COMMUNITY DEVELOPMENT IN PAPUA NEW GUINEA

“Yumi Olgeta Wok Wantaim”

A GOOD PRACTICE MANUAL

Empowering and Supporting Communities to Grow and Prosper
“This is the change, a change for the future. Thank you for the hard labour. I am so thankful to those that sweated the blessing and those that supported us.”

A woman from the Sibalai community, Milne Bay, describing the impact of the opportunity to develop and the community working together to collectively improve their future.
PURPOSE OF THIS MANUAL

This manual has been prepared to support community-led development across Papua New Guinea. Highlighting good practices and experiences from working with communities to make their lives wealthier, safer, fairer, more inclusive, stronger, healthier, less vulnerable, and more economically diversified and sustainable.

This manual presents good practices for communities to follow and for financiers to consider when supporting community-led development. The recommendations have been identified from United Nations Development Programme’s (UNDP) experience of implementing community-led programs in PNG, as well as from globally-informed good practices. Following the five phase model:

**Phase 1:** Preparation and information sharing
**Phase 2:** Community learning and generating ownership
**Phase 3:** Inclusive consultations and planning
**Phase 4:** Inclusive implementation and collaboration
**Phase 5:** Self-mobilization and sustainability

will support the successful implementation of community-led projects.

**Potential beneficiaries:**
- Community members
- Community-based organisations
- National and local government agencies
- Civic leaders
- Non-government organisations and faith-based organisations
- Businesses and the private sector
- Multi- and bilateral investors

If you have any questions on the manual or the topics discussed please visit the UNDP website for further information http://www.pg.undp.org/
This “good practice” manual has been prepared through the support of key partners:

+ **The European Union**, for funding the Community-Led Millennium Development Goal Acceleration Pilot Project from which many of these good practices are based.

+ **The Department of National Planning and Monitoring** for providing the leadership and guidance necessary to support the project.

+ The four communities that hosted, implemented and drove their projects:
  - **Domil**, Jiwaka Province
  - **Musendai**, East Sepik Province
  - **Trolga**, Western Highlands Province
  - **Sibalai**, Milne Bay Province

+ **The four community-based organisations** that project managed the implementation of the activities:
  - Baptist Union of PNG
  - South Sea Evangelical Church of PNG
  - Integral Community Health Development
  - Milne Bay Church Development Fund Association

+ **The Open Members, Governors and Local Governments** for co-financing and partnering with the project implementation.

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![Pictures of the installation of electricity supply to support the chicken processing centre in Domil, Jiwaka Province](image)
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**LIST OF ABBREVIATIONS**

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<tr>
<td>BUPNG</td>
<td>Baptist Union of PNG</td>
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<td>community-based organization</td>
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<td>MDG</td>
<td>Millennium Development Goals</td>
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<td>M &amp; E</td>
<td>monitoring and evaluation</td>
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<td>PNG</td>
<td>Papua New Guinea</td>
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<td>United Nations Development Programme</td>
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Papua New Guinea (PNG), a land of great natural beauty, diversity and cultural richness is laid out across mountains, jungles, islands, valleys and plains. With over 7.5 million people, 800+ languages spoken (representing 15% of the world’s languages) and a plethora of Mother Nature’s splendors; bio diversity, lush forests, coral reefs, and minerals, there are a multitude of opportunities to support development of the country.

The tropical and idiosyncratic topography of the land presents many challenges to communities in rural areas. The country is difficult and expensive to traverse with fragmented road connections of varying quality, and expansive open waters, making access to many services and markets difficult.

These, combined with capacity constraints in the delivery of services at the local level, present significant challenges to human and economic development, particularly for vulnerable and marginalized groups, including women, children, elderly, youth, people suffering from long-term illnesses, minorities, and those living with disabilities and special needs. Of the approximate 39% of the population living below the national upper poverty line, approximately 94% live in rural areas1.

Research shows locations that have less access to services, such as health, education and to markets, experience higher levels of poverty, health problems, lower education attainment, lower income generation opportunities and lower levels of agricultural development, leading to lower diversification of livelihoods. This unequal access can surrender communities to poverty.

Over six million people (approximately 87% of the population) live in rural communities across PNG, of which the majority survive on subsistence agriculture, using traditional techniques to farm the land. Whilst the conditions and environments for many communities vary, the characteristics of the poorest remain common: isolation, poor access to services and low income-earning opportunities. These communities are unable to substantially diversify their livelihoods or develop sufficient surpluses, rendering them susceptible and vulnerable to shocks.

The government has responded to these development challenges by “bringing government to the level closest to the people, enabling the rural majority to have a say in where their country is going” (Hon. Prime Minister O’Neill). This is being enabled through a decentralization policy empowering the districts via the creation of District Development Authorities.

Community-led development and bottom-up community-driven planning is the natural extension of this, connecting the development ambitions of the communities with the development plans of the government. By aligning these planning processes, targeted interventions can be made to improve the development outcomes of the local community and the wider area. By empowering communities to address their own needs and supporting them to develop and implement their own plans, community members can achieve their development objectives as well as national objectives.

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1 Papua New Guinea Poverty Profile, Technical Report, June 2012

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Community development is a strategy for rural development also known as the “self-help” approach. By investing in the local community, it creates local economic opportunity, further catalysing development in the local area. It is also a means for government to localize and achieve its development plans.

Investing in the local community, creates local economic opportunity, further catalysing development in the local area

The Government of Papua New Guinea, the European Union (EU) and the United Nations Development Programme (UNDP) designed the Community-Led Millennium Development Goal Acceleration Pilot Project (CLMAP) to achieve results towards reaching the Millennium Development Goals (MDGs). This was undertaken via activating community members as drivers of their development processes, to support community-led development and bottom-up planning at the ward level. By putting communities in the driving seat, government and its people worked together to develop plans to support the country’s implementation of the MDGs.

The experience from this project informs the good practice recommendations that communities can follow and investors can monitor to improve the probability of succeeding in community-led development.
The MDGs are eight global goals designed and agreed upon by the world community to unify and focus attention on the key global challenges constraining development. The eight goals aim to eradicate poverty and hunger, ensure each child has access to primary education, women are empowered, and basic health services are provided to reduce infant and maternal morality, and combat disease, all in an environmentally sustainable way by 2015.

The Community Led MDG Acceleration Project (CLMAP)

The Community-Led Millennium Development Goal Acceleration Pilot Project (CLMAP) was developed in PNG as a pilot initiative in 2012 by the European Union (EU) and implemented by the Department of National Planning and Monitoring (DNPM) with technical support from the United Nations Development Programme (UNDP).

