resources	PNG FA Policy & Development Plans
2	Conduct Business & Entrepreneurship Training for Forest Resources owners	
3	Support to implementation of Carbon Trade initiatives	
4	Support LOs from project areas to obtain ILGs	
DIP 1.5 Banking and Finance		
1	Encourage establishment of Financial Institutions in the districts	Financial Inclusion Strategy 2018-2030
DIP 1.6 Micro, Small and Medium Enterprises		
1	Provide assistance to local SMEs to access loan/credit to grow their business	MSME Policy 2016, National Content Policy
2	Increase Trainings on compliance, bookkeeping, financial management, etc.	
3	Ensure Companies are complying with legal compliance such as tax & company annual returns, and contract certificates	
4	Improve & increase credit scheme facilities through availability of micro-finance banks in the LLGs & Districts	
5	Increase provision of Advisory support services including business registration for Women in Business	
DIP 1.7 National Tourism, Arts & Culture Development		
1	Conduct Culture and Tourism Product Inventory	PNG TP Development Plan, PNG National Cultural Policy
2	Work with Industry and Tour Operators to market and promote Western Province	
3	Establish craft shops and museums at prime locations in the province	
4	Promote culture, arts and tourism in the districts through annual cultural shows	
DIP 1.8 Trade & Investment		
1	Support the NF Free Trade Zone and SEZ concept development	National Trade Policy 2017-2032, NFD Plan, MITI Plan, SEZ policy
2	Establish Trade/Services Agreement with Republic of Indonesia (Border related)	
3	Work with Trade and Investment Ministry/Department to implement training and capacity building programs	
DIP 1.10 Land Development		
1	Acquire customary lands for development purpose	NLDP 2
2	Speed up ILG process	
3	Formulate Urban Plans to develop alienated and customary lands	

TABLE 4 INDICATORS

Project Link	Provincial Indicators	Source (s)	Baseline (2022)	Annual Targets				
				2023	2024	2025	2026	2027
DIP 1.1 Commercial Agriculture & Livestock Development								
1	1. Total number of District and LLG markets established and fully operational	District Annual reports	2	4	5	6	7	8
	2. Total hectares of land acquired (ha)	Annual Sector Report	NA	10	20	30	40	50
	3. Proportion of Plantations fully operational (%)	DAL Report	NA	100% fully operational				

Project Link	Provincial Indicators	Source (s)	Baseline (2022)	Annual Targets				
				2023	2024	2025	2026	2027
1	4. Total hectares of land acquired (ha)	DAL Sector Report	NA	5	8	10	20	30
	5. Total Volume of Cocoa Production (tons)	DAL Sector Report	N/A	-	21	21	21	21
	6. Total Value of annual Cocoa Production ('000)	DAL Sector Report	N/A	-	100	200	300	400
1-3	7. Crude Oil Production (tons)	NFRL Annual Report	771	780	800	850	900	1000
	8. Total Value of annual Rubber Production ('000)	NFRL Annual Report	NA	-	700	750	800	850
7-8	9. Total Volume of annual Rice Production (tons)	North Fly Agro Annual Report	NA	-	0.3	1.5	2	3
	10. Total area of land used for Commercial rice production (ha)	DAL Sector Report	NA	-	50	60	70	80
9-10	11. Total number of breeding and distribution stations established	DAL Sector Report	NA	-	1	2	3	4
	12. Total hectares of land acquired (ha)	DAL Sector Report	NA	-	5	10	20	50
11	13. Total volume of annual vanilla production (tons)	West Agro Annual Report	1	-	1	1.5	2	2.5
	14. Total Value of annual Vanilla Production ('000)	DAL Report	NA	Data to be provided				
1-12	15. Proportion of farmers having access to markets	DAL Report	NA	-	15	30	75	120
DIP 1.2 Mining and Petroleum								
1-4	16. Total number of Oil & Gas fields developed in the province	Annual Reports	NA	-	-	-	1	2
DIP 1.3 Fisheries and Marine Resources								
1-4	17. Total number of Fisheries SMEs in operation	Provincial Fisheries Reports	6	-	8	12	15	17
	18. Total number of Fisheries Corporative in operation	Provincial Fisheries Reports	3	-	3	3	4	7
DIP 1.4 Forestry								
1-3	19. Total Volume of annual logging (tons)	Provincial Forest Office	NA	-	700	800	1200	1500
	20. Total Value of annual logging ('million)	Provincial Forest Office	NA	-	50	150	200	300
	21. Total hectares reforested	Provincial Forest Office	NA	-	25	25	25	25
DIP 1.5 Banking and Finance								
1	22. Proportion of population having access to financial services	Commerce Division Report	NA	-	20	30	40	50
	23. No. of banking facilities in the province	Commerce Division Report	4	3	3	3	4	5
DIP 1.6 Micro, Small and Medium Enterprise								

Project Link	Provincial Indicators	Source (s)	Baseline (2022)	Annual Targets				
				2023	2024	2025	2026	2027
1-3	24. Number of registered MSMEs in the province	Commerce Division Report	-	15	35	45	50	55
	25. Number of SMEs having access to credit and loan facilities in the province	Commerce Division Report	-	2	7	10	25	35
DIP 1.7 National Tourism, Arts & Culture Development								
1-4	26. Total number of MSME in the tourism industry	MTDP IV	1	-	2	2	1	-
DIP 1.10 Land Development								
1-4	27. Proportion land of registered land (%)	Provincial Lands Report	18	-	25	30	35	40
Province		**WESTERN**						
Supporting Agencies:		**DAL, PNGNFA, TPA, CEFI, PNGSDP, DFAT, DPs**						

SPA 2 CONNECT WESTERN INFRASTRUCTURE

Objective: Develop and establish critical infrastructures to enable economic growth.

Western Province lacks necessary basic infrastructure to connect its 90% rural based population to the outside world, as a result this has greatly impacted the smooth flow of goods and services for the past 40 plus years.

Non-existence of critical infrastructure for many years has caused great impediment to the general development of the province and its people resulting in decreasing trends in education, health, and economic indicators.

Through the current Connect PNG Infrastructure program, the Provincial Government aims to address some of these challenges through:

1. Expansion of the transport infrastructure
2. Roll out of electrification program
3. Upgrade of ICT networks
4. Installing water and sanitation infrastructure systems
5. Building affordable housing
6. Develop growth centres in rural areas

Tables 1 - 4 below list the investment requirements, key deliverables, implementation strategies and key provincial development indicators for the sector.

TABLE 1 INVESTMENT

MTDP IV DIPs	Provincial Programs/ Projects	Districts	Annual Allocation (K'mil) 2023	2024	2025	2026	2027	Total costs (K'mil)	Funding Source(s)
DIP 2.1 Connect Western - Road Transport									
DIP 2.1	1. Kiunga Aiambak Road Construction (Connect PNG)	PHQ, NFD, MFD	0.0	1.0	10.0	10.0	10.0	31.0	PSIP/DSIP/PIP/ITCS/MROT2/JDL
	2. Kiunga Nomad Road Construction	PHQ, NFD, MFD	0.0	6.0	6.0	8.0	8.0	28.0	PSIP/DSIP/PIP/ITCS/MROT2/JDL
	3. Nomad Kamusi Road Construction	PHQ, MFD, DFD	0.0	1.0	10.0	10.0	10.0	31.0	PSIP/DSIP/PIP/ITCS/MROT2/JDL
	4. Oriomo - Wipim - Sorta construction (Connect PNG)	SFD	0.0	5.0	10.0	10.0	10.0	35.0	PSIP/DSIP/PIP/ITCS/MROT2/Non CMCA
	5. Kiunga Tabubil Road Sealing	PHQ, NFD	2.5	17.5	21.0	26.0	27.5	92.0	PSIP/PIP/ITCS/MROT2/JDL
	6. Daru Town Road Sealing	PHQ, SFD	0.0	4.0	4.0	4.0	4.0	16.0	MROT2/FRPG/ITCS
	7. District Towns Road sealing	NFD, DFD	0.0	17.0	17.0	17.0	17.0	68.0	DSIP/ITCS/Non CMCA/PIP/DPs
	8. District Roads Construction	All District	2.0	66.0	75.5	88.5	77.0	309.0	DSIP/ITCS/Non CMCA/PIP/DPs
	9. District Roads Upgrade	All District	0.0	16.5	17.0	15.0	15.0	63.5	DSIP
	10. Plant and Heavy Equipment Procurement Program	MFD, DFD, NFD	0.0	41.5	40.0	40.0	40.0	161.5	DSIP/PSIP/MROT2
	11. Bridge Feasibility Study and Construction	DFD	0.0	3.2	5.0	4.0	4.0	16.2	DSIP/MROT2
DIP 2.2 Connect Western - Water Transport									
DIP 2.2	1. Daru Port Upgrade	SFD, PHQ	0.0	1.0	10.0	5.0	0.0	16.0	FRPG/ MROT2/ PIP/ ITCS
	2. Barge Ramp Construction and Maintenance	DFD, PHQ, NFD	0.0	2.0	1.5	0.5	0.0	4.0	PSIP/ ITCS/ MROT2/ PIP
	3. Upgrade Wharves	MFD	0.0	0.0	6.0	0.0	0.0	6.0	DSIP/ ITCS/ ITCS
	4. Jetty Construction and Rehabilitation	All Districts	0.2	8.5	16.5	10.0	10.0	45.7	DSIP/ ITCS/ MROT2/ PIP
	5. Purchase of Ferries (Pontoon)	DFD, SFD	0.0	6.5	0.0	0.0	0.0	6.5	DSIP/ Non CMCA
DIP 2.3 Connect Western - Air Transport									
DIP 2.3	1. Balimo Airport Phase 2 Development	DFD	58.0	10.0	10.0	10.0	10.0	98.0	Non CMCA/ ITCS
	2. Kiunga Airport Terminal Upgrade	NFD	0.0	20.0	30.0	30.0	20.0	100.0	DPs/ PIP
	3. Rural Airstrips Construction	All Districts	1.5	2.5	4.5	4.5	3.0	16.0	JDL DSIP/ FRPG/ DP

MTDP IV DIPs	Provincial Programs/ Projects	Districts	Annual Allocation (K'mil)					Total costs (K'mil)	Funding Source(s)
			2023	2024	2025	2026	2027		
DIP 2.3	4. Rural Airstrips Maintenance and Upgrade	All Districts	0.0	5.2	5.7	6.2	6.2	23.3	DSIP/ FRPG/ GoPNG
	5. New Airport Feasibility Study	MFD, NFD, SFD	0.0	0.0	1.0	1.5	2.5	5.0	FRPG/ DSIP/ PSIP
DIP 2.4 Connect Western -Telecommunication & ICT Connectivity									
DIP 2.4	1. Telikom PNG High-Capacity Network Connectivity	PHQ, All Districts	0.0	10.0	10.0	5.0	5.0	30.0	PSIP/ ITCS/ MROT2
	2. NBC Provincial Radio Transmission Restoration	SFD, PHQ	0.0	1.0	1.0	1.0	0.0	3.0	PSIP/ ITCS/ MROT2
	3. Upgrade existing Towers to 4G/ 5G	SFD	0.0	2.5	2.5	0.0	0.0	5.0	PSIP/ SDP
	4. VSATS Installation	All Districts	0.0	0.8	2.1	1.0	1.0	4.9	DSIP/ MROT2/ ITCS/ FRPG
	5. Communication Towers Installation	All Districts	0.0	3.5	5.5	1.0	1.0	11.0	DSIP/ MROT2/ ITCS/ FRPG
DIP 2.5 Connect Western - Electrification Rollout									
DIP 2.5	1. Daru Power Grid Rehabilitation	PHQ	0.0	3.0	0.5	0.5	0.5	4.5	PSIP/ MROT2/ FRPG
	2. Solar Energy Roll-Out Program (LLG Growth Centres)	All Districts	0.0	1.0	1.0	1.0	1.0	4.0	DSIP/ DP/ MROT2
	3. Solar Farm Project	All Districts	0.0	30.0	60.0	80.0	90.0	260.0	DPs/ PIP
	4. Hydro Power Feasibility Study	MFD, DFD	0.0	0.0	0.1	1.0	0.0	2.0	DSIP/ FRPG
	5. Power Transmission Upgrade	FDF, NFD	0.0	3.0	2.5	2.0	2.0	9.5	DSIP/ PSIP/ MROT2/ PIP
2.6 Connect Western - Water, Sanitation and Hygiene									
DIP 2.6	1. Daru town Water and Sewerage Infrastructure Development	SFD, PHQ	0.0	2.0	2.0	0.0	0.0	4.0	ITCS/ MROT2/ PIP/ DPs
	2. Daru Town Waste Plant	SFD	0.0	2.0	2.0	0.0	0.0	4.0	ITCS/ MROT2/ PIP/ DPs
	3. Kiunga Municipal W/Plant F/S	NFD	0.0	0.0	1.0	0.0	0.0	1.0	ITCS/ MROT2/ PIP/ DPs
	4. District Towns Sewerage and water supply Infrastructure Development	All Districts	0.0	10.0	16.0	12.0	13.0	51.0	PSIP/ PIP/ ITCS/ DPs
	5. WaSH Program rolled out in all Schools	All Districts	0.0	2.75	2.75	2.25	2.25	10.0	DSIP/ PIP/ DPs
DIP 2.6	6. WaSH Program rolled out in Health Facilities	DFD, NFD	0.0	3.0	3.0	3.0	2.0	11.0	DSIP/ DPs
	7. Rural Wash Intervention Program	All Districts	0.0	21.66	16.4	16.9	18.19	73.15	PSIP/ PIP/ ITCS/ DPs
2.7 Connect Western - Housing									
DIP 2.7	1. PHQ Public Servants Housing Program	SFD, PHQ	0.0	10.0	10.0	10.0	5.0	35.0	PSIP/ MROT2/ PIP

MTDP IV DIPs	Provincial Programs/ Projects	Districts	Annual Allocation (K'mil)					Total costs (K'mil)	Funding Source(s)
			2023	2024	2025	2026	2027		
DIP 2.7	2. District Public Servants Housing Program	All Districts	0.0	29.0	26.5	34.4	29.9	119.8	DSIP/ MROT2/ PIP
	3. Public Servants Housing Maintenance Program	All Districts	0.0	4.5	5.0	5.0	5.0	19.5	DSIP/ MROT2/ PIP
2.8 Connect Western - Urban Townships & Districts Growth Centres									
DIP 2.8	1. PHQ Redevelopment	SFD, PHQ	0.0	15.0	10.0	10.0	20.0	55.0	MROT2/ ITCS/ DPs/ FRPG/ PIP/ PSIP
	2. District Headquarter Devel-opment	SFD, MFD, DFD	0.0	12.0	19.0	29.0	29.0	89.0	MROT2/ ITCS/ FRPG/ PIP/ PSIP
	3. LLG Centre Development	SFS, NFD	0.0	14.0	14.0	14.0	14.0	56.0	MROT2/ ITCS/ FRPG/ PIP/ PSIP
	4. LLG Growth Centre Devel-opment	DFD, SFS, NFD	0.0	15.0	15.0	3.0	3.0	36.0	MROT2/ ITCS/ DPs/ FRPG/ PIP

TABLE 2 MINIMUM SERVICE STANDARDS

DIP No	Key Deliverables	Annual Deliverables					Responsible Agencies
		2023	2024	2025	2026	2027	
DIP 2.1	1. Number of Provincial Roads Constructed (4x)	-	1	1	1	1	FRPG, DoWH
	2. Number of District Roads Constructed	-	6	6	6	6	DDA
	3. Number of existing District roads maintained and upgraded	-	4	6	6	5	DDA
	4. Number of Town roads sealed (3x)	-	-	2	1	-	DDA, FRPG
	5. Number of bridges constructed	-	3	2	2	1	DDA, FRPG
DIP 2.2	1. Daru Port Reconstructed	-	-	1	-	-	PNG Ports, FRPG
	2. Aiambak Wharf constructed	-	-	1	-	-	PNG Ports, DDA
	3. Number of Jetties & landing ramps constructed and upgraded	-	3	4	4	-	DDA
	4. Number pontoons procured	-	2	-	-	-	DDA, FRPG
DIP 2.3	1. Number of Airports constructed	-	-	-	1	-	FRPG
	2. Number of Rural Airstrips maintained	-	3	3	4		DDA
	3. Number of Rural Airstrips constructed	-	-	-	-	1	DDA
DIP 2.4	1. High-Capacity network established	-	-	-	1	-	FRPG
	2. NBC Restored	-	3	3	4	-	FRPG
	3. Number of towers installed and upgraded	-	-	-	-	1	FRPG
DIP 2.5	1. Daru Town Power rehabilitated and upgraded	✓					DDA, FRPG, PPL, DPs
	2. Number of Solar Energy rolled out		4	1	1	1	DDA, DPs
	3. Number of Solar Farms established	-	4	5	3	2	DDA, DPs
	4. Power Transmission Upgraded	✓					DDA, FRPG, PPL, DPs
	5. Number of Hydro Feasibility studies conducted	-	2	-	-	-	DDA, FRPG
DIP 2.6	1. Number of Towns Water Supply and Sewer system upgraded	-	-	3	1	-	FRPG, DDA
	2. Number of Towns with Waste Management Facilities	-	2	1	-	-	FRPG, DDA

