

付 属 資 料

1. ミニッツ (M/M)
2. プロジェクト・デザイン・マトリックス (PDM)
3. C/P 配置と本邦及び第三国研修参加記録
4. 日本人専門家派遣状況
5. 資機材リスト
6. パイロット事業費
7. プロジェクト延長 R/D


**MINUTES OF MEETING
ON THE TERMINAL EVALUATION OF
THE JAPANESE TECHNICAL COOPERATION
FOR THE INTEGRATED COMMUNITY DEVELOPMENT PROJECT
FOR THE SETTLEMENT AREAS IN NATIONAL CAPITAL DISTRICT
IN PAPUA NEW GUINEA**

The Japan International Cooperation Agency (hereinafter referred to as "JICA") dispatched the Terminal Evaluation Team (hereinafter referred to as "the Team"), headed by Mr. Nobuhisa TAKEDA, to the Independent State of Papua New Guinea from 29 January to 10 February 2007, for the purpose of conducting the terminal evaluation for the Integrated Community Development Project for the Settlement Areas in National Capital District in Papua New Guinea (hereinafter referred to as "the Project").

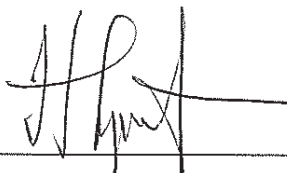
After review and analysis on the activities and achievements of the Project, the Team prepared the Terminal Evaluation Report (hereinafter referred to as "the Report"), which was presented to the Project's Joint Coordinating Committee (hereinafter referred to as "the JCC").

Major issues pointed out in the Report were discussed at the JCC and was agreed to recommend to their respective governments attached hereto.


Port Moresby, 9 February 2007




Mr. Nobuhisa TAKEDA
Leader
Japanese Terminal Evaluation Team
Japan International Cooperation Agency
Japan



Mr. Joseph Klapat
Secretary
Department for Community Development
Papua New Guinea



Ms. Ulato Avei
Deputy Secretary
Department of National Planning and
Monitoring
Papua New Guinea



Mr. Leslie Alu
Acting City Manager
National Capital District Commission
Papua New Guinea

**JOINT EVALUATION REPORT
ON JAPANESE TECHNICAL COOPERATION
FOR
PROJECT OF INTEGRATED COMMUNITY
DEVELOPMENT IN SETTLEMENT AREAS IN NATIONAL
CAPITAL DISTRICT**

**Japan International Cooperation Agency,
Department for Community Development**

And

**National Capital District Commission
Independent State of Papua New Guinea**

February 9, 2007



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1. Introduction

Objective of the Evaluation Study

The Integrated Community Development in Settlement Areas in National Capital District (NCD) Project (hereinafter referred to as "ICDP") which started from April 2005 has been implemented in accordance with the Record of Discussion agreed among related authorities of the Department for Community Development (hereinafter referred to as "DFCD"), National Capital District Commission (hereinafter referred to as "NCDC"), and the Japan International Cooperation Agency (hereinafter referred to as "JICA"). The Japanese mission of Terminal Evaluation of the Project was dispatched from 29 January to 10 February 2007. The objectives of the evaluation were as follows.

1. To confirm the progress and achievements of the Project as per its plan, indicated in the Record of Discussion and other relevant materials
2. To evaluate the results of the Project from the view point of five criteria (relevance, effectiveness, efficient, impact and sustainability)
3. To summarize the result of the evaluation into Minutes of Meetings with full consultation with the related organizations of DFCD and NCDC

Members of the Evaluation team

The evaluation exercise was conducted jointly by two teams of evaluators, representing both the Japanese and Papua New Guinea (hereinafter referred to as "PNG") sides. The members of respective teams are as follows.

Japanese side

	Name	Designation	Position, Organization
1	Mr. Nobuhisa TAKEDA	Leader	Senior Adviser, JICA
2	Ms. Rieko SASAKI	Evaluation Analysis	Consultant, Kaihatsu Management Consulting, Inc.

Papua New Guinea side

	Name	Position, Organization
1	Ms. Leonie RAKANANGU	Project Manager, ICDP, DFCD
2	Mr. Dixon DAMA	Deputy Project Manager, ICDP, NCDC

Schedule of the Study

January 29 - February 10, 2007

Please see more detailed schedule of the study in ANNEX 1 and interviewees in ANNEX 2.

2. Summary of the Project

Overall Goal

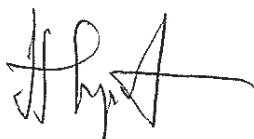
ICDP approach is applied in community development initiatives.

Project Purpose

Overall capacity of DFCD/NCDC officials and settlement leaders for community development is enhanced.

Outputs

1. Organization arrangement is made and maintained for ICDP management.
2. Appropriate approach for community development is determined and recognized by DFCD/NCDC officials and settlement leaders.
3. Planning capacity of DFCD/NCDC officials is improved.
4. Implementation skill of DFCD/NCDC officials is improved.
5. Monitoring and evaluation skill of DFCD/NCDC officials is enhanced.
6. Accountable community leadership is attained.
7. Knowledge and information on community development is shared by stakeholders.



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3. Project Performance and Implementation Process

The evaluation teams reviewed the progress of the Project in accordance with the Project Design Matrix (PDM1), approved in February 2006.

3.1. Inputs

Inputs from Japan side and PNG side are shown in the table below.

Table: Inputs

	Japan Side	PNG Side
Personnel	<Japanese Experts> Total: 9 persons 46.97MM <PNG supporting staff> • Assistants (2 persons) Total: ¥2,200,000	<Appointment of Counterpart Personnel> DFCD: 6 persons NCDC: 7 persons Total: 13 persons
Provision of Facilities for Project Operations		• Office (DFCD)
Equipment Provided	Total ¥1,242,142	
Trainees Accepted	• Group Training in Japan (Nov.-Dec. 2005) × 3 persons (Oct. 2006) × 3 persons (Jan. 2007) × 2 persons • Training in Indonesia × 4 persons • Training in Sri Lanka × 4 persons Total 16 persons	
Cost for Pilot Projects	• Cost for 9 Pilot Projects Sub-total ¥16,610,412 (405,132 Kinas) • Cost for Technical Support Team (TST) Sub-total ¥1,997,233 (48,713 Kinas) Total ¥ 18,607,645 (453,845 Kinas)	50,000 Kinas (DFCD) 45,000 Kinas (NCDC) Total 95,000 Kinas

3.2. Activities Implemented

Most of the Project's activities, as specified under the PDM and the work schedule in the inception reports, have been implemented. In the initial plan of ICDP, it supposed to do need assessment and preparation of the pilot project plans in Phase 1 and implementation of the pilot projects in Phase 2 and 3. However, it delayed and actually has conducted need assessment and formulation of the pilot projects in Phase 1, preparation of the pilot project plans in Phase 2, and the pilot project implementation in Phase 3. The reasons that progresses of some activities were delayed were due to the following factors.

- The number of the pilot projects increased into 11 because the expectation of settlement residents had raised during the need assessment.

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- The participatory planning process took a time due to the capacities of Counter Parts (C/Ps) in planning were lower than what JICA Consultant Team (JCT) scheduled.
- Ragamuga incident occurred in October 2005, whole ICDP process stopped.
- Withdrawal of NCDC staff for six months between the middle of January and July 2006, made implementation of the pilot project slowed down, and Joint Implementation Committee (JIC) could not have regular meetings. Unstablensness of NCDC staffs for ICDP created lack of understanding of ICDP by them.
- Coordination in respective bodies, such as Eda Ranu and other respective sector of NCDC, was not well organized to get consultations and pass permissions from respective bodies, finalize drawings of facilities for the pilot projects and construction costs.

3.3. Achievement of Outputs

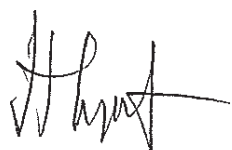
ICDP has seven Outputs to achieve as its project purpose. Organizational management of Output 1 was established but still relied on JCT. Acceptance of the ICDP approach of Output 2 was high in C/Ps. The present situation of planning capacity of C/Ps in Output 3 is achieving well with three staffs who were involved in the beginning of the project. However, Output 3-5 is very much interlinked so overall achievement would be evaluated when whole implementation process completed. Implementation skill of Output 4 is still progressing, and it has not done any appropriate monitoring of the implementation, instructed by JCT so far. Monitoring and evaluation skill of Output 5 is also the same as well as the progress of achievement in Output 4. Leadership of settlement leaders of Output 6 is progressing well, but it is very much relied on individuals. Knowledge and information management of Output 7 is almost achieved but how much information was utilized is another question.

3.4. Achievement of Project Purpose

The Project Purpose is expected to be attained when the whole process of implementation of ICDP completes. Three managers, who have been involved in the project from the beginning, have higher level of understanding and skills in the whole aspect in C/P officials. Overall knowledge and skills of C/Ps officials has been increasing. Some staffs already started to apply them in their current work, including other projects as well as ICDP. The understanding of the concept of ICDP as well as the participatory approach differed by settlement leaders. The leaders of Tete and Momokoura were evaluated very good by JIC and JCT.

