



“Gutpela Community” Strategy 2025-2030



SUSTAINABLE
DEVELOPMENT
PROGRAM

Empowering **people** for progress.

About SDP

The Sustainable Development Program (SDP) is a multifaceted development program established in 2001 to improve the welfare of the people of PNG, particularly those of Western Province. PNGSDP Ltd is a company incorporated and domiciled in Singapore. It does not have shareholders and is governed by its Program Rules and the Governing Board. We use the income generated by the Long-Term Fund (LTF) to invest in the current and future generations of Western Province so the benefits can be enjoyed for many years to come.

Our mandate is to build healthy, educated and more resilient communities in Western Province in line with provincial government plans. We do this by focusing on Education, Health and Livelihoods, and Cross Cutting issues including Crime and Violence, Women and Youth Empowerment and Climate Change and Disaster Resilience as pathways to helping people improve their lives.

We deliver community-based activities that empower people and communities to achieve their economic and social development potential.

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Acronyms

AHP	Aerial Health Patrol
AMS	Area Medical Store
BMU	Basic Management Units (TB treatment)
CCDR	Climate Change Disaster Resilience
CHW	Community Health Workers
DDA	District Development Authority
DFAT	Department Foreign Affairs and Trade (DFAT)
ECE	Early Childhood Education
ESG	Environmental Social and Governance
FFT	Family Farm Teams
FIFO	Fly-in fly-out
FODE	Flexible Open & Distance Education
FRPG	Fly River Provincial Government
FSV	Family and Sexual Violence
GDP	Gross Domestic Product
LLG	Local Level Government
LLIN	Long-lasting insecticidal nets (Malaria)
LTF	Long Term Fund
MEAL	Monitoring, Evaluation, Adaptability and Learning
MOU	Memorandum of Understanding
MSE	Micro and Small Enterprises
NDoE	National Department of Education (PNG)
NDoH	National Department of Health (PNG)
NGO	Non-Government Organisation
OTDF	Ok Tedi Development Foundation
OTML	Ok Tedi Mining Limited
PNG	Papua New Guinea
PPP	Public Private Partnership
SDP	PNG Sustainable Development Program
STEM	Science Technology Engineering and Mathematics
TVET	Technical Vocational Education and Training
VBA	Village Birth Attendants
VHV	Village Health Volunteers
WASH	Water, Sanitation and Hygiene
WP	Western Province
WPHA	Western Province Health Authority
WPP	Western Province Partnership (WPP)

I: Introduction

1. Background

This Strategy for PNG Sustainable Development Program (SDP) looks forward to the five-year period from 2025 to 2030. It reflects on SDP's experience of the challenges faced by the people of Western Province (WP), and its learnings in delivering programs and services to them. Most importantly, it recognizes the importance of effective community engagement and governance in orientating SDP support around identified community needs.

The history of SDP is rooted to the Ok Tedi Mining Ltd. (OTML) the copper, gold and silver mine in the northern Star Mountains region of Western Province, which has operated since 1984. Due to environmental impacts from the mining operation's tailings, BHP Billiton in 2002 divested its remaining stake in OTML to SDP, with the purpose to improve the welfare and development of PNG people. PNG SDP Ltd is a company incorporated and domiciled in Singapore and limited by guarantee. It does not have shareholders and is governed by its Board and Program Rules.ⁱ

Over its first 10 years of operation, SDP built up the balances of its Long-Term Fund (LTF) and invested into more than 180 projects across PNG, varying in scale from major infrastructure projects to small village enterprises. The PNG Government then took control of the mine in 2013, and OTML became a state-owned enterprise. It also initiated legal action to take over SDP and its LTF, which resulted in SDP's programs being shut down, its employees retrenched, and its assets sold or gifted. SDP effectively wound down for a five-year period, until 2019, when the High Court in Singapore rejected the legal action. SDP quickly regrouped limiting its operations to WP, and to a renewed focus on education, health and livelihoods. Operating on the annual income from its LTF, SDP has since restored and maintained 42 airstrips, launched the Aerial Health Patrol (AHP), refurbished the communication mobile tower network, built an agro-industrial centre in Daru, an educational precinct in Balimo, and nucleus agriculture estates at Morehead, Balimo, Lake Murray, Arufi and Oriomo, along with staff housing and infrastructure.

When SDP regrouped, it adopted a lean and decentralized operations model that allowed it to access the remotest parts of WP. It has faced daunting operational challenges, even by PNG standards. WP is the largest province in PNG, but one of its least populated. Its population was estimated to be 288,000 in 2022,ⁱⁱ but the settlement pattern is widely dispersed with isolated villages, separated by swathes of unpopulated areas. Little of WP is serviced by roads, due to the boggy terrain, lack of quarries, and the many waterways to cross. People rely instead on walking, bicycles or motorbikes along bush tracks, or via paddling or sailing canoes or motorized dinghies along its extensive rivers, lagoons and coastal waters. When people do manage to get to district centres like Daru, Kiunga, or Balimo, they are often stuck there, leading to social and health problems.

The needs of people are great. According to an international multidimensional poverty index (across health, education and livelihood measures), more than half of the population of WP live in poverty (55%), with almost one quarter living in severe poverty (23%).ⁱⁱⁱ Almost half of the population are under 18 years of age, representing significant challenges for education and employment. Communities are largely beyond the reach of government services, leading to a range of security concerns and problems of law and justice. Women are especially vulnerable to violence, especially from their partners.