DIP No	Key Deliverables	Annual Deliverables					Responsible Agencies
		2023	2024	2025	2026	2027	
DIP 2.6	3. Number of schools with WaSH Program rolled out	-	20	30	40	50	FRPG, DDA
	4. Number of Health Facilities with WaSH Program Rolled out	-	20	25	35	45	FRPG, DDA
	5. Number of WaSH Intervention Programs Rolled out	-	120	120	120	120	FRPG, DDA
DIP 2.7	1. Number of PHQ PS houses constructed	-	5	10	10	10	FRPG
	2. Number of District PS houses constructed	-	54	54	54	54	All DDAs
	3. Number of District PS houses maintained	-	34	35	35	35	All DDAs
DIP 2.8	1. PHQ Redeveloped	-	-	1	-	-	FRPG
	2. Number Of District HQ Developed	-	-	1	1	-	MFDDA & SFDDA
	3. Number Of LLG Centres Developed	-	2	2	1	2	MFDDA, DFDDA & SFDDA
	4. Number of Growth Centres Established	-	1	1	1	1	All DDAs

TABLE 3 STRATEGIES

No	Implementation Strategies	Sector Policy/Plan Reference
DIP 2.1 Connect Western - Road Transport		
1.	Construct missing link Roads in the Districts	Provincial Transport Plan 2011 -2015, District Plan 2022 - 2027, MTTAP 2019 - 2023, Connect PNG Strategy
2.	Construct and maintain economic access roads in the districts	Provincial Transport Plan 2011 - 2015, District Plan 2022 - 2027, MTTAP 2019 - 2023
3.	Construct Bridges	Provincial Transport Plan 2011 - 2015, District Plan 2022 - 2027, MTTAP 2019 - 2023
4.	Maintain and construct foot bridges	Provincial Transport Plan 2011 - 2015, District Plan 2022 - 2027, MTTAP 2019 - 2023
DIP 2.2 Connect Western - Water/Sea Transport		
1.	Construct and upgrade strategic wharves and jetties and landing ramps	Provincial Transport Plan 2011 - 2015, District Plan 2022 - 2027, MTTAP 2019 - 2023
2.	Improve and increase water transport mobility	Provincial Transport Plan 2011 - 2015, District Plan 2022 - 2027, MTTAP 2019 - 2023
DIP 2.3 Connect Western - Air Transport		
1.	Rehabilitate and extend current Airports to take in bigger aircrafts	Provincial Transport Plan 2011 - 2015, National Transport Strategy Plan 2014 - 2018
2.	Rehabilitate all Rural airstrips	Provincial Transport Plan 2011 - 2015
3.	Establish new Rural Airstrips	Provincial Transport Plan 2011 - 2015
4.	Rehabilitate & upgrade Airport facilities	Provincial Transport Plan 2011 - 2015, National Transport Strategy Plan 2014 - 2018
DIP 2.4 Connect Western - Telecommunication and ICT Connectivity		
1.	Construct new towers and maintain all existing communication towers	PNG Digital Transformation Policy 2020
2.	Upgrade existing towers	PNG Digital Transformation Policy 2020
3.	Maintain and restore National Broadcasting Commission (NBC)	PNG Digital Transformation Policy 2020
DIP 2.5 Connect Western - Electrification Roll-Out		
1.	Maintain and upgrade existing power plants	National Energy Policy 2017 - 2027, NEROP

2.	Research and conduct pilot projects alternative energy sources in the province	National Energy Policy 2017 - 2027, NEROP
DIP 2.6 Connect Western - Water, Sanitation and Hygiene		
1.	Improve existing water supply systems throughout the province	PNG National Wash Policy 2015 - 2030
2.	Enhance existing sewage and sanitation systems throughout the province	PNG National Wash Policy 2015 - 2030
3.	Improve waste management system	PNG National Wash Policy 2015 - 2030
4.	Construct water supply system throughout the province.	PNG National Wash Policy 2015 - 2030
DIP 2.7 Connect Western - Housing		
1.	Construct additional (new) staff houses	NHC Act, 1994, Provincial FAR
2.	Maintain existing staff houses	NHC Act, 1994, Provincial FAR
DIP 2.8 Connect Wester - Urban Town District Growth Centres		
1.	Freeing up land for growth centres and township establishment	MTDP III 2017 - 2022, Lands Sector
2.	Engage local labour and source resource locally to develop townships and growth centres.	OLPLGA, NSDF

TABLE 4 INDICATORS

Project Link	Provincial Indicators	Source (s)	Baseline (2022)	Annual Targets				
				2023	2024	2025	2026	2027
DIP 2.1 Connect Western - Road Transport								
1-4	Total Length of National Roads (km)	PTP, PCW Division, DoWH, DIMS	137	137	140	160	200	237
5-10	Total Length of Sealed roads (km)	PTP, PCW Division, DoWH, DIMS	43	43	60	137	140	180
5-10	Total length of Gravel roads (km)	PTP, PCW Division, DoWH, DIMS	252.6	-	260	299	341	444
5-10	Total Length of Dirt Roads (km)	PTP, PCW Division, DoWH, DIMS	1,389.8	-	1,129.8	1,090.8	1,048.8	945.8
11	Total number of bridges in good condition	PTP, PCW Division, DoWH, DIMS	12	12	12	13	14	15
DIP 2.2 Connect Western - Water\Sea Transport								
1-5	Total number of wharfs constructed and operational	DIMS, S119	3	-	-	2	-	-
	Total number of Jetties and Landing Ramps upgraded and in operation	DIMS, S119	-	-	-	3	4	4
DIP 2.3 Connect Western - Air Transport								
1,2,5	Total number of airports open and in operation	Provincial Transport Report	-	-	55	-	1	-
3-4	Total number of Rural Airstrips maintained and in operation	Provincial Transport Report	10	-	3	3	4	-
DIP 2.4 Connect Western - Telecommunication & ICT Connectivity								
1-5	Proportion of population having access to communication & internet services (%)	Provincial ICT Annual Reports	55	-	60	65	70	75

Project Link	Provincial Indicators	Source (s)	Baseline (2022)	Annual Targets				
				2023	2024	2025	2026	2027
2	Proportion of Population having access to Radio Service (%)	Provincial ICT Plan	10	10	15	20	25	30
3	Proportion of population having access to 4G and 5G coverage (%)	Provincial ICT Plan	50	50	60	70	80	90
DIP 2.5 Connect Western - Electrification Roll-Out								
1-5	Proportion of people having access to electricity	WP MTDP III, DIMS	-	40	50	70	85	90
DIP 2.6 Connect Western - Water, Sanitation and Hygiene								
5-7	Proportion of rural population access to improved drinking water source (%)	WaSH Rep	-	-	20	40	60	80
1-6	Proportion of urban population access to improved drinking water source (%)	WaSH Rep	-	-	20	40	60	80
5-7	Proportion of rural population access to improved sanitation facilities (%)	WaSH Rep	-	-	20	40	60	80
1-6	Proportion of urban population access to improved sanitation facilities (%)	WaSH Rep	-	-	20	40	60	80
DIP 2.7 Connect Western - Housing								
1-3	Proportion of public servants occupying government houses	Prov. FAR, NHC	-	-	40	50	60	80
DIP 2.8 Connect Western - Urban Town and District Growth Centres								
1	Proportion of population being serviced by the provincial town	Census	-	-	40	45	60	70
2	Proportion of population being serviced by DHQ	District performance Reports	-	-	40	45	60	70
3-4	Proportion of population being serviced by Growth Centre and LLG Centres	LLG performance Reports	-	-	40	45	60	70
Province:		**WESTERN PROVINCE**						
Supporting Agencies:		**NDoWH, OTML, PNGSDP PNGP, DFAT, World Vision, RAA, NDH,**						

SPA 3 QUALITY & AFFORDABLE HEALTH CARE

Objective: Improved access to basic primary health care in Western Province.

Having quality and affordable health care services will lead to improving lives of our people which is not the case in Western Province, where 80% of rural population do not have access to basic health services. This is due to lack of health facilities such as aid posts, inadequate running water and power supply, absence of health workers, lack of essential medical kits and equipment including treatment drugs.

The province's varied geographic features including isolated communities and increased transport and logistics costs makes it difficult to deliver basic health services to our people. Statistics indicate there are 196 health facilities throughout the province including 5 hospitals, 34 health centres, 6 urban clinics and 151 aid posts. Out of the 151 aid posts, only 81 are in operation while 70 are closed.

According to reports from health information system for the province and clinical information systems maintained at Daru General Hospital, maternal deaths and Child health issues are the key issues faced across the province.

The Development Forum identified three (3) priority focus areas for the health sector;

i. *The Bottom Line:* the bottom line is to save lives, and not just to provide treatment. The focus should be on getting back to BASICS to establish a public health care model that prioritizes maternal health, gender and inclusion, access to clean water, sanitation and hygiene, and children's health needs;

ii. *Governance Systems:* having an effective Provincial Health Authority (PHA) in place, will help improve provincial health ranking and meet national standards. PHA to be staffed by qualified people, partner with all stakeholders and have good governance and accountability practices.

iii. *Frontline Delivery:* highly skilled workforce, supported by two (2) Nursing Schools in the province, ongoing training and an incentive system that retains good workers linked to key facilities in the province. Ongoing community engagement and development of community-based health partners to promote local ownership and solutions to reduce health sector challenges. Improved connectivity including introduction of new technologies such as e-health and the use of 4G network, and the development of key transport links between service centres.

The Fly River Provincial Government will be focusing on delivering the following outcomes in order to achieve the objectives and the set targets for the health sector.

1. Rehabilitation of primary health care facilities
2. Upgrade of health infrastructure

3. Capacity building programs
4. HIV AIDS and TB prevention and awareness

Tables 1 - 4 below list the investment requirements, key deliverables, implementation strategies and key provincial development indicators for the sector.

TABLE 1 INVESTMENT

MTDP IV DIPs	Provincial Programs/ Projects	Districts	Annual Allocation (K'mil) 2023	2024	2025	2026	2027	Total costs (K'mil)	Funding Source(s)
DIP 3.1 Primary Health Care									
DIP 3.1	1. Community Health Facilities Rehabilitation	All Districts	-	7.5	8.0	8.3	8.3	25.6	DSIP/ PIP/ DPs
	2. New Community Health Facilities Construction	DFD, SFD, MFD	-	3.5	3.0	3.0	2.5	12.0	DSIP/ PIP/ DPs
	3. Medical Storage Facilities	All Districts	-	3.0	2.0	0.5	0.0	5.5	DSIP/ PIP/ DPs
	4. Medical Equipment & Cold Chain Supply	NFD, DFD, SFD,	0.0	1.2	0.9	0.9	0.8	3.8	DSIP/ PIP/ DPs/ MROT2
DIP 3.3 Health Infrastructure									
DIP 3.3	1. New District Hospital Construction	MFD, SFD	5.3	10.0	15.0	5.0	0.0	30.3	DSIP/ PIP/ DPs/ MROT2
	2. District Hospital Upgrade and Rehabilitation	DFD, NFD	10.0	13.3	11.0	11.0	11.0	56.3	DSIP/ PIP/ DPs/ MROT2
	3. Daru Provincial Hospital Development	SFD - PHQ	10.0	5.0	5.0	10.0	10.0	40.0	DP
DIP 3.4 Specialized Training & Accreditation									
DIP 3.4	1. Health Capacity Building Program	All Districts	0.0	4.05	4.05	4.05	4.05	16.2	DSIP/ PSIP/ DPs/ MROT2/ FRPG
DIP 3.5 HIV/AIDS									
DIP 3.5	1. VCT Centres	All Districts	0.0	0.2	2.3	0.2	0.2	2.9	DSIP/ PSIP/ DPs/ MROT2/ FRPG
	2. HIV/AIDS and TB Prevention and Awareness Program	All Districts	0.0	0.8	0.8	0.8	0.8	3.2	DSIP/ PSIP/ DPs/ MROT2/ FRPG

TABLE 2 MINIMUM SERVICE STANDARDS

DIP No	Key Deliverables	Annual Deliverables 2023	2024	2025	2026	2027	Responsible Agencies
Primary Health Care							
DIP 3.1	1. Number of Community Health Facilities rehabilitated	-	12	24	36	48	DDA, NDoH, FRPG
	2. Number of Community Health Facilities constructed	1	7	7	7	7	DDA, NDoH, FRPG
	3. Number of Storage Facilities established	-	-	3	-	-	DDA, NDoH, FRPG

DIP No	Key Deliverables	Annual Deliverables 2023	2024	2025	2026	2027	Responsible Agencies
	4. Medical Supplies and Cold Chains procured and distributed			✓			DDA, NDoH, FRPG
Health Infrastructure							
DIP 3.3	1. Number of new District Hospitals constructed	-	-	1	-	1	DDA, NDoH, FRPG
DIP 3.3	2. Number of district Hospitals Rehabilitated & Upgraded	-	-		1	1	DDA, NDoH, FRPG
	3. Daru Provincial Hospital developed			✓			DDA, NDoH, FRPG
Specialized Training & Accreditation							
DIP 3.4	1. Number of Capacity Building Program Rolled out	-	2	3	2	2	DDA, NDoH, FRPG
HIV/AIDS							
DIP 3.5	1. Number of VCT Sites established	-	2	5	2	2	DDA, NDoH, FRPG
	2. HIV/AIDS & TB awareness and prevention programs rolled out			✓			DDA, NDoH, FRPG

TABLE 3 STRATEGIES

No	Implementation Strategies	Sector Policy/Plan Reference
DIP 3.1 Primary Health Care		
1	Improve all health infrastructure and facilities in the province	National Health Plan 2020 – 2030
2	Establish Medical Store	National Health Plan 2020 - 2030
3	Conduct widespread immunization coverage	National Health Plan 2020 - 2030
4	Promote Healthy Living among citizens	National Health Plan 2020 - 2030
5	Promote partnership and coordination with stakeholders	National Health Plan 2020 – 2030
DIP 3.3 Health Infrastructure		
1	Improve all health infrastructure and facilities in the province	National Health Plan 2020 -2030
DIP 3.4 Specialized Training & Accreditation		
1	Scale up care and treatment services and surveillance system throughout the provinces	National Health Plan 2020 - 2030
DIP 3.5 HIV/AIDS		
1	Preventing mother to child transmission	National STI & HIV/AIDS Strategy 2018 - 2022
2	HIV / AIDS awareness & prevention to be main streamed in schools, workplace & communities	National STI & HIV/AIDS Strategy 2018 - 2022

TABLE 4 INDICATORS

Project Link	Provincial Indicators	Source (s)	Baseline	Annual Targets 2023	2024	2025	2026	2027
DIP 3.1 Primary Health Care								
1-4	1. Maternal Mortality Rate per 100,000 live births)	UNICEF Report (2016)	17 (2016)	17	10	7	5	3
	2. Infant Mortality Rate per 1,000 live birth (per 1,000 births)	PHA Rep, NRI	66 (2010)	18	13	11	9	7
	3. Child mortality rate under 5 years (U5MR)	PHA Rep, NRI	92 (2010)	52	47	43	37	32

Project Link	Provincial Indicators	Source (s)	Baseline	Annual Targets				
				2023	2024	2025	2026	2027
1-4	4. Immunization Coverage- Children under 1 year: - Triple Antigen (%)	PHA Rep, NRI	20 (2018)	20	35	50	65	80
	- Measles (%)	PHA Rep, NRI	15 (2018)	15	31	47	63	80
	5. Incidence of Malaria per 100,000 population	PHA Rep, NRI	173 (2017)	635	585	535	485	435
	6. Life Expectancy Years	PHA Rep, NRI	54.3 (2010)	173	148	123	98	73
	7. Supervised Deliveries (%)	PHA Rep	29 (2018)	55	57	59	61	63
	8. Antenatal Care (%)	PHA Rep	27 (2018)	29	41	53	65	80
DIP 3.3 Health Infrastructure								
1-3	1. Health Facilities open and in operation (scale: 1-10)	PHA Rep	-	6	7	8	9	10
DIP 3.4 Specialized Training & Accreditation								
1	1. Ratio of Medical Officers per 50,000 population	PHA Rep, NRI	5 (2018)	5	8	11	16	22
DIP 3.5 HIV/AIDS								
1-2	1. Incidence of Tuberculosis (TB) per 100,000 population	PHA Rep	635 (2017)	87	83	79	74	69
	2. Incidence of HIV/AIDS per 100,000 population (%)	PHA Rep	-	5	4	3	2	1
	Province:	**WESTERN PROVINCE**						
	Supporting Agencies:	**NDoH, World Vision, DFAT, PNGSDP, Burnette Institute, Church health Agencies, NACS, All DDAs, PHA**						

SPA 4 QUALITY EDUCATION & SKILLED HUMAN CAPITAL

Objective: To deliver quality Basic primary and secondary education in Western Province.