3.5. Achievement of Overall Goal

Overall Goal is expected to be attained. The ICDP approach has been familiar in DFCD and NCDC. The officials of DFCD and NCDC will be able to apply the ICDP approach in other projects. There is also a possibility that Indicator 2, some communities in NCD are able to apply community development to the any donor/aid by their initiatives, will be achieved.



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4. Evaluation Results

The summary of 5-criteria evaluation of the Project is shown below. The details of the evaluation are shown in ANNEX 3 (Evaluation Grid).

4.1. Relevance

The relevance of the project is high. Needs of target groups and society are high, and the relevance with policies of PNG is high. The relevance in project approaches and target group setting is high, and selection of target groups is good. Equality of distributions of effects and cost is fine, but there is a risk that the assets built in the pilot projects are owned or managed by a limited people but not equally utilized. It depends on the maintenance and management system of each pilot projects and the possibilities of power game among leaders and residents.

However, the time frame of the project was very short. It was not enough to enhance the capacities of officials in community development and project management by the participatory approach. The process of the project formulation and planning took almost one year, and the process of project implementation was rushed to complete in almost six months.

4.2. Effectiveness

Effectiveness is high, considering the time duration of 2 years and numbers of constrains ICDP faces. Overall capacity of DFCD and NCDC officials and settlement leaders for community development is partially enhanced. The level of the capability of C/P officials is enhanced, though there are some questions in quality as well as quantity in knowledge and skills learned. Many JIC members do not go through from the beginning of the project and only three members are. The time constraint of the project in the implementation stage of the pilot project causes that many activities have not implemented as it was planned. Though officials have gone through the process, the follow up to connect knowledge and practice seemed not enough. This causes uncertainty of what and how much they learn. Some settlement leaders are able to achieve in enhancing their capacity in community development. There have been many settlement leaders involved in the project, but some leaders joined in the middle of the process. It was impossible to evaluate if the achievement was made by the project in this limited condition of the terminal evaluation.

Achievement of Project Purpose is made by achievement of Outputs. Learning from combination of trainings and practices demonstrated an effective approach of community development to C/Ps and settlement leaders. To enhance capacity through training and OJT was a good way to learn. However, there is a possibility that Outputs and Project Purpose stay in the individual level but do not expand in the organizational level. More considerations to strengthen residents' organization in settlements and to strengthen organizational capacity in DFCD and NCDC are necessary to ensure the learned skills and knowledge staying in organizations.



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4.3. Efficiency

The project has been implemented in an efficient manner to achieve Outputs under the difficult circumstances. Achievement of Outputs is positive though there is a question in quality and quantity in learning due to the time constraint of the project and difficulties to implement activities in PNG. Inputs were effective and well utilized except a provided vehicle abused and damaged by a NCDC official. The overseas training programs gained trainees' awareness and brought new ideas to apply in PNG. A shortage of the pilot project cost ensures the involvement of C/Ps as a result. The costs of buildings redesigned by a NCDC architect became higher than the budgets in the process getting building approvals. The shortage of the cost was covered by community contributions, JICA budget for other purposes of the pilot projects, and C/P fund of 45,000 Kinas from NCDC and 50,000 Kinas from DFCD. Additional arrangements to have a proposal writing workshop and to provide supports for preparing proposals to settlement leaders created an additional skill in community development for the target groups of ICDP. JIC overcame applying various alternative solutions though there were more obstructions. Many constraints hindered efficiency to achieve Outputs, and Important Assumptions of security also affected very much.

4.4. Impact

Impact of the project is positive. It is achievable that DFCD and NCDC start projects applying the ICDP's adopted approach. All officials who have been involved in ICDP appreciated and were persuaded by the approach. Three officials have gone through all the process from need assessment to project implementation and given advice and training to other stakeholders. The lessons from oversea training programs created the program to establish Community Information and Development Centers under the Integrated Community Development Policy, which was a policy newly approved. There were also many positive unplanned impacts in the settlements and NGOs, though these were still fragile to stay as positive impacts.

However, the project duration was too short to achieve the Overall Goal for settlements. Settlement leaders need to have more training to manage community development better by themselves. They have not learnt how to plan and manage projects by themselves through this project. Their exposure was limited due to the short duration of the time, involved in training programs. They also still need more supports from someone to make sure to understand community development because community structure has not been established or stable yet. However, their mind set to wait services to come changed, and they understood the importance to help themselves for their well-beings.

4.5. Sustainability

Sustainability is high. Both C/Ps have very strong senses of ownership in ICDP and expresses strong commitments to provide continuous supports financially and organizationally to ICDP. DFCD has already applied some budget for next financial year. Stability of the key officials in DCFD and NCDC is assured though NCDC is easily affected by their politics. The cooperation system between DFCD and NCDC is



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established, but further discussion to systematize in organizations is required. The managers are capable to expand the ICDP approach to other colleagues.

However, sustainability in the community level is uncertain. Settlement leaders need to have more training to manage development of their settlements better by themselves. They also still need more supports from someone because the sense of neglects in community is still high. There is a risk to fail to carry on the present activities, even though settlements have strong willingness to do the present activities, and to loose their confidence as the result of failure.

5. Conclusion

Considering the time frame of two years and difficulties in PNG, the project has successfully implemented towards achievement of the Project Purpose and Outputs, which were determined in the PDM, by efforts of the PNG counterparts and the Japanese experts involved in the project. Stakeholders are encouraged to be involved in settlement development, and the pilot projects become good examples to apply participatory development with the collaboration of government and settlements. The project has created trust between government and settlements.

However, whole the process of ICDP has not completed yet, and there are many remaining things to complete in implementing the pilot projects. JICA need to extend the project for target groups to complete a set of learning to understand the whole PCM cycle in community development under the ICDP approach. Positive changes have been appeared in C/Ps and settlements, but these are particularly fragile in the settlements without any further supports. This project is the first opportunity of trust building between government and settlements, so it is necessary to make this relationship more stable. The pilot projects also should complete one project cycle and ensure the maintenance and management system of the assets built in the project work properly.

6. Recommendations

To ensure the achievement of Project Purpose and to promote grater impact, as well as to facilitate the sustainability of the Project, following points are recommended.

6.1. Completion of project cycle of pilot projects to learn from the entire process of the ICDP approach

Since the delay of the pilot project implementation, construction of proposed facilities can be done within the duration of the Project but the maintenance and management of the facilities by the settlement communities

can not be covered within the Project period. However, management of facility, monitoring, evaluation and feedback of the activities by the communities should be part of the community development process. It is, therefore, in order to learn from the entire process of the ICDP approach, JIC needs to experience complete cycle of the pilot project implementation. In this regard, it is necessary to receive continuous support from JICA to complete the whole cycle of the pilot project implementation.

6.2. JIC needs to complete all facilities planned in the pilot projects

JIC needs to complete all facilities planned in the pilot projects to meet the agreement with the settlement communities. Keeping the trust from the settlement community to the government is important. It is also important to make settlement communities to have a sense of success and self-confidence, and accountability of leadership.

6.3. JIC needs to develop maintenance system of facilities established through the pilot projects

After the completion of the construction of the facilities in the pilot projects, JIC needs to develop maintenance system or project management unit to operate and maintain facilities by settlement communities by themselves. JIC needs to provide supports and monitor the efforts of settlement communities in managing the facilities and its utilization as their own assets.

6.4. JIC needs to collect lessons learned through the pilot project implementation and ICDP implementation

Based on the experiences during the planning and implementation of the pilot project and ICDP as a whole, JIC needs to collect and compile lessons learned for the settlement community development. Lessons may include the technical aspects of the participatory methods, difference in approaches according to the nature of settlement such as leadership, ethnic composition, nature of activities (benefit for all or group of people), contribution from community, and so on.

6.5. DFCD and NCDC need to discuss the future plan of ICDP to apply lessons learned during the Project

In order to utilize the lessons learned from the ICDP approach to further effort for settlement development in NCD and possible expansion to other places, DFCD and NCDC need to discuss the future plan of ICDP and necessary steps to arrange an appropriate organization and financial arrangement.