The project’s focus was to empower communities to support the achievement of the eight MDGs by focusing on their priority areas. By doing so, the project would demonstrate community and civil society capacity to drive community development and support the implementation of national plans.

The pilot program engaged communities to work together, in an inclusive manner, to identify and prioritize their needs, develop work plans, and implement their activities.

As a result, after detailed discussions, communities elected to implement activities in the areas of health, education, essential infrastructure and income generation, as well as the empowerment of women:

The four villages involved in the programme:
- Trolga, Western Highlands Province
- Domil, Jiwaka Province
- Musendai, East Sepik Province
- Sibalai, Milne Bay Province

Activities included the development:
- Maternity wards
- Health centre
- Improved access to schools for girls
- Improved water supply
- Improved access to markets
- Increased crop and livestock diversification
- Improved agricultural productivity
- Resource centres
- Downstream processing
- Solar electrification

Community-based organisations (CBOs) played a key leadership and project management role, along with local-level and provincial governments and district authorities. Around 5,000 people directly benefitted from the community initiatives taking place under the project, but the impacts are likely to benefit many more.
Communities are the body and soul of a nation, connected through a common cause or value. They can vary in size and purpose and can extend to include groups at the local, national and international levels.

For the purpose of this manual, a community will be defined as representing a “community of place”, therefore sharing a geographic presence, at the local level.

A social group sharing common values, and situated at the local level (e.g. at the village or ward level). Representing a group of people who are connected by relationships that go beyond immediate family ties (including clan and tribe) and who define this relationship as important to their social identity and practices.

In this context, the community will be situated at the village or ward level. However, the principles will be relevant for larger communities.

A common characteristic of most communities is their diversity. This includes women and men, people of different ages and abilities, with different levels of resources and wealth, and religions and values. Diversity breeds invention and innovation.

What is community development?

Community development at the village and local level is defined by the “process of doing”, working together to identify and develop economic and social opportunities, skills, leadership, confidence, community bonds and the capacity to act together. Overall, the ambition of the community is to progress the quality of its people’s lives and increase their participation in decision making to achieve long-term improvements.

Community development is about people within the community participating, discussing, deciding and achieving their preferred future.
Why is community-led development so important?

Community development is beneficial for both the local community and the nation. At the community level, community development empowers the “hands that knows their needs”.

By engaging and supporting communities to identify, discuss and prioritize their needs, turning these needs into actions and supporting these activities, communities develop deep accomplishments that can impact and improve their daily lives.

Promoting inclusive community-led development leads to more effective support for women, men, girls and boys, vulnerable, marginalized people and other minority groups. Derived from the lessons learned from the CLMAP project (see box 2), common gains for the communities include:

- Conflict resolution and reduced conflict between clans
- Increased cooperation between inter-community, faith and clan
- Youth engagement, skills development and reduced anti-social behaviour
- Women empowerment, challenging traditional roles
- Access to education
- Strong sense of ownership and pride
- Increased transparency in local level decision making
- Civil engagement
- Further development (Success breeds Success)

The key result of community-led development is one of strengthened confidence, skills, ownership and an understanding of what it takes to drive community development.

From a national perspective, community development can help diversify the economy, redistribute resources (such as revenue from natural resources) to those most in need, increase resilience as well as support the achievement of the national development goals, as set out in Vision 2050 and the Sustainable Development Goals (see box 3).

Community development is a process where people are united with those of governmental authorities to improve the economic, social and cultural conditions of communities, and communities are integrated into the life of the nation enabling them to contribute fully to national progress. – (United Nations, from Biggs, 1999)

Bringing the responsibilities for development planning to the community and sub-national levels facilitates the actions and projects needed for Papua New Guinea to deliver on sustainable progress towards the National Development Targets. Up to 85% of the population in PNG are relying on the agriculture sector, of which a large proportion are subsistence farmers and who grow small-scale cash crops. By supporting communities to improve infrastructure conditions, and increase productivity levels,
With light, children are now able to continue to study. Not all the village has access to electricity, but those close to the road do. Children come to where there is light and study together.

Children from Domil, Jiwaka Province, sharing the indirect impact of electricity brought into the community
BOX 2 Benefits and challenges to the CLMAP methodology

As part of CLMAP project, an extensive lessons-learned review was conducted across the communities. Focus group discussions were organised, for both men and women, with those involved to assess the benefits and challenges to the community-led methodology experience. Some of the main findings from the community discussions are presented below.

BENEFITS TO CLMAP:
• Builds on the strengths of existing community skills
• Addresses the needs of the community
• Develops skills creating hope and opportunity for youth and adolescents
• Sets an inspiring example to other communities
• Generates a sense of pride, ownership and deepening community relations
• Provides an opportunity to discuss reform of cultural norms, e.g. role of women and youth, and family planning
• Strengthens collaboration with local-level, district and provincial government.
• Generates ambition for additional investments
• Facilitates inter-community collaboration and inter-community unity

CHALLENGES TO CLMAP:
• Community leadership needs to be strong otherwise it can lead to delays, miscommunication and lower motivation
• Consultations between clans, churches and government authorities during project formulation need to be inclusive otherwise can result in problems during implementation
• Consultations between communities before project approval need to be inclusive and clear otherwise they can result in jealousies and tribal fights
• Sufficient support needs to be provided during periods of social change as roles within society can change, for instance, the role of women
• Land disputes must be settled before project approval
• Technical supervision is required over community labour to avoid technical mistakes in procurement and design of the project
• Delays must be avoided and timely implementation is essential to mitigate loss of interest and to keep the momentum
“I have lived a long life. It’s been hard. I have seen too many women die while giving birth, or while on their way to seek medical help, children die because we could not get to a hospital on time.

The nearest hospital is too far away. And to go, we needed a car, and to go in a car, we needed our roads and bridges to be passable.”

But our community “turned pain and hardship into something positive, looking at what they could use and do to help themselves. Thanks to the EU and UNDP we can now use our locally-available resources and skills.

Our health center serves over 8,000 population of Trolga and surrounding villages. All this is astonishing”.

Namba Mel, in her mid-eighties, expressing her delight at the new Health Centre in Trolga, (WHP)
Community-led development puts community members in the driver’s seat of their desired development pathway. Community priorities will be expressed through bottom-up planning processes, via the ward, local-level government (LLG) and the district-level plans. These should connect to the top-down planning processes as reflected in National and Provincial Development Plans.

When discussing development planning, one of the immediate dimensions highlighted is the “top-down” versus the “bottom-up” development planning processes:

“Top-down” refers to government-led, development planning, based on national, provincial and/or regional/district-level development plans and budget allocations.