WP is governed by Fly River Provincial Government (FRPG). Government revenues are dominated by the Ok Tedi mine, in which the FRPG holds a 33% stake, with the national government holding the remainder. The mine has generated on average more than 6% of PNG's GDP over the past forty years.^{iv} Much of the benefit stream is managed by the Ok Tedi Development Foundation (OTDF). Despite the opportunity, the complex institutions, politics, and finances involved in the distribution of the benefits from mining and other resource-based industries like logging and fisheries, have resulted in inconsistent benefits across the province. Most of WP is beyond the reach of government services and economic supply chains.

WP is facing a challenging future. By 2050, its population is projected to more than double to over 500,000. The Ok Tedi mine is earmarked to be closed by then, significantly reducing income to the province. Sea level rises will have affected large areas of South Fly, Middle Fly and Delta Districts. To date, contingency planning has been limited.

Despite these challenges, WP also enjoys strategic advantages. It has untapped human capital in its people, and natural resources in its mining, fisheries and logging. It shares two international borders with Indonesia and Australia, and four internal borders with other PNG provinces, provide opportunities for trade. FRPG is investing in border facilities to locations that align with road construction in Indonesia, to open new markets to the Indonesian city of Merauke, and an alternative supply route into North Fly District. Although the Australian border is closed to commercial trade, the Australian Government has increased its investment into development assistance, embodied in its Western Province Partnership (WPP).



Figure 1: Map of Western Province

2. Lessons Learnt

Since its relaunch in 2019, SDP has developed internal capabilities and learnings on which to base its strategy moving forward from 2025 to 2030. Three main areas of focus have developed organically in response to community needs: health, education and livelihoods.



Western Province faces significant health problems, across a range of indicators with maternal and child health of particular concern. South Fly District has one of the worst concentrations of multiple drug resistance Tuberculosis in the world.v Major causes of mortality are associated with respiratory infections and diarrheal disease. Malaria is endemic, especially in North Fly district. There are significant issues of malnutrition and associated food insecurity. Stunting among children is also unacceptably high, linked to diet, poor water and sanitation, maternal health and child feeding practices. The FRPG Western Province Integrated Development Plan (2023-2027) has identified maternal and child health issues as priority issues.

Health care in WP is significantly constrained by the dispersed population and lack of transportation, especially the ‘last mile’ point to village aid posts and health centres. The government health system in rural areas is either non-existent or failing, with deteriorating facilities, lack of medicines, and staff absent from their postings. There are patches of services provided by the Western Province Health Authority (WPHA), as well as non-government health providers including church health services, international non-government organizations (NGO)s and foundations.

As an immediate intervention, SDP launched the AHP in 2019, initially with one team visiting six villages, then rapidly expanding to 13 teams visiting over 60 villages by mid-2024. Health (and more recently education) professionals stayed for four days and returned on a six-week schedule. Many remote villages were so isolated that the AHP was the first service they had received in many years. Its reach has been inherently limited by the location and condition of airstrips, weather, flight schedules, and its inability to support referrals and medivacs. It’s continued scale-up is also becoming cost prohibitive over time.



The education system in WP also faces significant challenges that hinders the development of its human capital. Access to quality education, particularly for girls and those in remote areas, remains limited. Problems exist with inadequate infrastructure, a shortage of qualified teachers, high dropout rates, lack of education curriculum and school materials, and low teacher training and morale. Furthermore, the curriculum often lacks relevance to employment opportunities. These issues are compounded when governance and management within schools is not strong.

Efforts by SDP to address these challenges have yielded valuable insights. The success of the Balimo College teacher training program demonstrates the enthusiasm among teachers for upskilling and career development, so critical to teaching quality and student achievement. Early Childhood Education (ECE) has emerged as a critical foundation, with clear benefits to children’s cognitive, social, and emotional development. Given the remoteness and distances of schools, SDP has also innovated with FODE (Flexible Open & Distance Education), as well as eLearning workshops, tablet e-readers, and coaching programs focused on community teachers. It also found a lack of alignment between the labour market and secondary education and technical vocational education and training (TVET), needed to equip learners for employment and enterprise.



Farmers, fishermen and entrepreneurs in WP face daunting challenges in achieving sustainable livelihoods, for both food security and household income. Smallholders cannot afford the high cost of inputs, especially fuel and transport to get their produce to market. Few crops are well suited to the low soil fertility and adverse climatic conditions, including extended dry periods followed by heavy rainfall and flooding. Unregulated and underdeveloped supply chains can be exploitive, both in terms of prices paid to smallholders and the unsustainable use of natural resources in fisheries, logging, and wildlife. Off-farm providers, including coastal shipping and port facilities, can charge high margins and provide poor service. Investments remain beholden to international market prices for commodities. The FRPG Western Province Integrated Development Plan (2023-2027) identifies rubber as the most widespread cash crop for the provinces, supporting 11,000 families, which FRPG subsidizes due to a global downturn in prices. Despite its importance, rubber as a commodity will only provide low returns for farmers, even at that peak of its market price.

