

WABAG DISTRICT DEVELOPMENT AUTHORITY DEVELOPMENT PLAN 2018 – 2022

FOREWARD

With great optimism and hope we humbly present the Rolling 5-year Development Plan 2018-2022 for the Wabag District to everyone including our development partners and other stakeholders.

It is stipulated under Section 33A (3) (d) of the Organic Law on Provincial and Local Level Government as a compulsory and mandatory requirement of all districts in Papua New Guinea to have a 5-year district development plan. Therefore, we have come up with this plan taking into consideration views and aspirations of everyone from the district and framing them against our policies to have a single plan that will drive our development agendas over the next 5 years.

The 5 years Development Plan as mentioned earlier is stipulated in legislature as a necessary prerequisite for any government's development aspirations in Papua New Guinea. However, even if it were never stipulated, a development plan is an important guiding framework and is essential for ordered and coordinated development anywhere in the world. It is an important blueprint which will guide us to implement projects in a strategic and timely fashion to realize our dreams and visions as a district in this beautiful nation. We would not want to push the horse before the cart so to speak as in the last 43 years in retrospect. In those past years, development and project implementation were done in a haphazard way with no guiding vision or goals but rather were dictated by demands from political supporters in their quest for political survival. Projects that were initiated by former MPs were not followed through either because of the non-existence of such plans or rather in attempts to avenge or demean them and their supporters.

Our 5-year development plan has been undertaken after very close consultation with our experienced administration staff who have been working in the district for many years whilst also taking into consideration the aspirations of our educated elites and the cries of our ordinary people, especially, the supplications of the rural silent majority who have been deprived off basic government services for a very long time. Therefore, we hope this plan will be wiser with the guidance of our experienced district staff; innovative and intelligent with the contribution of the young and educated elites, and also very fair as humanely and morally possible to make a difference in the lives of our rural silent populace as well as everyone else. Whilst we take into consideration all these, together with the many challenges that are very pressing and those that require immediate attention, we would also not be afraid to make sacrifices for the greater good of our

people in the future ahead of us especially, making the necessary sacrifices for our children and for the future generations to come.

This plan in essence would be part for our 30-year development plan in which we aspire to build Wabag District into a model district that must be Healthy; Wealthy; Wise and Educated with whatever means necessary whilst maintaining the principles of Honesty and Hard Work. Our wish is to Empower our people, so they can become partners in the development of our district and off course our young nation through our two main pillar policies of Quality Universal Education and Agriculture-based SME drives.

Our Constitution in its Preamble clearly states in the Guiding Principles and Guidelines of its desire to see each and every citizen liberated and given equal opportunity to develop oneself fully so as to be able to take part in the development opportunities of this nation. That is, our goal as a district is to be able to empower our people fully so they can be liberated from the shackles of poverty and marginalization from all forms of evil especially political cronyism and be given an equal platform where hard work and honesty become the foundation for success.

This plan we hope will provide the impetus for good sustained growth into the future by being grounded in the good moral principles of honesty, trust and transparency whilst being driven by our policies to achieve a people that is Empowered to be active partners in development.

1.0 INTRODUCTION

The 5-year Development Plan will be driven by the Vision of Wabag District and that is to ultimately Empower our people to be Healthy, Wealthy, Wise and Educated so they can equally part take in the development opportunities of our country on a level platform created by our district government where hard-work and honesty become the foundation for success.

Therefore, our development plan will be driven by the following agendas that have been raised by our people in consultation with government officers and most importantly the Administrative and Electoral staff who want a plan that is firstly unique and innovative:

1. A retrospective analysis of the past trend of development, successes and failures
2. An analysis of strengths and weaknesses
3. The National Government's Overall Development Policies like Vision 2050, MTDP 3 and STARS
4. Our Development Policies and Vision

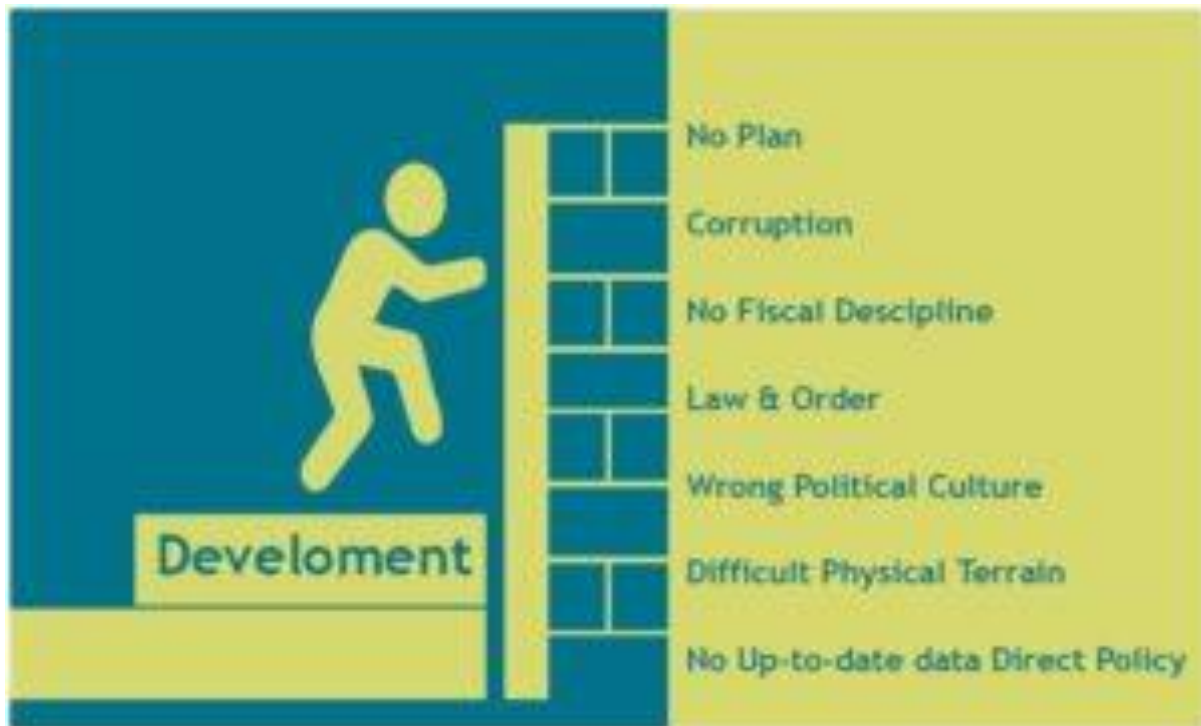
1.1 A RETROSPECTIVE ANALYSIS OF WABAG

Wabag and so the rest of the country from our general observation have not really progressed well given the huge resource booms and the financial abundance we were enjoying in the last two decades. There are some reasons from general observation and from extracts from research papers done by development experts and will be listed to help guide formulate our development plan, so we don't repeat the same mistakes in the future.

1.1.1 Obstacles of Development

From the general observation and researches done by people we realize the following to be some factors that really hindered or slowed the progress of development over the last 43 years and they are:

1. No Development Plans
2. No Fiscal Discipline by Administrators and Political Heads
3. Politics and the wrong contemporary political cultures that evolved (Free Hand-outs)
4. Corruption
5. Law and Order
6. Difficult terrain (mountainous)
7. Development Agendas not driven by Research and Statistics



Development over the last 43 years was on an ad-hoc basis with no discipline and follow through or consistency by political successors as the development agendas were not driven by any development plan or research but rather by the demands of supporters and the desires for political survival. Projects were not completed fully as new MPs decided to do their own things either from the pressures from supporters or in their bid to misappropriate funds for their own benefit. Corruption and fiscal ill-discipline have also contributed greatly to this slow progress over the last 4 decades. Therefore, today we have a great disparity between the number of infrastructures and the size of population; our population is slowing overwhelming the capacity of infrastructures available and there is an urgent and pressing need in building more infrastructures to cater for this increase in population due to lack of foresight by our leaders.

Law and Order has also been one of the greatest stumbling blocks for development and is still today.

The other issue is the difficult terrain and the difficulties associated with bringing service to people over the very rough and steep terrains that dominate our country.

Considering all these we hope we will never repeat the same mistakes by formulating a good but simple development plan with clear achievable goals.

1.1.2 What Did We Do Right?

One thing our provincial and district government did well and thanks to our Governor Sir Peter Ipatas, is the **Free Education Policy**. It was a policy that was implemented consistently over 20 years and because of its success, the national government has now

adopted it. We as a province and also district have a lot more educated people in this nation than before. One other reason may be the stable leadership of our good governor over 20 years. Stability in Politics is a good thing especially when you have someone who is visionary and honest.

1.2 STRENGTHS, WEAKNESS, THREATS AND OPPORTUNITIES (SWOT)

For us to really plan well, we have to know where our strengths and weaknesses lie so we can factor in interventions that will make a difference in the lives of people. Proper analysis is vital so we can really highlight issues and positives that can be harnessed to plan carefully the future of our district.

1.2.1 Strengths

The two obvious strengths we have is our land and our people. The bountiful resources we have on our land can be our strengths if they are utilized well in a sustainable and environment friendly manner, so they are preserved as a heritage for our future generations.

The most important resource and strength are our people. This nation will be great if we develop our people well and empower them. They are our greatest asset and strength.

1.2.2 Weaknesses

The following are some of our weaknesses and have been mentioned earlier already:

1. Corruption
2. Politics especially instability and the corrupt contemporary political cultures
3. Law and Order
4. Difficult terrain
5. Culture
6. Weak and Ineffective Public Service
7. Low Social Indicators esp. literacy rates etc.

1.2.3 Threats

The following are some of the eminent threats that must be considered carefully:

1. The emergence of new disease patterns especially lifestyle diseases; XDR TB; Polio and HIV AIDS
2. The invasion of small SME sectors by foreigners
3. Global warming and the changing weather patterns

4. Pollution and destruction of our environments by resource developers and ourselves through non-adherence to the Global Green Planet Policies
5. Growing YOUTH population with lack of engagement in formal or non-formal sectors
6. High growth rate

1.2.4 Opportunities

The following are some opportunities that can be usurped to better the lives of our people:

1. The new market created by the Innovative Agro-Industries based out of Sirunki where farmers can grow and sell their produce
2. The free-education policy

1.3 THE NATIONAL GOVERNMENT'S DEVELOPMENT AGENDAS

Whilst we may have our own unique development agendas per district, all must be aligned with the main government development policies and we as a district are no exception. The common agendas are same except for a few unique differences that are only peculiar to individual districts. However, as a nation we have a common vision in Vision 2050 and other important development policy papers like the MTDP 3 that was launched recently and the STARS that we as a nation must subscribe to in order to align our development plans to achieve the common outcome for all humanity and that is the “Pursuit of Happiness”.

1.3.1 Vision 2050

Vision 2050 is a long-term road-map plan that the National Government developed and set for the nation as an ideal but not too ambitious goal that the nation must subscribe to and reach in the next 30 years. It is the destiny that we must all arrive at in the said time but to reach it, the directions we must follow are prescribed in MTDP 3, STARS, other Global Development Policies and the 5-Year Rolling District Development Plans.

Vision 2050 envisions our nation to be a *Smart, Wise, Fair and Happy Society with the Mission Statement to be ranked in the top 50 countries in the United Nation’s Human Development Index (UNHD) by 2050*. This plan envisages that the outcome will be achieved by creating opportunities for personal and national development through economic growth, smart innovative ideas, quality service and ensuring fair and equitable distribution of benefits in a safe and secure environment for all citizens.

1.3.2 Medium Term Development Strategy 3

Medium Term Development Strategy 3 outlines the short-term development agendas that must be implemented in order to reach our long-term goals mentioned above. These will be reflected together with our own development aspirations to maintain adequate alignment with the national goals as we aspire to reach the long-term Vision 2050 goals.

1.3.3 Strategy for Responsible Sustainable Development

The strategy for Responsible and Sustainable Development is a blue print developed in line with Global Development Policies to achieve Responsible and Sustainable Growth. It basically reflects the need to protect our planet using sustainable and environment friendly measures, so we can preserve our resources for our future generations using concepts of a Green Economy and Green Planet.

2.0 WABAG IN 2018-A REVIEW OF TODAY AND THE LAST 43 YEARS

2.1 Background

Wabag District is hoist to the provincial headquarters of the Enga Province and is one of the 5 districts of Enga Province. Its capital town is Wabag and is also the provincial capital and the major government service facilities are situated here.

Enga is one of the 21 provinces that make up Papua New Guinea (PNG). It occupies 11,800km² of the PNG highlands. It is located in the north most region of the highlands of PNG, having been divided from the Western Highlands to become a separate province when the provinces were created at the time of independence in 1975. The people of Enga are called Engas – they are a majority ethnic group – speaking one major language in all its five districts comprising approximately 435,000 people.

The population may have gone up to nearly 500,000 now and Wabag District comprises nearly a fifth of that which is nearly 100,000. It covers an area of 1090 square km and has some of the most remote areas of Enga province, so the development challenges are quite diverse and difficult.

Map of Enga with demarcation of the districts

2.1.3 Local Level Government

Wabag District has three LLGs and they are the Wabag Urban; Wabag Rural and Maramuni LLGs. There is a push for another LLG and submissions are before relevant authorities for approval.

The three LLGs together have 56 wards and are as follows:

- a) Maramuni LLG-13 Wards
- b) Wabag Urban-7 Wards
- c) Wabag Rural-33 Wards

Map of Wabag with partition of the 3 LLGs

2.1.4 Climate

It is generally wet and dry throughout the year but due to the high altitude it is classified under the Koppen Classification as Cfb. Temperate oceanic climates, also known as marine mild winter climates or simply oceanic climates, are found either at middle latitudes or in equatorial areas at higher altitudes.

2.2 WABAG

The Wabag District Administration Head Quarters is in Wabag Centre and the Enga Provincial Headquarter. This is in compliance to the OLPLLG Part IV. Institutional Structure of the Administrative System of the Provincial Governments and Local Level Governments under Section 72 Subsection (3) that states that “there shall be established in each Province a Provincial Headquarters and in each District a District Head Quarters and Subsection (4) that states that “the boundaries of the District for which each District Administrative Head Quarters is responsible shall be the same as the open electorate of the parliament in which the headquarters is situated”

The District HQ has an Administration building and a District Treasury building which is in compliance to the OLPLLG Part IV. Institutional Structure of the Administrative System of the Provincial Governments and Local Level Governments under Section 73 (1) which states that “subject to subsection 4 and 5 there shall be established – (b) in each District, an office of the District Chief Executive Officer or Administrator” The Administration building houses all sectors within the same Administration area.

The District Administration is headed by Chief Executive Officer previously called the District Administrator. The District has all the relevant sectors headed by a Divisional Head who reports to the Chief Executive Officer as shown in the Top Management Administration Structure shown in Graph 1 on the next page.

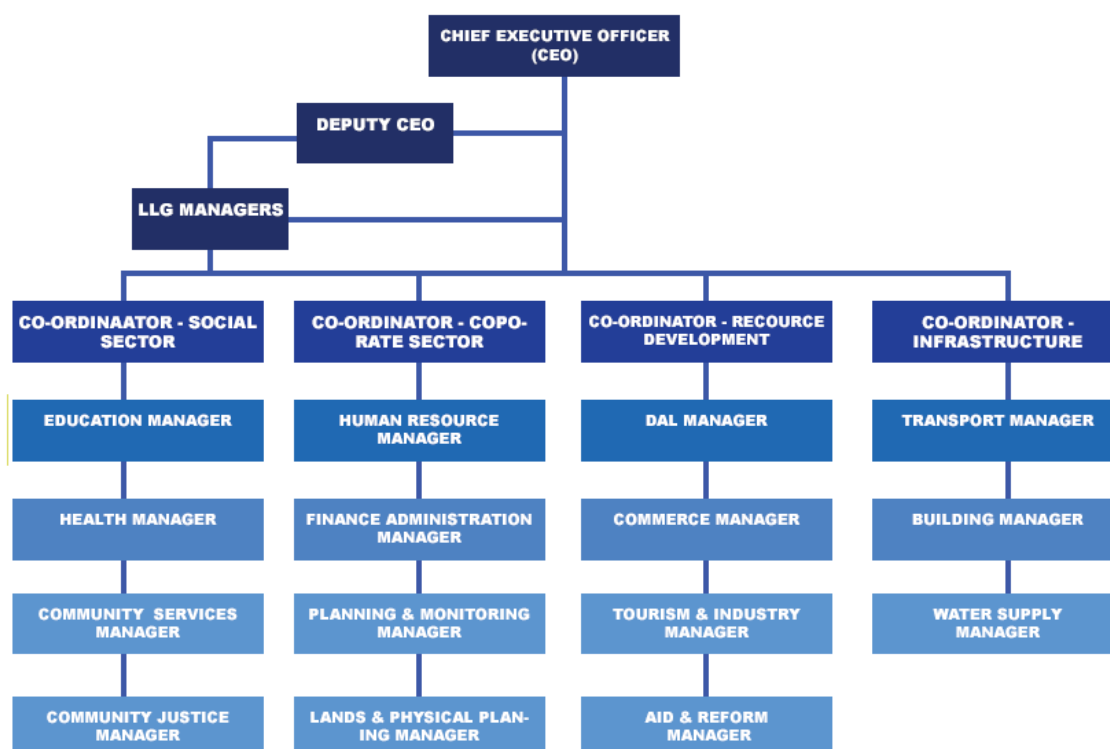
the Chief Executive Officer previously called the District Administrator. The District has all the relevant sectors headed by a Divisional Head who reports to the Chief Executive Officer as shown in the Top Management Administration Structure shown in Graph 1.

The District Administrator or the Chief Executive Officer is responsible for overseeing and administering all the functions and duties specified in the OLPLLG under section 74 (2) and (3) which are also captured in his Job Description.

The District also has three (3) LLGs who have their LLG centers and their own staff headed by the LLG Managers at their respective LLGHQ.

The Maramuni LLG is at Pasalagus Station, Wabag Urban and Wabag Rural are located at Wabag District Headquarter. The LLG Managers also report to the Chief Executive Officer through the Deputy CEO.

Graph 1: Wabag District Administration Structure



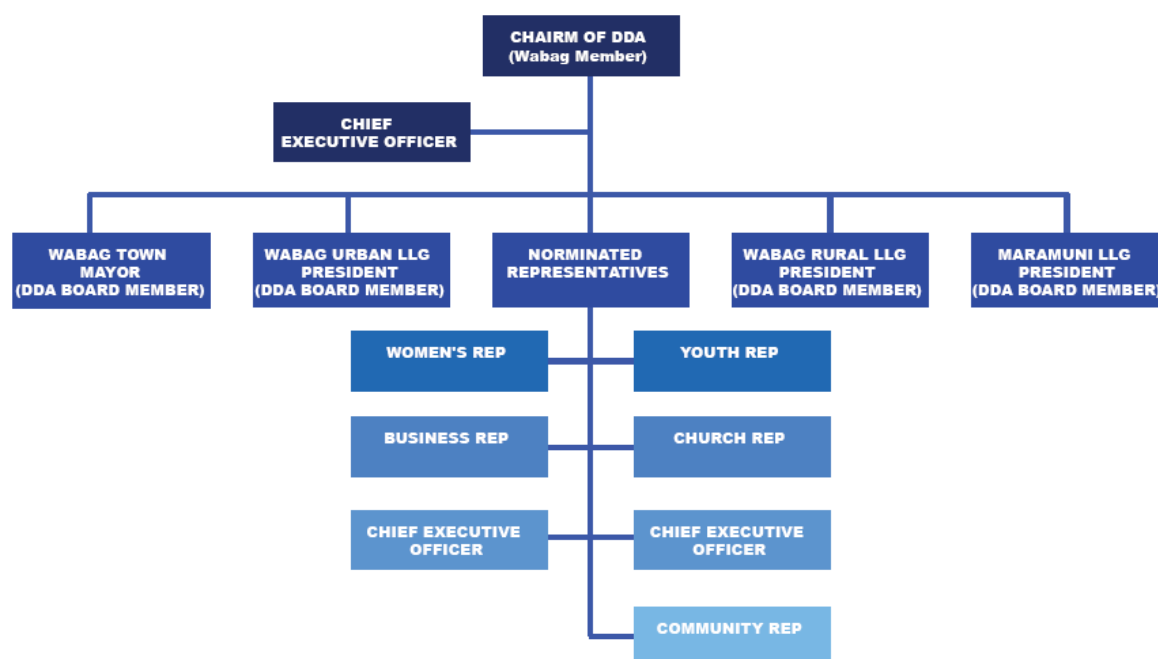
Note: The Wabag will establish a new AID & Reform office within the District administration to coordinate and facilitate all AID programs such as international and donors (Aus-AID, European Union, UNICEF, World Bank, JICA, World Vision and etc.) This will be the first of its kind for any other districts in the country. And Wabag is setting an example to direct all international development programs through AID and donors. It will also establish a office for the newly formed Wabag Women's Council that will look into all women's affairs in the district.