Lists of ANNEX

ANNEX 1: Team member and schedule of the Team

ANNEX 2: Major Interviewees by the Team

ANNEX 3: Evaluation questions and results

ANNEX 1: Team member and schedule of the Team

Date	Proposed Time	Activities	
		Mr. Takeda	Ms. Sasaki
Tue.30/Jan	AM		Arrival
			Meeting with Project Manager and Deputy Project Manager
	PM		Site Visit
	Meeting with JCT		
Wed.31/Jan	AM		Discussion with Settlement Managers
	PM		Discussion with Settlement Managers
			Discussion with Area Manager
Thu.1/Feb	AM		Interview with Deputy Project Manager
			Interview with Project Manager
	PM		Discussion with Settlement Leaders
			Observing JIC meeting
Fri.2/Feb	AM		Discussion with Settlement Leaders
	PM		Interview with Ass. Area Manager
			Interview with NGOs
Sat. 3/Feb	AM		Report Wring
	PM		Meeting with NWEA
Sun 4/ Feb			Report Wring
Mon 5/Feb	AM	Arrival	Report Wring
	PM	Interview with JCT	
Tue. 6/Feb	AM	Interview to DFCD Secretary-Mr. Joseph Klapat	
		Interview to NCDC City Manager-Mr. Lesley Alu	
		Interview with Deputy Project Manager	
	AM	Interview with Project Manager	Report Wring
		Interview with Area manager	
		Interview to Ms. Iva Kola	
Wed. 7/Feb	AM	Site visit (Erima, Savaka, Vadavada, Tete, Morata 4, Joyce Bay)	Report Wring
	PM	Meeting with Settlement Leaders	
		Meeting on WS with Project Manager & Deputy Project Manager	
Thu. 8/Feb	AM	JIC meeting (Evaluation workshop)	
	PM	J IC meeting (Discussion of the future activities)	
Fri. 9/Feb	AM	Report to JICA	
		Courtesy call to Embassy of Japan	
	PM	JCC (Signing of M/M)	
<i>All members of evaluation mission leave PNG on 10 February.</i>			

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ANNEX 2: Major Interviewees by the Team

ORGANIZATION	POSITION	NAME
DFCD	SECRETARY	Mr. JOSEPH KALPAT
DFCD	PROJECT MANAGER	Ms. LEONIE RAKANANGU
DFCD	PROGRAM OFFICER (ICDP)	Mr. KWEHO LULUKI
DFCD	AREA MANAGER & SETTLEMENT MANAGER	Ms. EILEEN SERI
DFCD	PROGRAM MANAGER-MICRO CREDIT	Mr. POPONU WENDA
DFCD	PROGRAM COORDINATOR-MICRO-FINANCE PROGRAM	Mr. ARNOLD PATIKEN
NCDC	ACTING CITY MANAGER	Mr. LESLY ALU
NCDC	DEPUTY PROJECT MANAGER	Mr. DIXON DAMA
NCDC	ASSISTANT CO-ORDINATOR (URBANIZATION)-STRATEGIC PLANNING	Ms. DAISY BAUR
NCDC	RESEARCH OFFICER (SOCIAL)-STRATEGIC PLANNING	Ms. JACKLYNE TARANU
NCDC	SETTLEMENT MANAGER	Mr. MATHEW BAI
NCDC	PROJECT OFFICER & SETTLEMENT MANAGER (GOROBE)	Mr. PETER FRANK
NCDC	SETTLEMENT MANAGER (ERIMA)	Mr. JOE GILMO
NWEA	DIRECTOR	Ms. ANNA NEPA
NWEA	STAFF	Mr. JOHN KEROWA
JICA-CONSULTANT TEAM	DEPUTY TEAM LEADER	Mr. HARUO YAMANE
JICA-CONSULTANT TEAM	MEMBER COMMUNITY FACILITIES IMPROVEMENT	Mr. MASAYUKI TAKAZAWA
YWCA POM	PROGRAM CO-ORDINATOR	Mrs. MARIE BALIL
HOPE WORLDWIDE PNG	PROGRAM CO-ORDINATOR- AGRICULTURE	Mr. ALEX ARUAI
HOPE WORLDWIDE PNG	PROJECT OFFICER	Mr. TOM YALE
TETE	CHAIRMAN	Mr. STANELY KOTE
TETE	BRICK LAYER	Mr. VINCENT HOLA
VADAVADA	CHAIRMAN	Mr. WILLIAM KOPE
MORATA 4	CHAIRMAN	Mr. KARA KIRONA
MORATA 4	TREASURER/SECRETARY	Mr. SAMUEL AWASANO
GOROBE	SECRETARY	Mrs. HORE LAKO
GOROBE	WOMENS' REPRESENTATIVE	Mrs. KORU MIMU
GOROBE	CDC-CHURCH REPRESENTATIVE	Mrs. GIRIAN AVU
ERIMA	CHAIRMAN	Mr. JAMES NEMA
MOMOKOURA	CHAIRMAN	Mr. ALLAN KAURUPU
MOMOKOURA	VICE CHAIRMAN	Mr. MICHAEL KAURUPU
JOYCE BAY	CHAIRMAN, EBE GIMA	Mr. IKI IKAVAPE
JOYCE BAY	CHAIRMAN, GIMA UNE	Mr. JHON WAI
	FORMER DEPUTY CITY MANAGER, NCDC	Ms. IVA KOLA

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ANNEX 3: Evaluation questions and results

Evaluation criteria	Evaluation Question	Date needed to collect	Results
1. Relevance	Necessity of Project Implementation Consistency with targeted area's and society's needs	Needs of society and communities	In terms of settlement development and implementing the pilot project, the project met settlements' needs. The settlement leaders stated that due to ICDP government officials as well as other supporting organizations came. On the one hand, a NGO said that it must be better to apply the project in rural settings so that people won't migrate to urban areas. Even people who grow up in settlements have stronger attachment with their own place rather than with their settlement. On the other hand, Project Director argued that urbanization could not be stopped and settlement continuously grew. The problems of settlements are 1) crime, 2) law and order problems, 3) lack of basic services, 4) no economic opportunities, 5) more population, and 6) poverty. Settlements have opportunities for goodness of the city to increase economic activities through supports for informal sector and to invite tourist to come through ensuring security.
	Consistency with target group	Needs of DFCD&NCDC officials	The officials of DFCD and NCDC interviewed answered that ICDP satisfied the needs of DFCD and NCDC. Many of them could learn new knowledge, skills and approach. According to Project Director, ICDP was benefited not only individually but also organizationally because the staffs increased confidences and were able to make good reports and appraisal, train people and so on. It was a good opportunity for two C/Ps to work together and to find a way for a new possibility of collaboration.
		Needs of settlement leaders	The project met settlements' as well as leaders' needs, though most leaders understood project benefits as buildings/facilities rather than capacity building. Settlement development and implementing the pilot project made people in settlements encourage due to no government officials visited settlements earlier. Leaders also expressed their appreciation of learning of new things from training workshops such as proposal writing acquitting, and social mapping.
	Priority Consistency with PNG's development policy	Policy on settlement development in PNG development plan	Medium Term Development Strategy 2005-2010, the national policy for development, focuses on export-driven economic growth, rural development, and poverty reduction as development goals and objectives. Core sectoral expenditure priorities are as follows. <ul style="list-style-type: none"> • Transport infrastructure maintenance • Promotion of income-earning opportunities • Basic education • Adult learning • Primary health care • HIV/AIDS prevention • Law and Justice

<p>Urbanization is one of key objectives of Medium Term Development Strategy 2005-2010. Urbanization will be managed by National Urbanization Policy (NUP) 2005-2010. NUP focuses on urban development plan, settlement up-grade program, land and social service in order to solve the issues of population and employment, transportation and infrastructure, urban drift and environment, land, housing and social problems, law and order, development administration.</p> <p>National Urbanization Committee and National Office of Urbanization under DFCD were established in 2000 proposed by Special Parliamentary Committee on Urbanization and Social Development. The purposes of these are to develop national urbanization policy, formulate programs and projects for urbanization, and arrange policy implementation. National Office of Urbanization has its budget of 2 million Kinas in 2006 and 650,000 Kinas in 2007.</p> <p>NCDC has been finalizing Settlement Development Strategy 2006-2010 and expects to launch it in July 2007. According to the draft paper, following goals set.</p> <ul style="list-style-type: none"> • To incorporate settlements into the formal urban framework by properly sub-dividing and servicing them so that they become a recognized part of the NCD • To institute a system of administering the land occupied by settlers • To assist settlers attain adequate shelter and living environment • To assist settlers achieve basic education in order to free them from the cycle of poverty and enable them to effectively participate in decision making • To ensure that settlements exist in a healthy environment • To reduce criminal activities within settlements to achieve a harmonious community • To prevent degradation of the local environment as well as protecting high value environmental assets • To encourage greater involvement in the cash economy by settlers • To promote good governance by developing an institutional framework that efficiently administers and manages settlements within the NCD without political interference <p>Integrated Community Development Policy was launched recently by DFCD..</p>		<p>Consistency with Japan's development policy</p>	<p>Japan and JICA policy</p>	<p>Country project implementation plan of JICA revised in Oct. 2006 focuses on education, infrastructure development, and rural development based on the human security aspect. ICDP were located under law and order issues beside these three focused areas above.</p>
<p>• ICDP initially planned to select four pilot projects from 12 settlements based on results of researches but decided to implement the pilot projects in all settlements conducted the researches. This decision was appropriate not to make residents disappointed and lost their trust to JICA as well as other development agencies. As well, it brought more lessons learned from many different cases of the pilot projects.</p>		<p>Relevance as a mean</p>	<p>Approaches were appropriate?</p>	