The Western Province Development Forum in 2018 identified many issues and challenges facing the education sector in the province, which calls for wider stakeholder approach to tackle these ongoing problems. Lack of teachers in schools resulting in poor teacher to student ratio, and high drop out of students in schools impeding their advancement in education, poor access to education curriculum and school materials, are also an ongoing concern. Timely distribution of school materials is necessary so the required materials are available to the students to improve their learning. Other concerns are to maintain and rehabilitate elementary, primary and secondary school's facilities, regular school visits and inspections, and the need to establish teacher training and other tertiary institutions in the province to upskill and train quality human resource.

A review of the 2018 - 2022 Provincial Plan conducted in November 2022 revealed that much of the outcomes envisaged in the plan period were not achieved. This demonstrates that annual budgets during that period were not devoted to addressing those outcomes the province set out to accomplish. Serious consideration should now be taken during the 2023 – 2027 plan period to devote resources, strengthen stakeholder commitments and undertake stringent monitoring, evaluation and reporting processes to enable successful implementation of the plan.

The Fly River Provincial Government will be focusing on delivering the following outcomes to achieve the objectives and the set targets for the education sector.

1. Roll out Early Child Education (ECE)
2. Primary and Secondary infrastructure upgrade
3. Tertiary institutions infrastructure upgrade
4. Establish new TVET centres and rehabilitate existing ones
5. Improve the teacher development programs

Tables 1 - 4 below list the investment requirements, key deliverables, implementation strategies and key provincial development indicators for the sector.


TABLE 1 INVESTMENT

MTDP IV DIPs	Provincial Programs/ Projects	Districts/ LLG	Annual Allocation (K'mil) 2023	2024	2025	2026	2027	Total costs (Kmil)	Funding Source(s)
DIP 4.1 Early Childhood Education									
DIP 4.1	1. ECE Roll Out	MFD, SFD, NFD	0.0	3.1	3.1	3.1	3.1	12.4	DSIP
	2. ECE Teacher Development Program	MFD, SFD	0.0	0.6	0.6	0.6	0.6	2.4	DSIP/ ITCS/ Non CMCA
	3. ECE Infrastructure Development	All Districts	0.0	4.3	2.0	2.5	2.5	11.3	DSIP/ ITCS/ Non CMCA
DIP 4.2 Quality Basic Primary & Secondary Education									
DIP 4.2	1. High school and Secondary High schools Infrastructure Upgrade	NFD, MFD	0.0	23.0	36.5	31.5	25.5	116.5	PIP/ ITCS/ Non CMCA
	2. Primary schools'Infrastructure Upgrade	All Districts	0.0	4.0	6.0	6.0	5.5	21.5	DSIP/ ITCS/ Non CMCA
	3. Junior High School	NFD, SFD	0.0	0.0	5.0	5.0	0.0	10.0	DSIP/ ITCS/ Non CMCA
	4. Balimo Academy	DFD	0.0	10.0	0.0	0.0	0.0	10.0	DPs
DIP 4.3 Tertiary Education									
DIP 4.3	1. Kiunga Teachers College Development	NFD	0.0	5.0	6.0	8.0	5.0	24.0	DSIP/ ITCS/ Non CMCA
	2. Balimo Teachers College Infrastructure Upgrade	DFD	0.0	2.0	2.0	2.0	2.0	8.0	
	3. Rumginae School of Nursing Extension	PHQ	0.0	5.0	2.0	2.0	1.0	10.0	PSIP/ PIP/ ITCS/ Non CMCA
	4. GTC - Daru Campus	SFD	9.0	5.0	5.0	5.0	5.0	29.0	DSIP/ ITCS/ Non CMCA
	5. Tertiary Students Sponsorship	MFD, SFD	0.0	4.4	4.9	4.9	4.4	18.6	DSIP/ ITCS/ Non CMCA
DIP 4.4 Technical Educational Training									
DIP 4.4	1. New TVET Centres	All Districts	0.0	7.5	17.0	12.0	11.0	47.5	DSIP/ ITCS/ Non CMCA
	2. TVET Infrastructure Rehabilitation	All Districts	0.0	3.5	10.5	5.5	1.5	20.5	DSIP/ ITCS/ Non CMCA
DIP 4.5 Quality Training and Accreditation									
DIP 4.5	1. Teacher Professional Development Program	MFD, SFD, DFD	0.0	1.6	1.6	1.6	1.6	6.4	DSIP/ MROT2/ FRPG

TABLE 2 MINIMUM SERVICE STANDARDS

DIP No	Key Deliverables	Annual Deliverables 2023	2024	2025	2026	2027	Responsible Agencies
DIP 4.1 Early Childhood Education							
DIP 4.1	1. Number of ECE Rolled out in the districts	-	13	13	15	17	NDoE, DDAs, FRPG
	2. Number Of ECE Infrastructure Established	-	35	38	39	41	NDoE, DDAs, FRPG

DIP No	Key Deliverables	Annual Deliverables					Responsible Agencies
		2023	2024	2025	2026	2027	
	3. Number of ECE Teacher Development Programs Implemented	-	57	57	57	57	NDoE, DDAs, FRPG
DIP 4.2 Quality Basic Primary & Secondary Education							
DIP 4.2	1. Number Of High School and Secondary Schools Infrastructure Upgraded	All High School & Secondary School Infrastructure upgraded					FRPG, DDAs,
	2. Number Of Primary Schools Infrastructure Upgraded	All Primary School Infrastructure upgraded					NDoE, FRPG
	3. Number of Junior High Schools Established	-	-	1	1	-	NDoE, FRPG
DIP 4.3 Tertiary Education							
DIP 4.3	1. Number of Teachers College Developed	3x teachers College Developed					NDoE, FRPG
	2. Number of students Sponsored to tertiary institutions	Allocation of subsidy for tertiary students					NDoE, DHERST, FRPG
DIP 4.4 Technical Vocational Educational Training							
DIP 4.4	1. New TVET Institution established (per District)	4x TVET established					NDoE, FRPG
	2. Number of existing TVET Centres Rehabilitated	3x TVET Centres rehabilitated					NDoE, DHERST, FRPG
DIP 4.5 Quality Training and Accreditation							
DIP 4.5	1. Teachers trained and capacitated	✓					NDoE, FRPG

TABLE 3 STRATEGIES

No	Implementation Strategies	Sector Policy/Plan Reference
4.1 Early Childhood Education		
1.	Improve affordability through Government School Fee Support (subsidy/sponsorship)	WP Edu Plan (2018-2022), WPD Forum outcome 2022
4.2 Quality Basic Primary & Secondary Education		
1.	Construct and upgrade tertiary institutions	WP Edu Plan (2018-2022), WPD Forum outcome 2022
DIP 4.3 Tertiary Education		
1.	Increase establishment of higher education Institutions in the province	WP Edu Plan (2018-2022), WPD Forum outcome 2022
2	Improve quality of. learning and teaching through recruitment of qualified trainers	WP Edu Plan (2018-2022), WPD Forum outcome 2022
DIP 4.4 Technical Education Training		
1.	Increase establishment of new higher and technical training institute	WP Edu Plan (2018-2022), WPD Forum outcome 2022
2.	Recruitment of specialised trade teachers, instructors, lecturers and trainers	WP Edu Plan (2018-2022), WPD Forum outcome 2022
3.	Convert existing and reactivate closed TVET centres by upgrading them	WP Edu Plan (2018-2022), WPD Forum outcome 2022
DIP 4.5 Quality Training and Accreditation		
1.	Increase and improve procurement of Quality Learning Materials	WP Edu Plan (2018-2022), WPD Forum outcome 2022
2.	Upskill Primary & High School teachers through In-Service Training to achieve quality teaching especially for Rural Schools	WP Edu Plan (2018-2022), WPD Forum outcome 2022
3.	Recruitment of quality teachers	WP Edu Plan (2018-2022), WPD Forum outcome 2022

TABLE 4 INDICATORS

Project Link	Provincial Indicators	Source (s)	Baseline (2022)	Annual Targets				
				2023	2024	2025	2026	2027
DIP 4.1 Early Childhood Education								
1-3	1. Number of ECEs established in the province	EMIS	NA	1	3	7	11	22
DIP 4.2 Quality Basic Primary & Secondary Education								
1-4	1. Net enrolment rate for community and primary schools	EMIS	44 = 27,655 (2018)	-	48	58	62	62
	2. Transition rate of primary to lower secondary	EMIS	15	-	20	30	40	50
	3. Completion rate of students to Grade 8	EMIS	16 = 3,410	16	24	32	40	48
	4. Retention rate of students for Grade 8, 10 & 12	EMIS	43 = 2,367	43	46	49	52	55
	5. Transition rate of lower secondary to higher secondary	EMIS	10	-	15	20	25	30
	6. Teacher to student Ratio	EMIS	1:47	1:47	1:45	1:40	1:35	1: 30
DIP 4.3 Tertiary Education								
1-4	1. Total number of tertiary institutions established and in operation	EMIS	2	2	2	2	3	4
DIP 4.4 Technical Vocational Educational Training								
1-4	1. Total number of higher technical institutions and college in operation	EMIS	-	-	-	1	2	2
	2. Total number of TVET centres in the province	EMIS	4	-	-	5	7	11
DIP 4.5 Quality Training and Accreditation								
1	1. Total number of education institute providing quality services	EMIS	-	-	-	2	3	4
	Province:	**WESTERN PROVINCE**						
	Supporting Agencies:	**NDoH, World Vision, DFAT, PNGSDP, Burnette Institute, Church health Agencies,**						

SPA
5

RULE OF LAW & JUSTICE

Objective: Provide efficient management and administration of the rule of law in partnership with development partners, and key stakeholders to create a just, safe, and secure society for all in Western Province.

The Law and Justice Sector is another priority sector of the FRPG. FRPG understands that law and order is an enabler for economic and social advancement and is advocating that its people live in a safe and peaceful environment to effectively participate in development to move the province forward. To ensure a peaceful environment for economic growth, the FRPG through the Community Justice Division aims at strengthening village courts in all wards, having regular visits at the community level to educate people on law-and-order issues, increase and empower law and order officials to maintain peace, and partner with stakeholders in establishing law and order infrastructure as well as strengthening the administration of Land Mediation.

The Community Based Corrections Services is a branch under the Department of Justice & Attorney General based within the Provincial Community Justice Division, and assists in the rehabilitation of young offenders known as Juveniles. It also provides parole and probation services for adult offenders and works in partnership and collaboration with other law and justice sector agencies and FRPG through the Community Justice Division and embarks on establishing juvenile facilities to rehabilitate juveniles to be better citizens to contribute effectively within the communities. Therefore, Provincial Community Justice Division aims at having regular juvenile advocacy in the communities and establish infrastructures for office and rehabilitation centres in the districts.

Correctional Services plays an important function in in the judiciary system. These institutions enforce judgements of courts, so prisoners serve their jail terms while also play an important role in rehabilitation to help prisoners re- integrate into the societies with a changed mindset to contribute to maintaining peace and good order in their communities.

FRPG is committed to supporting the Judiciary systems to deliver the outcomes and set targets identified in the Judiciary system Log frame during this plan term.

1. Police Infrastructure development program.
2. Construction of Court Houses.
3. Upgrade CIS Infrastructure.
4. Capacitate village courts and officials.

Tables 1 - 4 below list the investment requirements, key deliverables, implementation strategies and key provincial development indicators for the sector.

TABLE 1 INVESTMENT

MTDP IV DIPs	Provincial Programs/ Projects	Districts	Annual Allocation (K'mil) 2023	2024	2025	2026	2027	Total costs (K'mil)	Funding Source(s)
DIP 5.1 National Policing & Crime Prevention									
DIP 5.1	1. Police Infrastructure Development Program	All Districts	0.0	16.7	28.7	27.0	7.7	80.1	Non CMCA/ TCS/ PIP
DIP 5.2 Effective Judiciary System									
DIP 5.2	1. Construction of District Court Houses	All Districts	0.0	5.5	8.5	7.0	1.5	22.5	Non CMCA/ TCS/ PIP/ DPs
DIP 5.3 Correctional Services Rehabilitation and Reintegration									
DIP 5.3	1. CS Infrastructure Upgraded	NFD	0.0	1.0	1.5	2.0	2.5	7.0	Non CMCA/ TCS/ PIP DPs
	2. Rural Lock up	All Districts	0.0	0.0	5.0	5.5	4.0	19.5	Non CMCA/ TCS/ PIP/ DPs
DIP 5.4 Community Peace and Restorative Justice									
DIP 5.4	1. Construction and establishment of Village Court Infrastructure	MFD, DFD, SFD	0.0	1.0	1.9	1.7	1.2	5.8	Non CMCA/ TCS/ PIP/ DPs
	2. Village Court and Community Justice Officials Capacity Building Program	Al Districts	0.0	0.9	0.8	0.8	0.9	3.4	Non CMCA/ TCS/ PIP/ DPs

TABLE 2 MINIMUM SERVICE STANDARDS

DIP No	Key Deliverables	Annual Deliverables 2023	2024	2025	2026	2027	Responsible Agencies
DIP 5.1	1. Number of Police Infrastructure Developed in the Districts	Police infrastructure developed in 4x Districts					DDA, FRPG, GoPNG, PNGRC
DIP 5.2	2. Number of Court Houses constructed	4x Court Houses constructed					DDA, FRPG, GoPNG, DJAG
	3. Number of Rural Lockup established	-	3	4	2	2	DDA, FRPG, GoPNG, DJAG
DIP 5.3	4. Ningerum CS Facility Upgraded	✓					DDA, WPA, CIS,
DIP 5.4	5. Number of Village Court Houses constructed	-	8	8	8	9	DDA, WPA, DJAG
	6. Capacity Building Programs Rolled out	✓					