2.3 POLITICAL GOVERNANCE

The Wabag District has a Member of Parliament representing the District at the National Government. The current Member of Parliament elected to represent the people of Wabag is Hon. Dr. Lino Tom, MP.

The District also has a District Development Authority (DDA) Board formally known as the JDP/BPC as per Section 33A of the OLPLL. The Member of Parliament representing the District is the Chairman of the District Development Authority and the Members of the Authority Board are the three (3) LLG Presidents and 3 nominated members representing Church, Women and Youth as shown in Graph 2 on the next page.

Graph 2: Wabag District Board Composition Structure



The District Development Authority Board is responsible for all the affairs in the District as specified in Part. II Section (33) A (3) of the Organic Law on Provincial and Local Level Government that states that the JDP/BPC now District Development Authority shall have the following functions;

1. To oversee, co-ordinate and make recommendations as to the overall planning, including budget priorities for consideration by the Provincial Government and the National Government.
2. To determine and control the budget allocation priorities for the Local Level Governments in the District.
3. To approve Local Level Government budgets for presentation to the Local Level Governments and make recommendations concerning them.
4. To draw up rolling 5 -year development plan and annual estimates for the District
5. To conduct annual reviews of the rolling 5 -year development plan.

In complying with the OLPLLG section 26. The District has 3 Local Level Governments which are governed by four (4) LLG Presidents representing each of the LLGs in the District.

These three (3) LLG Presidents are Chairman of their respective Local Level Government Assemblies whose composition is specified in Section 29 of the OLPLLG.

The members of the Local Level Government

Assemblies are all the Ward Members in each ward.

The District has a total of 64 wards represented by a Ward Member who is the Chairman of

their respective Ward Development Committees. The Wards in each LLG is shown in the table below.

2.3.1 Local Level Government and Councils

The Wabag District has a total of three (3) LLGs at the moment which are Maramuni LLG, Wabag Urban and Wabag Rural. It has a total of 65 wards as indicated in the following table.

NAMES OF LLGs AND WARDS

Table 2. Names of Wabag Rural LLG Wards

NO	WARD NAME	NO	WARD NAME	NO	WARD NAME
1.	Tukusanda	16.	Wabag	31.	Yokomanda
2.	Aipanda	17.	Lakemanda	32.	Lakopenda
3.	Tambitanis	18.	Sakales	33.	Yailengis
4.	Lakolam	19.	Keas /Pauas	34.	Tumbilam
5.	Kubalis	20.	Irelya /Aipus	35.	Aiyokolam
6.	Nandi	21.	Wakumale	36.	Keas - Upper Lai
7.	Sakarip	22.	Lenki/Pipi	37.	Komaïtes
8.	Sopas	23.	Ainumanda	38.	Kiwi No. 2
9.	Kiwi No. 1	24.	Rakamanda	39.	Amala
10.	Kaiap	25.	Yokomanda	40.	Manjop
11.	Kamas	26.	Imi	41.	Pandam
12.	Kopen	27.	Wei	42.	Wanomanda
13.	Sari	28.	Birip	43.	Makapumanda
14.	Tore	29.	Akom	44.	Yokota
15.	Teremanda	30.	Lukirap	45.	Peaulam

Table 3. Names of Maramuni LLG Wards

NO	WARD NAME	NO	WARD NAME	NO	WARD NAME
01	Biak /Pai	06	Kaiamtok	11	Warakom
02	Malaumanda /Pokale	07	Wangalongen	12	Penale
03	Pasalagus	08	Nelyauk	13	Ned
04	Wailep	09	Ilya		
05	Tongori	10	Poreak		

Table 4. Names of Wabag Urban LLG Wards

NO	WARD NAME	NO	WARD NAME
01	Police Barracks	05	Keas Hidden Valley
02	Beat Street	06	Aipus Newtown
03	Langares	07	Wabag Secondary School
04	Premiers Hill		

2.4 SECTORAL DEVELOPMENT PROFILE

2.4.1 Education Status

Enga through its Free Education policy has made huge strides in Education in Papua New Guinea and Wabag District being centrally located has benefited a lot from this mainly because most of the educational institutions in the province are located in this district. In terms of educational infrastructures in this province, Wabag has the most as it is also the provincial capital.

2.4.1a Basic Education Indices

Up-to-date Data availability and collection is a huge problem for schools in Wabag and therefore Enga and is the same for all the other sectors of Government. What we present here are figures from 2010 for Enga Province and we are in the process of doing a massive basic demographic data base project at the end of this year with the help of all the tertiary students.

Here are the figures for 2010:

- a) Adult literacy rate-30 % one of the lowest in the nation
- b) Enrollment rate-66%
- c) Primary school drop-out rate-40%
- d) Secondary school retention rates-52% (second only behind NCD)
- e) Gender Parity-nearly 1:1 (one of the best in the country with female at 46 %)

2.4.1b Education Staff and Support Staffs

The number and qualification of staff in each school is not available now and we are gathering information to provide this in the near future. Almost all our schools are staffed except the ones in Maramuni as most of the schools are closed for various reasons that will be mentioned later. The appointment of teachers is done by the Provincial Government using their own selection criteria with political affiliation being one of the main determining factors. Nepotism and bias in the selection process has resulted in a

drop in the quality of all our schools as generally observed and this is mentioned in the Provincial Education Development Plan and we concur.

2.4.1c Education Infrastructure and Facilities

The table below indicates the distribution of students in each level of education institutions in the district, by sex and the number of staff and staff accommodation in the Wabag District. There are more Elementary schools than other levels of schools. There are also a significant number of institutions provided by the various Church denominations and other nongovernment organizations. Apparently, there is equal female to male ratio (1:1). However, most of the Elementary and Primary Schools are under staffed as well as its staff accommodation.

Table 5. Statistics on education facilities in the district

Level of school	Wabag district	Providers		Sex		No. of Staff	
		Govt.	Others	Female	Male	Current	required
Elementary	73	71	02	3062	2327	257	65
Community	13	09	04	500	1062	50	
Primary	12	06	06	2405	3001	200	
High school	02	01	00				
Secondary	02	01	01				
Tertiary	04	02	02				
Technical/ Vocational	0	0	0	0	0	0	0
Technical/ Vocational	0	0	0	0	0	0	0

NB: The two technical/vocational colleges that went into non-existent are Pupang and Pina Vocational Centres. They need to be looked into and revived soon, funding derived from DSIP, PIP-GoPNG & Education Department or from Donors (development partners)

Most of the Primary and Secondary schools in the Wabag district have permanent classrooms. This is indicated in the table below including more than fifty (50) per cent of the staff houses have permanent buildings.

Table 6. *Education facilities in the district*

Name & type of school	Existing facilities							
	No. of classrooms				No. of teachers houses			
	perm.	Semi.	Bush.	Total	Perm.	Semi.	Bush.	Total
Elementary	102	72	57	171	00	00	00	00
Community	12	26	26	64	06	12	34	52
Primary	12	42	05	59	00	00	00	00
High School	30	07	00	37	18	05	00	23
Secondary	34	00	00	34	54	00	00	54

Division of Education – Wabag District

The following tables below summaries total number of Institutions in the Wabag Electorate and their current status.

Table 7. Number of education institutions in the district

Secondary Schools		
01	Kopen Secondary	Progressing well and need support
02	Wabag Secondary	Progressing well and need support
High Schools		
01	Ganim Day High School	Progressing well, need to register with the Dept of Education
02	Sirunki High School	Progressing well and need support
TVET		
01	Pupang	Need to re-establish (non-existence)
02	Pina	Need to re-establish (non-existence)
Primary Schools		
01	Wabag Primary	Good road condition & in operational
02	Irelia primary	Good road condition & in operational
03	Pipi Primary	Good road condition & in operational
04	Napotesa Primary	Good road condition & in operational
05	Birip Primary	Good road condition & in operational
06	Kerapusmanda Primary	Good road condition & in operational
07	Takeinda Primary	Poor road condition & in operational
08	Yai Primary	Poor road condition & in operational
09	Sari Primary	Good road condition & in operational
10	Sakarip Primary	Good road condition & in operational
11	Lakolam Primary	Good road condition & in operational
12	Tumbilyam Primary	Bad road conditions & in operational

Community Schools		
01	Kurai M Community School	Bad road condition & in operation
02	Pokermenda Community School	Good road condition & in operation
03	Wee Community School	Good road condition & in operation
04	Akom Community School	Good road condition & in operation
05	Sopas Community School	Good road condition & in operation
06	Kulailam Community School	Good road condition & in operation
07	Pasalagus Community School	Accessible by bush track & light air crafts
08	Kaiamtok Community School	Accessible by bush track
09	Ilya Community School	Accessible by bush track
10	Wailep Community School	Accessible by bush track
11	Biak Community School	Accessible by bush track
12	Yanerin Community School	Good road condition & in operation
13	Rakamanda SDA Primary	Good road condition and in operation
Elementary Schools		
1.	Ametza Elementary School	Good road condition & in operation
2.	Aipanda Elementary School	Good road condition & in operation
3.	Itaimanda Elementary School	Good road condition & in operation
4.	Kupalis Elementary School	Good road condition & in operation
5.	Lawea Elementary School	Good road condition & in operation
6.	Keas Elementary School	Good road condition & in operation
7.	Yakenda Elementary School	Good road condition & in operation
8.	Nandi Elementary School	Good road condition & in operation
9.	Warumanda Elementary School	Good road condition & in operation
10.	Laken Elementary School	Good road condition & in operation

2.4.2 Health Status

Enga Province has been one of the pioneering provinces to have adopted the Provincial Health Authority System. This means all the health workers now come under the PHA and are answerable to the board which comes right under the Health Minister. However, within the district structure we have a District Health Officer and Nursing Officer position which come under the district. They play basically a surveillance and supervisory role.

A) Basic Health Indices

The health indicators show that infant mortality rate is at 81 births per 1000 live births and maternal mortality is at 12 persons per 100,000. The life expectancy in Wabag district, for male is 57 years and 53- 60 years for female. It is probably the district with the highest mortality rate¹¹ compared to other districts in the province. It is anticipated that the trend will improve in the next few years with improved health facilities or the districts starting to manage their own critically ill patients together with proper reporting.

The following table shows the major cause of admission of diseases and deaths in the Wabag District.

Table 8. *Leading causes of admission in the district over the last five years*

NO	DISEASE CAUSE	TOTAL ADMISSION
1	Diarrhea	649
2	Malaria	468
3	Other Respiratory Infections	331
4	TB	215
5	Typhoid	169
6	Tribal Fights	1000

The common cause of deaths in Wabag district is diarrhea with a total of 649 admissions followed by malaria and other respiratory as indicated in the above table.

Table 9. *Causes of death in the Wabag district over the last five years*

NO	LEADING CAUSE OF DEATH	TOTAL OF DEATHS
1	Other respiratory	70
2	TB	54
3	Malaria	44
4	Heart disease	
5	Typhoid	09
6	Tribal Fights	97

B) Health Facilities

Wabag District has a Provincial Hospital and a District Hospital with four (4) Health Centers and 40 Aid Posts that provide basic health care services to the people of Wabag District. Most of the health facilities are run and managed by the government while only few by NGOs, especially churches that partner in the delivery of basic services to most of the rural areas of the districts as well as urban centers.

All of the health facilities are up and running, providing the much-needed care to the people except for few Aid Posts that are closed at the moment. However, Wabag DDA will in the future renovate or rebuild those facilities that are closed and not running.

The table below shows the number of health facilities that are established in the district and organizations that run them.

Table 10. *Number of health facilities in the district*

NO	NAME OF FACILITY	AGENCY	REMARKS
Provincial Hospital			
01	Wabag General Hospi- tal	Govt	In full operation
District Hospital			
01	Sopas District Hospital	Govt	Will come in full oper- ation soon
Health Centers			
1	Lakopenda Health Center	Govt	In full operation
2	Pasalagus Health Cen- tre	Govt	In full operation
Aid Posts			
1.	Kopen AP	Catholic	Open
2.	Teremanda AP	SDA	Open
3.	Warumanda AP	Government	Open
4.	Sangurap AP	Catholic	Open
5.	Birip AP	Government	Open
6.	Imi Wei AP	Government	Open
7.	Irelia AP	Government	Closed
8.	Kaitol AP	Government	Open
9.	Kopemale AP	Government	Closed
10.	Kupen AP	Government	Open
11.	Lakolam AP	Government	Open
12.	Naputes AP	Government	Closed
13.	Rakamanda AP	Government	Closed
14.	Sakarip AP	Government	Closed
15.	Sari AP	Catholic	Open
16.	Tumbilam AP	Government	Open
17.	Yangianda AP	Government	Closed
18.	Yokomanda AP	Government	Closed
19.	Takenda AP	Government	Closed
20.	Sangurap UC	Catholic	Open
21.	Iretep	SDA	Open

Table 11: Maramuni Aidposts

NO	NAME OF FACILITY	AGENCY	REMARKS
1	Malaumanda	Government	Closed
2	Nelyauk	Government	Closed
3	Biak	Government	Closed
4	Kaiamtok	Government	Closed
5	Penale	Government	Closed
6	Pokale	Government	Closed
7	Warakom	Government	Closed
8	Ilya	Government	Closed
9	Kerai	Government	Closed
10	Pai	Government	Closed
11	Tongori	Government	Closed

C) Staff

As briefly mentioned earlier the Wabag DDA has only two health positions and they are the:

1. District Health Officer
2. District Nursing Officer

The rest of the staff that run the above facilities are employed by the provincial health authority and it has the prerogative to move staffs around as it sees fit. The provincial referral hospital is also located in Wabag so naturally the number of staffs are much higher than the other districts. However, all aid posts and district hospitals and Health Centers have the same number of staff per facility as dictated by their respective levels.

D) Equipment and Consumables Inventory

A proper inventory still needs to be done on all the district health facilities to really see if they have met the minimum requirements or standards as per their respective levels as subscribed by the National Health Standards requirements.

E) District Facilities and Standards

All these facilities will have to be assessed properly by the district staffs to see if the facilities meet the minimum requirements for their respective level in terms of:

- 1) Staff strength and level of staff (specialties)
- 2) Equipment

- 3) Population cohort
- 4) Funding

2.4.3 Community Development Sector

The following table indicates the various number of community development programs that are established in Wabag district.

Table 10. *Statistics on community development activities in the district.*

NO	TYPE OF GROUP	TOTAL	PROGRAMS/ACTIVITIES
1	Youth Groups		Community services/spiritual
2	Women Groups		Community services/credits Schemes
3	Church/Religion Groups		Spiritual services/ Counseling
4	Sports Associations		Recreational
5	Other NGO Groups		Other various
	Supporting activities		

Community-based organizations like churches and Sports organizations and their activities have always been active with or without government support in Wabag for a long time. The most outstanding example is the Churches who have had their presence in Enga for over 50 years now and who have been the first people to bring tangible services to our people. Almost all get some form of support from the government but not consistently and in an organized way except for Rugby League which has been consistently funded by the Enga Provincial Government for over 20 years now. However, we plan to bring more coordination and organization to this sector as they play important roles in society. The WHO's definition of Health states that health is not merely an absence of illness but rather a complete state of SOCIAL, MENTAL, SOCIAL and SPIRITUAL wellbeing. Therefore, as a district we would like to address this in a more organized and structured way as these organizations contribute greatly to peace and good order in society.

2.4.4 Law & Justice Sector

The Law and Justice sector is a very important component of any society as it maintains order; safety and stability. It contributes greatly to growth and development as it maintains a stable platform for any society to exist and grow. Enga and Wabag has always been seen a place with a lot of Law and Order issues but from studies done, these issues have always arisen from people trying to bring retribution and justice for unfairness or other forms of evil. They are a very proactive people with egos as strong that patience and following proper organized dispute resolution measures become too far-out an alternative when they can retribute immediately. Tribal egoism and pride has been the source of a lot of law and order issues for a long time now. However, fairness and justice

are part of their cultural fabric and structure and therefore, apart from tribal issues, Wabag has always been one of the most peaceful towns and districts in PNG.

Table 10. *Statistics on law & justice services in the district*

NO	TYPE OF SERVICES	TOTAL	NO. OF STAFF
1	Village courts	33	468 officials
2	District courts	01	15
3	Police stations	02	80 Regular Policemen
4	Rural lock-ups/CIS	01	5
5	Peace & Good Order Committee/OMS	01	14
6	Reservists		40

NB: There are 231 gazetted village court magistrates from the 468 village court magistrates in Wabag District.

There are 33 village courts in the Wabag District with 468 village court officials and it has no rural lock-up. The common crimes now are related to petty issues associated with alcohol and drug abuse with more serious issues being land-disputes and marriage-related assaults and violence.

2.4.5 Economic Sector

a) Agriculture

The geographical nature of the electorate provides great opportunity for both food crops and cash crops, notably coffee and food crops such as vegetables. The common cash crop in Wabag electorate is coffee on the Eastern End and Pyrethrum on the North Western Side of it.

There are livestock production on commercial basis in this electorate. Local people raise livestock, piggery and fish ponds for their own consumption while the surplus is sold at both the main and local markets in the district and province. The following table indicates the type of food crops and livestock grown and raised in the district.

Table 11. *Type of cash crops grown, and livestock raised in the electorate*

NO	CROP TYPE	ESTIMATE VALUE/VOLUME
1	Coffee	K360 000.00 plus (60 tones)
2	Food crops	K50 – K60 000.00 plus (80-100 tones)
3	Livestock	Household consumption

There are general extension services provided by the respective district officers such as DPI extension officers, DRDOs and others from time to time and sometimes at the request of farmers. The major problem has been the lack of facilities to train farmers and equipment and tools to assist them in their work.

b) Livestock and Fisheries

Fishery projects have been established in an ad-hoc basis by the National Fisheries Authority and were usually done without consultation with our local staff. Therefore, there are not enough data and clearance on how many there are in the district.