“Bottom-up” or community-led development planning refers to putting community members at the center of development planning, through their views, and helping define the development course for their area, in line with their own views, expectations and plans. It is tailored to the local context and directly addresses the needs of communities. For best results, bottom-up planning will be participatory, democratic, inclusive and gender balanced.

### Advantages to Community Development

Inclusive, community-driven development planning lies at the heart of the bottom-up rural development approach. This planning process, in essence, is the vehicle and approach for communities to identify and prioritize their needs. Community participation in all levels of the planning and implementation process generates high levels of ownership, and empowers villagers through realizing their own needs.

Rural bottom-up development planning is an entry point for more effective development that is felt at the community level. It can lead not only to empowerment of community members, but also to strengthened relations between various participating stakeholders, government agencies and communities. It creates pathways for longer term results, resilience and more sustainable development.

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*The Sibalai community identifying their priorities and how they can achieve them*
The “1995 Organic Law on Provincial Governments and Local-Level Governments (LLG)” provides for participative structures, connecting ward development committees which report to the LLG, all the way to National Development Plans.

**Ward development committees** are composed of the elected Chairperson for the ward, and a maximum of five community representatives (of whom a minimum of two must be women) as associate members. Communities can make their development priorities known through the ward planning process, which feeds into the LLG planning process.

**The LLG Planning process** links to the LLG Plans: The LLG puts together all Ward Activity Plans into a single LLG Development Plan (five-year rolling plan) and submits it to the district.

**District Plans:** The district puts together all the LLG Development Plans and sector plans into a single District Development Plan (five-year rolling plan) and submits it to the province.

**Provincial Plans:** The province puts together all District Development Plans into a single Provincial Development Plan (five-year rolling plan) and submits it to the national level.

**National Planning:** The provinces submit their Provincial Development Plans to the Department of National Planning and Monitoring (DNPM) and the Department of Provincial and Local Government Affairs (DPLGA).
Bottom-up planning can also support the national and regional governments to achieve their plans. For instance, in localizing Vision 2050 or the SDG’s. This can support the development of symbiotic relationships, as well as increasing the involvement of communities in civil affairs and grass roots democracy, connecting communities to the public system.

Inclusive planning involving all members of the community is essential for contributing to successful and sustainable continuation of the project results. Communities will need to involve all stakeholders. By doing so it can reduce conflicts and social problems.

This is why it is extremely important that project design does not happen between a small number of stakeholders, such as relevant government authorities, and village leaders, and technical partners. Adequate consultations need to be held with other stakeholders, such as members of a variety of local churches, and clans, differences among which are often a source of community conflict.

Fostering inclusive planning processes is an approach to not only strengthen linkages and improved coordination between different groups for decision making, but also to resolve any underlying conflicts or friction among community members, even before projects are implemented.

Planning mechanisms should be gender inclusive and gender balanced, so as to include women into the planning processes as well as the implementing works. By also including women, children and youth, minority and other vulnerable or “special needs” groups, a real platform is created for equal participation, adequate voice, democratic decision-making and inclusive development planning, which addresses the interests of the various stakeholders and their needs.

Inclusive planning processes will lead to finding local solutions to local problems, which leads to more realistic plans and targets, and hence cost-efficiencies. The strong ownership by all community members may also lead to strengthened relations between communities, who will also be interested and supportive of projects that will benefit them. This could lead to cost-sharing with interested communities. Joint planning can also lead to the identification of problematic inter-community issues, and an opportunity for the communities to address and resolve these issues.

Community-led implementation leads to skills building for community members, and increases their potential for future employment opportunities. It also leads to strengthening community leadership and enhanced engagement with development partners and other stakeholders. The development projects in their own right create economic opportunities and generate income.

Community-led initiatives also better acknowledge the role of kinship ties, extended families, diaspora and faith-based groups, given their central role in how communities organise themselves. Giving affected communities more choice in the kind of support and assistance they receive after identifying support through inclusive discussions can also reduce local tensions.

To be successful, communities need to be empowered to be able to communicate the kind of assistance required. In particular, there is a need to identify respective roles and responsibilities of women, children, people with disabilities and the elderly within the design and implementation of the plans.

Challenges to community development

Before bottom-up rural development planning can be institutionalized, it is important to consider the challenges experienced with the current planning approach.

+ International, national, district and local-level development plans need to be connected to ensure alignment and fluidity of community planning, as well as facilitating the support from public finances.
+ Community development plans, once aligned with the government plans, should reflect the needs of the communities who identified these needs, and not individual priorities.
+ Community members may lack the capacity to plan and budget. Technical or government officers may be required
to provide support to communities. Equally, financial literacy levels may hinder the sustainability of the activities. These should be assessed before project commencement.

+ There needs to be adequate, sufficient and regular channelling of funds to support community development.

+ The geographic conditions, and the remote characteristics of the most vulnerable, pose a challenge to adequate outreach and participation in development planning, as well as supply of materials and monitoring efforts.

+ Strong customary beliefs may restrict the role women can play in identifying and implementing activities.

Communities need the support of governmental and non-governmental organisations to overcoming these hurdles from technical support, financial resources, and capacity building.

“We want to live like the people in the towns with money and food and with easy access to services, and bring young people back to help the community and help the children”

A young woman from the Sibalai community, Milne Bay
On the 1st of January 2016, Papua New Guinea adopted the new 2030 Global Development Agenda. The new agenda succeeds the Millennium Development Goals (see box 1), and consists of 17 global goals for development, known as the Sustainable Development Goals (SDGs). The SDGs were decided upon following an unprecedented worldwide consultative process, in which Papua New Guinea was one of the selected countries to inform the development of the new global goals (The Future We Want).

How can community development support the SDGs?

One of the key lessons from the country’s experience implementing the MDGs was the need to localize the goals, by involving sub-national governments, communities and local stakeholders at the grassroots level. This lesson is further reinforced by the increased empowerment of District Development Authorities through District Service Improvement Plans.

In order to “localize the SDGs”, it is important to put people and communities at the heart of the development process, since they are the clients, recipients and beneficiaries of the results. Communities can identify their needs and align them with the local government’s plans through bottom-up development planning.

As experienced from the MDG Acceleration Project, communities can play a key role in successfully implementing the SDGs.
Examples of community-development activities
Participation is the first basic principle of community development. It means listening to the voice of the people and assisting them to develop their own community, in a way that they want it developed. It means finding appropriate ways to involve people if they choose to become involved.

Sustained community development ultimately depends on people participating in their own development from the early planning stages through to completion. By doing this people are more likely to manage and maintain their new development.

People of the community must be involved throughout the development process from participating in deciding what is needed, how they want to achieve it, how they will implement it, to benefiting from the results of achieving it.

