

Karimui Conservation and Natural Resource Management and Sustainable Development Program



The Karimui Conservation and Resources Management Project (KCRMP)

The Karimui Conservation and Resources Management Project (KCRMP)

Field Trip Report on the KCRMP 5 Strategic Planning Workshop

By

Tom Pringel
Strengthening Conservation Capacity Project
Project Coordinator/Manager
SCCP, Biology, SNPS
University of Papua New Guinea

STRATEGIC PLAN

2009 - 2013

[November 2008]

TABLE OF CONTENT

Acknowledgement.....	v
Abbreviations and Acronyms	vi
KCRMP Karimui Conservation and Resources Management Project	vi
Executive Summary.....	- 1 -
Community Leaders Authorization of Strategic Plan.....	- 3 -
1. Background of Karimui.....	- 4 -
1.2 Location.....	- 4 -
1.3 Ward Council.....	- 5 -
1.4 Topography.....	- 5 -
1.5 Population & Language.....	- 5 -
1.6 Infrastructure	- 6 -
1.7 Road.....	- 6 -
1.8 Communication.....	- 7 -
1.9 Water Supply.....	- 7 -
1.10 Electricity	- 7 -
1.11 Airstrip.....	- 8 -
1.12 Education.....	- 8 -
1.13 Economic Issues	- 9 -
1.14 Bank.....	- 9 -
1.15 Natural Resources and Agriculture.....	- 9 -
1.16 Fisheries	- 10 -
1.17 Aid post and Health Centre (Health)	- 10 -
1.18 Law & Order.....	- 10 -
1.19 Gender.....	- 11 -
1.20 Woman, Youth, Sports & Recreation.....	- 11 -
1.21 Church.....	- 12 -
1.22 Threat.....	- 12 -
2 Vision Statement	- 13 -
3. Values Statement	- 13 -

4. Themes, Objectives, Goals and Actions	- 14 -
Theme 2 Education of Karimui	- 21 -
Theme 3 Infrastructure Development	- 25 -
Theme 4 Health Services	- 31 -
Theme 5 Maintain Karimui Cultural Linkages	- 37 -
Theme 6 Sustainable Livelihoods.....	- 39 -
Theme 7 Gender Issues	- 43 -
Theme 8 Integral Human Development	- 45 -
Appendix A: 2009 ACTION PLAN	- 46 -
Appendix B - Description of Strategic Planning Process Used	- 47 -
Appendix C - Strategic Analysis Data -- External Analysis.....	- 47 -
Appendix C - Strategic Analysis Data -- Internal Analysis.....	- 49 -
Appendix C - Strategic Analysis Data -- Listing of Strategic Issues.....	- 50 -
Appendix D - Goals for Board Committees and Chief Executive Officer	- 52 -
Appendix E - Staffing Plans.....	- 55 -
Appendix F - Operating Budgets.....	- 56 -
Appendix G - Financial Reports (Budgets, Statements, Etc.).....	- 61 -
Appendix H - Monitoring and Evaluation of Plan.....	- 61 -
<u> </u> Key Questions While Monitoring Implementation of the Plan	- 62 -
<u> </u> Reporting Status of Implementation.....	- 63 -
<u> </u> Procedure for Changing the Plan	- 63 -
Appendix I - Communicating the Plan	- 64 -

Acknowledgement

Mr. Simon Kerowa and Mr. Buka Kuri, full time police reservist, Karimui District, Chimbu Province for the information supplied for the law and order situation in the district.

Tom Sobri Ward 12, Sogo Village; Thomas Horu, Yuro Village and Bob Dui for making time available to answer survey question on the baseline data information. Others including the health workers and public servants have been of tremendous help as well.

Thanks to Mr. Barry Saki for the accommodation and catering services. I also take this opportunity to thank all the people of Karimui Salt Nomani District for the support and hospitality during my stay in the District.