	<ul style="list-style-type: none"> • Applying the participatory approach was powerful for whole stakeholders. It created success cases of community development to involve people's cooperation and collaborate among various stakeholders for all. C/P officials could learn a new approach through they knew concepts of the participatory approach. It also was a chance for settlement leaders to meet and discuss with varieties of stakeholders. However, it was very difficult for settlements which have different ethnics to come together due to the cultural reason not to trust each other. • To enhance capacity through training and OJT to learn and practice with supports and feedbacks was the best way to learn. It demonstrated an effective approach of community development to C/Ps through learning in trainings and practices. Whole stakeholders interviewed appreciated learning they got from training programs and practical experiences as well as advice from JCI. • The flexibility to show strong attitudes that ICDP does not support without any actions and commitments from settlements, but to provide supports if leaders efforts were observed, has been applied. It was an appropriate decision, considering PNG culture to involve communities in the project. • Proposed sites of the pilot projects were decided before the start of ICDP, and it created the problem occurred in Ragamuga. 	<ul style="list-style-type: none"> • Applying the participatory approach was powerful for whole stakeholders. It created success cases of community development to involve people's cooperation and collaborate among various stakeholders for all. C/P officials could learn a new approach through they knew concepts of the participatory approach. It also was a chance for settlement leaders to meet and discuss with varieties of stakeholders. However, it was very difficult for settlements which have different ethnics to come together due to the cultural reason not to trust each other. • To enhance capacity through training and OJT to learn and practice with supports and feedbacks was the best way to learn. It demonstrated an effective approach of community development to C/Ps through learning in trainings and practices. Whole stakeholders interviewed appreciated learning they got from training programs and practical experiences as well as advice from JCI. • The flexibility to show strong attitudes that ICDP does not support without any actions and commitments from settlements, but to provide supports if leaders efforts were observed, has been applied. It was an appropriate decision, considering PNG culture to involve communities in the project. • Proposed sites of the pilot projects were decided before the start of ICDP, and it created the problem occurred in Ragamuga.
Selection of target group		<p>It was relevant because many officials did not have a chance to expose to implement the participatory development before ICDP though they knew the concepts. Officials of C/P could learn how to involve and communicate with people in planning and project implementation. To manage the participatory approach for officials, it was necessary to have reliable leaders and to enhance their capacity to manage communities, particularly in difficult circumstances to work with communities in PNG.</p>
Equality of distributions of effects and cost		<p>No problem so far. The pilot projects was formulated by communities using PCM and each settlement was held community meetings to discuss, so it was not expecting that inequality of effects appeared. JIC discussed the burden of contribution by residents and 2 Kinas per person was calculated as the amount from each settlement. Individual contribution was flexibly arranged by settlements because some projects provided community assets but some were more individual assets. Yet, there is a risk that the assets are owned or managed by a limited people but not equally utilized, depending on the maintenance system and possibility of power game among residents. The size of the pilot project differed in 8 pilot projects.</p>
Relevance of project duration	2 year's project duration was long enough?	<p>It was very shot to enhance the capacity of officials in community development and project management by the participatory approach. The process of the project formulation and planning took almost one year, and the process of project implementation rushed to complete almost six months from building design to construction.</p>

	Others	Predominance of Japan's technical transfer	Changes of important assumptions Other changes happened on project and these impacts	<p>Predominance of Japan's technical transfer was very high. All stakeholders interviewed appreciated JCT member's attitude and the ICDP approach to come down to their level. The approaches of other donors used the top-down approach. No other project in capacity building of C/P has been provided.</p> <p>The changes of management in NCDC affected to decrease motivation of JIC. Deputy Project Director from NCDC suspended due to political reasons.</p> <p>Not happened.</p>
2. Effectiveness	Expectation for achieving Project Purpose	Level of achievement of Project Purpose		<p>The level of capability of staffs enhanced. To enhance capacity through training and OJT to learn and practice with supports and feedbacks was a good way to learn. It demonstrated an effective approach of community developed to C/Ps through learning in trainings and practices. Whole stakeholders interviewed appreciated learning they got from training programs and practical experiences as well as advice from JCT.</p> <p>However, there is a question in quality as well as quantity. Many JIC members were not go through from the beginning and only three members were. Some JIC members have not gone through the planning process. The implementation process also did not have enough time to spend due to the duration of the project. Though officials have gone through the process, the follow up to connect knowledge and practice seemed not enough. This caused uncertainty of what and how much they learn.</p> <p>Some settlement leaders are able to achieve in enhancing their capacity in community development. There are many settlement leaders involved in the project and some leaders joined in the middle of the project. It was impossible to evaluate if the achievement was made by the project in this limited condition of the terminal evaluation.</p>
	Casual relation between Project Purpose and Outputs	A casual relation between Project Purpose and Outputs		<p>Achievement of Project Purpose was made by achievement of Outputs. However, there is a possibility that Outputs and Project Purpose stay in the individual level but do not expand in the organizational level. More Outputs were necessary. These were: 1) strengthen residents' organization in settlements and 2) strengthen organizational capacity in DFCD and NCDC.</p>
	Impact of Important Assumptions from Outputs to Project Purpose		Other Important Assumptions to prevent achievement of	<p>Achievement of Project Purpose was affected by Important Assumptions very much. Commitment from NCDC was weaker than one from DFCD. NCDC personnel were not stable.</p> <p>The process of selection of settlement leaders was not careful enough. Leadership changed in many settlements.</p> <p>No support from higher authorities, no commitments as organizations, no commitments from communities for their activities, land issues, low awareness of residents</p>

3. Efficiency	Outputs	Achievement of Outputs	Project Purpose	<p>Output 1-3 and 7 almost achieved. Output 4 and 5 will achieve partially. Due to delay of schedule, many things have rushed to complete, so learning and practices were not enough. Output 6 will achieve. However, there was a question in quality and quantity in all Outputs.</p> <p>Organizational management of Output 1 was established but still relied on JCT. Acceptance of ICDP approach of Output 2 was high in C/Ps. Output 3-5 was very much interlinked so overall achievement would be evaluated when whole implementation process completed. The present situation of Planning capacity of C/Ps in Output 3 was OK with three staffs who were involved in since the beginning of the project. Implementation skill of Output 4 was still on going and it seemed not done any appropriate monitoring of the implementation, instructed by JCT so far. Monitoring and evaluation skill of Output 5 was also same as Output 4. Leadership of Settlement Leaders of Output 6 was progressing better, but it was very much relied on individuals. Knowledge and information management of Output 7 was almost achieving but how much information was utilized was another question.</p>
	Casual Relations	Casual relation between important assumptions and Outputs Other obstacles to prevent achieving Outputs	<p>Expectation to achieve each Output</p> <p>Relevance of achievement of Outputs comparing outcomes and set goals</p>	<p>The pilot project in Momokoura was suspended due to the incident that the landlord kicked out residents.</p> <p>Due to incident in Ragamura, JCT has to operate the project without visiting the pilot project sites, and it made JCT difficult to have proper management of the project.</p> <p>Problems of staffing and withdraw of NCDC: Discussion with higher authorities of NCDC, cooperated with JICA office and DFCD</p> <p>Cultural difficulties in settlements: Continuous discussion with leaders and implementation of visible outcomes</p> <p>Lack of commitment and cooperation by leaders: Replacement of representatives</p> <p>Bad physical communication between NCDC and DFCD: Transportation arrangements by Deputy Project Manager's and JCT's vehicle</p> <p>Difficult physical communication between JIC and settlements: Transportation arrangements by Deputy Project Manager's and JCT's vehicle and leaders' personal contribution for transportation fees</p> <p>Security problem: No field visit of settlements by JCT, MOU with condition of their responsibility in security of JIC signed with settlement leaders, leaders' escort in settlements, police escort if necessary</p> <p>Due to time constraint in Phase 3, the project implementation stage had to rush. Many activities have not been appropriately done as it was planned.</p>
		Activities were implemented in good timing?		