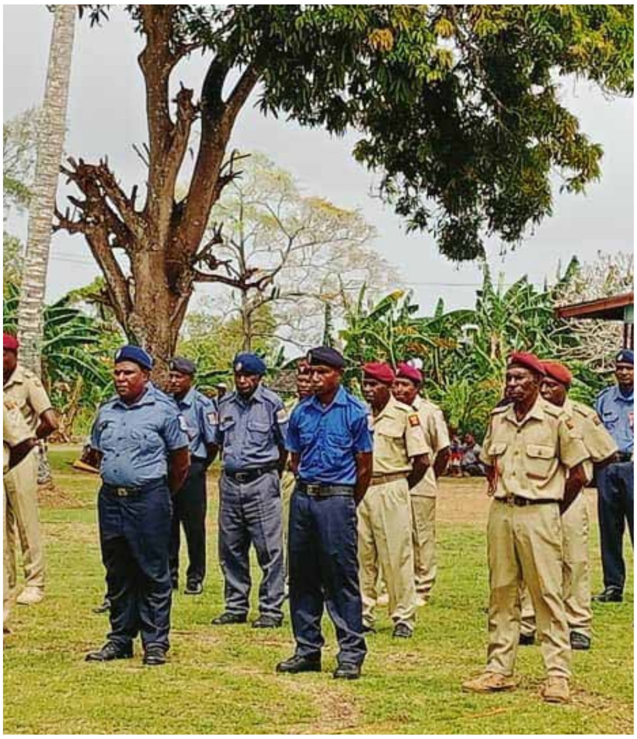
TABLE 3 STRATEGIES

No	Implementation Strategies	Sector Policy/Plan Reference
DIP 5.1 National Policing & Crime Prevention		
1.	Conduct land investigation and acquisition to Construct and Rehabilitate Police Infrastructure	PNG L & J White Paper, 2007, NSP 2013
2.	Prepare tender documents and award contract to construct and rehabilitate Police infratructure	Good Procurement Manual, Version 4
DIP 5.2 Effective Judiciary System		
1.	Construct and Renovate Court Facilities	MS Annual Report, Judges Report 2022

No	Implementation Strategies	Sector Policy/Plan Reference
DIP 5.3 Correctional Services Rehabilitation and Reintegration		
1.	Construction and rehabilitation of rural lock up in the three (3) districts	CS Strategic Plan II 2019 -2022
2.	CS Infrastructure Upgrade	CS Strategic Plan II 2019 - 2022
DIP 5.4 Community Peace and Restorative Justice		
1.	Construction and rehabilitation of district and village court facilities	DJAG, Village Court Report 2022
2.	Recruit and Train Law & Order Officials	DJAG, Village Court Report 2022

TABLE 4 INDICATORS

Project Link	Provincial Indicators	Source (s)	Baseline (2022)	Annual Targets				
				2023	2024	2025	2026	2027
DIP 5.1 National Policing & Crime Prevention								
1	1. Crime rate reduced per 10,000 persons (%)	Police Report	NA	50% reduction				
	2. Ratio of police personal to population (%)		NA	100% increase				
DIP 5.2 Effective Judiciary System								
1	Backlog of court cases (Scale 0 - 10)	MS Annual Report	NA	-	220	150	100	50
DIP 5.3 Correctional Services Rehabilitation and Reintegration								
1-2	1. Total number of detainees in rural lockups	CIS Report	NA	-	5	15	30	40
	2. Number of Rural Lockups in operation	CIS Report	NA	-	2	3	3	5
DIP 5.4 Community Peace and Restorative Justice								
1-2	1. Total number of Village Courts in Operation	Law & Justice Sector Report	NA	-	43	47	51	55
		Province:	**WESTERN**					
		Supporting Agencies:	**DJAG, Police, CS, DFAT, Defence, OTML, SDP**					



SPA 6 NATIONAL SECURITY

Objective: Support National Government enhance defence and security needs through development of border infrastructures and facilities.

The Government of Papua New Guinea aims to enhance and strengthen security along the bordes with the Republic of Indonesia and Australia through its defense improvement and border security programs.

The primary focus will be building border posts along the land border with the Republic of Indonesia to monitor border movements and to promote trade with Indonesia in collaboration with Border Development Authority, Customs and NAQUIA, Defense, Labor, Immigration and Provincial Affairs.

FRPG in collaboration with the relevant national agencies will deliver National Security outcomes tabulated in the National Security Log frame to meet objectives and set targets during this medium term.

1. Weam Sorta Boarder Facilities Development
2. Manda Boarder Facilities Development
3. Ambaga Boarder Facilities Development
4. PNG Boarder Surveillance Modernization Program
5. Indigenous Business Support Program

Tables 1 - 4 below list the investment requirements, key deliverables, implementation strategies and key provincial development indicators for the sector.

TABLE 1 INVESTMENT

MTDP IV DIPs	Provincial Programs/ Projects	Districts	Annual Allocation (K'mil) 2023	2024	2025	2026	2027	Total costs (K'mil)	Funding Source(s)
DIP 6.1 National Defence and Cooperation									
DIP 6.1	1. Weam Sorta Boarder Facilities Development	SFD	0.0	1.0	10.0	10.0	0.0	21.0	DP/ ITCS/ PSIP/ PIP
	2. Manda Boarder Facilities Development	MFD	0.0	0.5	10.0	5.0	5.0	20.5	DP/ ITCS/ PSIP/ PIP
	3. Ambaga Boarder Facilities Development	NFD	0.0	5.0	10.0	5.0	5.0	25.	DP/ ITCS/ PSIP/ PIP
	4. PNG Boarder Surveillance Modernisation Program	MFD, SFD, NFD	0.0	1.5	1.5	1.5	1.5	6.0	PSIP/ DSIP/ FRPG/ DPs
DIP 6.5 Business Protection									
DIP 6.5	1. Indigenous Business Support Program	MFD, SFD	0.0	0.4	0.4	0.4	0.4	1.6	PSIP/ DSIP/ FRPG/ DPs

TABLE 2 MINIMUM SERVICE STANDARDS

DIP No	Key Deliverables	Annual Deliverables					Responsible Agencies
		2023	2024	2025	2026	2027	
DIP 6.1 National Defence and Cooperation							
DIP 6.1	1. Number of Border Post Facilities Established	3x Border Posts Facilities Established					DDA, WPA, PNGDF
	2. Frequency of Border Surveillance & Patrols	-	-	4	6	12	DDA, WPA, PNGDF
	3. Number of Military personals stationed at Border Posts	-	45	50	55	360	DDA, WPA, PNGDF
DIP 6.5 Business Protection							
DIP 6.5	1. Local Businesses supported and protected	✓					DDA, WPA

TABLE 3 STRATEGIES

No	Implementation Strategies	Sector Policy/Plan Reference
DIP 6.1 National Defence and Cooperation		
1	Secure Land for border infrastructures	WPMTDPIII, DWP 2013, Medium Term Capability Plan 2018-2022, NS
2	Establish Border Posts Facilities	
3	Strengthen existing bilateral and security arrangement that aims to promote PNG's sovereignty and strengthen its borders	
4	Conduct Border Patrols and surveillance	
DIP 6.5 Business Protection		
1.	Support local businesses in the Province	MSME Policy 2016

TABLE 4 INDICATORS

Project Link	Provincial Indicators	Source (s)	Baseline (2022)	Annual Targets				
				2023	2024	2025	2026	2027
DIP 6.1 National Defence & Corporation								
1-4	Number of border posts established	PNGDF Annual Report	-	-	-	1	1	1
	Border surveillance capability (%)	PNGDF Annual Report	-	-	10	20	50	70
DIP 6.5 Business Protection								
1	1. Number of reserved businesses for locals	Commerce Annual Report	41	-	-	45	49	52
Province:	**WESTERN**							
Supporting Agencies:	**PNGDF, PNG IRC, PNG CUSTOMS, IMMIGRATION**							

SPA 7 NATIONAL REVENUE & PUBLIC FINANCE MANAGEMENT

Objective: Strengthen internal revenue, tax and expenditure management.

The revenue and public functions are responsibilities of the National government. FRPG will support national policies and frameworks only so agencies operating in the province comply with the relevant directives.

FRPG will work to ensure internal revenue collections are strengthened to support its annual budgets and ensure monies are properly accounted given the province has a weak revenue collection. It will endeavour to strengthen accountability and transparency in the use of internal and external revenues including development grants, so its people benefit from those revenues in compliance with the Public Finance Management Act Financial Instructions.

The Fly River Provincial Government will be focusing on delivering the following outcomes in order to achieve the objectives under SPA 7.

1. Tax Revenue Administration
2. Non -Tax Revenue Administration
3. Public Finance

Tables 1 - 4 below list the investment requirements, key deliverables, implementation strategies and key provincial development indicators for the sector.

TABLE 1 INVESTMENT

MTDP IV DIPs	Provincial Programs/ Projects	Districts	Annual Allocation (K'mil) 2023	2024	2025	2026	2027	Total costs (K'mil)	Funding Source(s)
DIP 7.1 Tax Revenue Administration									
DIP 7.1	1. Capacity Building and Training	MFD, SFD, NFD	0.0	0.4	0.6	0.1	0.1	1.2	DSIP/ DPs
DIP 7.3 Non-Tax revenue Administration									
DIP 7.3	1. Capacity Building and Training	MFD, SFD, NFD	0.0	0.9	0.1	0.1	0.1	1.2	DSIP/ DPs
	2. Development Corporation	SFD, MFD, NFD	0.0	1.0	2.0	2.0	2.0	7.0	DSIP/ MROT2
DIP 7.4 Public Finance									
DIP 7.4	1. IFMS Roll out	DFD, SFD	0.0	0.4	0.1	0.0	0.0	0.5	DSIP/ MROT2/ DPs
	2. IFMS capacity Building & Training	NFD, PHQ	0.0	1.0	0.0	0.0	0.0	1.0	DSIP/ MROT2/ DPs
	3. E-Procurement	All Districts	0.0	0.5	0.5	0.5	0.5	2.0	DSIP/ MROT2/ DPs

TABLE 2 MINIMUM SERVICE STANDARDS

DIP No	Key Deliverables	Annual Deliverables					Responsible Agencies
		2023	2024	2025	2026	2027	
DIP 7.1	1. Province Tax Revenue increased	✓					DDA, WPA, DoF
DIP 7.3	2. Province Fees and Dividends increased	✓					DDA, WPA, DoF
	3. Development Corporations established	3x Development Corporationse established					
DIP 7.4	4. IFMS Rolled out	✓					DDA, WPA, DoF
	5. E-procurement Rolled Out	✓					DDA, WPA, DoF

TABLE 3 STRATEGIES

No	Implementation Strategies	Sector Policy/Plan Reference
DIP 7.1 Tax Revenue Administration		
1	Roll-out of Integrated Tax Administration System (ITAS) in the province	IRC Reform
DIP 7.3 Non-Tax revenue Administration		
1	Partner with IRC to improve non-Tax revenue in all government Agencies in the districts including SOE dividends management	Finance Department
2	Establish Development Corporations	WP MTDP III
DIP 7.4 Public Finance		
1	Support roll-out of IFMS	MTDP III 2017 -2022
2	Conduct IFMS Trainings	MTDP III 2017 -2022
3	Support roll-out of the E-Procurement system	National Procurement Act 2018

TABLE 4 INDICATORS

Project Link	Provincial Indicators	Source (s)	Baseline (2022)	Annual Targets				
				2023	2024	2025	2026	2027
DIP 7.1 Tax Revenue Administration								
1	1. Total number of registered taxpayers in the province	IRC	-	IRC to provide data				
	2. Revenue-Tax (K'million)	IRC	-	IRC to provide data				
DIP 7.3 Non- Tax revenue Administration								
1-2	1. Non-tax Revenue (K'million)	IRC	-	IRC to provide data				
DIP 7.4 Public Finance								
1-2	1. IFMS Rolled out (%)	DoF	50	100% rolled-out				
3	2. E – Procurement roll out (%)	NPC	-	5	10	20	30	40
Province:	**WESTERN**							
Supporting Agencies:	**DoF, NPC, All DDAs**							

SPA 8 DIGITAL GOVERNMENT, STATISTICS & PUBLIC SERVICE GOVERNANCE

Objective: Strengthen good governance and efficient public service through digital government transformation.

Major improvements are required to strengthen public sector performance and management in the province. Poor public service performance over the past years has resulted in poor outputs and productivity, which has led to decline in the effective delivery of goods and services. The issue of accountability and transparency among the public servants must be addressed through instituting mechanisms and systems to deter occurrences of mismanagement of public funds.

Absence of real time data and statistics for strategic planning has been a real issue for the Provincial Government, Development of a reliable and comprehensive database for development planning must be given urgent priority. Absence of reliable data or statistics limits inform decisions, resulting in ad-hoc planning and disparity in implementing and delivering development projects and programs.

The province will also focus on developing a database system to store information for development planning, research and general usage by the administration and the public. This will also involve strengthening the work of village recorders to keep up to date records of ward data to address development issues at the ward level.

The Fly River Provincial Government will be focusing on delivering the following outcomes:

1. Ward Recording, Planning and Management
2. NID Roll Out
3. Capacity Building Program

Tables 1 - 4 below list the investment requirements, key deliverables, implementation strategies and key provincial development indicators for the sector.

TABLE 1 INVESTMENT

MTDP IV DIPs	Provincial Programs/ Projects	Districts	Annual Allocation (K'mil)					Total costs (K'mil)	Funding Source(s)
			2023	2024	2025	2026	2027		
DIP 8.1 Integrated Digital Government System									
DIP 8.1	1. Ward Recording, Planning and Management	All Districts	0.05	1.69	0.99	1.01	1.01	4.75	DSIP/ DPs
	2. District Information Management System (DIMS)	All Districts	0.0	1.0	1.3	0.2	0.0	2.5	DSIP/ DP
DIP 8.3 National Identification Registration									
DIP 8.3	1. NID Roll Out	All Districts	0.0	1.05	1.05	0.55	0.55	3.5	DSIP
DIP 8.6 Public Service Administration									
DIP 8.6	1. Capacity Building Program	All Districts, PHQ	0.0	1.0	1.0	1.0	1.0	4.0	DSIP/ PSIP/ DPs

TABLE 2 MINIMUM SERVICE STANDARDS

DIP No	Key Deliverables	Annual Deliverables					Responsible Agencies
		2023	2024	2025	2026	2027	
8.1	1. Districts using ward recorder books	-	1	3	-	-	FRPG, DDA
	2. DIMS established in the districts	-	1	1	1	1	RPG, DDA
8.3	3. NID Registration rolled out	NID Registration rolled out					FRPG, DDA
8.6	4. Number of Public Servants trained	-	4	4	4	4	FRPG, DDA

TABLE 3 STRATEGIES

No	Implementation Strategies	Sector Policy/Plan Reference
DIP 8.1 Integrated Digital Government System		
1	Establish ward recording system in all districts	National Population Policy 2015 - 2024
2	Provide training and resource to ward recorders	National Population Policy 2015 - 2024
3	Develop and manage district database system (DIMS)	National Population Policy 2015 - 2024
DIP 8.3 National Identification Registration		
1	Office allocated and adequately resourcing district NID project	National Population Policy 2015 - 2024
2	Review MOU with PNG CR	National Population Policy 2015 - 2024
3	Establish partnership with PNG CR	National Population Policy 2015 - 2024
DIP 8.6 Public Service Administration		
1	Increase number of public servants attending trainings	OCS Report and recommendation (2022)

TABLE 4 INDICATORS

Project Link	Provincial Indicators	Source (s)	Baseline (2022)	Annual Targets				
				2023	2024	2025	2026	2027
DIP 8.1 Integrated Digital Government System								
1	1. Total number of wards having ward recording system	DPLGA	-	8	18	30	60	75
2	2. Total number of wards having DIMS	DIRD		-	1	2	3	4
DIP 8.3 National Identification Registration								
1	1. Population issued with NID Cards ('000)	PNG CIR	-	10	15	20	30	50
1	2. Population issued with Birth certificates ('000)	PNG CIR	-	10	15	20	30	50
DIP 8.6 Public Service Administration								
1	1. Government Public Service Effectiveness (%)	OCA Report	50	50	55	60	65	70
1	2. Capacity at Subnational level (%)	DPLGS	-	15	30	55	70	85
Province:		**WESTERN**						
Supporting Agencies:		**PNGCIR, NSO, DIRD, ALL DDAs**						

SPA 10 CLIMATE CHANGE & ENVIRONMENT PROTECTION

Objective: Adapt to impacts of climate change in Western Province through adaption of climate change, mitigation and adaptation measures and environmental protection and natural disaster management.

The Fly River Provincial government will endeavour to build institutional capacity to mainstream climate change adaptation and disaster management. This will be done through building resilience in the province through creating awareness and education on climate change impacts and mobilizing resource investment in climate change adaptation priority areas and contribute to Global efforts to mitigate greenhouse gas emissions.

10.1 Environment Protection

Objective: Promote environmental sustainability in Western Province.