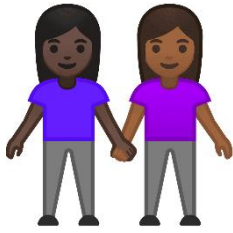
A key learning for SDP from its efforts to develop livelihoods has been finding the careful balance between what is feasible for local production and taking produce to scale to profitable international markets. Since 2019, SDP has progressed a model proven in PNG of nucleus estates farms, integrated with smallholder 'out growers' on their customary land. The model provides smallholders with three key advantages: 1) the scale needed to justify investments in infrastructure, including modern farming methods and technical expertise; 2) access into well-functioning supply chains; and 3) employment as farm labour within the nucleus estate. SDP investment into vanilla beans has proven to be the most prospective to date.

With nucleus estate farms now operating in Daru, Balimo, Arufi, Morehead, Lake Murray and Oriomo, SDP is looking to increase its investment through extension services to vanilla out-growers. It is also increasing its investment into developing new crops and fisheries for production, including its ongoing exploration of cocoa, black pepper and barramundi. SDP has also identified a shortage of skilled labour and Micros and Small Enterprises (MSEs), including to service SDP's program needs. There is also a need for individuals to access TVET to gain skills and qualifications, including starting MSEs, to satisfy local demand for skilled labour, products and services.

In addition to its three areas of focus, SDP has also identified three critical cross cutting issues that it sees as essential to achieving sustainable progress moving forward: 1) crime and violence; 2) women and youth empowerment; and 3) climate change and disaster resilience.



Safety and security concerns are widespread, seriously undermining opportunities for development. Large parts of Western Province live in fear of their security, most violence due to rascals crossing its internal border from the Highlands, especially from Hela Province. Transnational syndicates also seek to exploit the porous border with Indonesia, especially with smuggling and illegal fishing. Within WP itself, the youth bulge, limited economic opportunities, urban migration, and drug and alcohol abuse can also lead to crime and lawlessness. Police numbers are inadequate, and officers lack the resources to respond to crimes in remote areas. Village courts are the only option for many communities, but they struggle in their capability, gender parity and effectiveness.



SDP has also learnt the importance of women's leadership and the key role they play in governance and economic development. Existing governance structures are overwhelmingly male dominated. When given the chance, women leaders prioritize projects that benefit their community, especially health care and schooling. Informal women's networks are already widespread across WP.

Family and Sexual Violence (FSV) constitutes a significant barrier to the socioeconomic empowerment and leadership development of women and girls. Half of women in Western Province have experienced either physical or sexual violence committed by their husband or partner.^{vi} Cases of FSV against women often go unreported, due to social norms around the acceptability of some forms of violence, and that families are often unwilling to support survivors due to fear of repercussions from the perpetrator. Women and girls in rural areas, especially those with disabilities face an even greater risk. In a context where policing is lacking, and services and referral pathways are practically non-existent, partial responses are unlikely to be effective and may even do harm. Successful interventions have found entry points through community discussions through religious beliefs and cultural practices that value women's contributions to the clan, family and to community and church.^{vii}



WP is prone to natural disaster, with recurrent period of floods and droughts. Projections of climate change include sea-level rise, hotter air and sea temperatures, increasing extreme rainfall events and storms. Its savannah plains and swampy river lands are particularly vulnerable to rises in sea level. Kiunga in the north is 460 river miles from the coast, but only 30m above sea level. Modelling completed in the Torres Strait predicts that sea levels will rise at double the global rate exposing low-lying areas to flooding and climatic disaster.^{viii} Local farmers already describe climatic variations with longer dry seasons followed by heavier wet season rain and flooding. King tides along the coast are damaging gardens and turning water wells saline. Warmer sea temperatures are also impacting fisheries.

II. Strategic Vision and Objectives

1. Results Management Framework

The most important lesson learnt since our relaunch in 2019, is to ground our programming to community needs and aspirations. Our vision is to achieve “*healthy educated and resilient communities in Western Province.*” Our intent is to invest and partner to capitalize on community strengths, and to alleviate the significant challenges that communities in WP face, so they are free to pursue lasting benefits. The vision is closely aligned to the FRPG's *Western Province Integrated Development Plan (2023-2027)*, and national government's *Medium Term Development Plan (MTDP) IV*, across eight of its 12 Strategic Priority Areas: economic, infrastructure, health care, education, law and justice, climate change, women and youth empowerment.

In developing the Strategy, we adopted a Results Management Framework, to measure and communicate results across our programs. The Strategy sets out three strategic areas of focus - health, education and livelihoods, along with three cross cutting issues: 1) Women and Youth Empowerment; 2) Crime and Violence; and 3) Climate Change and Disaster Resilience.