	<p>Relevance of Inputs</p>	<p>Relevance of timing, quality, quantity, methods</p>	<p>Expert (number of person, timing, expertise)</p> <p>Equipment (types, timing)</p> <p>Personnel (number of person, training name)</p> <p>Project cost (quantity, timing)</p> <p>Inputs not practically used</p> <p>Appointment of Counterpart Personnel (number of person, timing, expertise)</p> <p>Project implementation cost (quantity, timing)</p> <p>Provision of Facilities for Project Operations (size, timing, quality)</p> <p>Possibility that DFCD&NCDC start projects applying the ICDP's adopted approach</p>	<p>JCT flexibly changed their schedule to visit according to the progress of the project. They had the period that no member stayed in the planning process, and continuously someone stayed in the implementing period.</p> <p>No complain heard.</p> <p>Total 16 staffs received oversee training in Japan, Indonesia and Sri Lanka. Trainees appreciated their learning in Japan, Indonesia and Sri Lank. The idea of community learning and development center implemented came from the Indonesia training.</p> <p>The pilot project cost was short due to increment of building costs. Initially JCT tired to complete within the budget, but the costs of buildings redesigned by NCDC became higher than the budgets in the process to receive building approvals. The shortage of cost was covered by community contribution, JICA budget for other purposes of the pilot projects, and C/P fund.</p> <p>Vehicle was misused and damaged by a NCDC official. This created the difficulties for JIC members to visit project sites.</p> <p>NCDC withdrew for almost 6 months in the begging of 2006.</p> <p>Only three officials from DFCD and NCDC were involved in from the beginning of project.</p> <p>JIC members, particularly from NCDC, frequently changed. Some turn off and some joined in the middle of the project which causes lack of consistency in capacity building.</p> <p>There was higher expectation for Deputy Project Manager to lead JIC and promote the project in NCDC.</p> <p>45,000 Kinas from NCDC and 50,000 Kinas from DFCD</p> <p>Community contributions for the pilot projects (though these still have problems to collect the amount in some communities)</p> <p>JIC office was located in DFCD and not enough space for all JIC members to sit and work regularly, so particularly for NCDC officials it was difficult to communicate, though JCT said physical distance did not affect. Moreover, no phone facilities to JIC members in NCDC constrained communication with DFCD and smooth implementation of the activities.</p> <p>It is achievable. All officials who have been involved in appreciated and were persuaded by the ICDP approach. Three officials have gone through all the process from need assessment to project implementation and given advice and training to other stakeholders. Some other JIC members also got ideas how ICDP implemented.</p>
4.	<p>Impact</p> <p>Expectation to achieve Overall Goal</p>	<p>Expectation to achieve Overall Goal within 3-5 years after completion of ICDP</p>		

<p>Possibility that some communities have community development projects with other donor/aid by their initiatives</p>	<p>The project duration was too short to achieve this overall goal. Settlement leaders need to have more training to manage community development better by themselves. They have not learnt how to plan and manage project through this project. Their exposure was very limited due to the short duration of the time, involved in training programs. They also still need more supports from someone to make sure to understand community development because community structure has not established and stable yet. However, they changed their mind set to wait services and understood the importance to do something by themselves for their well-beings.</p>
<p>Casual relation between Project Purpose and Overall Goal</p>	<p>DFCD, NCDC and partner settlements have not applied any other project like ICDP so far, so the achievement of Overall Goals will be caused by the achievement of Project Purpose.</p>
<p>Obstructions to prevent achieving Overall Goal</p>	<p>In this moment no policy change happened.</p>
<p>Other Important Assumptions to affect the process that Project Purpose brings Overall Goal and their impacts, considering socio-economic and social factors</p>	<p>Bad security in settlements, bad relationship with landowners, ethnic crash in settlement and with other settlement,</p>
<p>Impact on NGO</p>	<p>NGO got many new learning regarding the participatory approach.</p>
<p>Others</p>	<p>Crime rate decreased in the targeted settlement, such as Tete and Gorobe. Youth started to clean common place near the land where community hall build last three months in Gorobe. New cooperation structures have been establishing for the pilot project in some settlements, such as Vadavada and Gorobe. Leaders have been encouraged to think about development of their community. Youths as well as leaders decreased senses of neglects and increase hopes. Communication among residents and other ethnics has increased. Communication between settlements and other bodies, such as landlords, government, and NGOs, has increased. Settlement residents expect increasing their income or lives because of outcomes of the pilot projects. The idea of community information and development centers in the Integrated</p>
<p>Positive impact unplanned</p>	<p>Crime rate decreased in the targeted settlement, such as Tete and Gorobe. Youth started to clean common place near the land where community hall build last three months in Gorobe. New cooperation structures have been establishing for the pilot project in some settlements, such as Vadavada and Gorobe. Leaders have been encouraged to think about development of their community. Youths as well as leaders decreased senses of neglects and increase hopes. Communication among residents and other ethnics has increased. Communication between settlements and other bodies, such as landlords, government, and NGOs, has increased. Settlement residents expect increasing their income or lives because of outcomes of the pilot projects. The idea of community information and development centers in the Integrated</p>
<p>Extended Impact</p>	<p>Crime rate decreased in the targeted settlement, such as Tete and Gorobe. Youth started to clean common place near the land where community hall build last three months in Gorobe. New cooperation structures have been establishing for the pilot project in some settlements, such as Vadavada and Gorobe. Leaders have been encouraged to think about development of their community. Youths as well as leaders decreased senses of neglects and increase hopes. Communication among residents and other ethnics has increased. Communication between settlements and other bodies, such as landlords, government, and NGOs, has increased. Settlement residents expect increasing their income or lives because of outcomes of the pilot projects. The idea of community information and development centers in the Integrated</p>

		Negative impact unplanned	Others	Community Development Policy created by the learning from ICDP. Nothing if all buildings are built.
5. Sustainability	Policy/system Aspect	Possibility that importance of settlement development and recognized and supported		NCDC prepares Settlement Development Strategy 2005-2010 and it is expected the support for settlement development continues in NCDC. The present governor is interested in ICDP. However, it is still a question if ICDP approach, i.e. the participatory approach, will be applied due to instability of authorities in NCDC. Managers in DFCD have strong commitments to apply the ICDP approach, i.e. the participatory community development approach, in NDC and other cities. The Minister is also interested in ICDP. The idea of community information and development centers in the Integrated Community Development Policy came from the learning of ICDP.
	Organizational Aspect	System, organizational strengthen and sense of ownership of DFCD&NCDC to carry on the present ICDP activities	Organizational capacity of DFCD&NCDC	The sense of ownership in the individual and organizational level is very high to carry on and expand the experience of ICDP. The cooperation system between DFCD and NCDC was established, though further discussion to systematize in organizations was required.
	Founding Aspect	Possibility that targeted 10 settlements carry on the present activities after the completion of ICDP	Organizational capacity of each settlement	There is a hope that targeted 10 settlements carry on the present activities after the completion of ICDP. However, the pilot projects should complete first and support to ensure maintenance of the assets built in the project, so that the assets will be utilized properly. Settlement leaders need to have more training to manage community development better by themselves. They also still need more supports from someone because the sense of neglects in community is still high. There is a risk to fail to carry on the present activities, even though settlements have strong willingness to carry on the present activities, and to lose their confidence as the result of failure. Increasing awareness in community residents is necessary.
		Possibility for further implementation of the project		DFCD and NCDC committed for further funding to carry on the project. DFCD already promised to provide 50,000 Kinas from national planning and additional 50,000 Kinas from own department. It submitted a request of Public Investment Program (PIP) for the fund in Development Budget 2007-2010 from Ministry of Planning in the end of 2006 for the expansion of ICDP. It needs to revise the proposal but the approval will be decided by November. If it comes, 6 million Kinas for next five years will be available.

	<p>Stability of transferred techniques and system spreading them</p>	<p>Stability of C/P staffs</p>	<p>There are also other possibilities. There is the fund of total 2,900,000 Kinas for Targeted Community Development Program in Public Investment Program (PIP) between 2007 and 2011, and it may be applicable for follow up, including strengthening committee, electricity connection, toilet construction, and training. There is the fund of 500,000 Kinas for Urbanization and 400,000 Kinas for Melanesian Entrepreneurial Lifestyle Authority in 2007. This is limited for micro-finance and training. There is the fund of total 8.9 million Kinas for next five years for implementation of the Integrated Community Development Policy. NCDC already paid C/P fund of 45,000 Kinas for the project. It has own funding system and promised to distribute some fund for ICDP.</p>
		<p>Capacity of JIC members to spread ICDP approach to other officials</p>	<p>Economic Division is responsible for ICDP in DFCD. It has managed only the project so far, and this organizational support will continue. NCDC used to have a high turn over of their staffs that it is common in PNG, and is fragile due to politics in NCDC who has power as a governor and governing body elected by people. NCDC now is on the process of restructure of the organization. The new structure will be approved within next three months. Deputy Project Manager will be continuously in charge of the project though he moved Social Service Division to Law and Order Division.</p>
		<p>Appropriateness of management equipments</p>	<p>Three officials from both DFCD and NCDC went through all the process from need assessment to project implementation, through they still need complete the process in project implementation and management to ensure understanding of the participatory approach and the PCM method. Area Manager of DFCD has already provided a training workshop of PCM in planning to her colleagues. Though only three people from both DFCD and NCDC went through all the process from need assessment to project implementation, they are capable to give advice to and train others in PCM in planning without any doubt. However, they still need more practice in project implementation and management in the participatory approach and the PCM method in this moment.</p>
			<p>The appropriate management of equipments is not sure because PNG has high risks of misuses and robberies. A JIC member misused an official vehicle and got an accident crashed the vehicle in the past. It is necessary to ensure the responsibility to manage equipment between C/Ps and establish a system for it. It is still too early to say. Settlements have kept construction materials well under their responsibility. They also discussed how to maintain the facilities. However, the maintenance of buildings of the pilot projects is still not sure if settlements can take care properly. A NGO staff was expressed the risks of inconsistency of communities because</p>

				of frequent changes of leaders as well as residents in settlements. More training for settlement leaders are required to ensure the maintenance of stability of the communities and facilities.
	Functions to encourage and prevent project effects	Necessary functions to sustain project effects	Obstructions preventing effects of the project	Supports and commitments from higher authorities of C/P
				Cultural aspects affect to implement the pilot projects. People have very strong sense of belonging in their own community but not settlement. Settlement residents are not stable to stay in one place. Usually residents of settlements are mixed population and they are not trust each other.