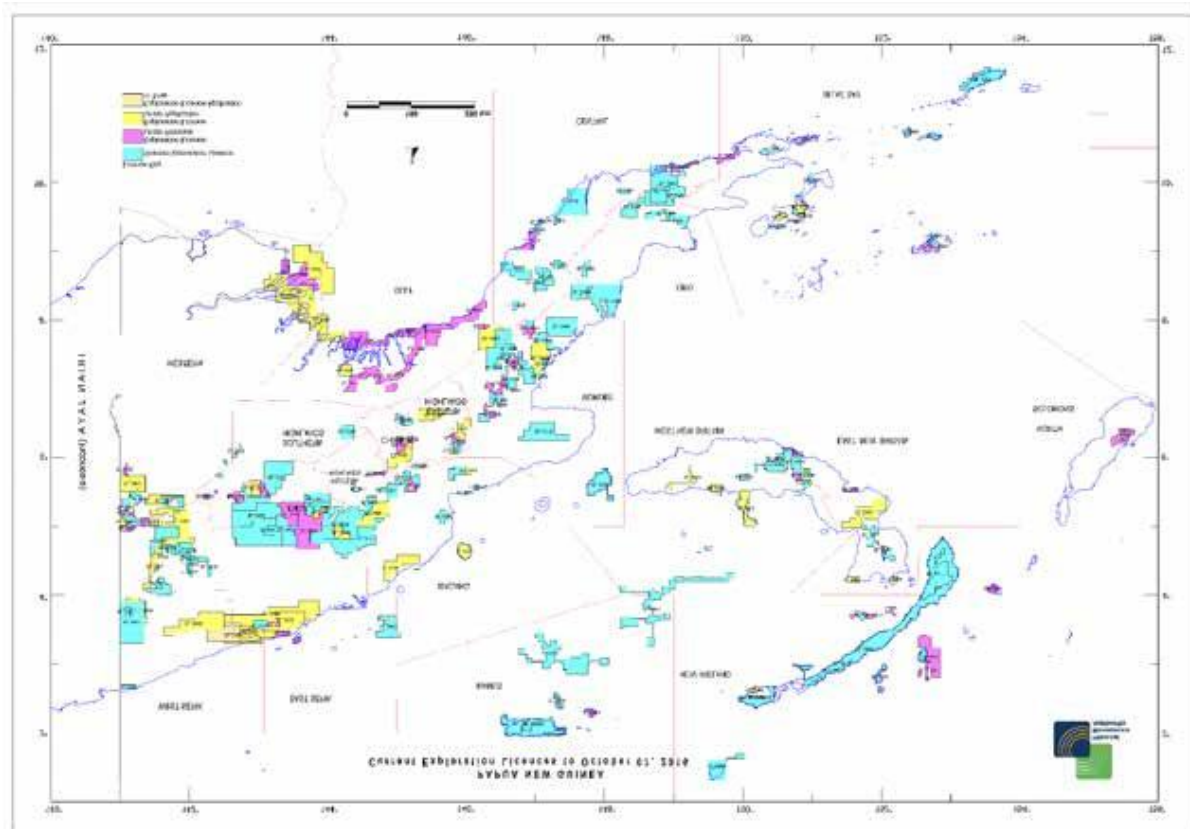
As far as we know it has not become commercial as yet but has good potential of becoming a potential commercial venture if proper consultations and funding are made available.

c) Forestry

Wabag District is hoist to some of the last remaining high altitude tropical rain forests and would be good for commercial logging. Some areas have been logged in the past by preindependence governments. However, we believe strongly in preserving our environment and in the green planet ideology and would not encourage logging as its not sustainable and is destructive. We want to preserve our environment and embark on environment friendly and sustainable economic activities like agriculture.

d) Mining & Quarrying and Petroleum

There are possibility of mining or petroleum prospective explorations activities taking place in the district particularly at Maramuni LLG. Quite a few gold deposits have been identified mainly in the Maramuni LLG and are currently being explored to see if they can be feasible for mining. It looks promising in the early stages as shown by the MRA map below.



2.4.6 Infrastructure

A) Transport Infrastructure

a) Road

Wabag as mentioned is located along a river valley with people living up to 5 km away from the river on both sides. The main Okuk Highway runs through this valley alongside this river the length and breadth of the district. However, there is one catchment area called Maramuni which is a subdistrict of Wabag and is quite isolated with air-transport being the main form of access. Apart from this main national highway being sealed except on occasional sports where weather and overuse by big trucks going to mines have resulted in deterioration. Otherwise, all the others are gravel roads and generally their conditions are not good. There are certain areas within the district that are heavily populated along this river valley but with no road access and have been identified and the WDDA has now embarked on building them.



KEY:

- Current Road Constructions
- Existing Roads (Needing Maintenance)
- Proposed New Roads
- National Highway

Estimated number of population to benefit from road construction

- | | |
|------------------|---------------------|
| 500-1000 people | 3000-4000 people |
| 1000-2000 people | 4000 or more people |
| 2000-3000 people | |

Table 12. *Statistics of roads identified for further development in the electorate*

NO	ROAD NAME	KILOMETER	SURFACE TYPE	OWNERSHIP
1	Tombem Road	15	Gravel	District/LLG
2	Aiyal Valley Road	12	Gravel	District/LLG
3	Kung Yanerin Road	8	Gravel	District/LLG
4	Sari-Kaiap Road	7	Gravel	District/LLG
5	Sangurap-Quimas Road	5	Gravel	District/LLG
6	Quimas-Tetemanda Road	3	Gravel	District/LLG
7	Kamas Road	7	Gravel	District LLG
8	Aipand-Tukusanda Road	6	Gravel	District/LLG
9	Sirunki-Tukusanda Road	8	Gravel	District/LLG
10	Sakales-Sakasambus Road	5	Gravel	District/LLG

b) Bridges

The table below shows the type, length, structure, ownership and conditions of bridges in the Wabag district. The steel deck culvert bridge is widely built throughout the district and these are now owned by the state (both the provincial and the national government). Based on the data available it has a total of seven (7) bailey T/Deck bridges which requires maintenance and upgrading.

Table 13. *Status of Bridges in the Wabag District*

NO	BRIDGE NAME	STRUCTURE	CONDITION	OWNERSHIP
1	Lam Aiyoklam Bridge	Steel deck	Yet to be Built	District
2	Lam 2 Bridge	Steel deck	Yet to be Built	District
3	Kiwi Bridge	Steel deck	Yet to be Built	District
4	Sari Bridge	Steel deck	Repairs	District
5	Pandam Bridge	Steel deck	Yet to be Built	District
6	Wakumale Bridge	Steel deck	Yet to be Built	District
7	Kasi Kaiap Bridge	Steel deck	Yet to be Built	District
8	Birap Aiyal Bridge	Steel deck	Yet to be Built	District
9	Konjep Tumbem Bridge	Steel deck	Yet to be Built	District
10	Laka Ambran Bridge	Steel deck	Yet to be Built	District
11	Shin Bridge	Steel deck	Yet to be Built	District
12	Itetep Bridge	Steel deck	Yet to be Built	District
13	Aiyel Valley Bridge	Steel deck	Yet to be Built	District
14	Ainumanda Lenki Bridge	Foot Bridge	Bad Condition	Ward
15	Kiwi Kombenau Bridge	Foot Bridge	Bad Condition	Ward
16	Imi Naputes Bridge	Foot Bridge	Bad Condition	Ward
17	Kundis Bridge	Foot Bridge	Bad Condition	Ward

c) Airstrips

There are 4 airstrips in the district and all of them are located in the same LLG of Maramuni due to its very rugged terrain and isolation. Two are currently being operated but are still in very bad shape and the other two will need a lot more work before they are operational again. The four are as follows:

- i. Pasalagus Airstrip (Operational)
- ii. Penale Airstrip (Operational)
- iii. Ned Airstrip
- iv. Bobayang Airstrip

d) Housing

Housing is an issue that is faced by all the public servants nation-wide due to the home ownership scheme introduced by the national government some years back. Most of the houses are still owned by retired public servants and no new housing scheme had been introduced so far so a lot of people would have to still live in their villages or settlements and come to work. There is no vacant land in town for any housing schemes. However, there is space for expansion of town and this must be done with careful planning and consideration, so it becomes a proper residential area with all the required public amenities. We also have planned to build houses for our staff, but as mentioned land is an issue. Once we identify land, we will commence building houses for the district administration staff. We are also planning on introducing the Wabag Rural Housing Scheme where the DDA assists villagers to build permanent houses by supplying them saw-mills to mill trees for timbers for construction of these houses. This will improve the general hygiene and living standards of people.

2.4.6 B) Service Utilities

a) Electricity

The electricity supply from the main Yonki Hydro power supply serves the Wabag district with a main stand-by diesel powered generator. Other businesses and institutions have their own stand-by gensets also due to the unreliable nature of the main power supply grid. There is already talks on constructing our own dam by the provincial government and feasibility studies have already been done with results ready for construction awaiting funding. Pursuing alternate environment friendly power generation sources is part of our policy drive.

b) Communication

The district is connected with the telecommunication services. The district headquarters, Wabag Town, Enga Provincial Administration, Police Stations and other few institutions have access to telephone services. Most of the communication is now done by mobile

phones, thanks to Digicel PNG and B-mobile for providing the much-needed services for ease communication.

c) Banking and Postal Services

Currently BSP is the only bank in the district with a postal services center established in the district, however there are plans to improve on the current facilities and expand them with the government's move to go rural.

d) Water Supply and Sanitation

It is very important that safe and clean water is essential for our rural people where some areas lack fresh water for daily usage. It is this plan that will accommodate for good water supplies in most needed areas of the district that are identified in this plan.

2.4.7 Land Resources Sector

The district has a great potential for commercial cash crop and food production and other commercial ventures. However, land mobilization is the greatest hurdle with a lot of land related disputes. We need a good and effective Provincial Lands Unit to carry feasibility studies and help traditional land owners register their ILGs, so they can free up land easily for commercial purposes.

However, a new structure has been created and approved by the Department of Personal Management and positions will be advertised soon.

2.4.8 District Administration Services

Wabag district currently has a total of 13 district staff and they are as follows:

- District Chief Executive Officer
- 2x Assistant District Executive Officers
- 2x Admin Officer
- 2x Executive Assistant (KBO)
- District Community Development Officer
- District Health Manager
- District Education Manager
- District Aid & Reform Manager
- 3 x LLG Managers
- District officers
- Casuals (drivers, cleaners, tea boys, securities etc.)

However, a new structure has been created and approved by the Department of Personal Management and positions will be advertised soon.

2.4.9 Political Structure

a) Wabag District Development Authority

Wabag District Development Authority is a statutory body replacing the Joint District Planning and Budget Priority Committee of Wabag District and has been established by Section 33A of the Organic Law on Provincial and Local-level Governments as the District Development Authority Act 2014.

b) Main Policy Objectives

It was basically established by the National Government in a bid to improve service delivery to the district and local ward levels ` thereby ensuring transparency, accountability and accessible by the people.

It was made to make service delivery and project implementation stronger and efficient. It was also made to make public servants answerable and responsible to the district administrator who will be the CEO of the authority. It also converts the JDBPC into a legal entity that can sue and be sued and enter into contracts.

c) Relationship with Provincial Government.

It does not replace the Provincial Government whilst the provincial government still provides and serves as an important coordinator of DDAs in the province and with oversight provision. It must cooperate with the Provincial Government and perform its functions consistent with provincial government plans. Service delivery powers and function of the authority are determined by the Minister in consultation with the authority and the PEC.

d) Funding

The authority receives District Support Grants and other monies appropriated to it. It may receive some support from the Provincial Government. It also gets yearly development grants called the District Services Improvement Program funds and varies from year to year depending on government cash flow situations.

e) Functions

1. Does everything the Joint District Priority and Budget Committee and that means doing district planning and implementation of the plan
2. Approve disbursement of the district support grant and district services improvement program
3. Provide oversight and make recommendations on district planning to the Provincial and National Government.
4. Determine and control budget allocations for Local Level Government.

5. Approve local level government budgets.
6. Draw up 5 year rolling development plan for the district.
7. Review the 5-year development plan
8. Undertake service delivery functions and responsibilities determined by the Minister
9. Minister must consult with the Board and PEC when assigning service delivery functions
10. The Minister can vary or revoke the determination.
11. Different authorities may have different service delivery functions depending on capacity

f) Board and Staff

The Authority is made up of a board that governs it and staff that are delegated to the district by the provincial government. The board comprises of:

1. Open MP as the Chairperson
2. Local Level Government Presidents from the district
3. Three other members appointed by the chairperson (At least one of which must be a woman)

2.4.10 Natural Disaster

Natural disasters happen everywhere and can be due to all the forces of nature that we have no control over, but necessary preparatory and mitigation measures must be place should such be encountered. Our nation is situated in the Ring of Fire and we are prone to massive earthquakes. Others that may happen include:

- a) Heavy rain and flooding
- b) Landslips
- c) Bushfires
- d) Frost

These disasters can happen anytime, and we need to have a disaster office that works in line with the National Disaster and Emergency Unit, so mitigation and relief efforts can be offered immediately in a timely fashion. Right now, we have a lackluster and clumsy provincial office that is ineffective at most times. We don't even have a Fire Station but soon it will be imperative to have one as a lot of infrastructure developments are happening including the construction of the half a billion PGK new provincial hospital amongst others.

3.0 AN ANALYSIS OF THE CURRENT SITUATION

3.1 General Overview

Wabag district has made very slow progress in terms of development over the last 43 years due to a lot of factors that have been briefly highlighted in the first chapter except for education. Most of the issues are very fundamental and will be highlighted clearly so interventions can be targeted at the root causes, so the foundation can be set properly at the beginning for growth into future. Some good lessons can be drawn from the Free Education Policy and Drive over the last 20 years by the Enga Provincial Government so similar interventions can then be made in a staged and strategic way to bring real tangible and sustained growth into the future ahead by investing in our key policy areas.

3.1.1 Weaknesses

The following are some of main impediments to development as alluded to earlier:

- a) Corruption (systemic and systematic)
- b) Unstable political culture and the corrupt contemporary political cultures
- c) Law and Order issues from lack of engagement or employment
- d) Difficult terrain
- e) Culture (bad aspects)
- f) Weak and Ineffective Public Service
- g) Low Social Indicators esp. literacy rates etc.

3.1.2 Strengths

However, Wabag District has some comparative advantages over other districts as listed below and strength can be taken from these to drive our plans and ambitions into the future to achieve our goals and visions envisaged in this 5-year development plan.

Our strengths are:

- Strategic Location-Wabag being in the center of the province and hoist to the provincial capital so a lot of the development projects for the province are happening here as well as most other service providers and institutions are located here;
- Significant proportion of the population of Wabag are educated and literate;
- Good land mass and farmable land;
- Has a lot of mineral prospects in the district

With these advantages, Wabag has a lot of potential to grow and needs a good strategic plan and policies to drive growth into the future. However, these five years will be spent

putting in the necessary infrastructure and programs creating a good environment both physical and mental to stimulate growth into the future.

3.2 Socio-Economic Development in the District

Socio-economic development in the district has always been difficult as we live right at the end of the Highlands highway isolated from the rest of the country except only through this highway, or through our provincial Airstrip at Wapenamanda. Porgera Gold Mine has been the other main reason for many successful businessmen and women to have come out of Enga and forms one of the main cash-flow sources in the province and district. However, most of these people are based outside of Enga for business convenience. Apart from this, the only other main cash source is coffee, but this industry is not well established in our province. The size of our public service is not as big as in other centers to contribute in any significant way to this fiscal environment so generally, less businesses operate here and are aimed only at providing our DOMESTIC NEEDS.

Therefore, our challenge would be to improve this cash-flow and fiscal environment through the provision of a good micro-economic environment that would encourage more investment opportunities and also create pathways to extend outside of our own domestic market, by targeting other markets outside of our province. This will generate more income for our district and province to create a sizable cash flow, so our ordinary people are provided with opportunities to earn money.

To achieve all these, we need a good and stable macro-economic environment with sound fiscal policies provided for by our national government. Our heavy dependence on the extractive resource industry and weak fiscal policies has slowly over the years crippled our GDP growth rate from about 7% in the year 2006 to a mere 0.3% today, and businesses have as a result suffered. We hope this government makes some strong decision to invest in Agriculture and other areas where we can have strong and constant economic returns.

Diversifying our income portfolios and therefore, creating a wide economic base is good to sustain any international threats whilst increasing local participation for inclusivity. Some areas would be tourism; food and energy security; local telecommunication industry and downstream processing for all our crude resources to name a few. Reforms in these areas will surely pave a way forward for this nation. We have had a lot of such reforms over the years, but implementation has been an issue.

As a district, we would like to create an environment that stimulates growth and development. Therefore, we will try our very best to grasp and integrate these policies into our development framework to promote growth in the economic and social sectors of our district. Reforms like the Land Reform; Private Public Partnership Programs; Church Government Partnerships; the PHA concept and off course the Gradated Decentralization of Powers which will eventually decentralize all powers to the district level making the district the growth hub for the nation. As a province we have assumed most of these

policies and are on our way to realizing their full envisaged principles hopefully in the near future gradually with the national government's help.

With these policies to provide a good framework, we hope to achieve good accelerated growth in our socio-economic sectors and therefore, improve the lives of our people. However, at days end, everything will depend on the national government to create this macro-economic stability and strengthen oversight institutions of this nation to provide the necessary direction and discipline for good and sustained growth into the future.

3.2.1 Economic Sector-A look at Wabag District

Wabag district is the hub of business and social services in the province. However, a lot of businesses are run by foreigners and the business opportunities are minimal with a low cash flow as expressed generally by the public and financial institutions like the bank. Therefore, commercial ventures will have lesser chance of success. This is so because the economic base is narrow with lesser commercial programs or initiatives and a very low income per capita. We as a district envisage to broaden the base by engaging wider community participation through programs that are INCLUSIVE like the Agriculture-based SME drive as it is not discriminatory as almost all people have land just to increase incoming earning opportunities. This will ensure micro-economic stability at the district level and if pursued nation wide, it can lead to macroeconomic stability through new job creations as it is labor intensive and broad-based and also food security is of national importance and a major government policy paradigm shift in recent years; that is to move from an Extractive Industry-based economy to a more sustainable and environment friendly Green Economy that is Agriculture based.

Currently, the bulk of the population is supported by a very small population base who are paying taxes to the government and providing financial support to their extended families; clan; tribe and society all at the same time as their own family and personal needs. The burden is so cumbersome that a lot of our income earning populace are living from payday to payday on credit and this is one of the main causes of corruption that is so rampant because they are trying to subsidize the cost of living through illegal means. Therefore, empowering our people is so crucial as poverty is dragging this nation into submersion in the ocean of corruption and deceitful living. Making people economically independent is a fundamental tool towards real development as we are our own worst enemies. Law and order issues; health issues; education issues are all related one way or another to poverty as is quite evident in literature . Therefore, it is our wish to bring in significant interventions that must change the lives of our people profoundly and one such intervention is economic independence through initiatives that are very INCLUSIVE, so everyone is given equal opportunity to change his or her life for the better.

We have to liberate people from the shackles of poverty and dependency to one of financial freedom and all the evils associated with the state of poverty. We have to create a conducive environment for businesses to thrive like having good land mobilization policies; good law and order and affordable credit facilities so businesses can be attracted

to come and invest. Institutional weaknesses and outreach programs coupled with a large but clumsy and ineffective government public service machinery is entrapping people in the cauldrons of poverty. Therefore, real structural reforms especially of our institutions and the public service machinery will create a good environment for business to flourish.

3.2.2 Social Services-A Perspective of Wabag District

Wabag district has a comparative advantage over other districts in Enga Province because it is hoist to the provincial capital and its strategic location has a lot of advantages. All the major government services are located here with all the major institutions for all the sectors like health and education and is also the business capital of Enga. However, there are still some very remote areas of Enga that are situated in Wabag district like Maramuni and the Tombem areas. Coverage of these areas by government services are very low bringing the overall social indicators for the district low and these areas will become our priorities when it comes to resource and budgetary allocations.

3.3 A Look at the Important Sectors

3.3.1 E Education Sector

Core Issue 1: Low Enrollment Rates

a) Lack of Access to Education (schools)

- i. No road access and difficult terrain
- ii. Security reasons due to tribal fights (common)
- iii. Distance – No schools within vicinity
- iv. No Space – Capacity issues at schools
- v. No Money – Financial issues faced by parents

b) Closure of schools

- i. No Teachers – Remoteness and teachers unwilling to go
- ii. Security reasons esp. Tribal fights
- iii. Lack of Funding – Funding issues for recurrent budget

Core Issue 2: High Drop-Out Rate (40% i.e. for primary school education)

- a) Security Reasons especially tribal fights
- b) Poor Teacher attendance rates
- c) Access Issues due to distance and difficult terrain
- d) Bullying or other form of intimidation and segregation at school either due to

differences in ability, size, ethnicity or gender.

e) Financial Issues

Core Issue 3: Poor Quality Education

Quality of Education as determined by these three things:

- a) Inputs-quality of human and material resources available for teaching
- b) Process-teaching practices
- c) Outcome-results (grades, general attitude and productivity, industry relevance of grandaunts)

There is general consensus amongst people of the drop in the quality of education as evidenced by the overall lack of resources in our schools and the declining results of our education facilities in terms of the following measured data and observations:

3.3.2 Health Sector

Core Issue 1: The Low Basic Health Indices

- a) Lack of Easy Access to basic and specialist care (coverage)
- b) Lack of right medical equipment and resources
- c) Lack of properly trained medical staff
- d) Limited number of qualified staff (evidenced based intervention)

Core Issue 2: The Changing Disease patterns with the Rise in the Incidence of HIV/AIDS; Multi-drug resistant TB and lifestyle diseases.