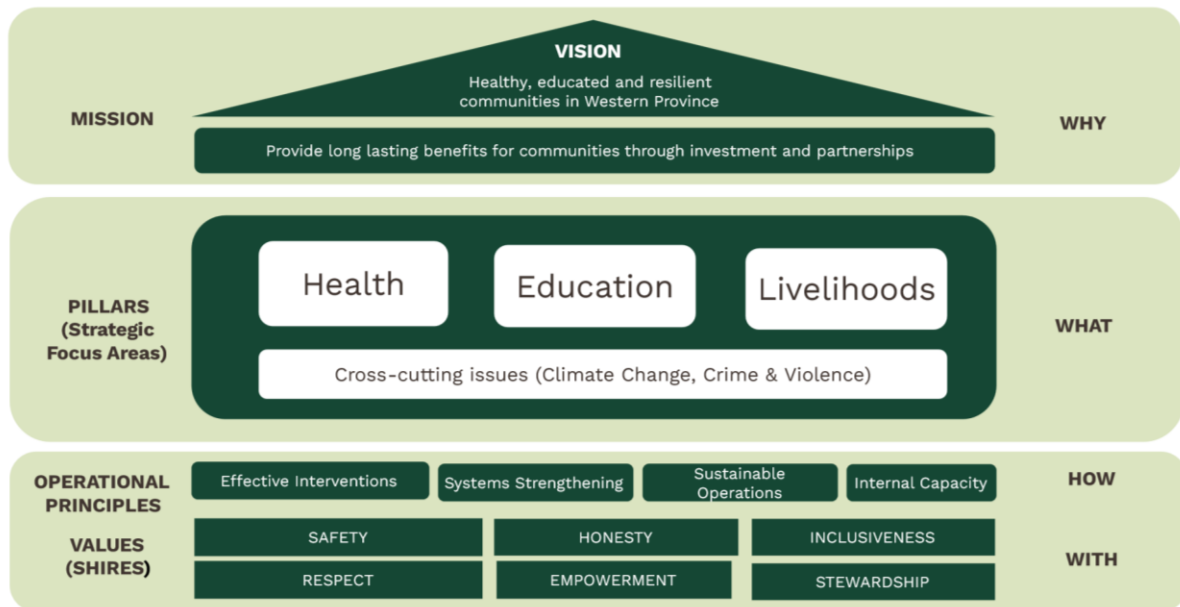


Figure 2: Way Forward for 2030

The Strategy aligns with the following four operational principles:

1. *Effective Interventions*: Design pragmatic programs that catalyse change.
2. *Systems Strengthening*: Advocate for and enable effective systems empowering communities, especially women, girls and youth.
3. *Sustainable Operations*: Support sustainability of programs that can operate over the long term, achieving scale, value for money, generating co-investment, and responsible ESG.
4. *Internal Capacity*: Identify and strengthen internal capability, including people, process, systems and tools.

We believe that remaining lean, agile, action orientated, continual learning and pivoting in real time will efficiently scale up success, results and impact across WP, more importantly anchoring ourselves in Western Province.

Our delivery is through the following six modalities:

1. *Gutpla Community, Satellites and Hubs*: A community driven model of *Gutpla Community*, grouped and serviced via catchments that aggregate up to Satellites, and then to Hubs.
2. *Place-Based Program Planning*: Using the *Gutpla Community* model, a bottom-up approach to drive programming so it serves communities needs and aspirations.
3. *Implementing Partners*: Strategic selection and management of implementing partners, who have a natural and complementary alignment with our core capabilities, operating principles and values.
4. *Stakeholder engagement*: Strategically collaborate with FRPG and other key stakeholders (e.g. OTDF, (Department of Foreign Affairs and Trade) DFAT, churches)

for efficient service delivery, including logistical support and transportation, while ensuring independence and prominence of our branding.

5. *Enabling Infrastructure*: Power, water, sanitation, telecommunications, retail and hardware, that scales across Hubs, Satellites and then *Gutpla Community*.
6. *Measurable Results*: Monitoring, evaluation, adaptability and learning (MEAL) integrated to drive programming through planning, data collection, field Learning, and reporting.

Core to our success is defining the way we behave:



Figure 3: Our Values, Our Behaviour

2. Gutpla Community



The foundation for our operation will be a community-development model of *Gutpla Community*. It will comprise three initiatives: *Gutpla Community*, *Gutpla Leader* and *Gutpla Family*. From an early awareness raising stage, we will build trust with communities to understand their strengths and needs. We shall conduct community needs assessments followed by planning work, including gathering and analysing baseline data. *Gutpla Community Plans* will precede, inform and coordinate our program activities, across our pillars of health, education, livelihoods and cross cutting issues We have established considerable operational scope, expanded through our implementing partners, and we are preparing to expand into new areas that emerge from *Gutpla Community Plans*.

Gutpla Leader will provide resources for local leadership and entrepreneurship. It will work from an inclusive position that community leadership is the sum of multiple formal and informal groups that sit within a community. Formal bodies include Ward Development Committees, School Boards, Village Courts and Village Planning Committees (OTML benefits). Informal groups include churches, women's fellowship, sporting, water, sanitation and hygiene (WASH), traditional clans, small enterprise and savings groups. *Gutpla Leader* will work with leaders who are positioned across this diversity of community groups, and especially seek out women and youth.

Drawing on the Family Farm Teams (FFT) approach,^{ix} *Gutpla Family* will build the capacity of men and women working together in family units in subsistence and cash cropping. Orientated around a training program, FFT is focused on four areas:

- 1) creating family budgets to run the family farm as a business;
- 2) reduced food insecurity and improved nutrition through dietary diversity;
- 3) highlighting women's non-monetary contributions to the family; and
- 4) men and women sharing the family decision making.

The approach promotes equal participation at the family unit in controlling productive assets and sharing benefits. In the process, it also challenges gendered norms around the household economy, transforming unequal division of care, and seeking to end family violence, and promoting sexual and reproductive health.