This is a draft report. The detail strategic plan is being held by the KCRMP. The strategic plan also has names of participants along with clan names and ward councilors. Photos and other materials generated in the workshop is being held by KCRMP as well. What is being put here is a compilation of information generated and collated through the SCCP.

Cover photos: Mt. Karimui background and Participants from the Workshop in the foreground.

Photo by Tom Pringel

Abbreviations and Acronyms

KCRMP Karimui Conservation and Resources Management Project

EXECUTIVE SUMMARY

The Karimui Conservation and Resources Management Project (KCRMP) Strategic Planning Workshop is an initiative of the Chairman and Board of Directors of the KCRMP. The KCRMP initially initiated the Strategic Planning Workshop to create the blue print to use as a road map for the next 5 year to develop and capture the aspirations of the people of the Karimui through the KCRMP. Over 108 Participants took part in the Workshop.

The steps taken in the strategic planning process of the KCRMP was to:

1. Do a External and Internal needs assessment of the KCRMP
2. Identify the critical issues facing the KCRMP
3. Develop a strategic vision and mission statement
4. Development of Strategic goal
5. Formulate Strategies for each goal which should include short term objectives or activities
6. Preparation for operational planning on the strategic plan (Developing annual objectives)
7. The prepared strategic plan should be incorporated into a proposal format with inbuilt financial costing, activity plans and expected output for each of the goals and objectives.
8. The 5 year strategic plan should highlight some of the goals in the MDG, MTDS, Provincial Plan as well as the District Development Plan.

The approach taken in the formulation of the Strategic Plan was to take a participatory approach where by all the community within the KCRMP participated in the strategic planning workshop. The workshop provided the forum for the local community to air their view, exchange ideas and agree to what should or should not be undertaken in their community. All the ideas and discussions set the foundation for a plan as a way forward in the next 5 years.

At the end of the 1 week workshop;

- ✚ There was a full consultation and participatory approach taken to develop the strategic plan for the KCRMP
- ✚ All ideas generated in the strategic planning workshop was presented by groups. The common goals were identified. The participants categorized and agreed to the major goals and worded accordingly to capture all the ideas presented by the groups
- ✚ A 5 year strategic plan being developed
- ✚ The communities taking ownership of the Programs
- ✚ Participants given certificates as a recognition to their participation

✚ The Strategic Plan being given the recognition by all stakeholders and eventually become a working tool for KCRMP to implement over the next 5 years.

Overall, after all has been said and done it was hoped that the Karimui Conservation and Resources Management Project should the rational of the strategic plan concludes the following:

MISSION----->
"Forever"

STRATEGIC VISION ----->
5 – 10 years out

GOALS ----->
3-5 years

STRATEGIES ----->
1-5 years

OBJECTIVES ----->
1 year

MISSION: Broad description of what we do, with/for whom we do it, our distinctive competence, and WHY we do it.

STRATEGIC VISION: Describes what we want the project to look like in ideal terms in the future - the results we will be achieving and characteristics the organization will need to possess in order to achieve those results. The strategic vision statement provides direction and inspiration for organizational goal setting.

GOALS: Broad statements of what the organization hopes to achieve in the next 3-5 years. Goals focus on outcomes or results and are qualitative in nature.

STRATEGIES: Statements of major approach or method (the means) for attaining broad goals and resolving specific issues.

OBJECTIVES: Specific, concrete, measurable statements of what will be done to achieve a goal generally within a one-year time frame.

The draft 5 year strategic plan will be widely distributed to all stakeholders for comments and inputs. The inputs will be filtered and appropriate inputs will be considered in the 5 year strategic plan that will be officially launched in early 2009.

Community Leaders Authorization of Strategic Plan

(Authorization designates Karimui Leaders approval of the strategic direction and action plans described in this strategic plan document.)