Western Province has some of the largest biodiversity, where 85% of its natural environment remains untouched. The environment is rich and diverse, which contains some of the natural wonders such as the Hindenburg Wall in the North Fly District and the Wawoi falls in the Middle fly and Lake Murray being the largest lake in the country that has variety of wildlife species and Tonda Wildlife area in the South Fly District. These environments must be preserved and protected from various threats posed by human and capital investment activities such as forest logging and mine waste disposal into the natural riverine systems, posing great risks to existing flora and fauna, will continue to support the preservation of natural environment through community awareness and advocating for sustainable development of natural resources.

10.2 Natural Disaster Management

Objective: Advocate and develop disaster risk preparedness, management, and mitigation plans to better manage disasters in Western Province.

Western Province is prone to risks of natural disasters and has had its fair share of experiences with some of the worst disasters affecting communities and their livelihood, such as the 1997 drought and again in 2015. Common disasters include excessive flooding, severe droughts, bushfires, and landslides in the mountains.

It is recognized the Disaster Risk Reduction (DRR) is critical to realize the aspirations of the Fly River Provincial Government's economic growth and sustainable development and that success lies within developing a structured and consciously managed Disaster Risk Reduction (DRR) approach. A plan to streamline such approach as Disaster Risk Reduction will provide both a structured and management framework at Wards, LLGs and Districts to enable the continuous identification, monitoring and assessment of current and future hazards and vulnerability and to manage associated risks in a sustainable manner as stipulated in the principles of the National Disaster Framework for Action 2005-2015

FRPG in collaboration with the relevant national agencies will deliver SPA 10 to meet objectives and set targets during this medium term.

1. Climate Change Mitigation and Adaptation
2. Environment Protection
3. Natural Disaster Management

Tables 1 - 4 below list the investment requirements, key deliverables, implementation strategies and key provincial development indicators for the sector.

TABLE 1 INVESTMENT

MTDP IV DIPs	Provincial Programs/ Projects	Districts	Annual Allocation (K'mil) 2023	2024	2025	2026	2027	Total costs (K'mil)	Funding Source(s)
DIP 10.1 Climate Change Mitigation & Adaptation									
DIP 10.1	1. Biodiversity and conservation Project	SFD, DFD	0.0	1.45	0.45	0.45	0.35	2.4	DPs/ PIP/ FRPG
	2. Partnership & Coordination	MFD	0.0	0.1	0.1	0.1	0.1	0.4	DSIP/ MROT2/ DPs/ PIP
	3. Communication & Advocacy	MFD	0.0	0.1	0.1	0.1	0.1	0.4	DSIP/ MROT2/ DPs/ PIP
	4. Reforestation Project	MFD	0.0	0.2	0.2	0.2	0.2	0.8	DSIP/ MROT2/ DPs/ PIP
	5. Social & Environment Impact Study	SFD	0.0	0.5	0.5	0.5	0.5	2.0	DSIP/ MROT2/ DP/ PIP
DIP 10.2 Environment Protection									
DIP 10.2	1. Waste Management Program	All Districts	0.0	1.25	2.8	1.25	0.75	6.05	DSIP/ MROT2/ DPs/ PIP
DIP 10.3: National Disaster Management									
DIP 10.3	1. Disaster and Emergency Response Management	All Districts	0.0	1.7	1.7	1.7	1.7	6.8	DSIP/ MROT2/ DPs/ PIP
	2. Integrated Early Warning System		0.0	0.5	0.5	0.5	0.5	2.0	DSIP/ MROT2/ DPs/ PIP

TABLE 2 MINIMUM SERVICE STANDARDS

DIP No	Key Deliverables	Annual Deliverables 2023	2024	2025	2026	2027	Responsible Agencies
DIP 10.1	1. Number of Biodiversity and conservation projects identified	3x identified for SFD & DFD					DDA. WPG, CCDA
	2. Number of Declared Carbon Trade areas	3000	10,500	21,000	36,000	45,000	DDA. WPG, CCDA
	3. Communication and advocacy are compiled and delivered to local community	Adequate awareness conducted					DDA. WPG, CCDA
DIP 10.2	4. Number of District waste management programs implemented	4x District Waste management established					DDA. WPG, CCDA

DIP No	Key Deliverables	Annual Deliverables					Responsible Agencies
		2023	2024	2025	2026	2027	
DIP 10.3	5. District disaster and emergency unit to be activated during emergencies	Early warning systems established					DDA. WPG, CCDA
	6. Communication and advocacy are compiled and delivered to local community	Adequate awareness conducted					DDA. WPG, CCDA
	7. Disaster affected communities assisted	All disaster communities assisted					DDA. WPG, CCDA
	8. Number of trainings on disaster management	-	3	3	3	3	DDA. WPG, CCDA

TABLE 3 STRATEGIES

No	Implementation Strategies	Sector Policy/Plan Reference
DIP 10.1 Climate Change Mitigation & Adaptation		
1	Support conservation of certain forest areas through carbon trade initiatives	National Adaption Plan 2023
2	Increase the protection of Biodiversity & Conservation areas	National Adaption Plan 2023
3	Increase education on climate change impacts to general population	National Adaption Plan 2023
4	Develop Provincial Adaptation Plan	National Adaption Plan 2023
DIP 10.2 Environment Protection		
1	Develop Environment Strategic Plan for the Province	National Adaption Plan 2023
DIP 10.3 National Disaster Management		
1	Develop Provincial Disaster Risk Management Plan	National Disaster Risk Management Plan

TABLE 4 INDICATORS

Project Link	Provincial Indicators	Source (s)	Baseline (2022)	Annual Targets				
				2023	2024	2025	2026	2027
DIP 10.1 Climate Change, Mitigation and Adaptation								
1-4	1. Total number of carbon trade areas identified	CCDA	NA	-	-	2	3	-
	2. Total number of protected biodiversity and conservation areas		NA	-	-	-	-	3
	3. Provincial Adaptation Plan completed		NA	✓				
DIP 10.2 Environment Protection								
1	1. Number of District with proper waste management system	Provincial CWD	NA	-	-	1	1	2
	2. Environmental Strategic Plan completed	Provincial Enviroment Rep	NA	✓				
DIP 10.3 National Disaster Management								
1	1. Disaster centre established in the province	Provincial Disaster Reps	NA	-	-	1	-	-
	2. Number of disaster communities assisted		NA	All communities affected				
	3. Provincial Disaster Risk Management Plan completed		NA	✓				
Province:		WESTERN						
Supporting Agencies:		CCDA, CEPA, FORESTRY, DAL, DFAT, SDP, FAO						

SPA 11 POPULATION, YOUTH & WOMEN EMPOWERMENT

Objective: Achieve a responsible, sustainable, and productive population to contribute to growth and development of Western Province.

Western Province population has increased progressively over the years due mainly to migration of people in search of economic opportunities.

The annual population growth rate for the province is 2.5%, nevertheless the province is least populated compared to other provinces in PNG. Youth population makes up a significant component of the total population of the province.

The Fly River Provincial Government would like to see Western Province population increased, as it needs adequate human resource to help develop and sustain the economy of the province. There is ample arable land available for agriculture development and numerous potential projects in the resource sector that will increase demand for skilled, semi-skilled and non-skilled labor that youth will be at the forefront of these developments going forward. The Fly River Provincial Government will support the policy and program initiatives towards enhancing the population growth of the province.

Youth accounts for nearly 40% - 50% of the total population of Western Province. The reality facing our youths today is that many are engaging in a lot of illegal activities due to lack of opportunities to progress further in life after leaving school, thus contributing to social problems. There are common youth related problems such as alcohol and drug abuse and unemployment in communities, hence it is crucial to create avenues for youths to engage in meaningful activities and become productive citizens of this province and the nation. The Western Province Development Forum dialogue stressed the importance of youth mobilization through various programs and policies to develop the youth to reach their full potential. The Fly River Provincial Government will continue to support the youth as key partners in development of the province.

Recognizing the importance of Gender equality for both men and women is vital to the development of the province. Most times women are discouraged from attaining and performing male dominated fields of profession, creating stigma and conflicts in the communities. In this day and age, the trend is changing where more women are now being educated and are able to attain same qualifications or even surpass their male counterparts. The global changes currently taking place has brought about culture shock and mixed reactions among our men and women folk, resulting in conflicts and disputes, eventually resulting in gender-based violence against both sexes which is very common today.

The Western Province Development Forum stressed the importance of addressing gender-based violence in the province. The Fly River Provincial Government recognizes the role that women play as equal partners to development; hence they need to be empowered to reach their full potential. The provincial government will continue to support gender initiatives in the province through implementation of policies and programs aimed at enhancing gender equality.

FRPG will focus on delivering outcomes of population, youth, and gender development to meet objectives and set targets through:

1. Reproductive Health and Family Planning Council
2. Girls Education Support Program & Curriculum /Training Scholarship
3. Youth Empowerment Centre
4. Sports Development
5. Women Empowerment and
6. Family and Social Protection

Tables 1 - 4 below list the investment requirements, key deliverables, implementation strategies and key provincial development indicators for the sector.

TABLE 1 INVESTMENT

MTDP IV DIPs	Provincial Programs/ Projects	Districts	Annual Allocation (K'mil) 2023	2024	2025	2026	2027	Total costs (K'mil)	Funding Source(s)
DIP 11.1 Sustainable Population									
DIP 11.1	1. Reproductive Health and Family Planning Council	MFD, SFD, DFD	0.0	0.8	0.8	0.8	0.8	3.2	DSIP/ MROT2/ PIP
	2. Girls Education Support Program & Curriculum / Training Scholarship	NFD	0.0	0.5	0.5	0.5	0.5	2.0	DSIP/ MROT2/ PIP
DIP 11.2 Youth Development and Labour Mobility									
DIP 11.2	1. Youth Empowerment Centre	All Districts	0.0	2.0	2.0	2.0	2.0	8.0	DSIP/ MROT2/ PIP/ DPs
	2. Overseas Labour Mobility & Employment	All Districts	0.0	1.5	1.5	1.5	1.5	6.0	DSIP/ MROT2/ PIP/ DPs
DIP 11.3 Sports Development									
DIP 11.3	1. Kiunga Sports Stadium	NFD	0.0	10.0	0.0	0.0	0.0	10.0	NCMCA
	2. District Sports and Facility Development	All Districts	0.0	4.2	4.2	4.2	3.7	16.3	DSIP/ MROT2/ PIP/ DPs
DIP 11.4 Women Empowerment									
DIP 11.4	1. Women in Business	All Districts	0.0	2.8	2.8	2.8	2.8	11.2	DSIP/ MROT2/ PIP/ DPs
	2. Meri Seif Haus	DFD, SFD, NFD	0.0	0,0	0.5	0.3	0.5	1.3	DSIP/ MROT2/ PIP/ DPs
DIP 11.5 Family and Social Protection									
DIP 11.5	1. Social Welfare Services	All Districts	0.0	0.9	0.9	0.9	0.9	3.6	DSIP/ MROT2/ PIP/ DPs
	2. Callan Services Support Program	All Districts	0.0	1.0	1.0	1.0	1.0	4.0	DSIP/ MROT2/ PIP/ DPs
	3. Connect Callan	All Districts	0.0	0.0	1.0	2.0	2.0	4.0	DPs

TABLE 2 MINIMUM SERVICE STANDARDS

DIP No	Key Deliverables	Annual Deliverables 2023	2024	2025	2026	2027	Responsible Agencies
DIP 11.1	1. Reproductive Health & Family Planning Counselling Centre established			✓			DDA, FRPG, DfCR
	2. Number of girls assisted with Education Support Program and Curriculum /Training Scholarship	-	10	20	30	40	DDA, FRPG, DfCR
DIP 11.2	3. Youth Centres developed (per District)			✓			DDA, FRPG, NYDA
	4. Youth Groups established (per District)			✓			DDA, FRPG, NYDA
	5. Number of Youths employed for overseas Jobs	6	12	20	30	40	DDA, FRPG, NYDA
	6. Number of youths engaged in SME	20	40	60	80	100	DDA, FRPG, NYDA
DIP 11.3	7. Number of Sports facilities established	-	4	5	6	5	DDA, FRPG, PNGSF
	8. Sports Programs rolled out (per District)			✓			PNGSF, DDA
DIP 11.4	9. Number of Women in SME supported	10	20	40	60	80	DDA, CEFI
	10. Number of trainings conducted for women in business	-	3	3	3	3	DDA, CEFI
DIP 11.5	11. Number of Meri Seif Haus established	-	-	5	5	5	DDA, FRPG, DP
	12. Family and Social Protection Units established			✓			DDA, FRPG

TABLE 3 STRATEGIES

No	Implementation Strategies	Sector Policy/Plan Reference
DIP 11.1 Sustainable Population		
1	Establishment of family planning and counselling office	National Population Policy, Vol.1 Policy Statement 2015-2024
DIP 11.2 Youth Development and Labour Mobility		
1	Establish district MSME incubation, labour mobility schemes and employment office	National Youth Policy 2020-2030
2	Support youth in civic engagements and democratic participation process in schools, communities, institutions, and society	National Youth Policy 2020-2030
3	Establish TVET centre to improve education and skills training and personal development programs that meets job markets and for self-employment	National Youth Policy 2020-2030
4	Partner with OK Tedi Mine for job placements, graduate schemes and on the job capacity building and specialized trainings	National Youth Policy 2020-2030
5	Empower youth through MSME incubation, labour mobility schemes and employment opportunities	National Youth Policy 2020-2030
DIP 11.3 Sports Development		
1	Improve the quality of Sports through training and up skilling of Personnel	Nat Sports Foundation Plan, Provincial Community Development Plan
2	Maintain & develop the Sporting Facilities in all Districts	Prov. Community Development Plan, Sports Plans, LLGs & Districts Plans

No	Implementation Strategies	Sector Policy/Plan Reference
DIP 11.4 Women Empowerment		
1	Promote women SME in the district	National Population Policy, Vol.1 Policy Statement 2015-2024
2	Promote women in leadership and business in the district	CEFI
DIP 11.5 Family and Social Protection		
1	Proper data management on PWSN	National Population Policy, Vol.1 Policy Statement 2015-2024
2	Proper data management on social welfare	National Population Policy, Vol.1 Policy Statement 2015-2024

TABLE 4 INDICATORS

Project Link	Provincial Indicators	Source (s)	Baseline (2022)	Annual Targets				
				2023	2024	2025	2026	2027
DIP 11.1 Sustainable Population								
1-2	1. Total Population estimate (000)	DLIR, NSO	-	NSO to Provide				
	-Male		-	NSO to Provide				
	-Female		-	NSO to Provide				
	2. Family Planning (%)	NSO	-	100	100	100	100	100
	3. Proportion of youth in schools (%)	NSO	-	100	100	100	100	100
	4. Proportion of youth population who completed Gr. 12 (%)	NSO	-	100	100	100	100	100
DIP 11.2 Youth Development and Labour Mobility								
1-2	1. Proportion of youth population having access to empowerment centres	Education Report	-	10	20	25	30	35
	2. Number of youths on overseas labour mobility program and employment		-	5	15	20	25	30
DIP 11.3 Sports Development								
1-2	1. Proportion of youth aged population engaged in formal sports development programs (%)	DIMS, NGSF	-	53	57	61	65	69
DIP 11.4 Women Empowerment								
1-2	1. Total number of women in formal business	BDO Report	-	15	17	25	30	35
DIP 11.5 Family and Social Protection								
1-3	1. Proportion of PWSN Population having access to callan services (%)	Callan Services Report	2	2	9	11	15	20
	2. Proportion of PWSN in Education (%)	Callan Services Report	2	2	5	7	9	11
		Province:	**WESTERN**					
		Supporting Agencies:	**ALL DDAs, NYDP, UNDP, Churches SME Corp, DfCDR, SF, CSOs**					

SPA 12 STRATEGIC PARTNERSHIPS

Objective: Establish strategic partnership committed to WP development.

Western Province will continue to engage in partnership discussions to address critical development agenda and investment opportunities to support its development endeavour. This will include but not limited to DFAT, OTML, OTDF, SDP and other stakeholders operating in the province. It will also include national departments, other state and non-state entities with common development agendas.

Review of *'The New Way Forward"* also emphasised the establishment of critical productive partnerships all committed to WP development.

FRPG will focus on delivering outcomes of SPA 12 by implementing DIPS:

1. Development and Economic Cooperation
2. Private Sectors
3. Civil Society and Churches
4. National Volunteer Services

Tables 1 - 4 below list the investment requirements, key deliverables, implementation strategies and key provincial development indicators for the sector.