Four principles guide the success of participatory community development:

1. DEMOCRACY
The community represents collective action which is inclusive, represents all the people in the community and encourages active citizenship.

2. EQUITY
Bringing-in groups within the community that may have been most marginalized and previously excluded from decision making and ownership.
3. EMPOWERMENT

Creating systems, structures and procedures that allow people within the community to take ownership of the solutions to their problems and the means of achieving them.

The overall purpose of such a process is to foster ownership and self-mobilization of the communities and their governments plus investors at large, in order to sustain the development efforts, ensure maintenance and attract continued investments/funds.

Many of the inter-community conflicts are rooted in poor communication, and misunderstandings, and a lack of mutual trust. Community consultations are important to clarify differences between communities.

These four principles can be mainstreamed through a local development process. This process generally follows five phases:

1. Preparation and information sharing
2. Community learning and generating ownership
3. Inclusive consultations and planning
4. Inclusive implementation and collaboration
5. Self-mobilization and sustainability

These five phases are considered a progressive development process experienced by community members, and can potentially be used as a qualitative tracking mechanism for scoring the “level of self-mobilization of communities”, and hence the sustainability of the intervention. The higher the score, the stronger the undertaking, and hence the less risk a project will face in its completion and continuation.

4. RESPONSIBILITY

Creating a system of transparency and accountability that makes everyone accountable and incentivized to continue to develop.

Participation, in a democratic, equitable, empowering and responsible manner, is encouraged at every stage of the planning process: during the definition, scoping and formulation phases, as well as during implementation, evaluation and revision phases of the project.

By supporting inclusive delivery it will increase community engagement and project success.
THE FIVE PHASES TO LOCAL DEVELOPMENT

PHASE 1: Preparation and information sharing:

Many communities are unaware of the entry points for funding community development, what information is required in applying for funding and what activities can be covered.

In order to secure the active participation of the community members and stakeholders, it is important to circulate information on the potential project, and sensitize them to the challenges and opportunities of a project.

Information is needed to explain what that community-led and bottom-up development planning process really is. This information should be made available to all in the community.

Where will the funding come from?

☐ explain the planning, funding mechanisms and timescales (if relevant) through which development projects could be attracted

What activities can the funding support?

☐ explain what the purpose of the project is and, therefore, if any activities in particular will or will not be covered by the programme

☐ explain the purpose of making these planning processes “inclusive”, to ensure inclusion of women and marginalised groups

☐ explain the importance of these plans linking to the regional, provincial and national development plans

☐ invite the community members to discuss community priorities, and design a community development plan

What will be required to develop the funding proposal?

☐ explain the process of writing proposals, and provide formats. The proposal formats will need to include the “rules of engagement”

Who will implement the project?

☐ explain the importance of communities taking the lead and ownership

☐ explain the formats including organizational, management as well as reporting and accountability requirements.

☐ explain the need for technical supervision, to ensure technically sounds solutions and continued maintenance services

Where can more information be found?

☐ explain who is the contact person and how can more information be accessed if required

This information sharing can happen through public meetings, media (written, social media), and other public types of sharing mechanisms. This is particularly important during the initial phases of project/program identification/formulation, but also during the implementation phase.

Investors, both public (government and international agencies) and private sector, should plan and implement carefully designed information sharing activities about the village development planning processes, and the envisaged interventions/support programs.

GOOD PRACTICE: implement carefully designed information sharing activities.

Community contributions

Some investors require special arrangements, which highlight and indicate community commitments. Evidence shows that community contributions can be a beneficial way to ensure community buy-in and to have a stake in the success of the
project. However, for this mechanism to be successful, the conditions and parameters need to be defined clearly from the onset.

Communities go the extra mile to implement projects, but free community labour can lead to unpredictable and irregular availability of the workforce. Time spent on constructing community infrastructure cannot be spent on growing crops or on important family time and tasks. Free community labour, can also lead to irregular availability of the workforce, since the work does not result in direct income. This can be especially the case if the duration of project implementation is over a long time period. However, clear organisation, planning and quantification of the required labour time and tasks to be conducted mitigates these risks.

Community contributions should be discussed during initial discussions with the communities. It is important to highlight any conditionality early on, so communities can consider this alongside with the project proposition.

It is important for community members to discuss and negotiate the community contributions directly with the funders. Particularly in the case where it is permissible for communities to make contributions in: in-kind labour and materials, land and/or use of equipment or infrastructure.

**GOOD PRACTICE: determine donor and community contributions upfront and how communities can contribute: in cash, in-kind.**

It is important to clarify the types of contributions, who will supply them, how much will be supplied (in particular for in-kind labour: how much is each unit of time worth and therefore how much is required) or remunerations during the planning processes. Funders/investors have a responsibility to support sensibly and be predictable once agreements are reached. Tranche released systems based on acquittals, ensuring that expenditure is in line with intended activities and work plans. Tranches should also be released on time, so as not to slow down the community efforts and maintain momentum and motivation during the implementation. Good open and regular communications between all parties involved is vital.

**Example of Fundraising: Members of the Sibalai community (MBP) went to Alotau to work on a water drainage system. After the work was completed they stayed behind for two weeks to complete a roof structure which would be used as a church. Through the church mass, the Sibalai community raised contributions towards the 10% co-funding, to support the European Union grant.**

**In-kind labour**

Communities go the extra mile to implement projects, and prefer to do the work themselves over that of an external contractor, but free community labour can lead to unpredictable and irregular availability of the workforce. Time spent on constructing community infrastructure cannot be spent on growing crops or on important family time and tasks. Free community labour, can also lead to irregular availability of the workforce, since the work does not result in direct income. This can be especially the case if the duration of project implementation is over a long time period.
However, clear organisation, planning, quantification of the required labour time and tasks to be completed (“sweat equity”), agreement of responsibility and from family members affected at the beginning of the project can mitigate many of these risks.

**GOOD PRACTICE:** responsible lending, tranche and acquittal systems support accurate, transparent expenditure.

**PHASE 2:** Community learning and generating ownership:

After the community members have been able to access initial information on the community-led project, they will engage in information gathering to determine whether or not the proposed ideas/projects/processes actually make sense to them.

This passive information gathering is an important phase for community members, stakeholders and interest groups. It represents the phase in which community members learn more about the initiative. They learn whether or not the initiative makes sense to their realities. Community members make up their minds on the relevance of the new idea or initiative, and henceforth decide whether or not they are ready to dedicate time, effort and energy to the initiative.

This critical phase determines whether or not community members consider the intervention a priority, and as such the level of ownership and engagement of the community members. Community members will get more active once they can grasp and understand that a better future is possible.