Name of Community Leader: _____ *Date Signed:* _____

Name of Community Leader: _____ *Date Signed:* _____

Name of Community Leader: _____ *Date Signed:* _____

Name of Community Leader : _____ *Date Signed:* _____

Name of Community Leader: _____ *Date Signed:* _____

Name of Community Leader: _____ *Date Signed:* _____

Name of Community Leader: _____ *Date Signed:* _____

Name of Community Leader: _____ *Date Signed:* _____

Name of Community Leader: _____ *Date Signed:* _____

Name of Community Leader: _____ *Date Signed:* _____

Name of Community Leader: _____ *Date Signed:* _____

Name of Community Leader: _____ *Date Signed:* _____

Name of Community Leader: _____ *Date Signed:* _____

Name of Community Leader: _____ *Date Signed:* _____

Name of Community Leader: _____ *Date Signed:* _____

Name of Community Leader: _____ *Date Signed:* _____

Name of Community Leader: _____ *Date Signed:* _____

Name of Community Leader: _____ *Date Signed:* _____

Name of Community Leader: _____ *Date Signed:* _____

1. Background of Karimui

Environment and Conservation is an issue that cannot be simply ignored. Involvement of major stakeholders in decision making as well as the planning process is becoming an integral and crucial component of any successful conservation oriented organizations and community based organizations. Given the current alarming rates of environmental degradation brought on by large scale development such as commercial mining and logging; the drive to conserve the environment is on the rise. The Karimui Conservation and Resources Management Project is an initiative of the local community to take ownership of its resources and to develop it sustainability against the prevailing threats and to sustain the spiritual, social and economical needs of the people of Karimui. As such the aspiration of the Karimui is captured in the Karimui Conservation and Resources Management Project strategic plan.

1.2 Location

The Karimui Conservation and Resources Management Project (KCRMP) is located in Southern Chimbu, Karimui Local Level Government, Karimui Salt Nomani District, Chimbu Province, Papua New Guinea. KCRMP lies between the borders of Gulf Province towards the South, Western Highlands Province to the North-West, Eastern Highlands to the East and Southern Highlands to the West. The Karimui Salt Nomani District shares its district boundaries with Lufa, Chuave, Gumine and Sinasina Yougogmugl

Karimui is only accessible by air using light aircraft and usually takes between 15 to 30 minute flight from the nearest urban area, Goroka. The SDA Aviation and MAF Aviation are the only airline companies operating between Karimui and Goroka Province or Chimbu Province.

It is situated some 50-70 km SSE of Goroka township due South of Chimbu Province. It would normally take less than 2 days on average to walk to either of the Provincial Centers bordering Karimui.

The 27 ward councils and villages in Karimui is scattered through out the district without any major road links. It would usually take 1 to two days for villages located in the exterior of the district to walk to the Karimui District Head Quarter. Some of the villages located across the Wagi River could only come to the station when there is no flooding since there are no bridge infrastructures in the district. This is also a problem for transporting cash crops or having access to schools and hospital or health centre.

The climate in the Karimui is humid with high to moderate temperatures ranging between 20 ° (night and early morning) and 29° during the day. An average moderate pattern of 250mm-320mm of rainfall is experienced from December to July with occasional rain through out the year.

Karimui LLG has a vast expanse of pristine lowland rain forest to Mid Mountain forest, dotted with scattering of small villages, sparsely settled by two distinct cultural groups, the Darape to the North West of Karimui Station and Yasa to the South, supporting more than 16000 residents, this 250 square kilometer (km²) area is one of the few remaining largest expanse

of unbroken lowland to high mountain humid forest in the highlands of PNG. Despite, it not being assessed for its biodiversity it is remarkably rich in wildlife due to its remoteness as well as being geographically located between the hot humid costal region and the cool highlands region. All the biodiversity in PNG can be found in this cross climatic boarder area. Distinctive natural features of the landscape and its wildlife is uniquely Karimui.