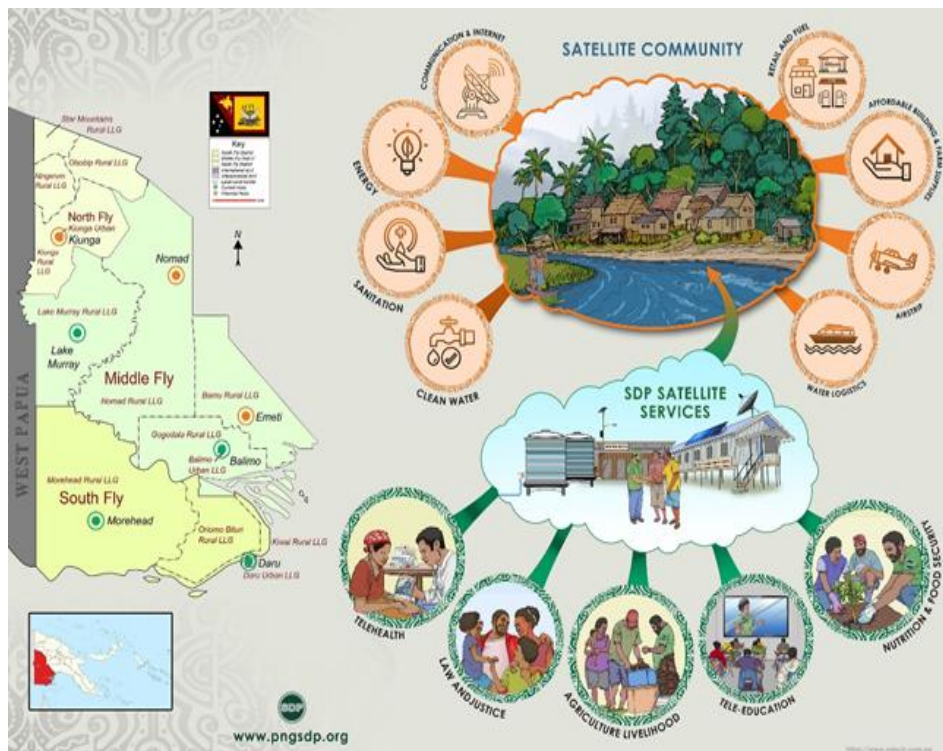


Figure 4: Satellite Services to Gutpla Communities

Gutpla Community will be the place-based driver of our operations, and where our objective shall be to measure our performance. Utilizing the *Gutpla Community Plan* that emerges from the community planning process, community needs will be prioritized. SDP's role in each *Gutpla Community* will then be clarified, relative to the work of the Government and other stakeholders. A place-based approach to programming will mean that we expect to do different things in different places.

The 10 anticipated outcomes to be influenced within individual *Gutpla Communities* are:

1. Mothers and newborns survive childbirth and enjoy good health after birth.
2. Children receive adequate nutrition, avoiding impaired growth and the long-term impacts of chronic malnutrition and stunting.
3. Health impacts of tuberculosis and its spread are reduced, as well as respiratory infections (flu and pneumonia) and diarrheal disease.
4. Cases and health impacts of malaria reduce, particularly in infants under 5 years of age.

5. Pre-primary age children through Early Childhood Education (ECE) programs will develop appropriate cognitive, language, motor and social emotional skills,
6. School aged children have improved learning outcomes through primary school.
7. Adolescents have improved learning outcomes and increased opportunities for further study through secondary school, leading to sustainable livelihoods and employment.
8. Farmers earn a higher income through improved productivity and access to markets.
9. Individuals acquire market relevant skills to gain employment through TVET.
10. MSEs acquire market-relevant skills to start and manage a business, and to sell their products and services to customers including SDP.

3. Scaling-Up, Hubs and Satellites

The challenge for us is the logistics of reaching and serving the many dispersed village communities across Western Province. WP's settlement pattern and lack of transportation roads makes service delivery extremely difficult and expensive. A sensible response is to take a hub and spokes approach, with service catchments of village communities. This aligns with FRPG's plan to develop district centres, Local Level Government (LLG) centres and sub-district 'growth centres', under its *Western Province Integrated Development Plan (2023-2027)*. We propose to establish district teams within each of the four district centres, to work alongside district administration staff. We are already well advanced in organising our operations in four Hubs - Balimo, Morehead, Lake Murray and Daru.