This phase should be actively supported by stakeholders and investors, both public and private, by providing further information, by having meetings and face-to-face discussion. It is the phase during which a community breaks out of their established habits, and starts to see new opportunities, new ideas, and hopes for a better future.

Investors should hold another meeting with the community, once the community has had time to process and discuss the proposal. The meeting should be conducted in an open manner to aid discussion and answer any questions the community may have. Taking the opportunity to reiterate the process for application of plans.

**GOOD PRACTICE:** stakeholders and investors, public and private, should take time to support and facilitate community learning and generating ownership.

**PHASE 3:** Inclusive consultations and planning:

The success of the project is determined at the beginning of the project. The quality of the planning process of the project is directly linked to the quality of its implementation and the number and scope of problems the project would face during the implementation.

Issues like agreement of activities, community labour, co-funding, potential conflicting issues between villages, clans, churches and government, land owners and compensation are a few, but essential topics to address during the planning phase. In addition, discussion on the role of women, youth, and inclusion of people with disabilities, minorities and other vulnerable groups should be organized during the planning phases.

Once the community members are convinced, and willing to support the initiative, they will develop an active interest to get engaged in the consultations on the development of the initiative. During the consultation processes, discussions will be held on different ideas, alternative approaches, and on the purpose of the intervention.

This step in which community members discuss their ideas and opinions is extremely important to further strengthen their ownership and engagement. It is the step where the ideas will be transformed to those projects that are prioritized by the communities themselves.
“Inclusive planning discussions” put communities further in the drivers’ seat. The community members will become their own “advocates for change.”

“Once the community has decided it is interested in pursuing the proposition, meetings should be organized with community members to discuss these ideas based on their needs that lead to solutions for locally experienced problems. In this phase it is also important to discuss the management arrangements, the accountability structures, implementation arrangements, and to ensure that relevant stakeholder groups are included in these discussions. Having a constructive consultation process requires thorough preparation since the dialogue will take place between members from different stakeholder groups holding a variety of interests.

During the planning process a selected community member should be chosen by the community, someone who meets the minimum criteria of strong leadership and high integrity. Putting strong leadership in place, as a recommendation or good practice, is an important challenge faced by communities. The success of the project is highly dependent on the quality of the leadership provided. Putting adequate systems of checks and balances in place are considered preconditions for successful project implementation. Community members will very quickly instill a loss of ownership if project resources are used ineffectively or inefficiently.

To support community participation and discussion, an inclusive planning committee/group should be formed based on equal participation of community representatives of all groups identified within the community. A representative to highlight interests of women, men, young and old, people with disability, and other minority groups.

A failure to adequately include women, or other groups within the community during the consultation and dialogue processes leads to reduced ownership. Similarly failure to include neighbouring communities, may quickly lead to jealousies among community members, particularly if the project is successful and starts to generate rewards.

GOOD PRACTICE: ensure committees are gender balanced and inclusive between the community members, minority groups, church communities, land owners, different clans, neighboring communities and special needs groups.

This inclusive committee should be led by a strong and accountable leader/chairman/chairwomen from the community, and who becomes the key driver and spokesperson for the project.

“With projects like this at the community level, there will be many challenges. Strong leadership at the community level is needed to overcome challenges”

Provincial Administrator, Jiwaka

If the community is unable to maintain or manage an activity, or have a plan as to how they will be able to, the activity will likely not be sustainable and lead to failure.

Putting in place strong leadership and checks and balances for accountability and transparency are preconditions for successful project implementation.
A system to nominate and select community representatives and the community leader will need to be discussed and agreed on by the community before the process begins. It is important that this is impartial with selection based on criteria that identifies the best people for the job of representing the various interest groups and the skills to take the lead on project activities.

Example of a community-led management structure, ensuring all people are representative in the management structure.

A terms of reference (ToR) can be drawn-up to improve governance. The ToR will outline the requirements of a community representative and community leader. In addition it will stipulate the regularity of project meetings, membership of the meetings and decision making quorums. This terms of reference should be designed with the input of the community and agreed by the community once finalised. By doing this, the ToR will be binding ensuring accountability and legitimacy of elected officials to the community. This way the community can then monitor the performance of the elected officials.

GOOD PRACTICE: select strong and accountable leadership and put in place adequate checks and balances for accountability and transparency.

IMPORTANT STAKEHOLDERS TO BE CONSULTED:

+ Women
+ Special needs groups (people living with disabilities, people living with HIV/AIDS, people with addictions such as drugs and alcohol, people from the LGBTI community)
+ The young, the old
+ Government authorities
+ Church communities
+ Affected landowners
+ Neighbouring communities
+ Different tribal and clan members

Further discussions will need to be held between the planning group and key stakeholders, such as government or funding partners, on the modalities of implementation and accessing funding. Discussions will need to be held on the technicalities of the project design, implementation and maintenance with technical partners.

Developing a needs assessment

In a world without constraints everything needed and wanted could be achieved. However, with scarce resources, decisions need to be made on how to allocate the limited resources to the optimum activities.

A “needs assessment” is a systematic set of procedures that are used to identify needs, prioritise them and identify actions that can address them. Performing a needs assessment will help structure discussion, and development of criteria will identify priority areas. If done correctly and inclusively they will lead to identifying the right actions that will improve people’s lives.
Which areas of weakness seem the most urgent?

Consider where the project might accomplish the biggest payoff using the least amount of resources. Prioritize those activities that address the elements that are most likely to have high impact and low costs, where local available skills are present to support these activities and if money is required in the future for upkeep where it will come from. When prioritizing the program outputs, it will also become clearer which capacities need to be strengthened first.

Sustainability planning

Sustainability planning is a crucial part of the project plan, in order to ensure that activities will continue once development funds are exhausted.

Sustainability planning is one of the most challenging areas for project planning as it involves planning capacity building efforts to achieve continued project services that are subject to change over time, and involves many people.

“Whatever we want is in our minds. The community set its priorities and identified the priorities. Thinking of religion. Thinking about sports. Thinking about housing. Environment conservation. Tourism. But first we decided we needed good health, we all discussed, we all agreed and then we planned to do it.”

Ward Councilor, Trolga, WHP

“We used to carry the ill on a banana leaf stretcher. After there was a health promotion exercise we lobbied the government for a health post. The benefits of the health post lead us to wanting more services for our people. We sought funding opportunities and built our own health center. To conclude this speech I tell the government that I take ownership of this health center and the young generation will take over the ownership.”