1.3 Ward Council

The Karimui Salt Nomani District has 3 Local Level Government. They are Karimui LLG, Salt LLG and Nomani LLG. The Karimui LLG has 27 elected council wards with 2 additional non elected representatives. The Salt LLG has 24 elected ward councilors and Nomani LLG has 13 elected ward councilors. A total of 64 officially elected ward representatives with 2 unofficial representatives constitute the Karimui Salt Nomani District. The Karimui LLG has 87 census unit, Salt LLG has 56 census unit and Nomani has 56 census units. The district has a total of 189 census unit.

1.4 Topography

The District is elongated from South-East to the North-West. Towards the North-West is Mountain Karimui towering towards the South West and connecting Masiscilin Range towards the South Western Part of the District. To the right is Mt. Hau rising up to the blue foggy mist towards the North to North East of the Karimui cradle. Towards the East to the South East is Mt. Oino connecting Mountain Makino and onto Crater Mountain towards the South Eastern end of the District bordering Eastern Highlands Province,

The Karimui Salt Nomani is the heart of the food basket for the Chimbu Province. The volcanic soil is very fertile for agriculture. On the fringe of Karimui is the mighty Wagi River flowing silently through the meandering mountain and plains from the North to the South. Small tributaries form numerous rivers that drain around Karimui and feed the Wagi River that flows out through the Purari River in the Gulf of Papua.

The elongated fertile agriculture land in Karimui is more than vulnerable to agro-forestry. Part of the District has lime stone Mountainous towards the Chimbu Province and steep rolling mountain towards the south that meets the flood plains of Gulf Province.

1.5 Population & Language

The Karimui Salt Nomane has a population boom triggered by the concept that a large agriculture land would need more labor force to farm the fertile land. While this is so there is a competition in the duplication of natural resources such as wildlife and the limited government services such as schools, heath care services as well as the ability of parents to provide nutritional meals for the family and of course the welfare of the mothers who would usually not recover fully from pregnancy and child labor which sometimes mother dying young.

The total population of Karimui Salt Nomani is 36334. The Karimui LLG has about 16 864, Salt LLG has about 12,763 and Nomani LLG has 6707. Thou the birth rate of the district is not known, it is to the best of our knowledge that the district has a very high birth rate.

The people in Karimui speak 3 distinctive local dialects. They are the Yasa speakers, Bomai Speakers and the Daribi speakers.

In the Salt LLG there are 3 distinctive languages. They are; Kei, Yuwi and Soa Speakers. In the Nomani LLG there are 3 distinctive language. They are; Kewo Miapa, Mekeue and Kiaue.

Over half of the population can speak pidgin language. The English language is not commonly used compare to the pidgin language apart from the local language. Illiteracy rate amongst child and adult is very high when compared to population against the number of child going to school statistics.

1.6 Infrastructure

The Government services like another remote areas in PNG without road networks is minimal in Karimui Salt Nomani District. Most public servants do not usually remain in their post and tend to drift to the comfort zones of major urban area. Only committed skeletal number of public servants prefers to remain and serve the less fortune people of the province. Most visible service providers are faith based organization and one or two NGO who operate on part time bases.

1.7 Road

There is no major road network connecting the District to either of the Provinces around Karimui Salt Nomani since independence. There are tracks that usually connect to either direction of the provincial borders. On an average it would take 1 to 2 days to reach the nearest road network or water ways where the locals could catch a public motor vehicle or boat to get into the nearest urban center.

In the Karimui LLG there are about 9 major feeder road/tracks. They are;

- Karimui – Yuro 9 Km
- Karimui – Kiaibai 5 Km
- Karimui – Dobu 97 Km
- Tua – Tiliki 9 Km
- Masi – Sola 12 Km
- Karimui – Maiyo/Sonita 4 Km
- Karimui – Wegoscbe 5 Km
- Karimui – Paradise 4 Km
- Yuro – Waiyo 3 Km

In the Nomani LLG there are about 4 major feeder road/Tracks. They are;

- Dolai – Kiaui 9 Km
- Dolai – Kupi 1 Wagi 6 Km

- Digawae – Bushwa/Bush road 4 Km
- Yowai – Dowa 7 Km

In the Salt LLG there are 7 major feeder road/tracks. They are

- Wara Sua – Dulai 21 Km
- Wara Sua – Mul 4 Km
- Dciwiua No 2 – Dioui 5 Km
- Yobaboli – Kilauling road 4 Km
- Bauiwae – Waghi 4 Km
- Mogiage – Kilau 7 Km
- Dciwiura No 2 – Sawaia 1 Km

All most all of those roads have been built by hand during the colonial period. All the bridges for creeks and small rivers have foot bridges made of wood and logs. Most of those roads and foot bridges have deteriorated over the years.