TABLE 1 INVESTMENT

MTDP IV DIPs	Provincial Programs/ Projects	Districts	Annual Allocation (K'mil) 2023	2024	2025	2026	2027	Total costs (K'mil)	Funding Source(s)
DIP 12.2 Development and Economic Cooperation									
DIP 12.2	1. Coordination with Development Partners	All Districts	0.0	11.2	13.6	13.7	13.8	52.3	DPs/ DSIP/ FRPG
DIP 12.3 Private Sectors									
DIP 12.3	1. Private Sector Partnership Program	All Districts	2.0	64.2	76.6	74.7	74.8	292.3	MROT2/ DPs/ DSIP/ FRPG
DIP 12.4 Civil Society and Churches									
DIP 12.4	1. Churches and CSO Partnership Programs	All Districts	0.0	6.6	7.15	7.25	7.35	28.35	DSIP FRPG
DIP 12.5 National Volunteer Services									
DIP 12.5	1. Volunteer Intervention Program	All Districts	0.0	1.7	2.7	2.7	2.7	9.8	DSIP/ PIP/ FRPG

TABLE 2 MINIMUM SERVICE STANDARDS

DIP No	Key Deliverables	Annual Deliverables					Responsible Agencies
		2023	2024	2025	2026	2027	
DIP 12.2	1. Number of Partnership Programs delivered	-	1	1	1	1	DDA, DPs, FRPG, GoPNG
	2. Number of Donor Funded Projects delivered	2	15	16	18	20	DPs, DDA
DIP 12.3	3. Number of Projects delivered under the Private Sector Partnership	3	23	17	23	17	DDA, DPs
DIP 12.4	4. Number of Partnership with CSOs established	5	26	29	33	34	DDA, Churches, CSO
DIP 12.5	5. Number of Volunteer services Intervention Programs	-	13	19	19	19	DDA, NVS

TABLE 3 STRATEGIES

No	Implementation Strategies	Sector Policy/Plan Reference
DIP 12.2 Development and Economic Cooperation		
1	Coordinate donors to ensure they deliver programs and projects based on MFDDP and MTDP IV	DDA, FRPG, DNPM
2	District to ensure government leadership in the coordination and management of development partner programs	DDA, FRPG, DNPM
3	Increase mobilization of DP resources towards economic enabling infrastructure	DDA, FRPG, DNPM
DIP 12.3 Private Sectors		
1	Dialogue with the private sector on an annual basis consistent with DCP and PPP Policy	PNG DCP, PPP Policy 2014
DIP 12.4 Civil Society and Churches		
1	Enhance engagement with CIMC on a regional basis through the regional and National development forums	GoPNG-CSO Partnership Policy
2	Activate the dialogue mechanism for engagement with the CSOs and churches	GoPNG-CSO Partnership Policy
DIP 12.5 National Volunteer Services		
1	DDA to partner and promote tripartite arrangements with local administrations, corporate citizens and NVS	National Policy on National Volunteerism 2020-2025, MTDP IV 2023-2027
2	DDA to partner and introduce school and graduate program for development of professional volunteerism	National Policy on National Volunteerism 2020-2025, MTDP IV 2023-2027

TABLE 4 INDICATORS

Project Link	Provincial Indicators	Source (s)	Baseline (2022)	Annual Targets				
				2023	2024	2025	2026	2027
DIP12.2 Development and Economic Cooperation								
1	1. Total number of national agencies sign MoU with district for implementation of national programs in the districts	DCP, DNPM	NA	1	6	7	7	7
1	2. Proportion of funding allocated towards capacity building and institutional strengthening (%)	DCP, DNPM	NA	5	25	2	30	30
1	3. Total number of DPs funding programs in the district	DCP, DNPM	NA	3	12	12	12	12
DIP 12.3 Private Sectors								
1	1. Percentage of private sector participation in service delivery (%)	DCP, PPP	NA	0	25	30	40	50

Project Link	Provincial Indicators	Source (s)	Baseline (2022)	Annual Targets 2023	2024	2025	2026	2027
DIP 12.4 Civil Society and Churches								
1	1. Total number of CSOs and churches sign MoU DDAs in the districts	DCP, PPP	NA	1	12	7	7	7
1	2. Percentage of CSOs and churches participation in service delivery (%)	CIMC, DNPM	NA	0	25	35	45	55
DIP 12.5 National Volunteer Services								
1	1. Total number of international Volunteers engaged	NVS	2	8	8	10	10	10
	2. Total number of National Volunteers engaged	NVS	5	10	17	17	17	17
	Province:	WESTERN						
	Supporting Agencies:	DNPM, ALL DPs, ALL DDAs						

Chapter 4

Financing and Implementation of the Plan

"Reviewing and Charting our Development Pathway"

CONTACT US PO BOX 51, DARU

04 CHAPTER

CHAPTER 4: FINANCING AND IMPLEMENTATION OF THE PLAN

This section is about financing and implementation of the WPIDP 2023-2027, including financing sources to fund the required annual investments for the next five years. The total cost of the plan is estimated at K3.7 billion to finance the plan.

4.1 Financing Summary

Table 55 below presents the summary of WPIDP estimated cost for each SPAs over the 5-year implementation period.

Table 55 Annual Financial Summary, 2023-2027

SPAs No.	Strategic Priority Areas	2023 (K'mil)	2024 (K'mil)	2025 (K'mil)	2026 (K'mil)	2027 (K'mil)	Total (K'mil)	Total Share of Investment (%)
SPA 1	Strategic Economic Programs/Projects	0.5	78.7	123	117.3	101.3	420.8	11
SPA 2	Connect PNG Infrastructure Programs/Projects	64.2	421.61	519.1	527.3	510.0	2,042.2	54.9
SPA 3	Quality and Affordable Health Care Programs/ Projects	25.3	48.6	52.6	43.8	37.7	207.3	5.6
SPA 4	Quality Education and Skilled Human Capital Programs/ Projects	9	79	102.2	89.7	68.7	348.6	9
SPA 5	Rule of Law & Justice Projects & Programs	0.0	25.1	46.4	44.0	17.8	133.3	3.6
SPA 6	National Security Programs/Projects	0.0	8.4	31.9	21.9	11.9	74.1	2
SPA 7	National Revenue and Public Finance Management	0.0	4.2	3.3	2.7	2.7	12.9	0.3
SPA 8	Digital Government, National Statistics and Public Service Governance Programs/Projects	0.1	4.7	4.3	2.8	2.6	14.5	0.4
SPA 10	Climate Change and Environmental Protection Programs/Projects	0.0	5.3	5.85	4.3	3.7	19.2	0.5

SPAs No.	Strategic Priority Areas	2023 (K'mil)	2024 (K'mil)	2025 (K'mil)	2026 (K'mil)	2027 (K'mil)	Total (K'mil)	Total Share of Investment (%)
SPA 11	Population, Youth and Women Empowerment Programs/Projects	0.0	23.7	14.2	14.0	13.7	65.6	1.8
SPA 12	Strategic Partnerships Programs/Projects	2.0	83.7	100.1	98.4	98.7	382.8	10.9
	TOTAL	**101.1**	**783.0**	**1,002.3**	**966.0**	**868.7**	**3721.1**	**100.0**

4.2 Sources of Financing

Table 56 below presents the key sources of WPDIP financing over the 5-year implementation period.

Table 56 Sources of Financing

No	Sources of Financing		2023 K'mil	2024 K'mil	2025 K'mil	2026 K'mil	2027 K'mil	Total K'mil	Total Share of Investment (%)
1	PSIP		10.0	20.0	20.0	20.0	20.0	90.0	2.4
2	DSIP		40.0	80.0	80.0	80.0	80.0	360.0	9.7
3	Provincial & District Infrastructure Funds		50.0	60.0	60.0	60.0	60.0	290.0	7.8
4	Kina-4-Kina Intervention Program		1.1	100.0	100	100	100	401.1	10.8
5	Infrastructure Tax Credit Scheme		-	150.0	150.0	150.0	150.0	600.0	16.1
6	Fixed Commitments (IDGs, HIIP)		-	70.0	70.0	70.0	70.0	280.0	7.5
7	Development Partners Program Support		-	100.0	171.3	136.0	100.0	507.3	13.3
8	Function Grants		-	50.0	60.0	60.0	50.0	220	5.9
9	Internal Revenue	Mining Royalties	-	25.0	25.0	25.0	25.0	100.0	2.7
		GST	-	6.0	8.0	10.0	9.0	33	0.9
		MROT 2	-	30.0	35.0	40.0	30.0	135.0	3.7
		Others	-	5.0	20	20	10.0	55.0	1.5
10	Sectoral Investments		-	56.0	100.0	90.0	100.0	346.0	9.5
11	Private Sector Partnerships		-	30.0	100.0	100.0	60.0	290.0	7.8
12	CSOs, FBOs, CBOs, Philanthropies		-	1.0	3.0	5.0	4.7	13.7	0.4
TOTAL			**101.1**	**783.0**	**1,002.3**	**966.0**	**868.7**	**3721.1**	**100 %**

4.2.1 Provincial Service Improvement Program (PSIP)

PSIP, DSIP and LLGSIP are intended for funding development projects and services primarily to deliver basic services and improve the livelihoods of rural people. Some projects and programs will be funded by FRPG through the PSIP. Every project acquitted in the PSIP report should represent actual development on the ground. The PSIP, DSIP LLGSIP Administrative Guidelines clearly outlines the roles and responsibilities of each stakeholder group in this development process and the punitive measures for non-compliance.

4.2.2 District Service Improvement Program (DSIP)

Most of the investments at the district level will be financed by DSIP funds. Projects under the authority of Members of Parliament have become an important part of PNG budget. While these funds have the potential to make a difference in the lives of remote and rural communities, concerns about poor project implementation and unfinished projects are widespread. Open government partnership should pave way for priority on prudent public management and more DSIP funds are expected to finance service delivery.

4.2.3 Provincial & District Infrastructure Funds

Each District gets K10 million each year, and the provinces get K5 million per district under the service improvement program. This program will receive K40 million for the 4 districts and K20 million annually, totalling to K300 million over the next five years. This funding is significant to finance major critical infrastructure projects such as Connect PNG Infrastructure, including roads, bridges, ICT, WASH, and clean energy projects.

4.2.4 MTDP IV Kina–4–Kina Intervention Program

MTDP IV calls for a Kina - for - Kina arrangement to fund some of the critical infrastructures under SPAs 1 and 2. Under this arrangement, WPIDP's commitment is to meet 30 – 50 percent of the selected projects, while the remaining percentage will be met by Development Partners including National Government and donor agencies. The Kina – for – Kina arrangement will be factored into the financing strategy as a mechanism to support projects that will be jointly identified through the PIP and other processes.

4.2.5 Infrastructure Tax Credit Scheme

The Infrastructure Tax Credit Scheme (ITCS) was created by the government in 1992 as an innovative approach to infrastructure development. Through ITSC, WPA will seek government assistance for the identification of critical infrastructure projects to improve service delivery and movement of goods and services in the province.

4.2.6 Fixed Commitments (IDGs, HIIP)

Fixed commitments are other financing arrangements throughout the province and other strategic investments not mentioned in Capital Investment Budget (CIB) This also includes IDGs, etc. through MOA/MOU arrangements.

4.2.7 Development Partners Program Support

This source of funding is also known as counterpart financing from respective development partners, which provides support and assistance to the GoPNG. The Development Partners financing comprises grants to support provincial plan priorities (WPIDP 2023-2027) and key infrastructure facilities, as well as concessional loans for impact projects and key support for national government budget.

4.2.8 Public Investment Programs

This source of funding will be allocated through the GoPNG's Capital Investment Budget to finance various investment projects and programs under WPIDP 2023 – 2027. The additional government financing will be supported by various financial sources by relevant government agencies at the national and provincial levels, including FRPG budget to fund any key investment programs and projects.

4.2.9 Function Grants

Function grants will fund recurrent programs and projects and continue to maintain service delivery within the province.

4.2.10 Internal Revenue

All funding sources under the custody of FRPG will have policy guidelines to tie the funds on how and where the funds will be spent on. These sources include mining royalties, GST, development levies, MROT 2 and dividends.

4.2.11 Sectoral Investments

Sector agencies play crucial roles in financing and supporting projects that contribute to the provincial development goals. The key areas of support from these sector agencies can include investments in utilities (water and energy), construction and maintenance of healthcare facilities, crop production, livestock, initiatives that promote economic growth, entrepreneurship, and trade activities, skills development, and other investments.

Effective collaboration and coordination among these sector agencies are essential to ensure that investments are allocated strategically, addressing the diverse needs of the province and contributing to its overall development objectives.

4.2.12 Private Sector Partnerships

This source of funding is related to Public Private Partnership (PPP) arrangements between the government and private sector, community-based organizations (CBOs) and churches. The private sector includes major extractive industries that will contribute to financing the WPDIP 2023 – 2027 as part of their corporate responsibility in assisting the overall provincial development priorities for the next five years.

4.2.13 CSOs, FBOs, CBOs, Philanthropists

Collaboration with civil society, faith-based organisations, community-based organisations, and philanthropists can be instrumental. They can contribute to the development and maintenance of roads, bridges, and transportation systems, enhancing connectivity and accessibility. They can support the construction and improvement of educational facilities, including schools and training centres, help finance the construction of hospitals, clinics, and health centres, while churches may contribute to healthcare projects such as medical missions and community health programs.

Philanthropists and churches can support scholarships for students in need and empower women through skills training, education, and entrepreneurship opportunities.

4.3 Budget Strategy

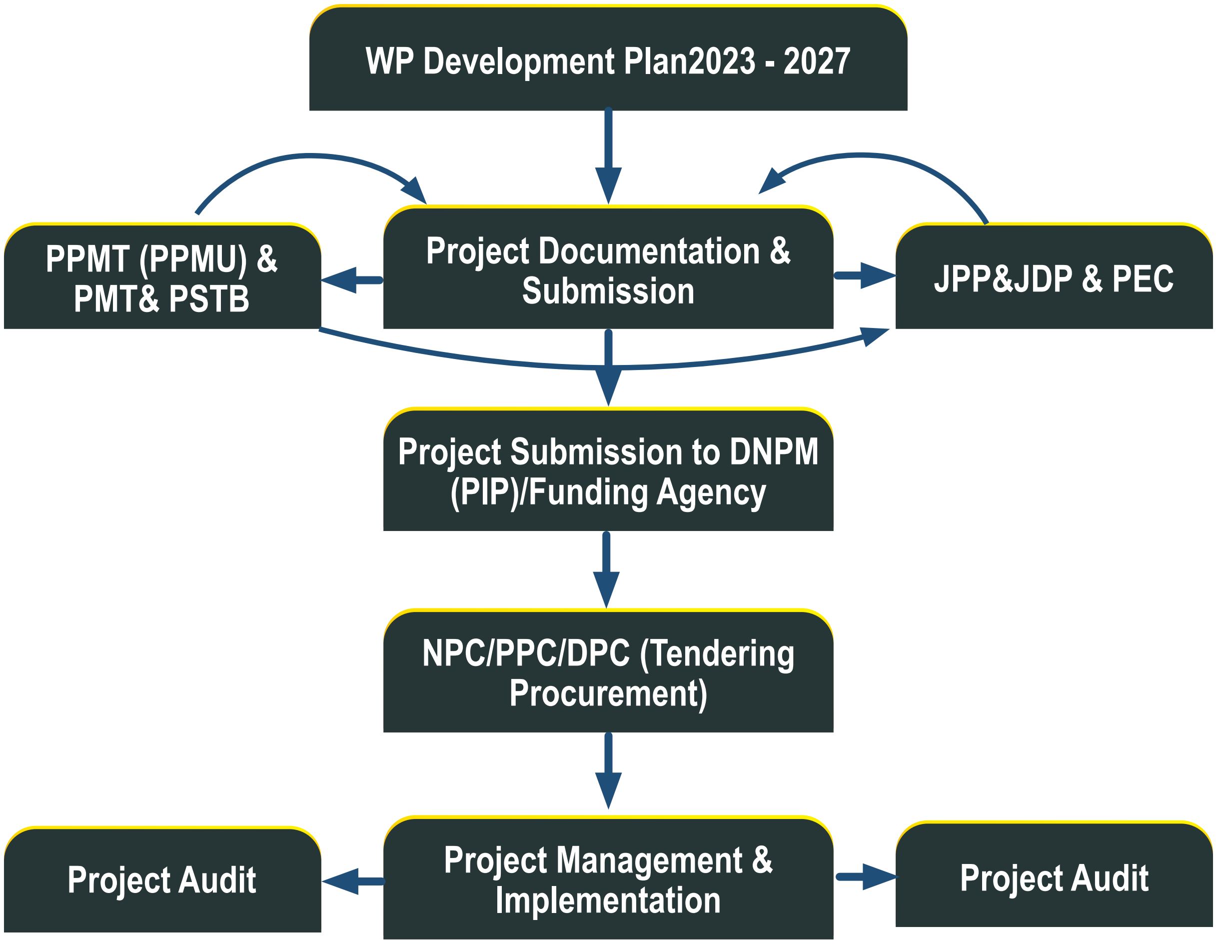
Provincial Budget Strategy (PBS) will be developed annually to support the priorities of the WPIDP 2023 – 2027. PBS sets out a financial strategy consistent with an annual national budget strategy for the effective and efficient functioning of the Public Financial Management (PFM) system, processes, and procedures. It will align with the strategic priority areas and direct intervention programs captured in the WPIDP 2023 – 2027 in a financial year. Annual Budgets will also align to the Development Plan and Budget for Development funds to ensure transparency & accountability of expenditures.