A man from the Trolga community in (WHP) discussing the journey of developing their own health center

It is therefore important to provide technical support on sustainability planning to community members, government and other key stakeholders to ensure that the project will be solidly embedded in the community and to ensure that the community at large will be able to continue to make use of the project after its completion. This includes ensuring that the necessary finances for continuing and maintaining the action after project closure have been considered.

GOOD PRACTICE: determine which outputs must be continued after the project ends, and determine what it takes to continue them.
BOX 5  How baseline surveys can support needs assessments

A baseline survey takes stock of the current situation. By conducting a survey it will both support the identification of priority areas of focus as well as facilitate the monitoring of the outcomes and impacts from the project.

Example: Extract from of a baseline survey of one of the CLMAP communities

The baseline studies showed that household food (healthy and nutrition) is insufficient and income level is low at K850 per household year or K0.50 per person per day in the community.

<table>
<thead>
<tr>
<th>Income Source</th>
<th>Total Amount</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Copra</td>
<td>2000</td>
<td>2.4</td>
</tr>
<tr>
<td>Betel nut</td>
<td>20000</td>
<td>24.0</td>
</tr>
<tr>
<td>Pigs</td>
<td>3500</td>
<td>4.2</td>
</tr>
<tr>
<td>Chicken</td>
<td>200</td>
<td>0.2</td>
</tr>
<tr>
<td>Garden food crops</td>
<td>1040</td>
<td>1.2</td>
</tr>
<tr>
<td>Canteens</td>
<td>29000</td>
<td>34.8</td>
</tr>
<tr>
<td>Banana boats (Dinghies)</td>
<td>21000</td>
<td>25.2</td>
</tr>
<tr>
<td>Marine Products</td>
<td>2400</td>
<td>2.9</td>
</tr>
<tr>
<td>Forestry</td>
<td>1000</td>
<td>1.2</td>
</tr>
<tr>
<td>Remittance</td>
<td>3,200</td>
<td>3.8</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>83,340</strong></td>
<td><strong>100.0</strong></td>
</tr>
<tr>
<td>Number of households surveyed</td>
<td>98</td>
<td></td>
</tr>
</tbody>
</table>

Some of the major reasons for low incomes:

- Poor integrated farming practices.
- Lack of access to new agriculture technologies.
- Lack of women’s participation in food production and income generation.
- Lack of awareness and dissemination of information on improving food crops and livestock technologies. Therefore people continue practicing subsistence agricultural farming systems than market-oriented.
- Lack of infrastructure such as administration and central market facilities.
- Impact of climate change. Although some positive signs of the community’s participation in such areas include successful implementation of a water and sanitation project funded by EU; and also continued practice of traditional processing and storage of food have been noted. There is still more to be done by individuals and families.

Other reasons include:

- Low level of education, where more than 88.2% of the population attained up to grade 8 education level.
- High cost of transport due to geographical location.
- Poor communication, radio and mobile signals.

Having identified the factors constraining income generation, the community agreed to prioritise activities in the areas of food and income security, climate change adaptation, as well as increased resilience from diversification of crops and livestock activities.
PHASE 4: Inclusive implementation and collaboration:

If the consultation and planning process has been successful, the community members will start to collaborate in order to bring the new initiative to life, and engage in the implementation of the program.

It is important to realize that during the implementation, the various stakeholders adhere to the management structures and apply the accountability and transparency principles, including timely and efficient implementation that was discussed in Phase 3.

**GOOD PRACTICE:** support with adequate technical supervision and maintenance, but leave community members in the drivers’ seat.

**Developing a work plan**

Once the community has identified the priority areas and the activities it wishes to undertake, that formed the project plan, it next needs to prepare a work plan linking activities to outputs, roles and responsibilities, timelines and budgets.

A work plan should be determined clearly stating who has overall responsibility for the project, who is responsible for the delivery of a certain activity, the support staff required, the delivery date and certain milestones.

A community organogram should be designed and placed in a public area so everyone is aware of who is responsible for the different activities, and the support staff that will be working towards them. The allocated management and implementing roles must be decided upon by the community, with a mixture of men and women assigned to positions.

When identifying the roles of those members of the community that will be involved in the direct implementation, the more the whole community can be involved the higher the degree of ownership across the whole community.

This is an important opportunity to increase ownership and skills development by involving the young, women and other groups to be involved in the implementation of the activities.

As an example a community identifies health as a priority and decides the construction of a health centre would be the feasible solution. It is this point that the community can start to understand the inputs that will be required: the materials, the labour, the technical skills, the ongoing costs, the medical practitioners, the medicine. These inputs will be further refined against the community agreed outcome indicators and targets. For instance, the number of immunized children, the number of patients seen daily, the child mortality rate, the infant mortality rate, life expectancy. By having determined a baseline, therefore knowing the status quo, the community can discuss agree on the targets for improvement.

**GOOD PRACTICE:** prepare a work plan linking activities to outputs, roles and responsibilities, timelines and budgets.
BOX 6 Using local skills

“We have seen other places where development has occurred for the youth. There are a lot of grade 10/12 school leavers. Most of the school leavers are leaving and do nothing. We want them to get employed.”

Community member discussing the need to create opportunities for the young

Engaging youth in community works leads to reducing community tensions, reduced substance abuse and skills development.

Youth members of the Sibalai community (MBP) supporting the project construction phase
In designing the work plan, it is very important to factor in the agreed voluntary (in-kind) contributions that were agreed upon before project commencement; including the quantity of labour and resources volunteered. These must be monitored within the work plan, so as to ensure it is in line with what was agreed.

<table>
<thead>
<tr>
<th>Community Work Plan - Month to Month</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Result 1: Project start-up</strong></td>
</tr>
<tr>
<td>1.2 Conduct community awareness of project</td>
</tr>
<tr>
<td>1.3 Establish Project Committee and convene opening meeting</td>
</tr>
<tr>
<td>1.4 Prepare development plan on agreed activities</td>
</tr>
<tr>
<td>1.5 Hold meeting with key stakeholders and partners</td>
</tr>
<tr>
<td><strong>Result 2: Implementation</strong></td>
</tr>
<tr>
<td>2.1 Activity 1</td>
</tr>
<tr>
<td>2.2 Activity 2</td>
</tr>
<tr>
<td>2.3 Activity 3</td>
</tr>
<tr>
<td><strong>Result 3: Impact monitoring</strong></td>
</tr>
<tr>
<td>3.1 Design baseline survey and complete</td>
</tr>
<tr>
<td>3.2 Progress reporting</td>
</tr>
<tr>
<td>3.3 End of project impact report</td>
</tr>
</tbody>
</table>

Example of a community work plan, with activities, responsibilities, progress and time schedule
For a community to thrive, women need to be empowered. There are many studies that show by empowering women, everyone in the community, including the men and the boys benefit and live better lives. Some examples include:

+ When women have an equal say in influencing decision making (e.g. through voting in elections) more resources go to fund public health, water and sanitation, hygiene and child health.
+ Teams that are diverse in gender have more success than male or female only groups.
+ Groups that don’t discriminate by gender experience faster income growth and less poverty.
+ Women have higher micro-loan repayment rates and tend to save more than men. They are also more willing to form groups to collect savings, decreasing the delivery costs on many small loans.
+ Investing in women involved in agriculture significantly increases farming output.