2. プロジェクト・デザイン・マトリックス (PDM)

PDM version 1 (PDMI)

Project Name: Integrated Community Development in Settlement Areas in NCD Duration: From April 2005 to March 2007 (2 years) Version No. 3
 Implementing Agency: Department for Community Development (DFCD), PNG Target Areas: 11 target settlement areas in NCD Date: February 16, 2006
 Target Groups: 1. DFCD/NCDC Officials 2. Settlement Leaders

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumptions
<p>Overall Goal ICDP approach is applied in community development initiatives.</p> <p>Project Purpose Overall capacity of DFCD/NCDC officials and settlement leaders for community development is enhanced.</p>	<p>1) ICDP approach becomes familiar in DFCD/NCDC. 2) The some of community in NCD is able to apply community development to the any donor/aid by their initiatives. DFCD/NCDC officials become to plan and manage pilot projects by participatory approach. DFCD/NCDC officials are able to apply the acquired skill and knowledge for community development. Settlement leaders are able to communicate efficiency with DFCD/NCDC officials and settlement residents</p>	<p>1) Interview with DFCD/NCDC officials 2) Interview with community leaders</p> <p>Final report of ICDP Questionnaire/interview and self-evaluation sheet Questionnaire/interview and self-evaluation sheet</p>	<p>- No negative change of the government's policy toward settlement development occurs.</p>
<p>Outputs</p> <p>1. Organization arrangement is made and maintained for ICDP management.</p> <p>2. Appropriate approach for community development is determined and recognized by DFCD/NCDC officials and settlement leaders.</p>	<p>1-1.JIC and JCC meetings are held regularly. JIC is held weekly, and JCC is held twice a year. 1-2.Formal agreement on establishment of JCC and JIC by PNG and Japanese sides by Dec. 2004 is reached. 1-3.JIC prepares and maintains regular reports on ICDP activities.</p> <p>2-1.Ministerial and executive levels of DFCD & NCDC agree to the determined participatory approach. 2-2.Community leaders give formal consent to accepted approach. 2-3.All JIC members plan & manage projects are able to plan by appropriate method. 2-4.There is a continuing demand for PCM W/S by DFCD/NCDC.</p>	<p>1-1-1.Meeting Minutes 1-1-2.JIC Meeting attendance record 1-2.Records of Discussions 1-3-1.Ph.1 Completion Report 1-3-2.Ph 2 Inception Reports 1-3-3.Report on Pilot Projects selection 1-3-4.RSS Final Report on 11 settlements 1-3-5.Social Survey Report on 10 settlements 2-1.Interview with ministerial and executive levels of DFCD & NCDC 2-2.Interview with the community leaders 2-3.Result of PCM Comprehension Test 2-4.Number of PCM W/S by DFCD/NCDC</p>	<p>-DFCD/NCDC officials participating in ICDP continue to be involved with settlement development. -Settlement leaders involved in ICDP maintain their leader's role</p>

Continued

<p>3. Planning capacity of DFCD/NCDC officials is improved.</p> <p>4. Implementation skill of DFCD/NCDC officials is improved.</p> <p>5. Monitoring and evaluation skill of DFCD/NCDC officials is enhanced.</p> <p>6. Accountable community leadership is attained.</p> <p>7. Knowledge and information on community development is shared by stakeholders.</p>	<p>3-1. Officials are able to understand Participatory Planning of PCM.</p> <p>3-2. Officials are able to utilize RSS results in the planning process.</p> <p>3-3. Officials are able to organize and facilitate participatory approaches by utilizing the acquired PCM knowledge.</p> <p>3-4. Pilot project implementation plans are prepared and approved by JCC.</p> <p>4-1-1. Task force members are nominated.</p> <p>4-1-2. The roles of the task force members are decided.</p> <p>4-2. Established communication system is functioned.</p> <p>4-3. Plan of Operation for the pilot projects is prepared.</p> <p>4-4. Necessary resources are procured and managed as planned.</p> <p>4-5. The pilot project is completed as scheduled.</p> <p>5-1. Officials are able to understand Monitoring and Evaluation of PCM.</p> <p>5-2. The result of Monitoring and Evaluation is reflected to on-going project management.</p> <p>5-3. Lessons and suggestions are compiled and accepted by JCC</p> <p>6-1. The number of meetings held by settlement leaders for pilot project implementation.</p> <p>6-2. Fulfillment of MOU conditions for pilot projects.</p> <p>6-3. The degree of cooperation by settlement residents to pilot project.</p> <p>6-4. The degree of understanding on leadership and accountability by settlement leaders.</p> <p>7-1. The number of documents and records.</p> <p>7-2. The number of workshops, publications and appearance frequency by media.</p> <p>7-3. The result of the study on system.</p>	<p>3-1-1. Interview with DFCD/NCDC officials</p> <p>3-1-2. Result of PCM Comprehension Test</p> <p>3-2. Implementation Plan for pilot project</p> <p>3-3-1. Interview with JICA consultant</p> <p>3-3-2. Project Completion Report by JICA consultant</p> <p>3-4. Project Completion Report by JICA consultant</p> <p>4-1-1. Interview with JICA consultant</p> <p>4-1-2. Interview with JICA consultant</p> <p>4-2. Interview with JICA consultant</p> <p>4-3. Plan of Operation</p> <p>4-4. Monthly Report by NGO and TST</p> <p>4-5. Pilot Project Completion Report by JIC</p> <p>5-1-1. Interview with DFCD/NCDC</p> <p>5-1-2. Result of PCM Comprehension Test</p> <p>5-2-1. Record of Discussion with Settlement</p> <p>5-2-2. Interview with NGO and TST</p> <p>5-3. Minutes of JCC meeting</p> <p>6-1. Record of discussion for pilot projects by settlement leaders</p> <p>6-2. Progress report on pilot projects by JIC</p> <p>6-3. Progress report on pilot projects by JIC</p> <p>6-4. Interviews with leaders and JIC</p> <p>7-1. All reports by JIC/JICA</p> <p>7-2. All reports by JIC/JICA</p> <p>7-3. Final report</p>	
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<p>Activities</p> <p>1-1. JIC is established. 1-2. JCC is established. 1-3. Identify JIC functions, members' roles and responsibilities 1-4. JCC and JIC perform respective roles according to TOR. 2-1. Deliberate and determine appropriate approach. 2-2. Conduct training workshop for JIC members and settlement leaders 3-1. Provide training in PCM with focus on Participatory Planning 3-2. Conduct RSS for the target settlements 3-3. Organize and facilitate participatory workshops in the target settlements to form 3-4. Formulate implementation plan of the pilot project 4-1. Strengthen JIC to establish task force for pilot project implementation 4-2. Establish communication system among JIC, NGO, TST, and settlement leaders for the pilot project 4-3. Finalize PDM and PO for implementation of pilot projects 4-4. Identify, procure, and make available necessary resources for the pilot project implementation 4-5. Implement the pilot projects in cooperation with community residents 5-1. Provide training in PCM with focus on Monitoring and Evaluation 5-2. Monitor, supervise and evaluate the pilot projects through holding regular consultation with NGOs, TSTs, and settlement leaders 5-3. Compile lessons and suggestions on community development in the settlements 6-1. To train settlement leaders for their leadership and accountability to the settlement residents. 6-2. To make settlement leaders to practice communication and accountability to the settlement residents through pilot project implementation. 6-3. To implement pilot project by ownership of settlement leaders. 6-4. To hold workshops for exchange of lessons learnt, self-reliance learning, aid proposal writing, etc. 7-1. To keep all documents and records in ICDP. 7-2. To extend awareness activities of knowledge and information on community development through workshop, publications, media, roll plays, etc. 7-3. To study on establishment of system for disclosure and availability of knowledge and information on community development.</p>	<p>Inputs (Japanese side) 1. Consultant Experts 1) Team leader/support organizations establishment 2) Deputy team leader/community development 3) Administrative development 4) Pilot projects implementation planning 5) Community training management 6) Livelihood development 7) Administrative services access improvement 8) Community facilities improvement 2. Equipment and Material 3. Counterpart Training in the Third Country 4. A part of project management cost</p>	<p>(PNG side) 1. Counterpart personnel (C/P) 1) Project Manager 2) Deputy Project Manager 3) Other C/Ps 2. Project Office 3. Necessary Facilities for implementing the Project 4. Administrative Cost 5. A part of pilot project costs</p>	<ul style="list-style-type: none"> - Security of all the persons involved with ICDP is ensured by all means. - Residents in the target settlements fully cooperate with ICDP. - Customary land owners cooperate with ICDP.
<p>Preconditions</p>			