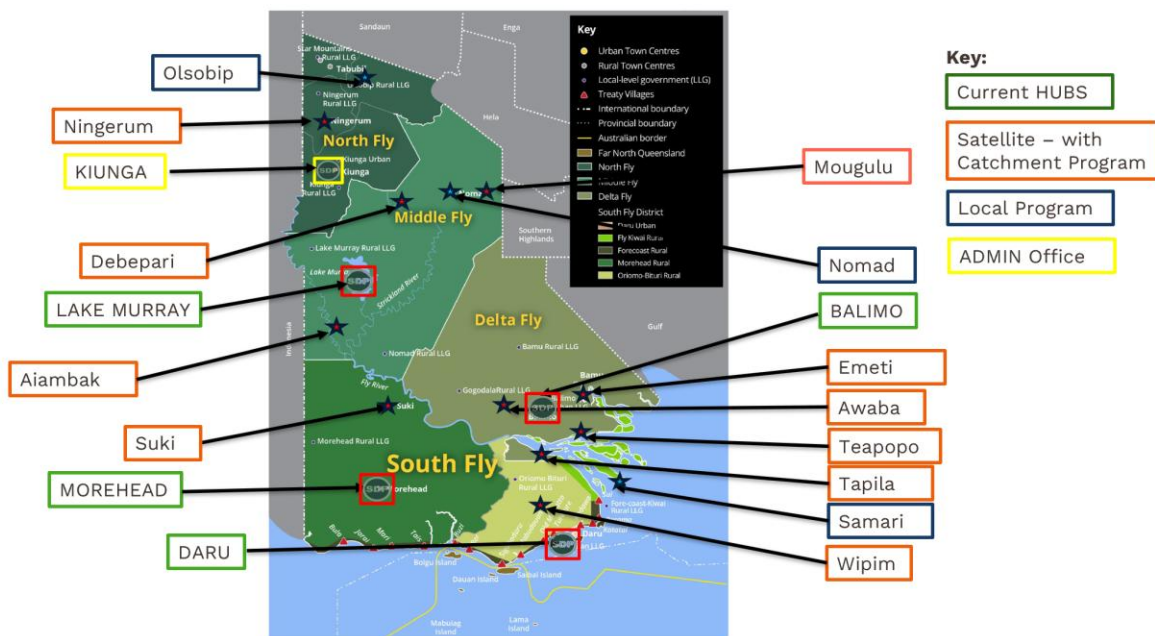


Figure 5: Hubs and Satellites

Reaching out across the four districts from its four Hubs (and an administration office in Kiunga), we propose to establish Satellites to serve further outlying village catchments. Hubs and Satellites will be located at a historical station or mission, with state land for leasing, and an airstrip or a barge landing. Hubs will have a catchment

of about 20,000 people who can be reached within one day of travel. Satellites will be smaller with a catchment of 5,000 to 10,000 people, who again live within one day of travel, or two days from the Hub. Over the life of the Strategy to 2030, ten Satellites will be developed. To prepare for expansion beyond 2030, three logistically challenged sites will be established with local programs for future expansion as Satellites beyond 2030 (Figure 5).

Supported by our infrastructure and project activity, hubs and satellites will be revitalised as centres for social and economic development. This will create employment to support our programs, including logistics, labour, farmwork, security and housekeeping.

We envision facilitating a place-based plan to each Hub, which integrates all our supported activity and aligns with FRPG and other partners. To attract externally recruited staff to live and work in the Hubs, staff will need comfortable and safe accommodation with amenities like reliable power, clean running water and high-speed internet. A Community Liaison Officer will be stationed in each Hub to coordinate activities to Satellites and villages, and to manage relationships with the communities, the LLG, and service providers. Hubs will also host fly-in, fly-out (FIFO) workers and use technology advancements for remote service delivery.

Operating from the hubs, satellites will provide ‘roving’ support of our staff out to the villages in its catchment, working with resident volunteers and caretakers. A satellite will receive a lower level of investment than Hubs, but their size will vary commensurate with the catchment they serve. This may include a community hall with dormitory accommodation and basic amenities, built in partnership with community including the use of bush materials. Essential to logistics is access to an airstrip, water supply and land, and strong and supportive community leadership.

The hub and spokes approach will be supported with investments in community development infrastructure, including

- support local market development and MSEs (e.g., trade stores), for retail sales (e.g., food, fuel, building materials, boat engine parts), local markets (e.g., garden produce, dried fishery products) and financial services (e.g., cash-in -out mobile money).
- serve the resident population with household solar kits or user-pay power supply (solar mini grid), however, timing of such investments will align with economic stimulus facilitated through our livelihood programs.
- establish inbound transport from outlying villages into Hubs, and outbound transport to district centres may also be supported but on user pay principles.
- utilize community labour and materials, support building and repairs to airstrips, river wharfs and internal bush roads.
- leverage our investments into the mobile phone network to extend coverage through repeater stations or low-orbit satellites to remote villages; and
- seek to stimulate mobile money using smart phones, with financial literacy training, and local cash-in and cash-out agents in Hubs.

There are ongoing expectations for SDP to build more roads, bridges and wharves. Our approach to enabling infrastructure is iterative, starting with our hub infrastructure and place-based programming, and over time building mature ecosystems to enable

community connectivity for trade benefit, to improve their livelihoods, and to counter rural urban drift.

III. Action and Operations

1. Systems Strengthening

Operating in parallel to our programming, we must strategically engage and build capability at all levels of the service delivery system – at community (Ward), LLG, district and provincial – with a long-term view of vesting sustainability and handing over to communities and government agencies in the future. Systems strengthening is understood to include building institutional and human capability and physical infrastructure.

Within each *Gutpla Community*, we expect to:



- facilitate training of village birth attendants (VBAs), village health volunteers (VHVs), and upskilling of community health workers (CHWs);
- support School Boards to fulfill their oversight role of schools and management of national funds, to ensure schools open at the start of term, stick to a regular schedule and remain open.
- promote the value of education with families, especially for girls, including the importance of early childhood education.
- provide support programs such as food and nutrition, housing and shelter and healthcare programs to help severely poor families; and
- roll out family capacity building, budgeting and subsistence programs utilising the FFT approach.



It is our goal to continue to closely support the WPHA. Our efforts to strengthen the health system will be guided by a provincial forum for the many health providers active in WP, including international NGOs and church health services. This could lead to a comprehensive health plan for WP, with demarcations of coverage between providers and referral pathways to each other. We have a Public Private Partnership (PPP) with WPHA for Morehead Hospital and we hope to work towards the same for other government-run hospitals and provide targeted support for church-run hospitals.