- a) No proper awareness or outreach or intervention programs
- b) Low socio-economic status of people
- c) Unhealthy lifestyles
- d) Lack of access to basic and specialist health care
- e) Lack of good surveillance and treatment follow-up especially of HIV/AIDS and TB patients
- f) Lack of resources and funding

Core Issue 3: The Ailing Health Facility Conditions and declining capacity due to population growth

- a) Lack of Funding
- b) High Growth Rate
- c) Vandalism and lack of Ownership

Core Issue 4: Lack of easy Access to Basic and Specialist Services

Timely presentation at health centers or facilities for treatment is crucial for better prognosis. Late presentation is a big issue in our nation due to:

- a) Security issues
- b) Bad road conditions or no road at all
- c) Lack of properly trained staff to diagnose and transfer
- d) Lack of resources to transfer patients (either land or air)

3.3.3 Law and Justice

Core Issue 1: Lack of Law Enforcement

a) Dispute Prevention-the common causes of disputes

1. Growing unemployment and lack of engagement by the government through employment or in other social activities of especially the increasing youth population
2. Ineffective law enforcement agencies
3. Disintegration of the leadership structure in the villages and communities from lack of government support
4. Abuse of drugs and narcotics
5. General lack of respect for the government because of the rampant and epidemic corruption and government's ineffectiveness
6. Lack of government presence especially of the law enforcement agencies.

b) Dispute Resolution

1. Ineffective court systems;
2. Complacent alternate dispute resolution measures-that is, alternate dispute resolution measures with tolerance of the compensation cultures has demeaned the penalization systems rendering them ineffective, complacent and docile;
3. Corrupt law enforcement agencies especially village court officials and police personnel;
4. Ineffective law enforcement agencies;
5. Lack of funding and logistics for law enforcement agencies

3.3.4 Agriculture and Livestock Sector

Core Problem 1: Lack of Incentive or Drive for Farming

1. Commercial farming is not viable due to a smaller domestic and improper market facility and inability to access other markets nationally;

2. Declining support from the government for small growers especially lack of funding
3. Lack of start-up capital for bigger scale commercial farming
4. Lack of expert advice for bigger scale commercial farming
5. Land ownership and mobilization issues
6. High cost of production
7. Lack of good credit facilities for start-up capital loans

Core Problem 2: Difficult Geographical Terrain

1. Lack of good road access to farming areas
2. Difficult terrains for farming requiring expert slope farming expertise for commercial pursuits
3. High cost of production due to the difficulties of the terrain

3.3.5 Forestry Sector

We will strongly advocate a Green Economy and advise against any form of logging. However, tree farming and harvesting is something we can pursue instead of harvesting our forest as we have some of the last remaining high altitude tropical rainforests in the world and we will protect them in line with our main policy of pursuing a sustainable environment friendly economy. To pursue tree planting the following are some issues identified:

Core Issue 1: Inadequate Government Support

1. Lack of government support staff and logistics to implement outreach programs
2. No proper nursery
3. Limited or no funding
4. Land issues with no proper land mobilization programs to do large scale farming
5. Lack of research and data to guide people

3.3.6 Infrastructure Sector

Core Issue: 1 Deteriorating state of Roads and Bridges and Rural Airstrips

a) Lack of Proper Maintenance

1. Lack of routine maintenance as cost is a big factor since PTD was downsized
2. Bad weather conditions
3. Huge land compensation demands
4. High cost of maintenance by contractors who are profit oriented

5. Minimal community support with opportunists always looking for any opportunity to suck money from the government
6. Lack of policies guiding rural roads unlike the 40m Corridor Policy for National Government Roads
7. Deliberate Vandalism by opportunists

b) Substandard work done by contractors at the first place in pursuit of bigger profit margins

1. A very corrupt Government Tendering Process which is heavily manipulated by Politics and bureaucrats
2. Government Officers and Politicians demanding cuts resulting in less money for work giving rise to very poor-quality work
3. No proper monitoring by the oversight institutions like the Department of Works
4. Unqualified contractors given jobs through nepotism

Core Issue 2: Lots of Isolated Areas Not Connected by Land or Air Transport

1. Cost for new road construction is so expensive
2. Land compensation and crop improvement costs are high
3. Very difficult terrain
4. Construction of rural airstrips is difficult as transport of heavy machinery is not possible with the technology and aircrafts available in this country

3.3.7 Public Utilities Sector

Core Issue: Lack of Proper Water Supply and Sanitation

1. Lack of coordination with the Provincial Health Department in carrying out these intervention programs like the provision of a good clean water source
2. Land ownership and mobilization issues
3. Lack of proper awareness for community ownership and participation
4. Improper planning
5. Lack of funds to implement and train people to do projects
6. Cost of constructing usually big due to land costs etc.
7. Misappropriation of funds earmarked for these important projects

3.3.8 Lands Sector

Core Issue: Very Difficult and Cumbersome Land Mobilization and Use Policy

1. Very ineffective Lands Department with costs of land mobilization being so high usually due to corruption
2. Unusually high lands compensation demands from customary land owners
3. High Lands survey and valuation costs

Core Issue: Lack of Good and Sound Knowledge on the Importance of Land Mobilization and Development

1. Lack of ownership and appreciation of services both public and private due to lack of knowledge
2. Lack of awareness programs by Community Development Officers and lands officers
3. Lack of funding for outreach and awareness programs

Core Issue: Increase in land disputes

- Corrupt lands officers
- No proper feasibility studies with social mapping to identify real and genuine land owners
- No funding to conduct proper social mapping and land ownership
- Poor land mediation proceedings

3.3.9 Administration Sector

Core Issue 1: Ineffective Administrative System

a) Leadership Failure

a) “Everything rises and falls on leadership”

1. Lack of communication and trust between the DDA CEO and sectorial heads
2. Lack of direction
3. Political Interference

b) Inadequate Staff Emoluments/Support

1. Lack of Good Housing for Staff
2. Lack of Good Office Space for staff
3. Lack of good technical and qualified staff

c) Inadequate Funding Support

1. Lack of budgetary support
 2. Lack of logistics, materials and equipment
- No proper feasibility studies with social mapping to identify real and genuine land owners
 - No funding to conduct proper social mapping and land ownership
 - Poor land mediation proceedings

3.3.9 Administration Sector

Core Issue 1: Ineffective Administrative System

a) Leadership Failure “Everything rises and falls on leadership”

- i. Lack of communication and trust between the DDA CEO and sectorial heads
- ii. Lack of direction
- iii. Political Interference

b) Inadequate Staff Emoluments/Support

- i. Lack of Good Housing for Staff
- ii. Lack of Good Office Space for staff
- iii. Lack of good technical and qualified staff

c) Inadequate Funding Support

- i. Lack of budgetary support
- ii. Lack of logistics, materials and equipment

CHAPTER 4

STRATEGIC INTERVENTIONS. THE ROAD TO 2022 AND BEYOND

4.0 Introduction

Strategic and wise planning is very essential in a nation like PNG where financial resources are scarce and corruption endemic and rampant. The unstable political climate is also one factor that makes it quite difficult to pursue development plans made by recurrent governments as new political heads with their supporters usually decide to do their own things resulting a haphazard growth direction that leaves us going in circles with little or no progress at all. Therefore, sustained, focused and consistent development is quite rare as evident in this nation hitherto. Taking into consideration all these with the current development situation and challenges at hand, we have come up with the following strategic interventions and programs to try and achieve our goals and long-term visions as envisaged by our DDA as best as possible with the limited resources available during these bad economic times. These we hope will set the foundation for growth into the future as people themselves become empowered and partners with the government in ushering in sustained growth and development we aspire to as a district and nation. A plan must be simple and doable, and this will be the theme driving our interventions and programs.

4.1 Strategic Opportunities

Wabag District is hoist to the provincial capital and as mentioned earlier, has all of the Government service outlets located here. The people inhabit the main river valley which has the Okuk National Highway running through the center with the furthest habitation about 2-4 km away from the road on either side except these five distinct catchment areas:

- a) Maramuni (no road access and 45 km inland)
- b) Inland Sirunki-8 km inland from main highway
- c) Tombem-7 km inland from main highway
- d) Aiyal Valley-5 km inland from main highway
- e) Kung Yanerins (Ambum valley side of the range)

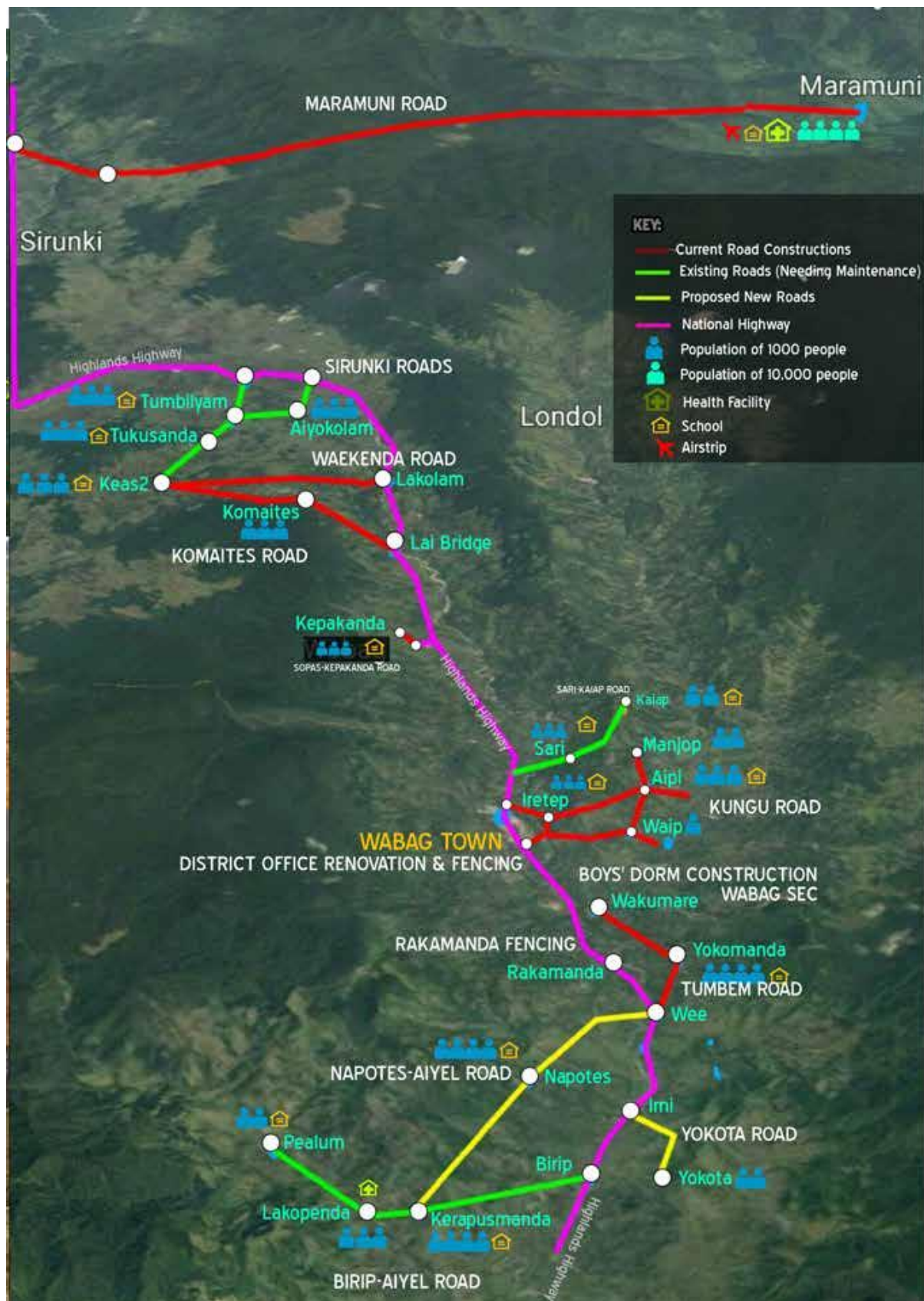
These areas will become our priority in terms of service provision locality wise. Otherwise, it's town Wabag is the administrative and business capital of Enga and so presents quite a lot of opportunities and gives a comparative edge over the rest of the districts in the province in terms of access to government services and business; education, health or other service outlets and opportunities for that matter.

It has a population which is sparsely distributed in small hamlets sprawled over the hills and valleys and is not densely populated with huge potential for farming with the huge land mass that is available.

Land is generally fertile with a predictable weather pattern which is wet and dry all year around. Its altitude is variable from very low to a very high altitude with a wide crop range providing a rich variety for consumption or commercial use.

The diverse terrain gives many opportunities for hydro-power generation and has huge potential for tourism. It also has a lot of mineral deposit prospects that can be progressed into viable mining projects in the future.

Generally, there is good potential for growth and development but will require fiscal discipline and strict adherence to policies to realize the dreams and visions as envisaged in this plan.



4.2 Future Issues and Strategic Directions

Our focus now as a district is to build on our strengths and create an environment that is very conducive for growth and that which is fair to everyone (INCLUSIVE) regardless of gender; age; race; creed, tribal or political affiliation. One of the most important fundamental drive is to change the mindset of people so they can become partners in development rather than being observers and heavily dependent on the government for all their needs.

Empowering people to part-take in developing their nation and themselves is the ultimate vision of our district. We have to change the CARGO-CULT mentality of government being the organization that provides all our needs to that where we start to become independent and partners of development. To achieve this, it will require a total paradigm shift in traditional and contemporary people-government relations to a totally different dimension where people start to become independent and responsible.

This vicious cycle of government hand-outs must be stopped or soon the population will outgrow this government's ability to maintain this unsustainable free-basic service handout policies gradually plummeting us into recession that may be so deep for any form of biased benevolence.

Our vision will be to empower our people, so they start to work hard and become partners in development. We hope to create an equal and level platform where hard-work and honesty become the foundation for success as opposed to political, or any other form of cronyism. To achieve this, we will focus on areas apart from the traditional basic service provision rationale to one of innovation and empowerment where our strengths and opportunities are identified well through collaboration with all our development partners and stakeholders to furnish a pathway where the district apart from service provision, create an environment that is conducive for growth that is both INCLUSIVE and SUSTAINABLE through people empowerment interventions and programs.

We are sitting on a time bomb that we have created ourselves through complacency, endemic corruption and a lack of urgency where our population is growing rapidly with the unemployment and education attrition rates also on the rise creating a great proportion of unengaged people, especially youths. Soon we will have too big a population that we as a government simply cannot provide for and this lack of engagement either in the formal or informal sector will plummet this nation into anarchy as simple domestic violence escalate into civil unrest and eventually into civil conflicts or even war as socio-economic conditions start to deteriorate. This is evident on a smaller scale in urban settlements now as we see.

Discontent and anger is slowly rising as evident by people's lack of respect and contempt for government officials and infrastructures. It is of utmost importance for us to make some very strong decisions if we are to save this nation going down this pathway that is ominous and impending.

4.3 Underlying Prerequisite

Creation of a conducive environment for growth and development is a priority and as per MTDP 2, these components are termed ENABLERS of development. They are the prerequisites and must be on ground to facilitate growth and development and key amongst them are:

- a) Essential infrastructures like roads, bridges and airstrips etc.;
- b) Good law and order;
- c) Good public service system for effective implementation;
- d) Stable and honest political leadership for sustained and consistent growth;
- e) Good policies, plans and fiscal discipline;
- f) Stable macro-economic environment to facilitate growth and,
- g) Good and effective Oversight Institutions to monitor and evaluate and prosecute if need be the misuse of government funds like the Ombudsman Commission and courts.

Some of these are beyond our jurisdiction like a stable macro-economic environment and good effective Oversight Institutions, but the rest must be put in place meticulously to create a good conducive environment to realize our dreams and visions as envisaged in this development plan.

4.4 Priority Interventions

The following are our priority Intervention areas and will be carefully expended so the strategic interventions are aimed at achieving specific desired outcomes that can be easily measured at the specified time to see if the interventions had been successful. One of the key features in our plan is EVALUATION and ANALYSIS of data to drive the next interventions or policy changes if need be. That is, research and data must drive policy and interventions rather than mere political convenience or whim or wit at day's end, has been the case for local governments for decades.

4.4.1 SRA 1: Education Sector

Providing Universal and Quality Education is our policy and we hope to achieve this through the general interventions mentioned earlier like improving access and provision of qualified teachers, supervision and funding etc. We also envisage to decrease the attrition rate by creating alternate pathways for students through creation of new TVET institutions that offer courses driven by the needs of the Industry rather than popularity, tradition or convenience or other reasons as we want our graduates to be useful at days end.

Strategic Interventions for Education

The ultimate aim is to increase the enrollment rate from 66% to above 80% by the year 2022 and to increase the retention rate from less than 40% which is very poor and is deteriorating as is evidenced by data collected from the 2006-2015 Education Ten-Year Plan for the Enga Provincial Government¹⁵ to above 80%. Of the students who entered grade one in year 2000, only 40% continued onto Grade 6 with a drop-out rate of 60%; i.e. more than 50% dropping out of school for reasons other than attrition. However, for secondary education, we have the second-best retention rate of 52% only behind NCD of 71% with the national average at 39%¹⁶.

The attrition rate is 70% for year 11-12¹⁷ and that is considerably high and may be attributed to the quality of education and will be looked at as a matter of priority, so it is lowered to below 50% by 2022 using the interventions mentioned below.

Measured Anticipated Results

1. Increase the enrollment rate from 66% to above 80% by year 2022
2. Increase retention rate for year 1-6 from 40% to above 80%
3. Increase retention rate for secondary school from 52% to above 75% (52% is the second best in the country trailing only NCD)
4. Decrease the high attrition rate of 70% for year 11-12 to below 50% by year 2022
5. Provision of Industry relevant Education and skills
6. Creation of a productive and innovative generation of people with generally good attitude
7. Increase the adult literacy rate by more than 50% by year 2022

Interventions:

Strategic Intervention #1 Providing Good and Safe Access

Provide good and safe access to all Schools and therefore all basic government service outlets in the District through:

- Wabag District Rural Road Network Program-a program launched in October 2018 to connect all rural and isolated areas of Wabag District (see Annexure A-6 Road projects already commenced)
- Community Law and Order Initiative launched by the PPC and supported by the provincial government and our DDA.

- Will build new schools in very isolated areas so educational services are brought closer to the people or re-opening of closed ones (see Annexure B for proposed new schools and re-opening of closed ones)

Strategic Intervention # 2 Increasing capacity and provision of essential amenities

We have to make sure every school:

- meets the minimum Infrastructural requirements of student-dorm and classroom space requirements through the construction of new classrooms and dorms (already commenced through construction of a 72 men dorm at Wabag Secondary School);
- provision of proper specialized educational amenities like library and science lab for each school;
- Convert all semi-permanent and bush material infrastructures to permanent ones
- Provide proper accommodation for staff and,
- Must have good power and water supply sources and proper ablution blocks.

Strategic Intervention # 3 Good and Independent Appointment Processes for Teachers and Board members:

- Create a good appointment process that will ensure selection of qualified teachers and board members;
- Create an appraisal system that can penalize non-performing and poor teachers or board members instantaneously through inspection and performance appraisals and;
- The above two will be possible if the new act for greater transfer of powers from the provincial to the district level governments is approved in Parliament.