1.8 Communication

The only postal service in Karimui along with the Karimui District Treasury was launched in 2005 and operates from 2005 to mid 2007 and thereafter went in to dominance. The recently install (VSET) satellite phone installed in 1998 seem to be hammered by technical problems. Efforts to get it operational would take months due to lack of non availability of spare parts, financial constraints or even lack of trained manpower to do routine maintenance on the vital equipment. There are few VHF Radios operated by churches and airline companies.

1.9 Water Supply

There is no proper water supply for the local communities in the District. All drinking waters are collected from the rain or from the creeks and rivers.

The district has the potential for water supply stations has there are fast flowing rivers that flow from the mountain down to the valley.

1.10 Electricity

There are two diesel powered generators in the district. In most cases the diesel generators could not be fully utilized due to technical difficulties, shortage of diesel fuel supply, high cost of fuel and air fright charges into the district. Solar power has been greatly utilized by those who could afford to purchase it.

The district has the potential for mini hydro electricity station has there are fast flowing rivers that flow from the mountain down to the valley.

1.11 Airstrip

There are 13 existing Airstrips in the District with 1 yet to be commissioned by the Civil Aviation Authority. The airstrip are; Karimui, Yuro, Boisamaru, Haia, Wapo, Appa, Negabo, Noru, Dobu, Talpakul, Kapi, Bomai and Nomani. Most of the airstrips usually lack funding for maintenance.

High cost of air freight seems to be an obstacle for the transportation of cash crops in the agriculture sector. Even higher air fares is a major obstacle for public servants who would end up paying their entire saving or pay packet just to fly back into the urban area or home provinces. This could be other factors that determine whether or not a public servant wants to serve in that part of the country.

1.12 Education

The Karimui Salt Normani District has yet to see lots of University and Collage Graduates in its electorate. The district has seen less than 3 University graduates in recent time with a hand full of collage graduate. Arranged marriage for girls is so common that girls could hardly reach the 6th Grade or even the 10th Grade. The ratio of girls to boys in the 10th Grade would usually be 1 is to 12 (1:12). The district in terms of skilled resources person has lagged far behind compared to most parts of the country let along the female population.

There are several schools in the district. They are;

The schools comprise of 2 high schools which include Dolibe and Karimui High School. 1 (Karimui) Vocational Centre.

There are 11 Top up Primary School. They are Haia, Yuro, Karepa, Boisamera, Sulusapa, Tua, Hobe, Bowai, Nomane, Mogiage and Tobaiya Upper Primary School (up to Grade 8). There are 14 Lower Primary Schools (up to Grade 6). They are Dobu, Talpakul, Duduai, Kibau, Kaliwai, Doliba, Dcaui, Yobai, Sua, Wapo, Yowai and Waisume Lower Primary School. The total number of male attending lower and upper primary school is 1515. The total number of female attending school is 1061. A total of 2576 children attend various schools in the district.

There are 39 elementary schools in almost all major villages. They include the Haia, Yuro (2), werio, Waiyo, Karepa, Kerimui, Soreta, Siabe, Kilibane, Boisamarie, Yogiomarce, Tua, Tiliki, Masi, Hobe, Dobu, Bomai, Uname, Kapi, Talbakul, Sulu, Muagoi, Dikamarue, Wabugo, Bauricea, Kelau, Dulai, Nomani, Yowai, Wara Sua, Kuigaba, Kabue, Gulmone, Ekema, Aiuabaue, Sua, Hobe, Gene and Bowai (2) elementary schools. The total number of male attending elementary school is 1785. The total number of female attending elementary school is 705. A total of 2490 children attend various elementary schools in the district.