Women should be engaged in all phases of the project, prioritization, planning and implementation. Any cultural barriers need to be discussed at the start of the project during planning.

Development can bring change to a community in terms of work, roles and patterns leading to “doing things differently”. Accepting change can take time and require collective trust.

Technical supervision

Technical supervision of community initiatives is essential to prevent technical errors from occurring. Technical supervision is needed at the design stage of a project, during delivery as well after project completion for maintenance purposes.

It is important to note that technical support during project implementation is often provided by contractors or engineers who may take over the leadership of the project. As a consequence, the ownership by the communities is diminished, and this may lead to a lack of maintenance at a later stage, since the community members would consider the contractor responsible for the maintenance. In addition, having not acquired the skills through direct implementation the community may not have the technical capabilities conduct maintenance.

Therefore, it is important that community members remain in the ‘drivers seat’, take responsibility call on technical support when and where needed and partner in its implementation to ensure skills transfer.
GOOD PRACTICE: technical supervision of community initiatives is essential to prevent technical errors from happening and acquire the necessary skills to continue maintenance.

Community-based organisations

It is considered a good practice to link the inclusive community representatives group with a community-based organisation (CBOs), which is responsible for identifying capacity building and training needs of the community members.

The CBOs can act as a professional liaison between the community groups and the funders/donors/investors, as well as technical support providers.

Where project management skills gaps exist, CBOs can be made responsible for overall project management, for monitoring the progress made by the community groups, oversight, capacity building assistance where needed, and assist with reporting to the funding partners.

In any case, it is important that the CBO is closely linked to the community, enabling it to fully understand and grasp any of the issues the communities are facing. As well as ensuring the community has a trusting relationship of the CBO, as there will be times where the relationship will be tested.

GOOD PRACTICE: CBOs need to be operating in or be closely linked to the community.

Developing partnerships

Every community development project needs to be embedded in the realities of its needs. A community health centre needs to receive adequately trained doctors and nurses, an income generation project needs to be supported with adequate financial services (i.e. microfinance, SME financial support, etc.).

Partnering with government authorities during the implementation is needed to ensure a sustainable uptake of the project outputs by the government, particularly where there is a need for continued government funding for public services, goods and maintenance. This partnership starts at the planning stage, during which communities will discuss their needs for support with relevant government authorities at ward, district and provincial levels. Partnerships with other stakeholders, such as civil society, faith-based organisations and the private sector can also further catalyse project success.

Partnerships can be formed at any time of the project including before or after it. However, it is best when partnerships are formally agreed through a Memorandum of Understanding (MoU), Memorandum of Agreement (MoA) or contracts.

GOOD PRACTICE: engage with strategic partners early and form agreement through a MoU/MoA

PHASE 5: Self-mobilization and continuation:

Once the project is up and running, and subject to having ensured a sustainable continuation (as part of the sustainability planning) of the project interventions, the community members will “self-mobilize” and continue to implement, or make use of the services which have been put in place.

This is the phase where the project has been delivered, but now needs to continue to deliver its services independently from external funding. The sustainable planning that occurred in phase three will support this.

Follow through will need to be provided by the government, funding partners, community resources and technical partners. This is also the phase in which many projects discover issues that have not been adequately planned or thought through. Village leaders, CBOs, and community members will need to have mechanisms in place to address these issues and to find support.
BOX 8 Achieving better health care through partnerships

The Trolga community (WHP) focuses strongly on health as part of its development. The community has used funds from the EU, the local government and within the community to finance the construction of a multi-service health centre and a maternity ward. The medical team will be provided from the Provincial Health Department. The Digicel Foundation, in partnership with the Health Department and community, provided an ambulance to increase medical outreach to the surrounding communities and expedite medical evacuations.

Lifesaving Partnerships: One afternoon during the lessons learning exercise, the Trolga community was called quickly to action when a tragic accident struck a young lady in the community. Requiring urgent medical attention, Head Nurse Ruth (pictured in the green t-shirt above) from the Trolga Health Centre was on hand to administer a lifesaving intervention stabilising her condition. With the assistance of the Digicel Foundation ambulance, the young lady was rushed to a nearby hospital where she was received in time to make a full recovery. This is poignant example of how working together in partnerships can bring huge benefits to a community.

Learning by community members as an output of project delivery has a tremendous spin off in new ideas and new ways of doing things. Community learning generates new ideas, for example new ways of processing locally available crops and livestock. Skills acquired by community members from training (i.e. NARI training) should be invested in the community to develop new ideas, and teach other community members, which will improve their productivity and sustainability of the activities being undertaken.

The provision of vocational training and extension of business services will further support economic development. Private sector investment can provide training opportunities, reinforced by supporting access to financial services (microfinance, banks). Additional support could focus on strengthening entrepreneurship through provision of leadership and management skills.

Another important activity in this phase is to evaluate how the project went. Did it achieve what was expected? What were the challenges that were experienced and what are the opportunities the project has created? Could things have been done differently? One barometer of change is to recollect the data that formed the baseline analysis to quantify how things have changed in the prioritised areas.

If the project set out to improve income generating opportunities, have people’s incomes increased? If the project’s ambition is to improve access to health, have health indicators improved? These are questions that can be answered by applying the same methodology to develop the baseline survey in the needs assessment and comparing it against the indicators of success outlined in the development plan.

GOOD PRACTICE: review the project with the community to identify if it achieved what was expected and if things would be done differently if the community was to embark on another project.
Once communities have identified their priorities and designed their development plan, a key necessity is to secure financing. Communities have several options when it comes to seeking money to implement their development plans.

**The Government of PNG**

The government has existing entry points for communities to access funding.

**District Development Authorities**

District Development Authorities (DDAs) were established in 2014, replacing the Joint District Budget Priority Committee. The DDA board oversees the management of the District Service Improvement Programme (DSIP). Funding has rapidly increased in recent years for DSIP, increasing to K10 million per year. The DSIP is distributed to support the following sector areas:

- Infrastructure Support Services
- Health Service Improvement
- Education Service Improvement
- Water Supply and Sanitation
- Law and Justice Services
- Economic Sector Support

The board constitutes the Open Member who is the Chairperson, the District Administrator, who is the CEO, Local level Government (LLG) Presidents from the district, plus up to three other members, including one women.