Strategic Intervention # 4 Provision of Adequate Funding

- To procure essential school materials and equipment;
- To ensure recurrent expenditures are properly addressed during school year

Strategic Intervention # 5 Creation of a Safe, Fair and Non-discriminate Learning Environment

- Ensure there is no gender discrimination through strict school by-laws and policies;
- Creation of special amenities for people with disabilities and;
- Ensure free education policy is implemented so there is equal opportunity to education;
- Ban bullying in schools

- Increase the number of people with specialized skills-set to supply our industry demands (Industry Demand Driven TVET curriculums/courses)

Strategic Intervention #6 Pursue Church-Government Partnership in the administration of schools

a) Give all Primary and Secondary schools to the Main-stream churches

Goals	Strategic Intervention	Key Output/Target for 2022
Improve Education Quality	a) Improving Staff Quality i. proper qualifications and, ii. good attitude b) Improving School Infrastructure i. Classroom space; ii. Staff Housing; iii. Special Amenities-library and science labs; iv. Good student accommodation facilities; c) Providing funding assistance for school materials and equipment d) Provision of Inclusive education for children with disabilities	Properly trained, qualified and disciplined teachers in all our schools. Every school must have: a) Minimum required number of students per class and teacher; b) Two science labs per school; c) One library per school; d) Two students per dormitory room; e) A good dining hall f) One house for each teacher g) Good perimeter fencing for security h) Good clean water supply and ablution blocks and; i) A small health center within the vicinity in the community to serve this institution.
a) Increase Enrollment and Retention Rates in Schools b) Universal Primary Education	a) Building new schools in new areas b) Re-opening closed schools c) Providing access to schools through new road construction to isolated areas d) Improving law and order for safer access to schools e) Massive awareness and enrollment recruitment drives for school-age children f) Creation of alternate pathways for school leavers especially TVET institutions to usurp the growing number of unengaged youths	a) Provision of good road links to all population catchment areas; b) Prudent implementation of the national government's TFF education policy; c) Build a TVET college for the district; d) Build a couple of new schools for the district in strategic locations to ensure enrollment rate increases from the current national average of 66% to around 80% by 2022 a) Increase the number of people with specialized skills-set to supply our industry demands (Industry Demand Driven TVET curriculums/courses)
c) Increase Adult literacy Rates	a) Build an Adult Literacy School	a) Increase Adult Literacy Rates by 50%

4.4.2 SRA 2: Health Sector

It is our wish to improve Health Service Delivery to the people equitably so that the health of the nation improves as indicated by the general improvement of the basic health indices and the decline in the disease burden of communicable diseases like especially HIV AIDS, and TB through the following general interventions:

- Strengthening Health Systems
- Strengthening partnerships and coordination with stakeholders
- Provision of safe and easy access to health services

Interventions for Health

Strategic Intervention # 1 Strengthen Health Systems through:

- Increasing the number and quality of Health Workforce through church-government partnership programs or through creation of more staff positions on the structure;
- Increasing funding
- Creation of a proper data base and information system (ICT) to measure, evaluate and drive policies and decisions;
- Provision of essential infrastructure necessary for proper service disbursement;
- Make sure the supply of drug and medicines is constant and consistent;
- Make sure there is Efficient and Transparent Leadership.
- Build new Health facilities to increase coverage and ease access.

Strategic Intervention # 2 Strengthening Partnerships and Coordination with Stakeholders:

- Promotion of Healthy Lifestyles through outreach programs;
- Provision of good water supply and sanitation facilities;
- Promotion of Church-Government Partnership programs in the delivery of health service.

Strategic Intervention # 3 Improve Service Delivery

- Improve Child Survival;
- Improve Maternal Mortality;
- Reduce burden of Communicable Disease like HIV/AIDS and TB

Strategic Intervention # 3 Improve Service Delivery

Goals	Strategic Intervention	Key Output/Target for 2022
a) Improve the Basic Health Indices	a) Increase number of health facilities b) Make access to health facilities easy and safe c) Increase the number and quality of health workers d) Increase Funding	<input type="checkbox"/> Decrease Maternal Mortality Rate from 43 deaths per 1000 live births to below 35/1000 live births <input type="checkbox"/> Decrease Infant Mortality Rate from 69/1000 to 50/1000 ¹⁸ <input type="checkbox"/> Decrease child under 5 mortality rate from 97/1000 to 70/1000
b) Decrease the Incidence of Communicable Diseases especially HIV/AIDs and Tuberculosis (TB)	a) Provide effective Awareness and Education programs b) Support and fund patient follow-up and treatment programs c) Ensure medicine supplies are consistent d) Provide good water-supply and sanitation	a) Decrease the incidence of HIV/AIDs and TB and other communicable disease b) Increase the Treatment compliance Rate especially of TB and HIV/AIDs
c) Increase Adult literacy Rates	a) Provide awareness and promote Healthful Lifestyles	a) Significant decrease in lifestyle diseases such as obesity and Ischemic Heart Disease.

4.4.3 SRA 3: Infrastructure Development

Transport Infrastructure is essential for development of societies and facilitates the growth of the economy and ensures delivery of social services like health and education. Its importance cannot be understated in a place like Wabag where land transport is the main form of transport available and where a lot more places are quite isolated due to no road connection.

We have realized that a lot of the low socio-economic indicators can be attributed to lack of access due to no road connection or poor road conditions making access difficult. One of the main strategic interventions whether in Education or Health or other sectors is to provide good road access and therefore we have come up with the following intervention programs:

1. Wabag District Rural Road Network Program-already launched this year in October 2018
2. Wabag District Bridge Connection Program-yet to be launched awaiting a PIP submission made to the National Government

Strategic Interventions for Infrastructure

A) Transport Infrastructure

Strategic Intervention # 1 Connect all areas with government service outlets with transport access either air or land:

- Through the DDA purchasing its own machines to cut cost (3 machines procured already)
- By engaging the Plant and Transport Division of the Department of Works as a cheap alternate to DDA's own plant Maramuni Road Construction using this method);
- Gazettal of all roads

Strategic Intervention # 2 Upgrade all existing roads which have deteriorated in time due to weather and lack of maintenance:

- Regular maintenance of existing roads
- Upgrading of all existing roads to sealed roads or properly graveled roads

B) Electricity

Electricity is a basic need for all people and provision of cheap, reliable and affordable electricity is a priority for us as a district government. Therefore, we hope to connect power along all our road network in the district to all government service outlets through our Rural Electrification Program.

Strategic Intervention # 1 Rural Electrification Program-To connect all government service outlets following our road network program.

Strategic Intervention # 2 Pursue Private Public Partnership Program to build our own Hydro Power Plant that can generate power cheaply and reliably for our people. Transmission and electricity sale agreements can be done with PNG Power Limited in PPP arrangements.

C) Water Supply

A clean and reliable water supply system is essential for people in any society. We hope to provide our people with good and safe water through the Rural Water Supply Program. Wabag Town has a reliable Water Supply System that supplies the town and most of the neighboring villages. However, the villages will have to have their own good supply reticulation systems

Strategic Intervention # 1 Build Water supply systems for all wards

Goals	Strategic Intervention	Key Output/Target for 2022
To build one of the most extensive rural road networks in the nation	Implementation of the Wabag District Rural Road Network Program to build strategic roads	a) Link all government service outlets with road access; b) Link all populated areas with no road access c) Create a good road network to facilitate an Agronomy-Market based Economy (main form of SME drive for our people)
Good Quality Road Network System	a) Do regular maintenance of roads; b) Upgrade existing roads	All roads within the district must be safe and accessible

Strategic Interventions for Agriculture & Livestock

4.4.4 SRA 4: Agriculture and Livestock

Agriculture is the future of the nation and must be upgraded from ordinary subsistence to being a commercial venture. We hope to build a market-based economy that is very viable with possible supplies to both the domestic markets and other national markets through the following strategic intervention measures:

Strategic Intervention # 1: Making production cheaper through:

- Providing transport access;
- Providing subsidized transport options;
- Providing seeds and expertise advice and;
- Charging lesser fees for market facilities.

Strategic Intervention # 2: Providing cheap and affordable Credit Facilities for them to go into commercial ventures:

- Creation of a Savings and Loans Society

Strategic Intervention # 3 Provision of Good Support Services through the construction of an Information and Help Center that will provide:

- Financial literacy and business advice free of charge;
- Provide expert agriculture advice and help; and
- SME incubation services to assist people to grow their business

Strategic Intervention # 4 Market Establishment and/or Identification:

- Construction of a proper local market for domestic sales;

- Identify markets out of province or establish contracts with businesses to help sell the products of our farmers and;
- Establish a Vegetable Depo and purchase vegetables from farmers so the DDA can through its business arm Wabag District Enterprise sell these in markets identified out of province to create a good local cash flow and therefore provide incentives for our farmers to do more farming.

Strategic Intervention # 5 Commercialization of Agriculture and Establishments of Agriculture based SMEs:

- a) Assist people to start up Agriculture-based SMEs
- b) Recruit more people to join in through the provision of Incentives (e.g. start-up capital)

Goals	Strategic Intervention	Key Output/Target for 2022
Making Production Cheaper	<ul style="list-style-type: none"> a) Provision of good road access b) Provide subsidized transport c) Providing seeds and expertise advice d) Provision of Incentives (e.g. start-up capital) 	<ul style="list-style-type: none"> a) Increased recruitment of people engaged in commercial farming ventures b) Increasing Agriculture-based SME entrepreneurs
Provision of Cheap and Affordable Credit Facilities	<ul style="list-style-type: none"> a) Start our District's credit facility called the Wabag District Savings and Loans Society 	<ul style="list-style-type: none"> a) Increasing the number of people in Agriculture-based SMEs
Provision of good support and Extension services	<ul style="list-style-type: none"> a) Build an Agriculture-SME incubation center that will provide expert business and agriculture advice b) Outreach extension services to assist farmers 	<ul style="list-style-type: none"> a) More quality farms with increased production for commercial use b) Educating a lot more people on proper ways of farming
Establishment and Identification of markets	<ul style="list-style-type: none"> a) Construction of the Wabag Market b) Identification or construction of vegetable markets in other centers c) Building of Vegetable Marketing Depo in Wabag to buy and store vegetables to sell to business houses or provinces 	<ul style="list-style-type: none"> a) Construction of a good local market b) Establishment of good markets in other centers to support our farmers
Commercialization of Agriculture and Establishment of Agriculture-based SMEs	<ul style="list-style-type: none"> a) Recruit more people to do Agriculture-based SMEs b) Provide incentives for people to engage in commercial agricultural ventures 	<ul style="list-style-type: none"> a) Increased number of farmers b) Increased cash-flow in the local economy

Strategic Interventions for Social Development

4.4.5 SRA 5: Social Development

A) Law and Order

Law and Order is a very important prerequisite for development in any society and it is very necessary for any organized society to function orderly. Our strategy to addressing law and order targets its two components:

1. Preventive Law and Order &
2. Dispute Resolution

(i) Preventive Law and Order

To address this, we have to look at the root causes of Law and Order and address them rather than the Band-Aid method of just concentrating on Dispute Resolution.

Strategic Intervention # 1 Increase employment or employment opportunities or engagement of the growing number of unengaged people in society.

Strategic Intervention # 2 Do carefully organized awareness to stop the abuse of drugs, alcohol and other forms of narcotics.

Strategic Intervention # 3 Support the Churches in their Community Reach-out programs of upholding Christian moral principles.

Strategic Intervention # 4 Promotion of the Engan Culture Curriculum that is now taught in the schools and its principles of honesty; integrity and all the good values and wisdom. The traditional laws and beliefs were some of the best in this nation and kept our people and society in order for hundreds of years.

Strategic Intervention # 5 Need to include a curriculum that basically teaches our young generation of the good principles and virtues of life like honesty; hard-work; modesty, respectfulness and others. It is very essential as this nation has made corruption, stealing and lying norms of our contemporary society.

Strategic Intervention # 6 Support Law Enforcement agencies

(ii) Dispute Resolution

Dispute Resolution must be fair, transparent, retributive and effective so it can have its desired outcome of deterrence and restorative rehabilitation.

Strategic Intervention # 1 Law trespassers must be penalized and not be protected by the alternate dispute resolution measures like compensation. This creates a social safety haven for them where they can easily come out again to become repetitive offenders. This is an effective way of deterrence where individual accountability ensues.

Strategic Intervention # 2 Support law enforcement agencies like the police and courts

Goals	Strategic Intervention	Key Output/Target for 2022
Law and Order Creation of a Peaceful society	a) Provision of good road access b) Provide subsidized transport c) Providing seeds and expertise advice d) Provision of Incentives (e.g. start-up capital)	a) Decrease in the crime rates b) Decrease in the tribal fights
Sports and Leisure A united, healthy and peaceful society	a) Start our District's credit facility called the Wabag District Savings and Loans Society	a) Create competitive sports teams and individuals to participate in other national events b) Successful, viable and self-sustaining sports competitions in the town and communities
Religion a) Partners in development b) Creation of Morally based principled and peaceful society	a) Build an Agriculture-SME incubation center that will provide expert business and agriculture advice b) Outreach extension services to assist farmers	a) More Church-run basic government institutions like schools and clinics b) More principled and productive citizens c) Less law and order issues

B) Sports and Recreation

Sports and recreation is important for many reasons. It creates an avenue for socialization and therefore unity and peace. It also engages a lot of young people so keeps them away from things like drug, alcohol and trouble. It also promotes healthful living.

Strategic Intervention # 1 Creation of Sports Competition in town. We will begin with soccer next year.

C) Religion

Religion is an important component of life as it brings discipline and good order to society. It promotes all the moral principles in life that most of the nations in the world have adopted into their constitutions to guide their societies. We hope to involve them more as partners of development as they have always done.

Strategic Intervention # 1 Developing partnerships with them to run most of our basic service delivery outlets like clinics and schools.

Strategic Intervention # 2 To develop partnerships with them to do more awareness programs in health and education and other basic development agendas.

D) Culture and Tourism

Culture and Tourism are two separate sectors but included as one because they go hand in hand. We need to promote our cultures and attract tourism through partnership with our museum and observance of our sacred traditional sites through preservation and legislation.

Strategic Intervention # 1 Preservation of our culture through:

- a) art and collection and proper documentation;
- b) through curriculums that are taught in our schools-teach them in lower classes as opposed to colleges now as they have to grow up with the values and morals of their culture;
- c) Documentaries or other videos to capture a time that may be forgotten soon.

Strategic Intervention # 2 Promote our culture through our cultural shows and other cultural events

Strategic Intervention # 3 Creation of an Enga Culture Website to promote our cultures and events to attract tourists as well as enlighten others of our culture.

CHAPTER 5

CONCLUSION

This 5-year plan was devised after very wide consultation with most of our stakeholders, so our development agendas and policies can be INCLUSIVE.

However, we faced a lot of difficulties and challenges also whilst drafting this plan. One very challenging area was the availability of up-to-date data. Most of the data we got were outdated by at least a couple of years as our provincial statistics office is either underfunded or ineffective in keeping up to date information on all our important socio-economic sectors and basic demography.

This plan we hope will provide a good foot path for us to follow over the next five years to help build a good foundation and environment that is suitable for growth. In essence, we want to create a development platform that is inclusive, unbiased, equal and just for all so people who work hard and honestly can become successful. We realize the greatest challenge we face as a district and therefore nation is not in the lack of infrastructure development, but rather the lack of a right mindset and good values and principles of life. This nation has over the years created people with a deepseated cargo-cult mindset resulting in a lack of ownership and therefore become very lazy and quite dependent on government for almost everything.

The greatest development challenge we face and acknowledge as a district is this dependent and careless despotic mind-set of our people. Therefore, the very essence of this plan is to change this mindset of our people and empower them to become partners with the government to develop and chart the future of our nation together. We hope to empower them through our two main policies of Universal Quality Education and Agriculture-based SME drives, so they can become independent and contribute meaningfully towards developing our nation.

CHAPTER 6

IMPLEMENTATION SCHEDULE

SRA 1: District Administration and Governance

SRA 1: District Administration & Governance**Goal SRA 1: District Administration & Governance**

Goal: To improve administrative mechanisms of service delivery through efficient coordination and capacity building within the District and LLGs.

Objective: To improve governance of the district and its capacity to implement programs creating a friendly environment for investment at all levels.

Strategies	Desired outcomes	Project activities	Annual Costs estimates (Kina)					Total	Funding Source	Lead implementer
			2018	2019	2020	2021	2022			
1. Improve capacity building at the District level.	1.1. Selected no. of staff identified for various training.	1.1.1. Number of staff on training under various sectors.	20,000		30,000	20,000		70,000	DSIP	District Administration
	1.2. Increase number of vehicles for sectors and LLGs.	1.2.1. Procurement of vehicles		250,000	150,000		150,000	550,000	DSIP	District Administration
		1.2.2. Maintenance of the District vehicles.	20,000	10,000	20,000	20,000	20,000	90,000	DSIP	District Administration
		1.2.3. Admin Support		130,000		130,000	130,000	390,000	DSIP	District Administration
2. Construct and maintain staff houses in the District.	2.1. Staff has adequate housing available.	2.1.1. Scope and design	20,000					20,000	DSIP	District Administration
		2.1.2. Site preparation		60,000	70,000			130,000	DSIP	District Administration
		2.1.3. Construction		20,000	130,000		80,000	330,000	DSIP	District Administration
	2.2.	2.2.1. Maintenance of CEO's Residence			30,000		30,000	60,000	DSIP	District Administration
	Maintenance of staff housing	2.2.2. Maintenance of acting CEO's Residence			30,000		30,000	60,000	DSIP	District Administration
		2.2.3. Maintenance of acting CEO's Residence			10,000		10,000	20,000	DSIP	District Administration
		2.2.4. Maintenance acting CM's Residence			5,000		5,000	10,000	DSIP	District Administration

		2.2.5. Maintenance of PO's Residence			5,000		5,000	10,000	DSIP	District Administration
		2.2.6. Maintenance of KBO's Residence			10,000	5,000		15,000	DSIP	District Administration
		2.2.7. Maintenance of 2 x LLG Staff houses	60,000	30,000	30,000	30,000	30,000	180,000	DSIP	District Administration
		2.2.8. Purchase of office & house furniture	10,000	10,000	10,000	10,000	10,000	50,000	DSIP	District Administration
		2.2.9. Maintenance of 2 x Council Chambers		50,000	50,000			100,000	DSIP	District Administration
3. Maintain district utilities and infrastructure capacity	3.1. Well maintained electrical power within the district administration	3.1.1. procurement of fuel for district power generator and Power Bills	40,000	40,000	40,000	40,000	40,000	200,000	DSIP	District Administration
		3.1.2. Power lines maintenance	50,000	50,000	50,000	50,000	50,000	250,000	DSIP	District Administration
		3.1.3. Electrical works in district administration	50,000	50,000	50,000	50,000	50,000	250,000	DSIP	District Administration
		3.1.4. Labour wages for power boy	5,200	5,200	5,200	5,200	5,200	26,000	DSIP	District Administration
		3.2. Well maintained communication systems within the district administration	3.2.1. Install additional phone lines	5,000		5,000	5,000		15,000	DSIP
		3.2.2. Fencing of communication disks		10,000			10,000	DSIP	District Administration	
		3.2.3. Payment of telephone bills	20,000	20,000	20,000	20,000	20,000	100,000	DSIP	District Administration
		3.2.4. Improve EMTV and Installation of additional channels			20,000			20,000	DSIP	District Administration
	3.3. Wabag District Website	3.2.5. Repair and Maintenance of Communication Systems	10,000	10,000	10,000	10,000	10,000	50,000	DSIP	District Administration
		3.3.1 Develop and Create District Website Infrastructure for Marketing and Information	80,000					80,000	DSIP	District Administration
		3.3.2 Maintenance of the District Website		5,000	5,000	5,000	5,000	20,000	DSIP	District Administration
	3.4. Improved Postal and Banking facilities	3.3.1. Purchase of portable generator			10,000			10,000	DSIP	District Administration
		3.3.2. Maintenance of Postal and banking facilities	5,000	5,000	5,000	5,000	5,000	25,000	DSIP	District Administration
Total								3,181,000		