3. C/P 配置と本邦及び第三国研修参加記録

Name	Position in ICDP (Project)	Affiliation	2006												Training in Japan	Training in Indonesia	Training in Sri Lanka		
			Phase 1						Phase 3										
			Apr.	May	June	July	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.					
Ms Leoni Rakamangu	Project Manager	DFCD															5/Nov/05-1/Dec/05: 27days	6/Feb-14/Feb/06: 9 days	20/Nov-28/Nov/06: 9 days
Mr Dixon Dama	Deputy Project Manager	NCDC															5/Nov/05-1/Dec/05: 27days	6/Feb-14/Feb/06: 9 days	
Ms Eileen Seri-Seloka		DFCD															2/Oct/06-26/Oct/06: 25 days		
Mr Simai Dndongo		NCDC																	
Mr Pau Toivita		DFCD																	
Mr Robin Kone		NCDC																	
Mr Taom Meren		DFCD																6/Feb-14/Feb/06: 9 days	
Ms Daisy Baur		NCDC																	
Ms Jacklyne Taranu		NCDC																	
Mr Mathew Bai	Momokoura-Settlement Manager	NCDC																	
Mr Martin Bal	Nine Mile-Settlement Manager	NCDC																	
Mr Joe Gilmor	Erma-Settlement Manager	NCDC																	20/Nov-28/Nov/06: 9 days
Mr Kaupa Kiripa	Tefe-Settlement Manager	NCDC																	
Mr Jimmy Yomba	Morata 4-Settlement Manager	NCDC																	
Mr Lae Mirou	Joyce Bay-Settlement Manager	NCDC																	
Mr Norman Sot's	Gorobe-Settlement Manager	NCDC																	
Mr Paul Abba	Vadavada-Settlement Manager	NCDC																	

List of other personnel assigned to ICDDP as counterpart and participated in the trainings in Japan, Indonesia, and Sri Lanka

Name	Position in ICDDP (Project)	Affiliation	2006												Training in Japan	Training in Indonesia	Training in Sri Lanka					
			2005						2007													
			Apr.	May	June	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.								
Ms Iva Kola		NCDC																20/Oct/06-26/Oct/06; 25 days				
Ms. Angela Mageto		NCDC																			20/Nov-28/Nov/06; 9 days	
Mr Gibson Ooka		DFCD																				20/Nov-28/Nov/06; 9 days
Ms Ama Nepa		NWEA (NGO)																				5/Nov/05-1/Dec/05; 27 days
Ms Matella Urakowi		FPCD (NGO)																				2/Oct/06-26/Oct/06; 25 days

4. 日本人専門家派遣状況

Position/ Designation	Name	Affiliation	2005												2006												2007			M/M Work in/Janpan	Total																
			Phase 1				Phase 2				Phase 3				Phase 3				2007																												
			Apr.	May	June	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Field work	Planned	Actual																		
Team leader/support organizations establishment	Tsuayoshi HASHIMOTO	RECS	Planned	6	15	18	18	3	15	3	15	18	18	3	15	15/14	5/28	8/15	8/24	11/4	11/11	2/6	2/24	3/6	4.20	0.50	4.70																				
			Actual	6	15	15	15	3	14	8	19	19	19	19	19	19	15/14	5/28	8/15	8/24	11/4	11/11	2/6	2/24	3/6	4.10	0.50	4.60																			
Deputy team leader/ community development	Haruo YAMANE	RECS	Planned	6	45	36	36	3	3	66	30	30	30	30	30	5/8	5/19	5/28	6/10	7/7	8/5	8/28	10/28	12/3	12/17	1/16	2/16	3/12	3/18	12.90	0.70	13.60															
			Actual	6	45	13	23	3	3	31	24	35	35	35	35	35	5/7	6/20	7/4	7/16	8/10	9/9	3/12	3/15	4	12	14	30	62	15	15	11.60	0.40	12.00													
Member/administrative capacity development	Masato ONOZAWA	RECS	Planned	6	27	27	27	10/14	11/11	27	27	27	27	27	27	7/4	7/30	19	19	19	19	19	19	19	19	19	19	19	19	19	19	5.30	0.60	5.90													
			Actual	6	27	27	27	10/14	11/11	19	19	19	19	19	19	19	7/4	7/30	19	19	19	19	19	19	19	19	19	19	19	19	19	19	1.53	0.20	1.73												
Member/pilot projects implementation planning	Masayuki KAWABATA	RECS (Independent)	Planned	6	33	24	24	109	115	117	121	114	114	114	114	5/14	6/6	8/21	9/17	11/15	12/8	2/20	3/7	3/7	7.00	0.60	7.60																				
			Actual	6	33	24	24	109	115	117	121	114	114	114	114	5/14	6/6	8/21	9/17	11/15	12/8	2/20	3/7	3/7	7.80	0.20	8.00																				
Member/community training management	Yoko KITAUCHI	Nippon Koei	Planned	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	4.30	0.00	4.30													
			Actual	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	1.00	0.00	1.00												
Member/livelihood development	Yoichi NISHIMURA	Nippon Koei	Planned	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	4.10	0.00	4.10													
			Actual	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	3.00	0.00	3.00												
Member/administrative services access improvement	Shin'ichi FUKASAWA	Nippon Koei	Planned	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	0.70	0.00	0.70													
			Actual	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	3.70	0.00	3.70												
Member/community facilities improvement	Masayuki TAKAZAWA	RECS (Kokusai Kogyo)	Planned	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	4.90	0.00	4.90													
			Actual	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6.07	0.00	6.07												
Legend: Work in Japan			Total																																				45.30	2.40	47.70						
Position/			2005																																				2006			2007			M/M		

Designation	Name	Affiliation	Actual												Field work	Work in Japan	Total
			Apr.	May	June	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.			
Microfinance Advisor	Hidemi YOSHIDA	IC NET	Phase 1												0.30	0.00	0.30
			Phase 2														
			Phase 3														

Legend: Fieldwork Work in Japan

5. 資機材リスト

List of Equipment Provided through Implementation of ICDF

No.	Date of Purchase	Description		Unit Price Currency	No.	S-total	Place of Storage	Frequency	Condition	Remarks
		Item	Specification							
1	09/May/05	Mobile Phone	SAGEM MYX-1	K 493.34	3	K 1,480.02	Office	A	A	
2	06/Jul/05	Mobile Phone	SAGEM MYX-1	K 435	2	K 870.00	Office	-	D	Stolen at Ragamuga Incident
3	20/Jul/05	Networking equipment	cable, hub, adaptor	K 812.74	1	K 812.74	Office	C	B	
4	22/Jul/05	Mobile Phone	SAGEM MYX-1	K 435	1	K 435	Office	A	A	
5	20/Oct/05	Photocopy Machine+ Peripheral Equipment	HP Colour Laserjet 2820 Print/Copy/Scan	K 5,053	1	K 5,053	Office	A	A	Repaired in Dec. 06
6	13/Oct/05	Video Camera+DVD/VCR	SONY DCR-HC42E	¥ 114,340	1	¥ 114,340	Office	C	A	
7	23-24/Oct/05	Books on training programs	"The Winning Trainer ": 5 copies, "Evaluating Training Programs": 5 copies		1set	¥ 56,720	Office	D	A	
8	24/Oct/05	TV set	SHARP 14DI-SA	K 564	1	K 564	Office	C	A	
9	11/Nov/05	White Board	Kokuyo BBF-GT32N	¥ 45,066	1	¥ 45,066	Office	A	A	
10	14/Dec/05	PC+Peripheral Equipment	I System 3Ghz/ 1Gb spec build	K 4,007.03	1	K 4,007.03	Office	A	A	
11	13/Jan/06	Mobile Phone	NOKIA 1100	K 420	2	K 840	Office	A	A	
12	16/Jan/06	Mobile Phone	NOKIA 1100	K 420	1	K 420	Office	A	A	
13	31/Jan/06	PC+ Peripheral Equipment	I System 3Ghz/ 1Gb spec build		1		Office	A	A	
14	31/Jan/06	Printer	HP Office 5510 Printer	K 10,543	1	K 10,543	Office	A	A	
15	31/Jan/06	Projector	Acer PDI13 Projector		1		Office	B	A	

Note:

Frequency of Use

Condition

(A: Always - B: Often - C: Sometimes D: Use in Specific Period)

(A: Good B: Fair C: Condition for Repair D: Unable to Use)

¥:Japanese Yen

K:Kina

6. パイロット事業費

Local Cost from the Japanese and PNG Sides - Pilot Project Budget/Allocation

(Unit: kina)