The process to be followed for submission of projects for funding from DSIP funds is through “Bottom-up Planning” via the Ward Development Committees, to the LLG presidents to the DDA.

- LLG identifies and proposes projects
- DDA selects and prioritise proposals
- DPMT appraises and scope the projects

**Joint Provincial Planning / Budget Priority Committee**

Provinces receive development funding through the Provincial Support Improvement Program (PSIP). This is managed through the Joint Provincial Planning / Budget Priority Committee (JPP/BPC) or ‘JPP’. Funding amounts are K5 million per district in each province. The committee is formed of the MPs from the province.

- DDA identifies and proposes projects
- JPP&BPC selects and prioritises proposals
- PPMT appraises and scope the projects
- JPP&BPC approves budget and funds project

**The Local Level Government Service Improvement Programme**

The Local Level Government Services Improvement Program (LLGSIP) does not have a separate implementation and decision-making committee. Instead, it is administered like the DSIP. Ward Councillors will determine project priorities and discuss it with the DDA. Funding is set at K500,000 to each of PNG’s 313 LLGs.

- Ward Development Committee with LLG Councillor identifies projects and prepares proposal.
- LLG Council selects and prioritises proposals
- DPMT appraises and scopes the projects
• LLG Council approves budget and funds project

Financial institutions, including microfinance loans

Financial institutions are particularly well suited to fund livelihood and income generating activities. These funding mechanisms are debt based lending and therefore the loan will be required to be paid back with additional interest. There are several opportunities for communities to access loans to invest.

The National Development Bank (NDB) offers a range of products and services that can be tailored to specific needs. Including in the areas of agriculture lending for small Rural Loans (<K10,000) and micro-finance and large rural loans (>K10,000). The NDB can also support commercial loans to purchase working capital, like machines and stock. However, it is usually the case a collateral deposit is required as well as security to access a loan.

Community fundraising

Communities can generate money themselves through: sales, donations, contributions, and remittances from family members working in towns and cities.

One of the most traditional forms of fund mobilisation is community self-funding. This has inspired a very modern form of community funding: crowdfunding.

Crowdfunding is the practice of funding a project by raising monetary contributions from a large number of people, today often performed via the internet, but can be conducted through any means. Donation-based crowdfunding is the collective effort of individuals to support humanitarian and development projects.

To successfully mobilise money from people rather than a financial institution requires emotional bonds. To achieve this it is important to explain why you need to implement the activity, why you need support, and the impact the activity will have on the community.

Make sure to communicate the results back; share with those that supported the project stories and pictures to update on progress and how the project is progressing.

It is very important to spread the word. Reach out to as many people through networks, social media and the formal media. Using online platforms to advertise your idea and receive donations can be helpful.

Development partners

There are many development partners operating in PNG that provide small grants programmes to support sector-specific and cross-cutting activities. These include international donors, like the European Union, the Australian Government and non-government organisations and faith-based groups.

The United Nations Development Programme has a Small Grants Programme. The Global Environmental Facility Small Grants Program was established in Papua New Guinea in 1993, and has so far committed close to USD$2.2 million in small grants to over 160 projects implemented by numerous civil society organisations.

It is an environment-based grant mechanism that supports projects undertaking initiatives that enhances livelihoods as a way of relieving pressures to the environment, and addresses environmental issues.

The cycle for applications varies per organisation. Once the community has formulated its development plan and identified the thematic area of focus it can then reach out to organisations operating in that field.

Private sector organisations

There are many private businesses operating in PNG that provide community outreach support. An example of this is the Digicel Foundation. These organisations have sector-specific focuses, for instance in health, community and or education, among other areas. They will have their own application procedures and information requirements.

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2 GlobalGiving is an online platform designed to support non-for profit projects https://www.globalgiving.org/
Community-led bottom-up development can support the government to localize and achieve its development plans by focusing on the priorities and needs of the communities. By investing in the local community it creates local economic opportunity further catalysing development in the local area. In addition, it can lead to increased social outcomes, increased cooperation, reduced conflict, youth engagement, empowerment, ownership and civil engagement. All of which support further development.

The below five steps, if followed, will help support project success.

Phase 1: Preparation and information sharing
Phase 2: Community learning and generating ownership
Phase 3: Inclusive consultations and planning
Phase 4: Inclusive implementation and collaboration
Phase 5: Self-mobilization and sustainability

These five phases are considered a progressive development process experienced by community members. Good practices to support these processes are the following:

**Phase 1: Preparation and information sharing**
When investors engage with the communities they should start with implementing carefully designed information sharing activities on the details of the envisaged support. They should determine donor and community contributions upfront, and explain the processes for support, as well as explain the importance of communities taking the lead and ownership, and the importance of making this planning and implementation of projects inclusive and sustainable.

**Phase 2: Community learning and generating ownership**
After initial contact between stakeholders and investors, public and private, should take time to support and facilitate community learning and generating ownership. Time is needed for communities to generate ownership, and to discuss the priorities and visions for the future.

**Phase 3: Inclusive consultations and planning**
After communities are ready to proceed a process of inclusive consultation and planning follows. It is the quality of this planning process that underlies an important part of the success of the program. Communities should ensure gender balanced consultations between the community members, government authorities, church communities, land owners, different clans, neighbouring communities and special needs groups.

Selection of a strong and accountable leadership and adequate checks and balances for accountability and transparency are critical. Investors should jointly envision the future with the community members. They should determine which outputs must be continued after the project ends, and determine what it takes to continue them. Finally, when the visions, plans and projects are clear the community plans and priorities should be brought to the attention of LLGs, DDA and provincial authorities.

**Phase 4: Inclusive implementation and collaboration**
The implementation phase should be supported with adequate technical supervision and maintenance. It is important that technical supervisors leave community members in the drivers’ seat, and not start implementing projects based on their own technical merits. Work plans should be drawn up identifying who is responsible for completing the agreed activities, the timelines and the support staff required.

Community-based organisations need to be operating in or be closely linked to the community to highlight and address problems in the planning and implementation of the projects.

**Phase 5: Self-mobilization and sustainability**
Having engaged in sustainability planning during the project formulation phase, and implemented the project with a sustainable continuation of the outputs in mind, the community members should have understood to embed projects firmly into the existing community structures, and to seek support for continued implementation of the project outputs after the project’s investor funds have been exhausted.
By following these steps you can achieve what people do not expect.