SRA 2: Education Sector

SRA 2: Education Sector										
Goal: To provide Universal Primary and Quality Education										
Objective: To increase enrolment and retention rate in schools										
Strategies	Desired outcomes	Project activities	Annual Costs estimates (Kina)					Total	Funding Source	Lead implementer
			2018	2019	2020	2021	2022			
1. Expansion of learning facilities	1.1. New learning facilities constructed	1.1.1. Establish 2 x TVET College		500,000	500,000	500,000	500,000	2,000,000	DSIP/Donor	District Administration
		1.1.2 Establish 1 x Adult Literacy Centre		250,000				250,000	DSIP/Donor	District Administration
		1.1.3 Establish Proposed Rakamanda School of Excellence	250,000	250,000	250,000	250,000	250,000	1,250,000	DSIP/Donor	District Administration
		1.1.4. Upgrading of Pasalangus Primary School to High School Status		150,000	150,000	150,000	150,000	600,000	DSIP/Donor	District Administration
		1.1.5 Establish Proposed Tumbem Primary School		200,000	200,000	200,000	200,000	200,000	DSIP/Donor	District Administration
		1.1.5. Establish Science Laboratories 1 per High Schools and 2 per Secondary School		200,000	200,000	200,000	200,000	800,000	DSIP/Donor	District Administration
Education al Instruction s		School		200,000				200,000	Donor	Administration
		3.1.4. Amala to Yai Primary School			200,000			200,000	DSIP/Donor	District Administration
	3.2.Construction of New Roads Leading to Current and Proposed Schools	3.2.1. Wakenanda to Aipinimanda Proposed TVET		200,000				200,000	DSIP/Donor	District Administration
		3.1.2. Tai Tenges to Yanarin Community School		200,000				200,000	DSIP/Donor	District Administration
	3.3. Construction of Bridges leading to Current and Proposed Schools	3.3.1 Pandam Bridge linking Proposed Pandam TVET	175,000	325,000				500,000	DSIP/Donor	District Administration
		3.3.2 Sari Bridge Maintenance Linking Sari Primary School and Proposed Sari Aid Post			1,000,000			1,000,000	DSIP/Donor	District Administration
		3.3.4 Wakumale Tumbem Bridge Linking Sir Tei Abel Secondary School		1,000,000				1,000,000	DSIP/Donor	District Administration
		3.3.5 Tae Tenges to Itetep linking the Yanarin Primary School			1,000,000			1,000,000	DSIP /Donor	District Administration
		3.3.6 Konjep Bridge Linking Proposed Tumbem Primary School		500,000				500,000	DSIP/Donor	District Administration
		3.3.7 Kiwi Bridge Linking Kiwi Elementary School				1,000,000		1,000,000	DSIP/Donor	District Administration
		3.3.8 Sin Bridge Linking Teremanda to Yai Primary School				1,000,000		1,000,000	DSIP/Donor	District Administrator
		3.3.9 Laka Ambaran Bridge Linking Naputes Primary School			1,000,000			1,000,000	DSIP/Donor	District Administration

SRA 3: Health Sector

SRA 3: Health Sector										
Goal: To achieve of an effective and efficient health system that can deliver a nationally acceptable standard of health care that is both responsive and demand driven.										
Objective: To improve and strengthen the provision of health services through a comprehensive and integrated network of health systems.										
Strategies	Desired outcomes	Project activities	Annual Costs estimates (Kina)					Total	Funding Source	Lead implementer
			2018	2019	2020	2021	2022			
1. Improve the health facilities to nationally acceptable standard	1.1. Health facilities renovated and well maintained	1.1.1. Construction of 27x New Aid Posts. 2 each year		200,000	200,000	200,000	200,000	800,000	DSIP, PIP & Donors	District, National Gov't & Aid
		1.1.2. Construction of 27 x New Aid Post Residential Houses. 2 each year		200,000	200,000	200,000	200,000	800,000	DSIP, PIP & Donors	District, National Gov't & Aid
		1.1.3. Maintenance of Health Centre		50,000			50,000	100,000	DSIP, PIP & Donors	District, National Gov't & Aid
		1.1.4. Establishment of 3 x New Health		600,000	600,000	600,000	600,000	2,400,000	DSIP, PIP & Donors	District, National Gov't & Aid
		Post per Year			0				Donors	
		1.2.3. Provision of reticulated water supply 3 constructed per year		450,000	450,000	450,000	450,000	1,800,000	DSIP, PIP & Donors	District Administration
2. Procurement of necessary Medical Equipment	2.1. Medical equipment available at Hospitals	2.1.1. Procurement of Medical Equipment (see district health plan)		200,000	200,000	200,000	200,000	800,000	DSIP, PIP & Donors	District Administration
		2.1.2. Procurement of solar energy power for hospitals		100,000	100,000	100,000	100,000	400,000	DSIP, PIP & Donors	District Administration
3. District Nursing Officers Capacity Building	3.1. Well trained health officers available in the district	3.1.1. Capacity building for serving health officers		5,000	5,000	5,000	5,000	20,000	DSIP, PIP & Donors	District Administration
4. Provide enabling resources for execution of duties	4.1. Vehicles available for provision of goods and services	4.1.1. Purchase of Ambulances for 3 x Health Centres		200,000	200,000	200,000		600,000	DSIP, PIP & Donors	District Administration
		4.1.2. Maintenance of facility & Admin vehicles		6,000	6,000	6,000	6,000	18,000	DSIP	District Administration
5. Construct and Improve Capital Infrastructures	5.1. Improvements and construction	5.1.1. Lakolam to Keas Road Linking Proposed Keas Health Centre	300,000					300,000	DSIP/ Donor	District Administration
leading to Health Institutions	to Roads Leading to current and proposed Health Posts and Health Centre	5.1.2. Brip Linking Lakopenda Health Centre Road Constructions		300,000				300,000	DSIP/ Donor	District Administrator
	5.2. Improvement and Construction to Bridges Leading to current and Proposed Health Post and Health Centres	5.2.1 Lakolam to Keas Lam Bridge Construction Linking the Proposed Keas Health Centre		1,000,000				1,000,000	DSIP/ Donor	District Administrator
Total								5,060,000		

SRA 4: Law & Order Sector

SRA 4: Law and Justice Sector										
Goal: To create a peaceful, harmonious and knowledgeable community to interact with changing environment in all works of life.										
Objective: To improve and strengthen law and order problems in the district										
Strategies	Desired outcomes	Project activities	Annual Costs estimates (Kina)					Total	Funding Source	Lead Implementer
			2018	2019	2020	2021	2022			
1. Revitalize Law & Justice Sector administration capacities to facilitate for efficient flow of vital community policing.	1.1. Fund allocated for designated goods and services fairly acquitted	1.1.2. Purchase of Village Court Official Uniforms								
	1.2.Funds allocated for Court Officials Casual Wages and Allowances	1.2.1 Casual Wages for Court Officials			50,000	50,000	50,000	150,000	DSIP/ Donor	District Administration
2. Provide adequate infrastructure to the sector facilities	2.1. New infrastructure in place	2.1.1. Construction of the LLG Court House	1,200,000					1,200,000	DSIP/ Donor	District Administration
3. Increase manpower and training	3.1 Internal capacity building program funded									
		3.1.2. Village Court Training	30,000	30,000	30,000	30,000	30,000	150,000	DSIP	District Administration
4. Creation of a Healthy and Peaceful Society through engagement in Sports	4.1 Encourage and fund Sports Programs for community participation. Identifying talents and providing an alternative in pesuing a carrier in sports	4.1.1. Sponsoring Soccer Competition in Wabag Town. Invite teams from wider communities in the District		50,000	50,000	50,000	50,000	200,000	DSIP	District Administration
		4.1.2. Fund village Sports competitions for the people to compete and get occupied		50,000	50,000	50,000	50,000	200,000	DSIP	District Administration
		4.1.3 Funding School athletic programs.		20,000	20,000	20,000	20,000	80,000	DSIP/ Donor	District Administration
	4.2 Building of Sports infrastructures for the participation of youths to get themselves occupied	4.2.1. Construction of Basketball/Vollye ball courts in 10 central locations around the Districts		20,000	20,000	20,000	20,000	80,000	DSIP/ Donor	District Administration
		4.2.2. Construction of a gymnasium and purchase of equipment for public use. Promote health and physical fitness. as well keep young people occupied			1,000,000			1,000,000	DSIP/ Donor	District Administration
5. Creation of a peaceful and just community through the	5.1 Assisting with Church Run Services through the Church/	5.1.1 Funding Assistance to Church run Health services in the District		50,000	50,000	50,000	50,000	200,000	DSIP/ Donor	District Administration

intervention of the churches and their outreach programs	Government Partnership Program	5.1.2 Funding Assistance to Church run Schools in the District		100,000	100,000	100,000	100,000	400,000	DSIP/ Donor	District Administration
	5.2. Funding of outreach programs for Main stream churches	5.2.1 Funding Evangelistic programs around the district to promote moral principles and good living		50,000	50,000	50,000	50,000	200,000	DSIP/ Donor	District Administration
		5.2.2 Funding and Logistical support to churches to negotiate peace between warring tribes during tribal fights		20,000	20,000	20,000	20,000	80,000	DSIP/ Donor	District Administration
6. Promoting Peace and Harmony in Society through the Promotion of Our Engan culture and tradition	6.1. Assist in researching and recording of Enga Tradition and culture	6.1.1 Promoting the research and documenting of our cultures and tradition through Enga Taik Anda		10,000	10,000	10,000	10,000	40,000	DSIP/ Donor	District Administration
		6.1.2 Educating and hosting programs in schools and for general public viewing by Taik Anda. Peace through promoting our good cultures and tradition		10,000	10,000	10,000	10,000	40,000	DSIP/ Donor	District Administration
7. Promoting Peace and Tourism the District through show of our Good Culture and Tradition	7.1.Supporting small Tourism business as part of SME	7.1.1. Support small scale business based on tourism promotion and unemployed youths		1000,000	100,000	100,000	100,000	400,000	DSIP/ Donor	District Administration
		7.1.2 Support the of making Arts and crafts to sell to tourist		100,000	100,000	100,000	100,000	400,000	DSIP/ Donor	District Administrator
	Total									

SRA 5: Water Supply

SRA 5: WATER SUPPLY										
Goal: All marginal and town dwelling people of the district have to access to clean and safe drinking water by 2017 and beyond.										
Objective: To provide access to clean and safe water and sanitation services.										
STRATEGIES	DESIRED OUTCOME	PROG/PROJECT ACTIVITIES	ANNUAL COST ESTIMATES (PGK) OVER 5 YEARS					TOTAL	Funding Source	Lead Implementer
			2018	2019	2020	2021	2022			
Provision of reliable water supply across the district	All households and business houses in district township areas accessing to water and sanitation services	Project Feasibility Studies, survey, Design & Documentations		20,000	20,000	20,000	20,000	80,000	DSIP, PIP/Donor	PNG Water board
	90 % of household accessing clean and safe piped drinking water	Construction of 4 x Rural Water Supply Projects in each LLG @ 250,000/LLG		4000,000	4000,000	4000,000	400,000	1,600,000	DSIP, PIP/Donor	PNG Water board/Donor
Total								1,680,000		

SRA 6: Rural Electricity Supply

SRA 6: RURAL ELECTRICITY PROGRAM										
Goal: All marginal and town dwelling people of the district to access to electricity energy connected to villages and communities by 2017 and beyond.										
Objective: To provide access to clean and safe water and sanitation services.										
STRATEGIES	DESIRED OUTCOME	PROG/PROJECT ACTIVITIES	ANNUAL COST ESTIMATES (PGK) OVER 5 YEARS					TOTAL	Funding Source	Lead Implementer
			2018	2019	2020	2021	2022			
Provision of reliable electricity supply across the district (villages & communities)	All villages and communities including business houses in district township areas accessing to electricity service	Project Feasibility Studies, survey, Design & Documentations		20,000	20,000	20,000	20,000	100,000	DSIP, PIP/ Donor	PNG Power/Donors
	90 % of household accessing electricity supply	Construction of 7 x Rural Electricity Supply Projects in each LLG @ 400,000/LLG		500,000	500,000	500,000	500,000	2,000,000	DSIP, PIP/ Donor	PNG Power/ Donors
Total								2,100,000		

SRA 7: Roads & Bridges

SRA 6: Infrastructure Services											
Goal: To provide all weather infrastructure including roads, bridges and airstrips (effective infrastructure services) in the District.											
Objective: To provide, maintain and improve essential transport sector for effective and efficient service delivery and socio-economic growth of the district											
Strategies	Desired outcomes	Project activities	Length	Annual Costs estimates (Kina)					Total	Funding Source	Lead implementer
				2018	2019	2020	2021	2022			
1. Maintain and rehabilitate existing district, rural roads and bridges.	1.1 Easy access of goods and services to the district	1.1.1. Rehabilitation of district trunk roads									
2. Construction of new feeder roads linking Wabag District	2.1. New feeder roads constructed for easy flow of goods and services	1.1.3. New Links feeder roads									
		Maramuni Road Project	30km	500,000	500,000	500,000	500,000	500,000	2,500,000	DSIP	DoW
		1.1.4. New Link Provincial Road									
		2.2. Procurement of district assets for road works									
		Purchase Excavator		1,534,500		511,500			2,046,000	DSIP	District
		Komatsu PC200			500,000	500,000			1,000,000	DSIP	District
		Purchase 2 x Grader			500,000	500,000			1,000,000	DSIP	District
		Roller 2 x Roller			500,000	500,000			1,000,000	DSIP	District
		Crusher				1,500,000			1,000,000	DSIP	District
Prime Mover			1,500,000				1,500,000	DSIP	District		
		Purchase 3 x 3.5 ton Dump Trucks	250,000	250,000			500,000	DSIP	Dist. Admin		
		Purchase 2 x front end loaders			500,000	500,000	400,000	DSIP	Dist. Admin		
		Vehicle for Project Insp.		120,000			120,000	DSIP	Dist. Admin		
4. Construction of new bridges and maintenance of existing ones	4.1. Easy access of goods and services to the district	4.1.1. Repair and maintenance of log bridges									
		4.1.2. Construction of new bridges									
		4.2.1. Procurement of Logistical Support Equipment for Infrastructure									

SRA 8: Community Development

S SRA 8: Community Development 7: Community Development										
Goal: To create an active, harmonious and knowledgeable community to interact with changing environment in all works of life.										
Objective: To promote integral human development in the district.										
Strategies	Desired outcomes	Project activities	Annual Costs estimates (Kina)					Total	Funding Source	Lead implementer
			2018	2019	2020	2021	2022			
1. Provide assistance for physical development of youth in sports	1.1. Well-constructed sporting facilities	1.1.1. Construction of sports fields at various central location	50000	50000	50000	50000	50000	50,000	DSIP	District Admin
2. Promote Sports development	2.1. Sports equipment distributed	2.1.1. Distribute sports equipment to sports group	20000	20000	20000	20000	20000	100,000	DSIP	District Admin
3. Provide facilities for women and youth to develop skills	3.1. Well setup facilities for women and youth	3.1.1. Strengthen organizational network-sports management skills training at four locations	8000	8000	8000	8000	8000	40,000	DSIP	District Admin
		3.1.2. Sports quarterly meetings	16000	16000	16000	16000	16000	80,000	DSIP	District Admin
		3.1.3. Sports management skills meeting	8000	8000	8000	8000	8000	40,000	DSIP	District Admin
4. Improve administration and management of welfare issues for children, disable & marriage	4.1. Welfare issues strengthened	4.1.1. Expansion of existing credit scheme for women and youth	20000	20000	20000	20000	20000	100,000	DSIP	District Admin
		4.1.2. Convert PHQ Officer to training hall	40000	20000	20000	10000	10000	100,000	DSIP	District Admin
5. Bring NGOs and churches together as development partners	5.1. Churches & NGOs partners in projects	5.1.1. Westernize churches and NGOs in projects	10000	10000	10000	10000	10000	50,000	DSIP	District Admin
		5.1.2. westernise youth in projects	0	10000	10000	10000	10000	40,000	DSIP	District Admin
		5.1.3. Social Donations	0	10000	10000	10000	10000	40,000	DSIP	District Admin
6. Capacity building for community development officers of the district	6.1. Officers attended trainings	6.1.1. Upgrade qualification of community development officers	10000	10000	10000	10000	10000	50,000	DSIP	District Admin
Total								890,000		

SRA 9: Crop, Livestock & Agriculture

SRA 9: Crop, Livestock & Aquaculture										
Goal: To improve the livelihood of rural households food security & income to alleviate rural poverty.										
Objective: To provide support for agriculture and encourage communities to venture into agricultural business.										
Strategies	Desired outcomes	Project activities	Annual Costs estimates (Kina)					Total	Funding Source	Lead implementer
			2018	2019	2020	2021	2022			
1. Improvement and construction of new Infrastructures to assist local producers to reach the Market	1.1. Maintenance and Building of New Road links to give excess to producers to reach markets	1.1.1 Rakamanda to Makapmanda		300,000				300,000	DSIP	Dist Admin
		1.1.2. Sopas to Kepsanda			500,000			500,000	DSIP	Dist Admin
		1.5.1. Upgrade Surunki to Tukesanda Road				300,000			DSIP	Dist Admin
2. Introduce new breeds of livestock in the District to maintain food security	2.1 Increase in number of new breed of livestock for the district	2.1.1 Establishment of piggery projects of 5 breeding & 5 fattening		100,000	100,000	100,000	100,000	600,000	DSIP	Dist Admin
		2.1.2. Establishment of cattle projects		25,000	25,000	25,000	25,000	100,000	DSIP	Dist Admin
					0					
		2.1.3. Establishment of sheep projects		25,000	25,000	25,000	25,000	100,000	DSIP	Dist Admin
		2.1.4. Establishment of goat projects		25,000	25,000	25,000	25,000	100,000	DSIP	Dist Admin
		2.1.5. Establishment of Chicken Projects		200,000	200,000	200,000	200,000	800,000	DSIP	Dist Admin
3. Introduce new food & cash crops and maintain the food security	3.1 Improve and increase food cash crop production as an Agriculture Business by smallholders growers	3.1.1. Revitalized, fruits & nuts and fresh produce for local markets		500,000	500,000	500,000	500,000	2,000,000	DSIP	District Admin
4. Introduce aquaculture fishery projects to maintain food security	4.1. Increased and improved aquaculture business activities for every person/household.	4.1.1. Establish inland fish farming projects in the district		25,000	25,000	25,000	25,000	100,000	DSIP	District Admin
5. Building Training Facilities and conducting trainings for farmers	5.1 Agriculture SME Incubation Centre and programs for Farmers	5.1.1 Building a Training Centre		6,000,000						
	5.2 Training Programs to enhance the knowledge and	5.2.1 Training programs for Farming and Animal Husbandry								

	skills of farmers			20,000	20,000	20,000	20,000	80,000	DSIP	District Admin
		5.2.2. Training for Food handling and Packaging		20,000	20,000	20,000	20,000	80,000	DSIP	District Administration
		5.2.3 Training for Financial Literacy		20,000	20,000	20,000	20,000	80,000	DSIP	District Administration
6. Provision of Cheap and Affordable Credit Facilities	6.1 Creation of Wabag District Savings and Loan Society	6.2 Wabag Savings and Loan Society to lend growers funds to start their SME		3,500,000				3,500,000	DSIP	District Administration
7. Establishment and Identification of Markets	7.1. Construction of Markets and Depo for Local Farmers to sell their Produces	7.1.1. Wabag Market Construction		10,000,000				10,000,000	DSIP	District Administration
		7.1.2. Construction of other Smaller Markets		100,000	100,000	100,000	100,000	400,000	DSIP/Donor	District Administrator
		7.1.3 Constriction of Marketing Depo		1,000,000				1,000,000	DSIP/Donor	District Administrator
8. Purchase of Vehicle to transport Supplies	8.1 Purchase of Vehicles to assist with Food Transportation	8.1.1 Isuzu Dyna Truck to assist with Mobilisation		150,000				150,000	DSIP/Donor	District Administration
		8.1.2 Office Vehicle for Admin Runs				130,000		130,000	DSIP/Donor	District Administration

SRA 10: Forestry – Complementary

SRA 10: Forestry: Complementary										
Goal: To improve the livelihood of rural households income through active participation in income generating activities										
Objective: To provide support for aquaculture fishery and encourage communities to venture into this business.										
STRATEGIES	DESIRED OUTCOME	PROG/PROJECT ACTIVITIES	ANNUAL COST ESTIMATES (Kina)					TOTAL (Kina)	Funding Source	Lead Implementer
			2018	2019	2020	2021	2022			
1. Increase Production and Productivity of agro-forestry.	1. Increased and improved agro-forestry business activities for every person/household.	1.1.1. Provide technical and financial support to develop nurseries for agro forestry	40000	20000	000	000	10000	80,000	DSIP	District Administration
		1.1.2. Identify and promote high value agro forestry species and products	40000	20000	000	000	10000	80,000	DSIP	District Administration
		1.1.3. Promote community agro forestry management schemes	20000	10000	10000	10000	10000	60,000	DSIP	District Administration
		1.1.4. Train communities on the application of agro-forestry technologies	15000	15000	10000	10000		50000	DSIP	District Administration
Total								270,000		

SRA 11: Commerce & Industry

SRA 11: Commerce and Industry										
Goal: To improve the livelihood of rural households' income through active participation in income generating activities/opportunities for the people of the District										
Objective: To refocus on people empowerment through increased and improved entrepreneurial trainings and financial support.										
STRATEGIES	DESIRED OUTCOME	PROG/PROJECT ACTIVITIES	ANNUAL COST ESTIMATES (Kina)					TOTAL (Kina)	Funding Source	Lead Implementer
			2013	2014	2015	2016	2017			
1.Greater Community involvement and participation in SME Development and promotion training of staff	1. More local SME entrepreneurs to compete in our towns.	1.1.1. More SME awareness and trainings (PV, SYB, IYB & others etc), conducted using PPP concept.	20000	20000	20000	20000	20000	80,000	DSIP	District Administration
	2. All genuine registered co-operative societies	1.1.2. Development of special clients projects	20000	20000	20000	20000	20000	80,000	DSIP	District Administration
	must be operational	1.1.3. Continuous monitoring of SME in the wards.	20000	20000	20000	20000	20000	80,000	DSIP	District Administration
		1.1.4. Establish 2x LLGs SME Associations that will be the umbrellas for all SMEs in the district	50000	50000	50000	50000	50000	250,000	DSIP	District Administration
		1.1.5. Establish incubation centres in the new District Market	100000	100000	100000	100000	100000	500,000	DSIP	
Total								990,000		

CHAPTER 7

FINANCING ARRANGEMENT

7.1. Introduction

For any plan to be implemented effectively, mobilization of financial resources is paramount. The District has relied on two main sources of revenue to finance its recurrent through EPG Grants and public investment expenditures through; (i) the DSIP, PSIP, LLGSIP and PIP in which the GoPNG endorsed through its policy guideline, the AG and FI. As evidenced, below is the outline of the funding availability as appropriated by the current O'Neil-Able Government.