4.4 Implementation and Governance Structure Strategy

Achieving the WPIDP's priorities and effective delivery of the direct intervention programs necessitate a suitable Organizational Structure to support its implementation. Over this five-year period, WPA will streamline its institutional structure and staffing, strengthened capacities of officers and staff, install efficient and innovative systems and processes, and foster collaborative partnership with development partners, the private sector, CSOs, faith-based organisations, community groups and other partners.

In line with its mandated functions, WPA will strengthen the capacities of the Provincial Management Team (PMT), Provincial Planning and Budget Divisions, Provincial Coordination and Monitoring Committee (PCMC), Sectoral Technical Working Groups (STWGs), District Management Teams (DMTs) and Provincial Monitoring, Evaluation and Reporting Working Group (PMERWG). Quarterly plan and budget reviews will be undertaken regularly to assess and document the overall progress of plan implementation and address operations issues and concerns. The Provincial Policy, Planning and Monitoring Division (PPMD) will spearhead the quarterly plan and budget reviews in collaboration with the Provincial Budget and Treasury Offices and other provincial/district divisions.

Figure 2: Diagram of the provincial procurement process:



The Project Management Unit (PMU) will be established under the Administration to manage and implement projects while the PMT will be responsible for managing implementation of the plan. Collecting information on project indicators and progress, and comprehensive reports shall be shared to all stakeholders.

Dialogue with development partners and the private sector will be pursued annually to review progress of collaborative partnership and joint programs to foster complementation, harmonisation, and address coordination or operational issues.

Annual, Mid-term and End-of-Plan reviews will be undertaken to assess the overall performance of the plan and document the learnings and insights to adjust plan priorities and implementation strategies. Where necessary, evaluation studies will be conducted with key partners or research institutions to reinforce periodic reviews and assess impacts of provincial programs and projects.

Provincial performance reporting will be fine-tuned to meet the information needs of the Provincial Administrator, the Provincial Management Team, and other stakeholders. Section 119 reporting (required by the Organic Law on Provincial and Local Level Government, 1995) will be re-activated to meet accountability obligations with DPLGA. Divisional/branch heads are expected to convene regular review meeting with their staff to periodically review and assess staff performance in line with their organisational plans and its contribution to WPIDP, including regularity of S119 reporting.

Technical and financial support from development partners and central departments and agencies will be mobilised to support the effective implementation of WPIDP and contribute to strengthening WPA's institutional efficiency and governance mechanisms.

The WPIDP has shortcomings which may affect the effective implementation the objectives and goals of the Plan.

The WPIDP contains so many DIPS under the respective SPAs thus there is a very high possibility that most of them will not be implemented. The primary concern of The WPIDP which summarises the DIPs from the 4 district development plans is that the district administrations are understaffed and lack the capacity to deliver all or most of the DIPs. It is envisaged that the recent approved administrative structure whose intent to have 10% of the workforce at PHQ, twenty (20) percent placed in the districts and 70 % of the workforce in the LLGs would address the shortcomings.

In addition, the investment estimates of the plans were not derived based on research and feasibility studies thus there could be gross underestimation in the cost of investments which could result in many of the DIPs not being materialized. A Mid-term review of the district plans and the WPIDP would be necessary to address the flaws and reprioritize the investments in DIPS so that most of them could be implemented.

Another critical concern is that the development funding available to the province is presently controlled by the political leaders where they decide how fundings are distributed and what should be funded. The annual budget appropriations do not necessarily fund the DIPS in the various development plans but are appropriated for political convenience.

The existing strategy adopted by political leaders will highly derail the implementation of the plans. It is thus imperative that the budget and implementation governance strategies must be strengthened through critical discussions with the political leaders to address this issue, The strategy to develop policy guidelines on management and distribution of development grants will restrict ad hoc budgeting for political convenience and concentrate on DIPs in the development plans.

Bird of Paradise

WPIDP 2023-2027

Chapter 5

Monitoring, Evaluation and Reporting

"Reviewing and Charting our Development Pathway"

CONTACT US PO BOX 51, DARU

05 CHAPTER

CHAPTER 5: MONITORING, EVALUATION & REPORTING

5.1 Provincial Plan Monitoring

Monitoring a provincial development plan involves a systematic process to track the progress of the plan's implementation and to ensure that the plan is being implemented as intended, or to identify areas for improvement. The monitoring process involves regular collection on development investments, progress against district minimum standards and provincial plan deliverables. This is followed by the analysis of the provincial data or key performance indicators to assess progress and impact, reporting the findings to all provincial stakeholders, and adjusting the plan as necessary based on the findings.

The Provincial Policy, Planning and Monitoring Division (PPMD) provides oversight and manage the provincial monitoring functions. It will oversee the functions of the Provincial Project Management and Implementation Unit (PPMIU) in managing and tracking provincial development projects and provide regular feedback or reports to the PMT in managing implementation of the provincial plan.

5.1.1 Provincial Project Monitoring

The focus of provincial project monitoring:

1. ***Deliberate Intervention Projects (DIPs)*** - are projects reflected in WPIDP, funded by various sources, and implemented by provincial/district divisions and project management units. Each implementing division/organisation/unit will collect and analyse project progress using the reporting template prescribed by the PPPMD.
2. ***Public Investment Projects (PIPs)*** - are projects funded by the Department of National Planning and Monitoring (DNPM) through the Public Investment Program. Project monitoring will be undertaken by DNPM and assisted by PPPMD using the PIP reporting templates.
3. ***Development Partner Programs/Projects*** - are grants and concessional loans programs/projects funded by bilateral and multilateral donors and the private sector. Monitoring and reporting are based on development partners monitoring and reporting standards/templates. Projects are reported to the relevant technical working groups or project steering committees.

The PPPMD shall oversee and manage the overall coordination, monitoring, evaluation, and reporting of these projects through the Provincial Monitoring, Evaluation and Reporting (PMER) team. The PMER team will provide standard monitoring and evaluation framework/ template that will be used during actual monitoring and reporting. Monitoring findings and implementation insights will be processed to adjust implementation strategies and practices for improved plan execution and management.

5.1.2 Provincial Result Monitoring (Outputs, Outcomes, and Impact)

Provincial results monitoring is a dynamic and ongoing process that revolves around the core question: ***"Is WPIDP achieving what we set out to achieve, and how can we improve?"*** It's a systematic and reflective approach to ensure that efforts lead to meaningful and desired development outcomes.

The primary objective is to understand whether the intended plan objectives are being achieved and to what extent. The focus of provincial results monitoring:

1. ***Plan Objective Achievement:*** The central focus is on the provincial development goals and objectives. Determine whether provincial plan goals/objectives are being met and, if not, what factors may be hindering progress.
2. ***Key Performance Indicators (KPIs):*** Results monitoring centers around specific performance indicators that are chosen to reflect the critical aspects of the plan. These indicators are measurable and serve as signals of progress (see M&E framework).
3. ***Efficiency and Effectiveness:*** It looks at how efficiently resources are being utilized to achieve the desired provincial outcomes. Monitoring aims to identify areas where improvements can be made to enhance effectiveness and efficiency.
4. ***Quality of Plan Implementation:*** Beyond just the outcomes, results monitoring pays attention to how well the provincial plan is being implemented. This includes adherence to provincial plans, timelines, and the quality of activities undertaken.
5. ***Baseline Comparison:*** A crucial aspect is comparing current results with the baseline data established at the beginning of the plan. This baseline serves as a reference point to gauge the extent of change or impact of plan implementation.
6. ***Identifying Trends and Patterns:*** Results monitoring involves analyzing provincial data over time to identify trends and patterns. This helps in understanding whether changes are consistent and sustained.
7. ***Stakeholders Feedback and Learning:*** It focuses on creating a feedback loop that involves stakeholders. By obtaining feedback, the monitoring process can capture qualitative insights and lessons learned, contributing to ongoing learning and improvement.
8. ***Risk Identification:*** Monitoring is attentive to potential risks and challenges that may affect the plan's outcomes. Early identification allows for proactive measures to mitigate risks.
9. ***Adaptability:*** Results monitoring is forward-looking. If the data indicates that the plan is not progressing as expected, it provides the basis for making adjustments and adaptations to strategies and activities.
10. ***Accountability and Transparency:*** The process contributes to accountability by providing evidence of whether commitments are being fulfilled. Transparency is facilitated through the open sharing of results with stakeholders.

5.2 Provincial Evaluation and Assessments

Provincial evaluation and assessment exercises provide numerous benefits and contributing to overall provincial development. It measures the effectiveness of provincial programs and projects, and evaluation findings can inform the development and refinement of provincial plans, policies, and strategies.

5.2.1 Mid – Term Review and Assessment

Provincial mid-term review and assessment of WPIDP offer a strategic and timely approach to evaluating plan's progress, making necessary adjustments, and ensuring that provincial programs and projects are on track to achieve its provincial goals/objectives. The benefits extend to improved performance, enhanced adaptability, and a more efficient use of resources.

In addition, it will facilitate:

- *i.* ***Timely Feedback*** - allowing for timely adjustments and enables PMT to address issues before they escalate and make improvements while the plan is still ongoing.
- *ii.* ***Resource Optimization*** - evaluating progress midway helps the province optimize resource utilization.
- *iii.* ***Learning and Improvement*** - apply lessons learned to enhance the effectiveness of current programs and projects and inform future provincial initiatives.
- *iv.* ***Strategic Alignment*** - help ensure that programs and projects remain aligned with MTDP IV and other national strategic and provincial priorities.
- *v.* ***Enhanced Decision-Making*** - decision makers can make informed choices based on real-time data and evidence.
- *vi.* ***Documentation of Progress*** - mid-term assessment provides a documented record of plan progress, challenges, and achievements.

The PMT will be responsible for conducting the mid-term review and assessment in 2026-27 through the PPPMD in collaboration with DNPM, development partners and other stakeholders. The findings will be submitted to the JPPBPC and PEC for endorsement. Provincial sector and division heads, programs managers and other partners will assist the review using the provincial M&E framework/plan.

5.3 Provincial Reporting and Information Management

Over this plan implementation period, the provincial reporting system will be streamlined and strengthened. The PMER Team will be established to coordinate and manage the M&E and reporting system for WPIDP. Progress reports associated with SPAs, DIPs, and programs/projects funded by development partners and the private sector are integrated into the quarterly plan and budget reports.

Divisional heads as sector managers are responsible for producing quality progress reports and timely submission to PPPMD. Reports collected will be reviewed, validated, and analysed to compare against baseline and targets. Summary progress of indicators is documented for effective provincial management and decision making.

5.3.1 Provincial Information Management System

The Provincial Information System is a structured collection of data that is organised and stored electronically. It acts as a digital repository for critical social, economic, and environmental information or data, allowing for efficient retrieval, management, and analysis. By storing and effectively managing this information in a database, provincial senior executives and sector leaders can make informed choices to address the needs and challenges of the districts, LLGs and communities.

The evolving provincial information system should include:

1. **Population Demographics:**
   - Information about the province/districts/LLGs population, including age distribution, gender, and ethnic composition. This data is crucial for planning public services such as healthcare, education, and social welfare.
2. **Health Records:**
   - Provincial health data, including immunization records, disease prevalence, and information on healthcare utilization. This helps in tracking public health trends and planning healthcare services.
3. **Education Statistics:**
   - Data on school enrolment, literacy rates, and educational attainment. This information aids in planning and improving educational infrastructure and programs.
4. **Agricultural Production:**
   - Details about crop yields, types of crops grown, and farming practices. This data is essential for managing agricultural resources, predicting food security, and planning agricultural development initiatives.
5. **Infrastructure Inventory:**
   - Information on roads, bridges, water supply, and electricity infrastructure. This data assists in infrastructure development and maintenance planning.
6. **Economic Indicators:**
   - Data related to employment rates, income levels, and economic activities. This information is vital for economic planning, identifying growth opportunities, and addressing unemployment issues.
7. **Environmental Data:**
   - Details on environmental factors such as air and water quality, biodiversity, and

natural resource utilisation. This data supports sustainable development and environmental conservation efforts.

8. **Emergency Response Information:**
   - Data on disaster risk, historical disaster occurrences, and emergency response capabilities. This information is critical for disaster preparedness and response planning.

9. **Land Use and Zoning:**
   - Information on land use patterns, zoning regulations, and land ownership. This data is important for urban planning, infrastructure development, and preventing illegal land use.

10. **Government Finances:**
    - Financial data related to budget allocations, expenditures, and revenue collection. This information is essential for fiscal planning, transparency, and accountability.

11. **Others:**
    - HR Records
    - Progress of DIPS (profiles & status)
    - Section 119 Reports
    - Stakeholder Mapping or Profiles of Development Partners and its services
    - Donor Partners reports and their existing country or provincial development strategies, programs/projects
    - Provincial and District Development Plans and Ward record books

5.3.2 Section 119 Report

Section 119 Reports will be part of the Provincial Information System/Database to keep track of service delivery at the provincial and district levels and reported to DPLGA every first quarter of each year.

5.3.3 Ward Recorder System

A ward recording system is crucial for ward development as it helps in systematically collecting, managing, and analysing data at the ward level. It covers a wide range of aspects to provide a comprehensive understanding of the local conditions and needs.

Districts and LLGs will conduct ward recorders and LLG/ward development planning trainings in collaboration with DPLGA. All Districts and LLGs will facilitate and assist their respective Wards to develop, review and update their ward record books and development plans annually as basis for project identification and easily accessible by the province and other stakeholders.

5.3.4 PIP Implementation Report

PIP Implementation Report offers a comprehensive and detailed assessment of the implemented public investment in provinces, providing stakeholders with a clear understanding of its performance and impact. PIP quarterly reports should capture the following information:

1. **Implementation Progress** - detail how well the project was executed. This includes timelines, budget adherence, and any challenges faced during the implementation phase.

2. **Financial Performance** - present a financial overview, comparing the initial budget to the actual expenses. Include any deviations and explain the reasons behind them.
3. **Infrastructure Utilization** - evaluate the extent to which the newly implemented infrastructure is being used or utilized.
4. **Social and Economic Benefits** - the broader social and economic benefits brought about by the investment.
5. **Environmental Impact** - assess the project's environmental implications.
6. **Operational Challenges and Solutions** - challenges faced during the operational phase and the strategies implemented to address them.
7. **Long-Term Sustainability** - evaluate the sustainability of the project over the long term.

5.3.5 Provincial Development Forum

WPA's development forums promote transparent communication between provincial, district and local authorities, government representatives, development partners, the private sector and community members. This open dialogue helps build trust, fosters collaboration, and reduces the likelihood of misunderstandings. It serves as platforms for mobilising resources, both financial and non-financial. By showcasing provincial development plans and priorities, these forums have attracted support from development partners, the private sector, and other partners.

As a catalyst for positive change, the WPIDP 2023-2027 priorities were extracted from the recommendations and outcomes of the 3rd Provincial Development Forum in November 2022. The forum centred around ***'Reviewing and Charting our Development Pathway'*** as the battle cry of the Western Provincial Development Plan 2018-22. The 4th Development Forum is scheduled in 2027 to review the current WPIDP 2023-2027.