We anticipate to:

- help support village Aid Posts, Sub-Health Centres, Health Centres with infrastructure, essential equipment, drug distribution and strengthen referral pathways. We may help WPHA and Area Medical Store (AMS) in Port Moresby to establish drug distribution centre(s).
- scale up existing immunization programs, including for newborns.
- assist WPHA to attract and retain doctors and nurses, with adequate staff housing and other incentives. It is our aim to help ensure that staffing of Health Centres at a minimum includes a midwife for supervised deliveries and health extension officer.

- continue to support training of nurses at Balimo College, culminating in a Bachelor of Nursing; and
- work through the local WASH committees to help improve water supply, sanitation and hygiene through wells, bores, rainwater tanks, bio-sand filters and pit toilets.

In strengthening the education system, we have existing relationships with the National Department of Education (NDoE) and WP Provincial Department of Education (PDoE).



We commit to:

- help renovate, build and equip elementary, primary and secondary schools, so they are near communities, to reduce travel time and improve attendance.
- include water supply, solar power, and toilets, with separate facilities for girls.
- continue to find innovative and cost-effective ways to distribute learning materials to schools, including curriculum, textbooks, stationery, teacher planners, and teaching props.
- seek to influence Science Technology Engineering and Mathematics (STEM) education in district secondary schools, through demonstration by the Roy Biyama Balimo Academy.
- help with affordable boarding options for children attending secondary schools.
- seek an MOU with NDoE to support teacher inspections at primary and early childhood schools for quality assurance.
- continue to grow Balimo Teachers College, which has achieved national accreditation and help graduate teachers from Balimo College with Diplomas in Primary Teaching; and
- use the College to influence national curriculum development and policy reform for remote teacher training.



Our efforts in system strengthening for livelihoods development will aim to attract more investment through private sector companies and encourage financial institutions to open agencies in rural areas. We expect to:

- have nucleus estate farms, to aggregate agricultural and fisheries produce, while still buying at the 'farm gate' from village out-growers.
- Support farmers with extension services and user pay farm tools and building materials.
- reduce the high costs of transportation and farm inputs, leading to better prices paid to smallholders.

- seek to work closer with the Provincial Executive Council and District Development Authorities (DDAs) to influence their agribusiness policy and investments in economic development.
- establish research and development facilities and demo plots for new crops and potential livestock projects; and
- establish TVET centres that delivers skills targeted for employment pathways for community and industry needs.



Tackling crime and violence is a cross-cutting issue that relies heavily on system strengthening with a range of key stakeholders, including the police and court system, churches and health referrals. Tackling FSV is a priority, especially in rural areas. We plan to:

- help FRPG to broker a coalition of stakeholders to tackle law and justice issues in Western Province.
- develop a PNG Family and Sexual Violence program to raise awareness, behaviour change and facilitate response:
- partner with churches and NGOs to run awareness programs, on the impact that drugs and alcohol have on violence, and so women and children understand their rights, and avenues and services open to them; and
- work to strengthen village courts and land mediators, to ensure more effective local justice services.

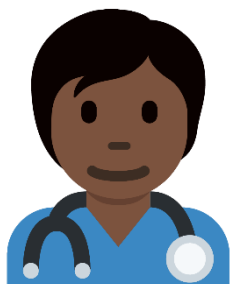
A place-based approach to programming means that we ought to partner differently in different places, and not join with all partners, in all places.

2. Place-Based Interventions

In addition to system strengthening, our intent is to continue to run our own interventions, over the medium and long term, until such time when development partners, or government have the capacity to effectively deliver essential services.



The programs that we undertake will vary between different *Gutpla Community* locations, according to identified community priorities and needs. How we operationally organise between villages, satellites and hubs will vary according to the settlement pattern. Some services will be provided through extension visits and patrols only, or we may arrange or support transportation, so people travel from their community to satellites or hubs.



With preventative health, it is crucial we continue to:

- provide family planning clinics for mothers, young women and girls to prevent unwanted pregnancies.
- provide well-baby clinics, including pre-natal checks to identify high-risk pregnancies, then ante-natal checks over the first 1,000 days, with vaccines and supplements.
- ensure newborns receive routine measurements, vaccinations and adequate nutrition.

- promote the benefits of handwashing, good sanitary practices, respiratory hygiene, with a focus on extra precaution for newborns and infants.
- continue to raise household awareness on the prevention of malaria, including the supply of long-lasting insecticidal nets (LLINs).
- also promote breastfeeding, supplements and vaccines, and raise awareness to limit stunting and child malnutrition.
- continue to deliver treatment services.
- provide emergency care for women and newborns experiencing life-threatening complications, including transport to staffed health centres as feasible.
- undertake biometric monitoring (children under 2) and treat malnutrition including underlying infections and metabolic disorders.
- treat respiratory infections (flu and pneumonia), diarrheal disease and malaria with recommended medicines, especially children; and
- ensure specialized treatment of TB, including diagnosis of presumptive cases, treatment plans in Basic Management Units (BMU), and testing for TB comorbidities (including HIV and AIDs).



Education will continue to benefit from targeted programming and interventions as follows:

- help to improve access to schooling, especially girls, and to deliver effective and remedial secondary education programs for out-of-school learners via FODE.
- establish FODE centres in hubs and satellites and reach remote villages via aerial and boat patrols.
- continue to run in-service workshops and eLearning online coaching to improve motivation, attendance and retention of teachers.
- conduct training workshops for volunteer teachers, improve use of locally appropriate, gender equitable, multi-media teaching materials; and
- help expand access to early childhood programs for pre-primary age children.