As evidenced in the DSIP Implementation Report (ORD, 2009), despite the increase in the overall budget, there is an alarming trend in the growing resource gap between revenue and expenditure, implying the expenditure has been growing at a faster rate than the available financial resources.

Further analysis of the budget envelops reveals that the growth of development expenditure has been slow as compared to the growth of recurrent expenditure, suggesting that little has been reinvested to augment domestic capacity to finance future expenditures and self-sustaining growth.

Furthermore, it points out that the development expenditure has been dominated by foreign financing, e.g. AusAID, EU and other donor agencies, constituting, on average, over 80 percent of total capital expenditure.

7.2. Effective Resource Mobilization Strategy for FYDP

The pronouncement of the first Wabag District FYDP heralds a new era in the national efforts towards achieving the district's development objectives as enshrined in the DSP and MTDP to achieve the Vision 2050 Goal.

As such, implementing the Plan will not only require a change in the way public and private sector investment is managed and prioritized, but also a significant increase in the level of resources devoted to this objective. It is essential, therefore, that more reliable and innovative sources to sustainably finance development are identified.

Consequently, the District Administration will diligently seek to secure the financing for FYDP through the spread of a dedicated strategy to mobilize the required financial

resources as well as ensure the efficiency of its management. This will entail determining effective means to: (i) mobilize domestic and international resource potentials and capacities; and leverage them for development; and (ii) negotiate mutually beneficial strategic alliances to secure such financing. The specifics of this resource mobilization strategy are described below.

7.3. Budget Strategy

The National Budget is governed by the four pillars;

- National Fiscal Management Strategy
- National Debt Control & Management Strategy
- National Revenue Strategy and
- National Expenditure Management Strategy

The above four pillars governed the appropriations to budget structures. There are two main Budgets of Recurrent Budget and Development Budget. The Recurrent Budgets are usually administrative funding to maintain public offices while the Development Budgets are for delivering goods and services to the communities.

The Vote series of 273 are Functional Grants from the National Government calculated and funded under the Minimum Priority Areas (MPAs) while Vote series of 702 are specifically internal revenues collections for items such as goods/services taxes or GSTs, liquor licensing, traffic licenses, business arms, etc.

7.3.1 Recurrent Versus Development

The Recurrent Budget of Wabag District is parked in the Enga Provincial Budget under Vote 273 as recurrent functional grants to maintain MPAs in the Electorate. The budget allocation is as evidenced in the DSIP Implementation Report (ORD, 2009), despite the increase in the overall budget, there is an alarming trend in the growing resource gap between revenue and expenditure, implying the expenditure has been growing at a faster rate than the available financial resources.

Further analysis of the budget envelopes reveals that the growth of development expenditure has been slow as compared to the growth of recurrent expenditure, suggesting that little has been reinvested to augment domestic capacity to finance future expenditures and self-sustaining growth.

Furthermore, it points out that the development expenditure has been dominated by foreign financing, e.g. AusAID, EU and other donor agencies, constituting, on average, over 80 percent of total capital expenditure.

The Development Grants such as PSIP, DSIP, LLGSIP, PSG, DSG and SSG are the grants allocated by the National Government to all districts (electorates) to provide minimum service delivery standards through:

- re-establishment of basic infrastructure and facilities,
- Initiating socio-economic activities for essential services
- Creating new project establishment.

The Development Budget Appropriation is a function of the National Economy. This means how much is allocated in PSIP, DSIP, DSG, LLGSIP, other PIPS and SSG to each district is subjected to situation of the National Economy and the cash-flows of the Government Accounts. The financial situation of Wabag District is of no exception to rest of the electorates in Papua New Guinea.

7.4. Financing Instruments

The Plan will be funded by innovative instruments of development finance which now called the SIP and others. The resources generated by innovative sources will be earmarked almost exclusively for the financing of the Plan. A more robust profile will be required to continually identify the possible innovative and conventional financing instruments.

1. Provincial Services Improvement Program
2. District Services Improvement Program
3. Local Level Government Services Improvement Program
4. Provincial Support Grant
5. District Support Grant
6. Public Investment Program
7. PNG Tax Credit Scheme
8. Public Private Partnership
9. Donors (i.e. AusAID, ADB, EU, NZAID, USAID, etc.)
10. National Development Bank (NDB)

7.5. Budget Priority

Wabag DDA will be embark on driving the MPAs, create economic stimulants and establish market hubs in the Districts to attract private investments and increase private sector participation within the electorate. In consistent with NEC Decision NG 414/2013 PSIP, DSIP and LLGSIP funds be broken down into the following eleven (11) sectors (Table 21). Level of funding received by the sectors should reflect the needs and priorities of the Province and Districts.

Disbursement of SIP funds is strictly upon the receipt of previous year's implementation physical and financial reports (acquittals) and availability of funds. Funds for PSIP, DSIP

and LLGSIP may be moved from one priority sector to another except for, provided that the following condition is met. There must be JPP&BPC or DDA or LLG Assembly approval in line with 5 Year Development Plan. The DDA will seek to approve a minimum Budget Appropriation Structure for development and service delivery as follows (Table 21).

Table 21: DSIP Funding Sector Allocation

SECTOR	ALLOCATION		
	PSIP	DSIP	LLGSIP & WSIP
Infrastructure Services Support	-	-	150,000
Health Services Improvement	-	-	100,000
Law and Justice Services	-	-	100,000
Economic Sector Support	-	-	50,000
Community Development	-	-	
Sub-Key Sectors- Specific spending:			
Public Service Housing (District & LLG)	K500,000	K500,000	NIL
Skills Gap Training (District & LLG)	K100,000	K100,000	NIL
Communication Infrastructure	K250,000	K250,000	NIL
Micro-Credit Scheme (Optional)			
10% administration		K1,000,000	K50,000

The NEC Decision Number 414/2013 still maintains the current Administrative Fees of 10.0% to be broken down into the following categories (Table 22). Wages and Salaries NOT to be paid to individuals

Table 22: Administration Sector Allocation

Administration Sector Component = K1,000,000			
% allocation	Amount (Kina)	Purpose	Who
3%	300,000	General Admin Support	JPP & BPCs, DDA, PPMT & DPMT
3%	300,000	Support Fund for travel and project identification and monitoring activities	Chairperson of JPP & BPC, Chairman of DDA, Chairperson of LLG Assembly or Delegate
4%	400,000	Project Scoping Costs and related activities and compliance monitoring	PPMT, DPMT, PWU
10%	1,000,000	Total	

The mobilization and management of this resources will require a dynamic operational mechanism to ensure availability and efficient utilization. Through the existing institutional framework, a District Development Management Team (DDMT) will be established whose key functions will include;

- Making follow-up to ensure actual resource inflows and implementations
- Spearheading the M&E of implementation of priority projects as mentioned in this FYDP

CHAPTER 8

IMPLEMENTATION & MONITORING FRAMEWORK

8.1. Introduction

The introduction of this five- year development planning necessitates some realignment of the annual planning and budget processes to ensure that they are informed by and support the implementation of the FYDP. The FYDP will be implemented through approved annual plans with clearly stated program and projects. Figure 8.1 depicts the implementation framework of the FYDP.

This section motivates and charts-out an implementation framework for the FYDPs, outlining the activities pertaining to each of the four key overlapping processes that underpin the development, approval and implementation of the annual plans. These four processes are plan preparation, budget preparation and approval, coordination of plan and budget execution, and finally monitoring and evaluation. The following sections describe each of these processes

DDA BOARD	JPP & BPC	PPMT/PWU	Provincial Administrator	PSTB	DIRD
. Identifies and proposes projects .Receives priority PID & Consults PPMT/PWU	.Reviews, prioritizes & selects PIDS for scoping .Reviews PFD, endorses & allocate budget and sends approved PFD to PA & DIRD . Get quotes for projects and, depending on the cost and the corresponding thresholds, sends them to appropriate and authorized person or body for approval.	. Scopes & documents projects & sends PFD to JPP & BPC .Tenders and awards contracts valued within its authority in consultation with JPP & BPC .Assist in site visits and monitoring of projects .Together with relevant gov't agencies, inspects project to ensure it is complete & all terms & condition of contract fulfilled .Issues	.Reviews and approves projects valued within threshold level of this authority in consultation with DDA; and Approves projects required for tender & contract award by DPMT/PWU also in consultation with and in behalf of DDA .Countersigns cheque for payment .Receives monitoring documents & Reports from JPP & BPC & PPMT/PWU to check alignment to Provincial plans & schedules site visits & monitoring with PPMT/PWU .Receives registers, evaluates invoices	.Reviews, tenders and awards contracts valued within threshold levels of its authority in consultation with JPP & PBC	.Facilitates where required for Non-functional PSTB and if necessary forwards to CSTB for tender and award .Organizes, schedules & undertakes joint monitoring trips to projects with stakeholders to verify PA's report/s .Prepares report in consultation with stakeholders to Minister & CACC

8.2. Monitoring and Evaluation of the Plan

8.2.1. Monitoring

The effective implementation and achievement of this Plan can only materialize through proper monitoring of its implementation throughout the Five Year Period. In that context, four levels of monitoring mechanisms are proposed. These include:

- The Wabag District Administration level through a LLG Management Team which should meet on regular basis to oversee and assess the implementation of the various components of the Plan.
- The District Administration must submit its annual Performance and Financial Reports for incorporation into Section 119 Reporting as per Section 119 of the Organic Law on Provincial Governments and Local-level Governments, 1995.

- At various sectoral level whereby the various divisional and functional heads must also meet regularly with their respective staff to also constantly assess the implementation of their respective functions.
- At the LLG level where the Council meetings must provide a permanent agenda to discuss on regular basis the various components of the Plan which applies to their respective areas of authority.
- All LLGs must submit their annual Performance and Financial Reports as required under Section 52 of the Local-level Governments Administration Act outlining all their service delivery and financial expenditures.
- Fourthly, a LLG Planning Committee (LLGPC) comprising the Administration, LLG representatives and appropriate private sector, NGOs, Churches and Community Leaders be formed to act as the umbrella body overseeing the implementation of this Plan as well as the formulation and implementation of others after it.

8.2.2. Evaluation

In terms of evaluation, there are three important tasks which have to be taken into consideration that include regular progressive assessment of implemented projects at various locations of the district, provision of the project implementation reports and the impact assessment after the five-year term.

Regular Progressive Assessment

As part of the monitoring process when each Sector and LLG is required to assess the provide reports as feedback on the progress of work performed to implement various stages of the scheduled activities under each Sector.

Completion Report

Secondly, completion reports of each major activity schedule under sector must be made available by the functional, divisional and LLG managers. The time frame for such reports could be twofold: (a) upon completion of each major activity or (b) on an annual or half yearly basis.

Impact Assessment

It may not be possible to get a true picture of the impact of activities performed under this Plan after only five years of implementation. However, prior to the formulation of the next (2019-2024) five -year development plan, a major review of this Plan must be done towards the second half of the fifth year. The information provided after that review therefore will provide the basis of the next Five Year Development Plan for the District.

A thorough review of this Plan must be done, perhaps by a neutral body or person with the assistance of the developers and implementers in the Plan in the second half of 2020 and

feedback received. The experiences gained in this Plan are very useful and vital in order to improve on various aspects of such an important document.

The 2018-2022 Plan therefore is completed before the end of December 2017 for it to be ready for implementation in February 2018.

8.3. Risk Management

Managing risks during the implementation process is vital to achieving development objectives. Possible issues constraints that could pose risks to smooth progress or implementation of the projects and potential interventions to counter attach them include:

No.	Potential Risks	Potential intervention
1	Lack of funding could possibly hinder or delay the smooth progress or even delay the implementation of the projects	1. Lack of funding refers to the non-release of funds by financing sources because of cash flow problems internally or non-compliance financial to regulations spelt out in the SIP Administrative Guidelines and Financial Instruction. In such situations the DDA through the Chairman should work very closely with the District Administrator and District Treasurer to submit the financial reports in a timely manner to DIRD, Ombudsman Commission, DoF and DNPM.
2	Land disputes could possibly cause delays or even force complete shutdown of the projects	<ol style="list-style-type: none"> 1. Where land is demarcated as customary: where a possible impact project is said to be implemented on that land, land mediation will be called. All clan leaders, councillors, village court magistrate and other concerned parties will be called in for a peaceful settlement of grudges before the project kicks off. 2. Proper social mapping must be carried out prior to the project implementation. 3. To avoid these hassles, the district administration will make sure that all impact projects will be implemented on the state lease land or land proposed for development should be properly registered before any meaningful developments.
3	Lack of human resource technical capacities to implement and supervise the impact projects in all phases of implementation processes	<ol style="list-style-type: none"> 1. For engineering projects – National Department of Works and Prov. Works will be called in to assist. 2. For social and economic projects - National Department line agencies will be called in to assist the district administration.
4	Lack of Environmental Risk Management	<ol style="list-style-type: none"> 1. Department of Environment and Conservation will be called to assist. 2. Natural and other physical disasters hampering projects will be dealt with in a precautionary manner.
5	Politics and Policy changes at all levels of governments can affect the smooth implementation of the projects in the district.	1. Politics of the day often becomes obstacle to the delivery of the goods and services to vast majority of the population in the district. Political leaders are law makers in the best interest of whole population while Public Service are implementers of those laws and policies and should not fall astray to political leader's self-interests.
6.	Unexpected situations do arise which can have serious implications on the implementations of the	1. Unexpected problems or circumstances may arise during the path of project implementation phase. However, this will be addressed depending on the nature of the

CHAPTER 9

ANNEXURES – PROJECTS

A. Wabag District Rural Road Network Program

Under the Wabag Rural Road Network Program we are building new roads to connect all our existing government service outlet facilities and also to connect all populated areas with roads. We have already commenced 6 roads in the first year and making good progress.

Road construction is expensive, and it is shared amongst all the sectors under their funding allocations as this is a necessary infrastructure for almost all the sectors to function properly. You need good access for health and education and therefore, it is being funded under all these sectors and not only under Infrastructure appropriations.