Table 57 Annual/Mid Term/End-of-Plan M&E Framework Template (2023-2027)

SPA:					Sector:				
DIPs Title:					Project Location:				
Key Performance Indicators	Baseline (Year)	End-of-Plan Target 2023-2027 [1]	Mid-term Target (2023-2025) [2]	Annual Target (2024) [3]	Achievements			Responsibility for monitoring & reporting	
					This year[1] (2024) [4]	% of achievements[2] [5]	% of Cumulative achievement[3] [6]	Lead Person/ Entity	Supporting Person/Entity

Prepared & reviewed by: ....

Provincial M&E Director

Validated & endorsed by: ....

Provincial Planner

[1]*Recorded progress of indicator during the year in review.*
[2]*Percentage of achievements of the indicator as against the annual targets- [4]/[3]*
[3]*Percentage of achievements of the indicator during the year in review as against the end-of-plan targets-[6]/[1]*

Local men performing a traditional dance

Chapter 6

Risk Management

"Reviewing and Charting our Development Pathway"

CONTACT US PO BOX 51, DARU

06 CHAPTER

CHAPTER 6: RISK MANAGEMENT

There are potential risks that can impede the implementation of WPIDP 2023 -2027. Effective strategies will be established to identify the possible risks and set up mechanisms to address those risks and implement the development plan.

The key risk factors include natural disasters, financing unsolicited projects, non-alignment of district implementation plans, increasing law and order issues, lack of funding, land disputes, internal and border security issues, lack of human resources and technical capabilities, and geographic challenges of the province.

a. Natural Disasters

Climate change and natural disaster will affect the internal revenue and other source for financing of the development plan. There will be strategic intervention programs included for emergency and recovery plans for the province. The province will have an environmental risk management in place.

b. Financing Unsolicited Projects

Funding of unsolicited projects and programs imposes a high risk and impede the implementation of the provincial budget and the potential to deliver the target as per the plans. Ensuring the procurement compliance must be observed and procurement act 2018 and PFMA guidelines.

c. Non-alignment of Development Plans

Non-alignment of the district, LLG and ward plans to the provincial development plan has been an impediment to the implementations of plans. This will be addressed by realigning all the four district plans together and integrated into the Western Province Provincial Development Plan 2023 -2027.

d. Increasing Law and Order Issues

The increasing law and order including border issues are increasing and alarming in WP which will have a huge effect on implementing the development plans. The government at all levels had minimum capacity and lack of support to effectively address the seriousness of these issues and proper mechanism will be instituted to take a holistic approach.

e. Lack of Funding to Effectively Implement the Budget

Untimely release of development funds and diversion of targeted development budgets into unbudgeted program and projects are impediments to the implementation of the plans. Regular dialogue will be established with the relevant agencies to effectively release the allocated funds to implement the plans.

f. Land Disputes

The land disputes have been an impediment in implementing proposed projects due to more lands own by customary landowners. The Indigenous landowners are to free the land for major investment. People must be fully engaged in implementing the WP development plans.

g. Lack of Governance

Lack of intra alignment with district plans to the provincial integrated plan to drive development plans for WPIDP 2023-2027. Limited M&E and reporting skills to measure performance is a great impediment in effectively implementing the plans.

h. Political Influences

There are lot of risks involved when political leaders have their own interest in programs and projects that are not associated with the development plans for the benefit of wider communities. Establish strategies to manage risks by having policy guidelines for all the funding sources, workshop on the development plan and involvement of stakeholders in the planning process.

i. Lack of Human Resources and Technical Capabilities

There has always been shortage of manpower in technical areas for implementing the development plans. Required number of manpower will be recruited under the new DPM approved structure for the administration to implement the plan.

j. Geographical Challenges of the Province

All projects will have detailed study to determine the actual cost that will cover the logistics of delivering a project.

Table 58 Western Province Risk Matrix

KEY RISKS	CONSEQUENCE 1. Limited 2. Minor 3. Moderate 4. Major 5. Severe	PROBABILITY 1. Rare certain 2. Unlikely 3. Possible 4. Likely 5. Almost	RISK RATING 1. Low 2. Medium 3. High	RISK MANAGEMENT STRATEGIES
1. Natural Disaster	4	3	3	Strategize provincial disaster emergency plan and partner with National Disaster Office and other agencies to monitor and coordinate the implementation of the disaster plan.
2. Financing unsolicited projects	4	3	3	PSIP and other development funding follow the proper procurement process and PFMA and other Policy guidelines.
3. Nonalignment of development plans	3	3	1	Collaborate with districts and LLGs in aligning their respective local development plans to the provincial development plan
4. Increasing law and order issues	3	3	2	Empower police and deploy them into strategic locations to hunt down hot spots.
5. Lack funding	3	4	3	Strengthen the cooperation partnership with the development partners to co-finance and leverage funding for priority programs/projects set out in the provincial plan.
6. Lack of governance	3	3	3	Streamline the provincial structure and capacitate key divisions to drive the implementation of the WPIDP 2023-27 through a new Provincial Corporate Plan and improved provincial M&E and reporting systems and other best financial management practices.
7. Political influence	4	4	3	Sustained advocacy and dialogue and constant engagement with political leadership in supporting key strategic priority areas and critical programs and projects outlined in the provincial development plan.
8. Land disputes	3	3	3	Establish guiding policy and settlement or land resolution mechanisms to address all land issues and create conducive business environment for both landowners and developer.
9. Lack of Manpower	3	3	2	Recruitment of skilled manpower through an independent recruitment process endorsed by WPA and DPM and supported by DFAT and APSP.
10. Geographic challenges of Province	4	4	2	Criteria for project site selection streamlined and appropriate project planning, designing and costing to be done in collaboration with districts and LLGs to ensure cost efficiency and value for money.

Relief supplies transported via dinghies

WPIDP 2023-2027

Chapter 7

Marketing and Communication Strategy

"Reviewing and Charting our Development Pathway"

CONTACT US PO BOX 51, DARU

07
CHAPTER

CHAPTER 7: MARKETING AND COMMUNICATION STRATEGY

Provincial communication and marketing strategy is designed to facilitate the successful implementation of WPIDP 2023 – 2027. It shall advocate for the values of good governance, transparency and accountability, and community engagement.

By adhering to this communication and marketing strategy, the plan will not only foster active participation but also attract investors, ensuring sustainable development, and serve the best interests of Western Province population.

7.1 Objectives

The objective is to take ownership and provide a clear direction and leadership through the WPIDP 2023 – 2027 by strengthening FRPG/WPA relationship with key stakeholders by an effective promotional campaign led by a powerful marketing communication plan to get results and support.

7.1.1 Target Groups

Primary target groups, Australian High Commission, PNGSDP, OTML, OTDF, potential investors and central departments notably National Planning Monitoring and Provincial & Local Level Government Affairs, Health, Education, and other relevant departments. Other target groups include the political leaders both at the national and provincial levels, WPA, the private sector and the civil society.

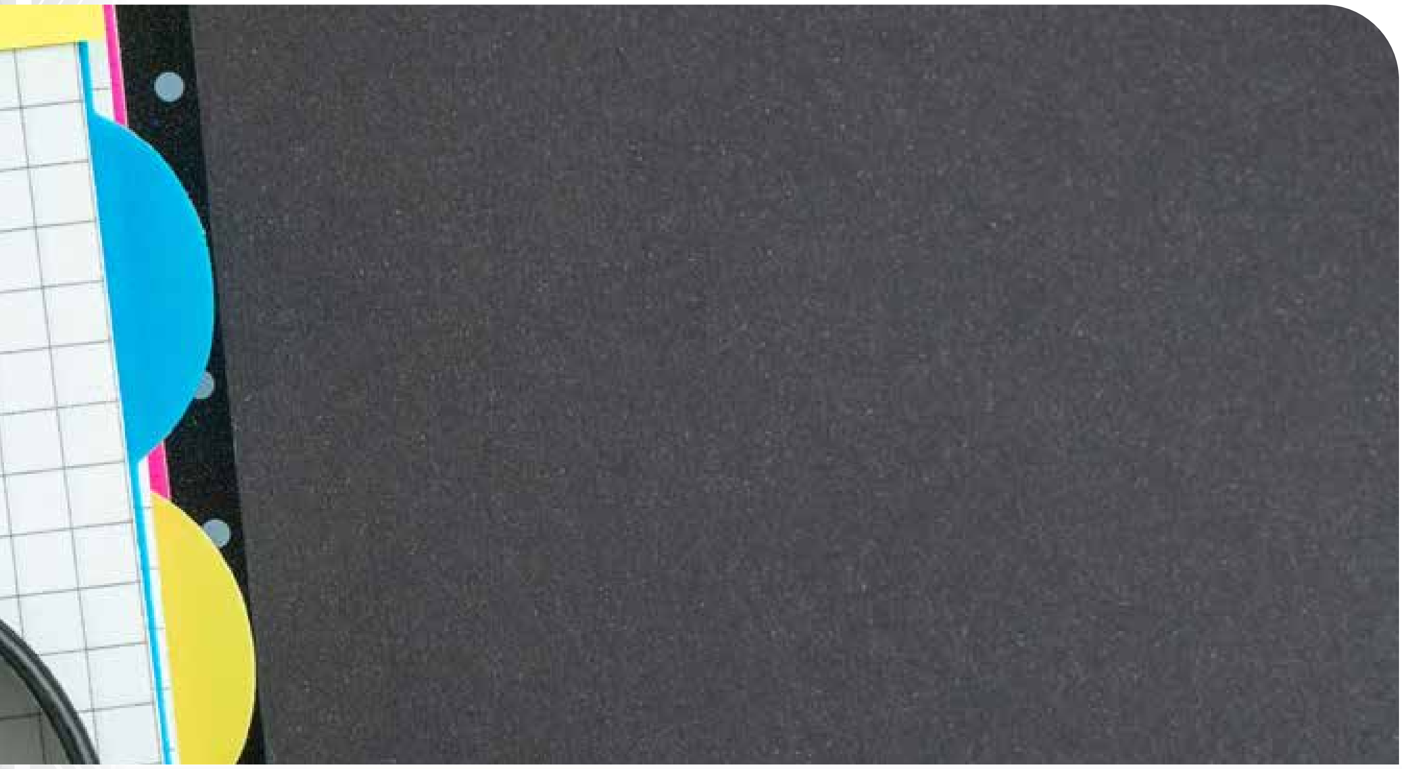
7.2 Methods of Communication

Methods of communication will be through: (1) workshops at strategic locations (within and outside of the province inviting targeted groups; (2) provincial social media page (Facebook, YouTube, Instagram, LinkedIn) and provincial government website; (3) radio broadcast (NBC provincial radio); and (4) through day-to-day interactions with various stakeholders at various settings during plan implementation.

7.3 Provincial Website

Progress of WPIDP implementation and other provincial initiatives will be posted on provincial government website (frpg.gov.pg) which is currently being developed in accordance with the Department of ICT Standards and Guidelines (Digital Bill 2022).

The layout of the website includes the various services and programs of the province, provincial news or updates of impact projects, provincial/district plans and policies, organigram of the province, new provincial policies or legislations, policy statements of the political leadership, downloadable documents (e.g., provincial and district profiles, or annual reports and linkages to district websites and other relevant central departments or agency.



REFERENCES

Fly River Provincial Government (2018) *Western Provincial Integrated Provincial Development 2018-2022*

Western Provincial Health Authority. (2021) *Five Year Strategic Plan*

Department for Community Development and Religion (2015). *Papua New National Policy on Disability 2015-2025*

Department of National Planning and Monitoring (2023) *Papua New Guinea Medium Term Development Plan IV 2023-2027*

Department of National Planning and Monitoring (2010). *Papua New Guinea Development Strategic Plan 2010-2030*

Department of National Planning and Monitoring (2015). *National Population Policy 2015-2024, Volume 1 Policy Statement*

Department of National Planning and Monitoring (2015). *National Water, Sanitation and Hygiene (WaSH) Policy 2015-2030*

Department of Petroleum and Energy (2017). *National Energy Policy 2017-2027*

National AIDS Council (2018). *Papua New Guinea National STI and HIV Strategy 2018-2022*

National Statistical Office. (2015) *Papua New Guinea 2011 Census Provincial Report Central*

National Statistical Office. (2019) *Demography Health Survey 2016-2018*

National Statistical Office. (2021). *National Population Estimates 2021 Central Province Results* (https://www.nso.gov.pg/statistics/population/

National Strategic Plan Taskforce. *Papua New Guinea Vision 2050*

National Research Institute. (2010) *Papua New Guinea District and Provincial Profiles*

National Research Institute. (2013) *Population and Demographic Trends in Papua New Guinea*

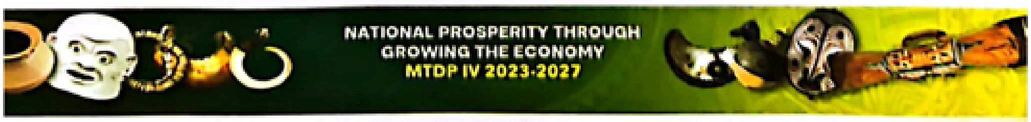
National Research Institute (2021). *Key 2019 Indicators for Universal Basic Education in Papua New Guinea's Districts and Provinces*

ANNEXES

Annex 1 - Summary of the Province Deliberate Intervention Program

Department of National Planning and Monitoring
MTDP IV Alignment Vetting

PROVINCE DELIBERATE INTERVENTION PROGRAM			
SUMMARY DELIVERABLES			
PROVINCE:	WESTERN PROVINCE		
SPA	NO	INVESTMENT(S)	DELIVERABLE STATEMENT
SPA 1	1	District Market	All District Markets constructed
	2	Fresh Produce	More than 70% of the population will supply fresh produce to the domestic market
	3	Vanila	400,000 bags produced annually
	4	Livestock	South Fly and Delta Fly Livestock farming supported
SPA 2	1	District Road Network	All provincial main road network upgraded to good condition
			Kiunga Aiambak road constructed (Connect PNG)
		Water/Sea Transport	Daru Port Upgraded
	2	Utilities	All district water supply and sanitation infrastructures provided
	3	Growth Centre	All district has at least 1 growth centre developed
	4	Housing	Provincial Administration Staff Housing Constructed
SPA 3	1	Provincial Hospital	Daru Provincial Hospital upgraded
	2	District Hospital	Middle Fly and South Fly district hospital constructed
SPA 4	1	District TVET Centres	At least one TVET centres per district supported, rehabilitated and operational
	2	Tertiary	Rumginae School of Nursing Extension undertaken
	3	High Schools	All high schools in MF and NF rehabilitated and restored
SPA 5	1	District Police Stations	All district police Infrastructure developed
	2	District Court House	All district court house Infrastructure developed
	3	Correctional Services	CS Infrastructure Upgraded in Middle Fly District
SPA 6	1	Immigration	Manda, Weam, and Ambaga Boarder Facilities established
SPA 7	1	IFMS	Delta Fly and South Fly Districts connected to IFMS
	2	E-Procurement	E-Procurement system established in all the DHQs
SPA 8	1	DIMS	DIMS established in the all DHQs
	2	NID	At least 80% of the population issued with NID by 2027
	3	Ward recording system	At least 80% of the wards in each district using ward recording system by 2027
SPA 9			
SPA 10	1	District Waste Management	All district town waste management facilities established
	2	Natural Disaster Management	All Natural Disaster Management programs supported
	3	Climate Change Mitigation and Adaptation	Biodiversity and conservation program supported in SFD & DFD
SPA 11	1	Sport Facilities	Kiunga Stadium constructed
	2	Youth Empowerment Program	At least 20,000 youths engaged and supported through SME program and others
	3	Women Empowerment Program	At least 20,000 women supported through SME program and others
SPA 12	1	Support Church Partnership Program	Number of churches partner with DDA in service delivery
	2	CSO and Private Sector Support Program	Number of CSOs and private sectors partner with DDA in service delivery



Logging bay at Rampsite, NFD

“Reviewing and Charting Our Development Pathway”

FLY RIVER PROVINCIAL GOVERNMENT

ALIGNED TO THE MEDIUM TERM DEVELOPMENT PLAN IV |2023 -2027|