All schools face similar problems relating to lack of qualified teachers, lack of proper class rooms and teaching materials, lack of dormitory for major schools, lack of sports and scientific experimental equipments, transport and communication difficulties, staff houses, high transport cost for teachers.

Although higher school fee issue is part of the problem, it could be related to having access to market for cash crops which would otherwise bring in income for school fees.

1.13 Economic Issues

Currently there is small scale retailing business activities mostly with basic consumable goods such as trade store goods. The agriculture sector (cash crops) plays a major role in injecting cash for the local communities. Basic infrastructure and having access to markets to sell agriculture product is the major obstacle besides higher air freight charges. Ecotourism remains an untapped industry. Mineral, oil and gas exploration remains imminent. Agro-forestry and major cash cropping also remain imminent.

1.14 Bank

There are no banks in the Karimui except the Treasury Office that was opened in 2005 but has been long closed since the mid 2007. All major bank transaction is only done in the two nearest urban centre Goroka and Chimbu. All govern workers, NGO workers and small scale businesses in the district would usually fly into these two major centers to do their banking.

1.15 Natural Resources and Agriculture

The Karimui District holds one of the fertile farmland in the Chimbu Province. It is the food basket of the Chimbu Province and has the same potential of generating enough cash flow similar to the farm lands of the neighboring Western Highlands Province. Coffee is the major cash crop; earning well over hundreds of thousands per annum. In the early 1970s to the late 1980s Karimui held the largest spices (Kadamun) in the Southern Hemisphere generating well over hundred of million on annual bases. Other cash crops such as vanilla grow and produce quality beans. oil palm, cocoa, coconut has been trialed out and has proven to be economical viable industries as well. Varsity of vegetables, banana, peanuts 'sweet potato, english potato, water melons, pineapples and fruits are in high supply and would normally cost less to buy unlike any other urban markets in PNG. Crops such as sago and betel nuts grow very well especially towards the Gulf of Papua. Very recently, rice has been introduced into the district and is thriving very well. The import of rice into the district has now ceased. People have now produced enough to consume as well as selling them in the village trade stores.

The District has one of the valuable forest areas in the province as well as the country. Economical trees such as Pine trees have been tried out and have potential for plantation forestry. There are alluvial mining activities along the Wagi River. The district has the potential of unexplored gold, oil, gas and other mineral deposits. Moreover the area has the potential for ranching (cattle, sheep, dairy, fish, fruit and etc.)

The Karamui District remains economical viable with the potential of the district to be over exploited thus the impact will be catastrophic mostly in the destruction of the high biodiversity areas and its ecosystems.

1.16 Fisheries

The Karimui District has lots of water all year around. Fishery is potentially a viable industry. The Wagi River and the surrounding rivers have many species of fish and other aquatic species. Farm fish food is also readily available all year around.

1.17 Aid post and Health Centre (Health)

There are 6 sub health centers. They are Nomani, Bowai, Negabo, Haia, Kilou, Sigiwaw and Namesbolwe. There are 7 aid posts. They are Masc, Nosu, Talpakul, Kapi, Dobu, Bocsawaue and Yogiomase.

The major diseases in the area include Malaria, Asthma, Pneumonia, TB, Leprosy, PID (disease associated with mother), Dental, Eye, malnutrition and high mortality in mother and child during labor.

Malaria is the major cause of death (39%) followed by Pneumonia (31%), Dianicaha Diseases (12%), Typhoid (8%) TB (5%), and Accidents/others (5%). The admission rate for the disease are proportional to the death rates.