ROADS CURRENTLY UNDER CONSTRUCTION

Waekenda Road (From Lakolam to Keas 2) 7.4km



Komaite Road (From Lai Bridge to Keas 2) 8.4km



Kepakanda Road (From Sopas to Kepakanda) 350m



Kungu Yanairin Road (From Wakenanda to Wabag Town) 14km



Tumbem Road (From Wee to Wakumare) 8km

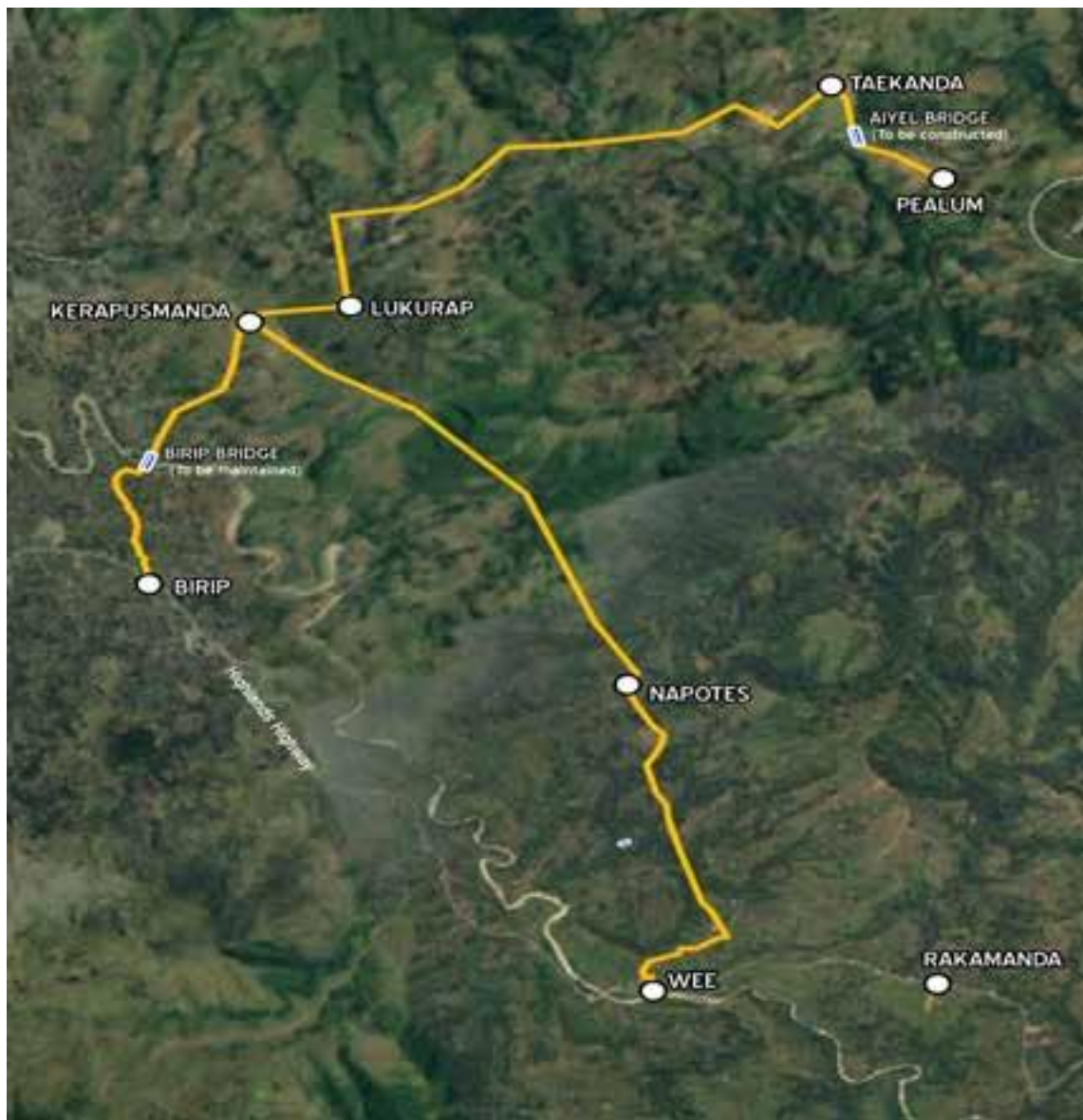


Maramuni Road (From Multaka to Maramuni)40km



PROPOSED ROADS YET TO BE CONSTRUCTED

Aiyel Valley Road (From Wee to Pealum) 13km



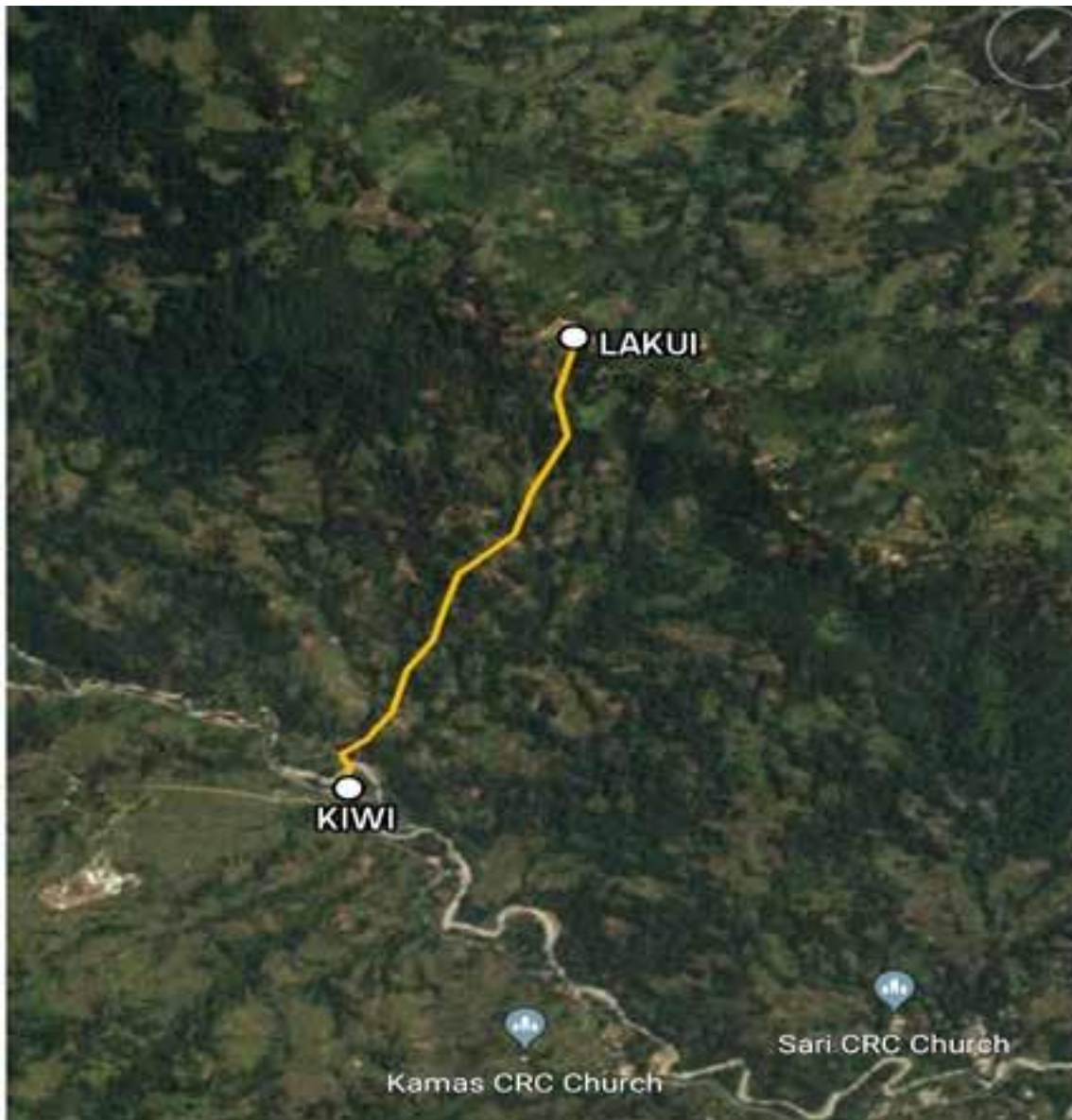
Iritep Road (From Teremanda to Iritep) 650m



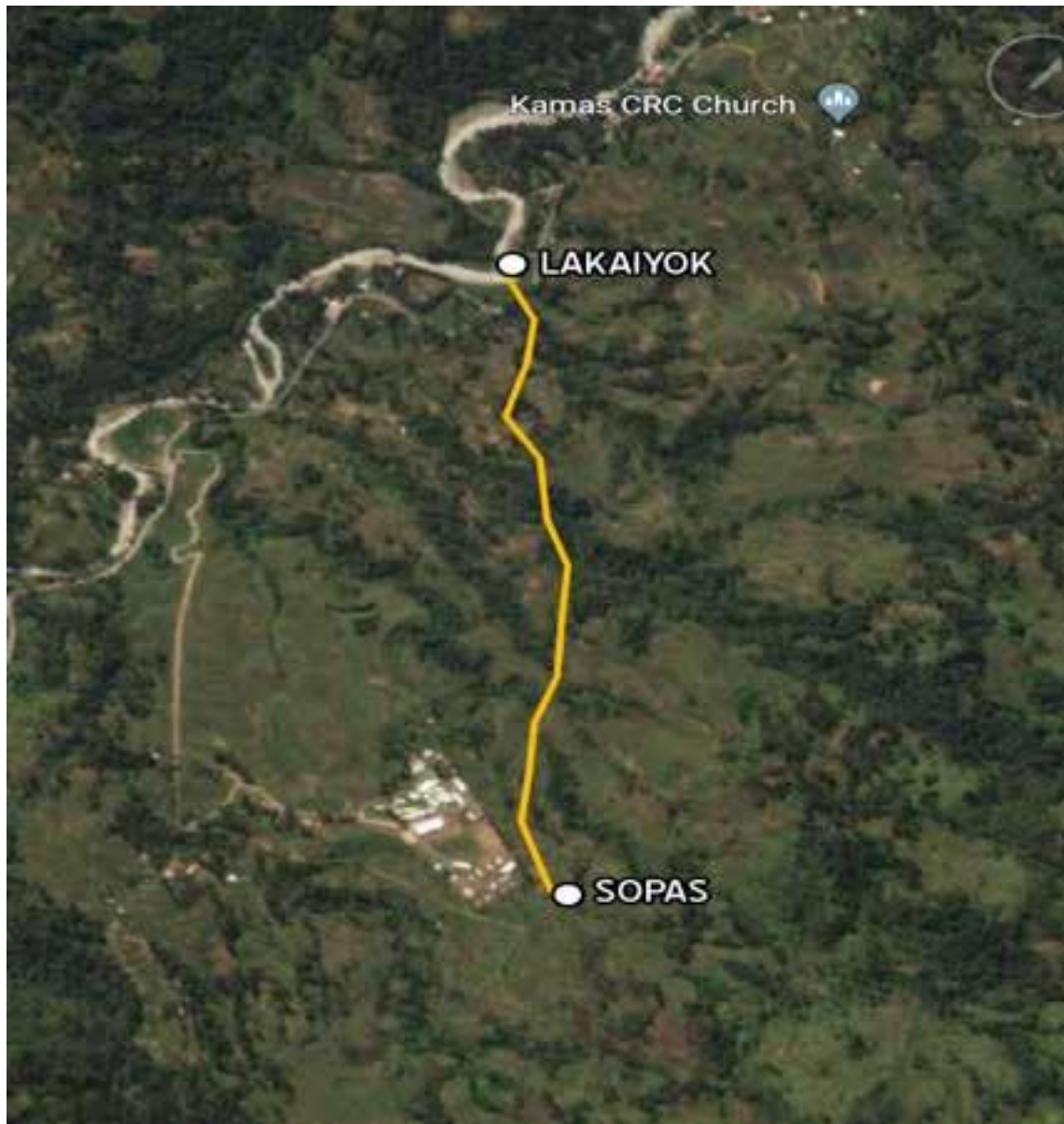
Kamas Road (From Kamas to Mandak) 1km



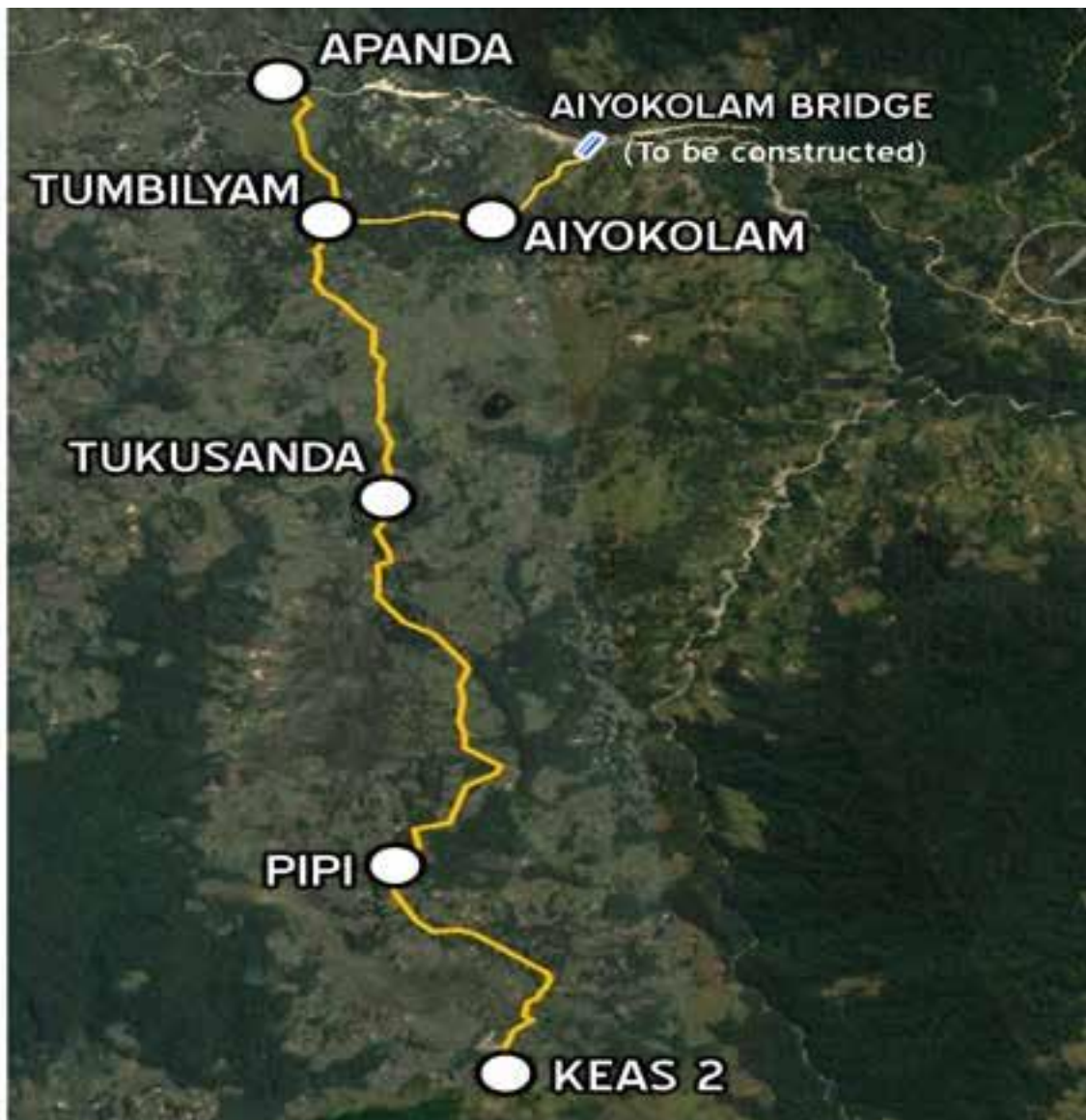
Kiwi Road (From Kiwi to Lakui) 2.55km



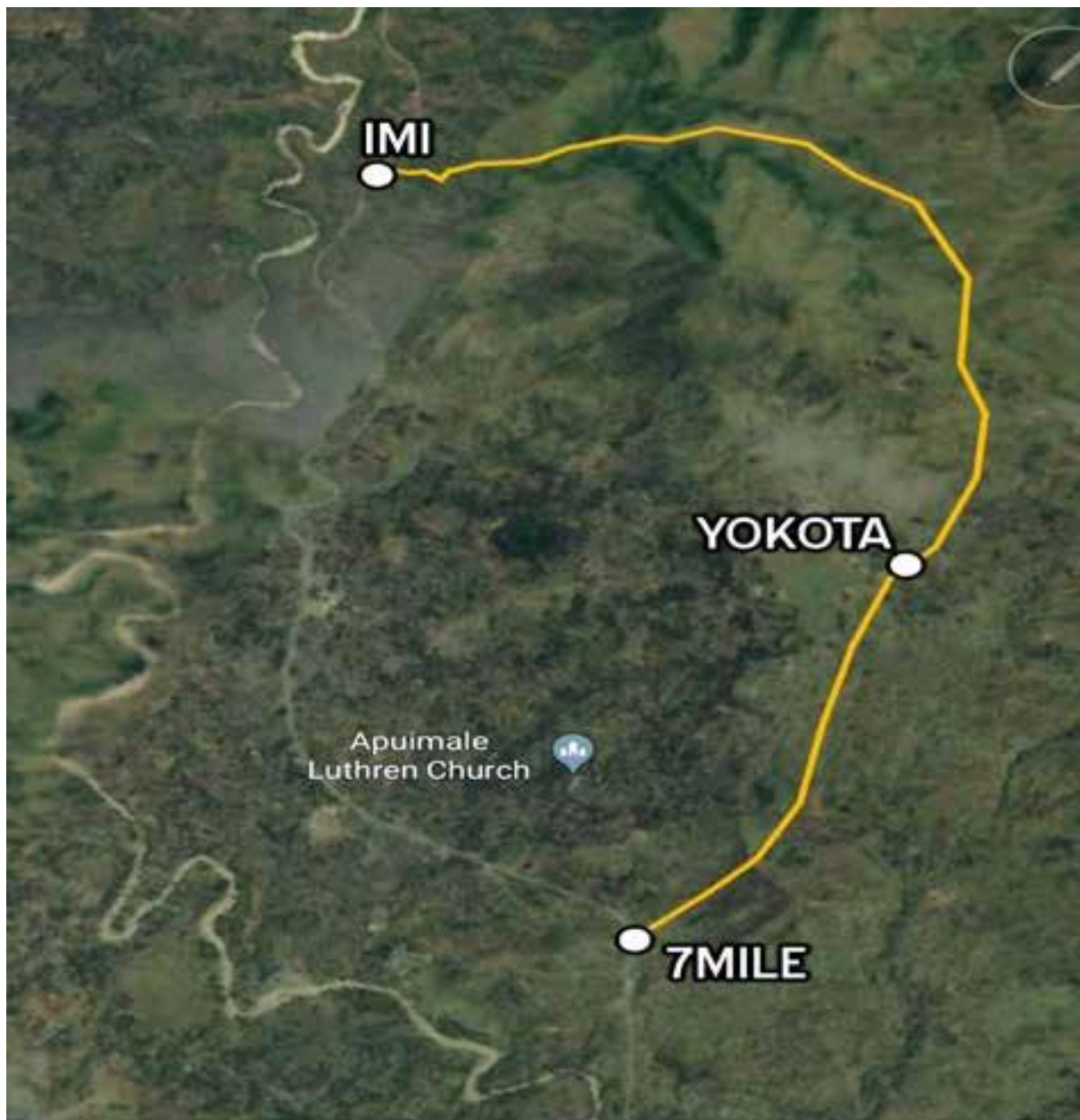
Lakaiyok-Sopas Road (FromLakaiyok to Sopas) 1.66km



Sirunki Ring Road (From Apanda to Keas 2) 9.73km

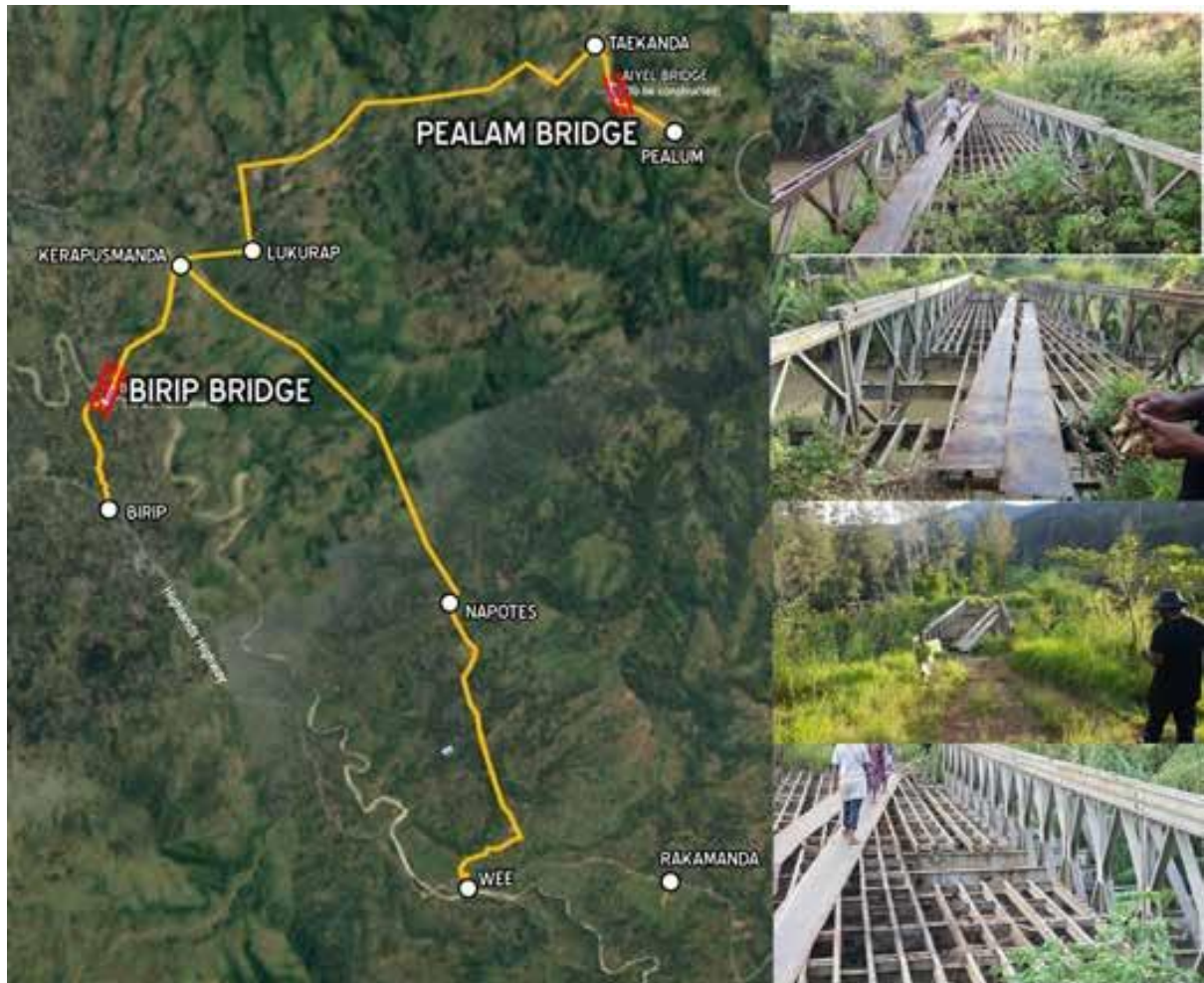


Yokota Road (From Imi to 7 Mile) 6.5km



BRIDGE PROJECTS

Birip-Pealam Bridge



Kiwi-Lakui Bridge



Lam Bridge



Sari Bridge



Wakumale-Ambum Bridge & Konjep Bridge



Annexure B. Education Projects

Two new high schools were approved by the Provincial Education Board

1. Maramuni High School
2. Rakamanda High School-our aim is to develop this into a School of Excellence

Primary Schools that were approved were:

1. Kepakanda Primary School
2. Lenki Primary School

Two Vocational Schools that were approved were:

1. Pupang Vocational School
2. Keas Vocational School

Our goal is to build 2 science labs and a library per high school and build up accommodation and learning capacities for all schools. We also plan to build each teacher a living accommodation at or within the institution for convenience. In line with our policy we have already commenced construction of 72 men dormitory for Wabag High School.

Rakamanda Primary School Fencing Project (Value: K250,000.00) 160hectares



Construction of Sir. Tei Abal Male Dormetary (Value: K500,000.00)



Kopen Secondary High School Student Dormetary Project (Value: K500,000.00)



Annexure C. Administration Building Renovation

Wabag District Administration Building Project



Wabag District Administration Fencing Project