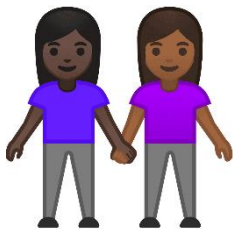


A core focus area of our programming will be livelihoods development will involve:

- the provision to smallholders with crop varieties suited to local conditions and assist them access pricing information.
- Expansion of our extension work to out growers to increase their yields and profits, including modern farming techniques, post-harvest handling, storage and processing.
- facilitation of their sales into SDP nucleus estates, with an initial focus on vanilla.
- the provision to smallholder rubber farmers with logistical support and transportation to access markets and supporting them with extension services

to improve yield and migrate to higher value crops. We may build transport and storage infrastructure and fuel distribution to lower transport costs.

- delivery of targeted training and ongoing coaching for MSE entrepreneurs to develop a business plan, and to gain access to financial services; and
- supporting certified TVET programs that lead to employment in construction and mechanical trades, community services and primary industry. Local jobs and enterprise opportunities will be created to support our activities in hubs and satellites, including nucleus estate farms. Over the long term, exploration shall focus on obtaining certification of organically produced products, and to establish a Western Province brand for agricultural products.



In addition to the three core focus areas, our programs will incorporate three cross-cutting themes: crime and violence, women and youth empowerment and climate change and disaster resilience. Our aim is to also engage youth in productive activities, through employment and sport. The *Gutpla Family* approach will help strengthen the family unit, highlighting the role of women and youth, and promoting shared decision making, and an end to family violence.

Our programs will be subsequently scrutinised to manage the effects of climate change and natural disasters. Western Province already maintains a state of constant disaster preparedness, which will be exacerbated by climate change. Working closely with FRPG, our objective is to commission a Climate Change and Disaster Resilience (CCDR) management plan and to share data with development partners. Additionally, we plan to:

- future proof livelihood activities, through climate smart selection of crops and fisheries for production.
- pursue improved food security, through staples like sago and rice, and an improved supply chain of affordable food through retail stores.
- design WASH, hub and satellite infrastructure to withstand expected climate impacts; and
- manage problems from inundation, including coastal erosion due to mangrove loss. We may explore carbon credits from our agribusiness developments, including potential of protecting areas from logging.

A place-based approach necessitates a differentiated program design for different locations.

3. Capabilities & Partnerships

The delivery of our programs leverages partnerships, recognizing that we can't do everything. We aim to focus on building our skill base to support system strengthening, community development and facilities management. We depend on partners with specialization on key issues.

Our partnerships are based on shared vision, aligned values, transparency, sustainability goals, contribution, flexible branding and being “on the ground” besides us in the community.

4. Communications

The way we communicate aims to improve our image and strengthen our relationships as an effective and trusted development partner in the hearts and minds of the people of Western Province.

Our tag line “Empowering People for Progress” inspires our intent to be local, working in and with communities to help them achieve their economic and social potential, in turn improving their lives.

5. Long Term Fund

Our commitment, emboldened by this Strategy, is to achieve healthy, educated and resilient communities in WP. We are committed to serve not only the current generation, but also future generations. Our commitments to this Strategy shall be financed through the LTF, managed by our Board of Directors in compliance to the Program Rules and Company Constitution. Investment analysis and recommendations are outsourced to Cambridge Associates, a top-tier international endowment and investment advisory firm. The Long-Term Fund has a diversified asset portfolio across countries, currencies and fund managers to ensure consistent returns and to manage volatility.

The success of the Strategy rests with the resilience of the LTF.

¹ <https://www.bhp.com/news/media-centre/releases/2002/02/bhp-billiton-withdraws-from-ok-tedi-copper-mine-and-establishes-development-fund-for-benefit-of-papua-new-guinea> ; <https://www.lowyinstitute.org/the-interpreter/billion-reasons-future-png-s-sustainable-development-fund>

¹ National Research Institute (NRI), 2020, Provincial Estimates of Key Population Groups 2018-2022, Christine McMurray and Esther Lavu, Port Moresby, PNG

¹ Oxford Poverty and Human Development Initiative (OPHI). 2023. Global MPI Country Briefing 2023: Papua New Guinea (East Asia and the Pacific): Oxford Department of International Development, University of Oxford. <https://ophi.org.uk/media/45174/download>.

¹ <https://www.oktedi.com/who-we-are/about-us-overview/>

¹ <https://www.burnet.edu.au/research/projects/rid-tb-reducing-the-impact-of-drug-resistant-tb-in-western-province-png/#:~:text=Daru%20Island%20is%20at%20the,people%20living%20in%20Western%20Province.>

¹ National Statistical Office (NSO). 2019. Papua New Guinea Demographic and Health Survey 2016-18. Port Moresby, Papua New Guinea, and Rockville, Maryland, USA: ICF International. Table 16.10, p.306 <https://www.dhsprogram.com/pubs/pdf/FR364/FR364.pdf>.

¹ <https://pacificwomen.org/wp-content/uploads/2020/09/PNG-GETA-report.pdf>.

¹ Rainbird, J., 2016: Adapting to sea-level rise in the Torres Strait. Case Study for Coast Adapt, National Climate Change Adaptation Research Facility, Gold Coast.

¹ <https://www.aciar.gov.au/project/asem-2010-052>



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