Settlement	Component	Distribution of the Cost for Implementing Pilot Projects			Total
		Japanese Side	PNG Side (DFCD & NCDC)	** Settlement contribution	
Momokoura	Livelihood	0			3,332
	Pig shed construction	3,332		0	
	NGO facilitation	0			
	<i>Sub-total</i>	3,332		0	
Tete	Training	0			34,300
	Police Post construction	30,000		1,200	
	NGO facilitation	0			
	Incentive for technicians	2,000			
	Incentive for general	1,100			
	<i>Sub-total</i>	33,100		1,200	
Morata 4	Well construction	35,000		2,000	42,000
	NGO facilitation	5,000			
	<i>Sub-total</i>	40,000		2,000	
Nine Mile	Training	1,500			107,700
	Mini-market	80,000		5,600	
	NGO facilitation	10,000			
	Incentive for technicians	5,000			
	Incentive for general	5,600			
	<i>Sub-total</i>	102,100		5,600	
Erima	Training	5,000			42,700
	Workshop construction	30,000		4,000	
	NGO facilitation	0			
	Incentive for technicians	2,500			
	Incentive for general	1,200			
	<i>Sub-total</i>	38,700		4,000	
Gorobe	Training	0			40,200
	Community Hall construction	30,000		1,500	
	NGO facilitation	5,000			
	Incentive for technicians	2,500			
	Incentive for general	1,200			
	<i>Sub-total</i>	38,700		1,500	
Joyce Bay	Awareness	10,000			88,000
	Toilet construction	75,000		3,000	
	NGO facilitation	0			
	<i>Sub-total</i>	85,000		3,000	
Savaka	Water service	0			14,800
	NGO facilitation	7,500			
	Reticulation system	5,000		1,300	
	Incentive for technicians	0			
	Incentive for general	1,000			
	<i>Sub-total</i>	13,500		1,300	
Vadavada	Micro-finance	0			52,500
	Community Hall	41,200		1,800	
	NGO facilitation	5,000			
	Incentive for technicians	2,500			
	Incentive for general	2,000			
	<i>Sub-total</i>	50,700		1,800	
<i>Sub-total(1)</i>		405,132		20,400	425,532
Service Fee	Eda Ranu/PNG Power	0		0	
	<i>Sub-total(2)</i>	0		0	
Technical Support Team (TST)	General management	5,000		0	48,713
	Procurement/fund management	5,000		0	
	Technical supervision	9,713		0	
	Transportation for JIC/TST	3,000		0	
	Transport of materials	10,000		0	
	Construction machinery/tools	6,000		0	
	Reserve for direct cost	10,000		0	
	<i>Sub-total (3)</i>	48,713		0	
Total (Sum of sub-total (1), (2), (3))		453,845	*95,000	20,400	569,245

Notes: *Total cost for all pilot projects. Allocation rate to settlement is not defined.

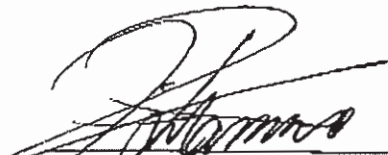
**Each amount of contribution is according to MOU No.3 agreed between settlement and JIC sides.

THE AMENDMENT OF THE RECORD OF DISCUSSIONS
BETWEEN
JAPAN INTERNATIONAL COOPERATION AGENCY
AND AUTHORITIES CONCERNED OF THE GOVERNMENT
OF PAPUA NEW GUINEA
ON JAPANESE TECHNICAL COOPERATION
FOR THE INTEGRATED COMMUNITY DEVELOPMENT PROJECT
FOR THE SETTLEMENT AREAS IN NATIONAL CAPITAL DISTRICT (NCD)


The Japan International Cooperation Agency (hereinafter referred to as "JICA") through the Resident Representative of JICA Papua New Guinea office, exchanged views and had a series of discussions with the authorities concerned of the Government of Papua New Guinea with respect to the extension of the Integrated Community Development Project for the Settlement Areas in National Capital District in Papua New Guinea (hereinafter referred to as "the Project"), which was recommended in the terminal evaluation team dispatched from 29 January to 10 February 2007.

As a result of the discussions, JICA and the authorities concerned of the Government of Papua New Guinea agreed on matters referred to in the document attached hereto.

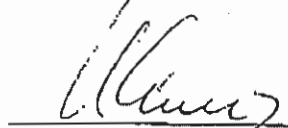
Port Moresby, 16 March 2007



Mr. Yusuke KITAMURA
Resident Representative,
Papua New Guinea Office,
Japan International Cooperation Agency



Mr. Joseph Klapat
Secretary,
Department for Community Development,
Papua New Guinea



Ms. Ulato Avei
Deputy Secretary,
Department of National Planning and
Monitoring,
Papua New Guinea



Mr. Leslie Alu
Acting City Manager,
National Capital District Commission,
Papua New Guinea

THE ATTACHED DOCUMENT

I. THE EXTENSION OF THE COOPERATION BETWEEN JICA AND THE GOVERNMENT OF PAPUA NEW GUINEA

1. The Government of Papua New Guinea (hereinafter referred to as "PNG") will implement the extension of the Project in cooperation with JICA from the 1 April 2007 to 31 March 2008.
2. The Project will be implemented in accordance with the Master Plan which is revised at the Joint Coordinating Committee on 9 December 2005 and approved in the Joint Implementation Committee (JIC) meeting on 16 February 2006. The Master Plan is given in Annex I.

II. THE SCOPE OF THE EXTENSION

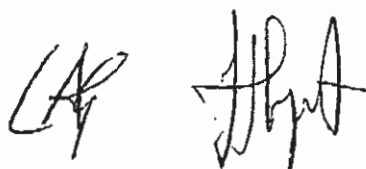

The Project is extended in order to complete a set of learning process to understand the whole PCM (Project Cycle Management) cycle in community development under the ICDP (Integrated Community Development Project) approach, and to strengthen the capacity of counterparts and settlement leaders. Since this project is the first opportunity of trust building between government and settlements, it is necessary to make this relationship more stable. The pilot projects should be completed to ensure the maintenance and management system of the assets built in the project work properly.

III. TERMS OF COOPERATION

The duration of the technical cooperation for the Project under this Attached Document will be about 3 years.

IV. OTHERS

All matters other than those mentioned in this document will be treated in the same manner as prescribed in the Record of Discussion signed on 22 December 2004.



ANNEX I MASTER PLAN

1. Overall Goal

ICDP approach is applied in community development initiatives.

2. Project Purpose

Overall capacity of DFCD/NCDC officials and settlement leaders for community development is enhanced.

3. Project Outputs

- (1) Organization arrangement is made and maintained for ICDP management.
- (2) Appropriate approach for community development is determined and recognized by DFCD/NCDC officials and settlement leaders.
- (3) Planning capacity of DFCD/NCDC officials is improved.
- (4) Implementation skill of DFCD/NCDC officials is improved.
- (5) Monitoring and evaluation skill of DFCD/NCDC officials is enhanced.
- (6) Accountable community leadership is attained.
- (7) Knowledge and information on community development is shared by stakeholders.

4. Activities of the Project

- (1-1) JIC is established.
- (1-2) JCC is established.
- (1-3) Identify JIC functions, members' roles and responsibilities
- (1-4) JCC and JIC perform respective roles according to TOR.
- (2-1) Deliberate and determine appropriate approach.
- (2-2) 2-2. Conduct training workshop for JIC members and settlement leaders
- (3-1) Provide training in PCM with focus on Participatory Planning
- (3-2) Conduct RSS for the target settlements
- (3-3) Organize and facilitate participatory workshops in the target settlements to form
- (3-4) Formulate implementation plan of the pilot project
- (4-1) Strengthen JIC to establish task force for pilot project implementation
- (4-2) Establish communication system among JIC, NGO, TST, and settlement leaders for the pilot project
- (4-3) Finalize PDM and PO for implementation of pilot projects
- (4-4) Identify, procure, and make available necessary resources for the pilot project implementation
- (4-5) Implement the pilot projects in cooperation with community residents

- (5-1) Provide training in PCM with focus on Monitoring and Evaluation
- (5-2) Monitor, supervise and evaluate the pilot projects through holding regular consultation with NGOs, TSTs, and settlement leaders
- (5-3) Compile lessons and suggestions on community development in the settlements
- (6-1) To train settlement leaders for their leadership and accountability to the settlement residents.
- (6-2) To make settlement leaders to practice communication and accountability to the settlement residents through pilot project implementation.
- (6-3) To implement pilot project by ownership of settlement leaders.
- (6-4) To hold workshops for exchange of lessons learnt, self-reliance learning, aid proposal writing, etc.
- (7-1) To keep all documents and records in ICDP.
- (7-2) To extend awareness activities of knowledge and information on community development through workshop, publications, media, roll plays, etc.
- (7-3) To study on establishment of system for disclosure and availability of knowledge and information on community development.