Like most remote locations, the district lacks adequate medical supplies. Medical supplies do not get to the destinations on time or do not usually get distributed due to transportation cost and lack of transport infrastructure. Some aid-post has closed down to staffing problems. Basic clinic for basic health needs are never run. There is no doctor in the district. Most patients who can not be attended to in the district are usually airlifted to Kundiawa Provincial Hospital. In most causes lots of patients die due to lack of communication as well as transport infrastructure to get the critically ill to the nearest provincial hospital.

1.18 Law & Order

The Karimui is served by 1 full time police sergeant who was commissioned in 2005 (regular) from the Royal Police Constabulary with 7 police reservist servicing 27 ward councils and the entire population of 27000 for the last 25 years.

There are no rural lock-up or police cell for offenders. All the police reservists are not well equipped with necessary police equipments such as motor bikes, two way radio, VHF radio, police uniforms and etc. All the offences are trialed at the village court. Serious offenders are sent to Barawagi Prison in the Chimbu Province. When notorious trans-boundary criminals enter the Karimui District, the Mobile Squad from Chimbu is flown into the district to flush out the criminals.

The major crimes in the District are Adultery cases that always lead to killings and grievously bodily harm. Trans- boundary prison escapes cause a lot of problems. The escapes rob and terrorize local communities. Arm hold ups are very rare and might occur once a year or once in two years. Break and enter, theft of farm animals and cash crops do occur during the year and can be related to growing number of unemployed youth who continuously abuse drug and home brew alcohol (steam). Domestic violence is prevalent with women being beaten up

and even being slash resulting in losing a finger(s) and cuts to the body. The elections in the District have been trouble free over the years. Squatter settlers usually cause dispute and problems. Thou child abuse and to some extant rape within clans of family do not get reported although some incidents may be common knowledge to most people.

The major problem in identifying and addressing problem is the lack of courage for almost all inhabitants of the district to stand up and speak against what is morally wrong. It could be a tradition for people to conceal what would bring shame to the local communities.

1.19 Gender

Like some of the communities in other provinces, Karimui is a male dominated society. Most of the woman neither make decision nor disobey orders or decisions made by males, usually by the husband.

Since independence, no girl has made it into a collage or university, let along national high school. The fact remains that marriage for girls are arranged. Girls are usually paid large bride price according to their standard.

Most women would work the land and produce the cash crops besides; doing heavy duty task but the men are the ones who would usually get the money from the sale of the cash crops.

Family planning does not seem to matter has the norm of the local community is to produce many children who could then work the surplus fertile agriculture land. This has resulted in malnutrition, mothers dying because of not being able to recover from more frequent pregnancy and child labor.

The customs and traditional practices are more prevalent but they are not usually discussed openly with outsiders even thou it is common knowledge with in the inner circles. This could covert for carnal knowledge and child abuse or even rape of younger girls.

1.20 Woman, Youth, Sports & Recreation

In the Karimui LLG, there are about 79 youth groups, 8 woman groups, 9 religion denominations and 6 other NGOs operating in the Karimui LLG. There are no sport facilities, however 4 type of sports being played (Rugby, Basketball, Volley Ball and Soccer).

In the Salt LLG, there are about 46 youth groups, 4 woman groups, 12 religion denominations and 4 other NGOs. There are no sport facilities or sports being promoted in the area.

In the Nomani LLG, there are about 20 youth groups, 6 woman groups, 7 religion denominations and 3 other NGOs. There are no sport facilities or sports being promoted in the area.

1.21 Church

Major church denomination in the district includes the Catholic, Baptist, Nazarene, Lutherans, Evangelical Bible Church, PNG Revival Church, Lutheran Revival and the Four Square Gospel Church.

Though the churches are in the district, tradition culture, values and beliefs much more alive. The major churches have a greater task to change the attitudes and behaviors of the local communities.

1.22 Threat

The land and the resources are customarily owned. There are several threats to the biodiversity in Karimui. The main ones include large scale agriculture, large-scale logging operations to be followed by Agro-forestry; that includes possibility of oil palm, cocoa, copra and forest (monoculture) plantations.

Population explosion means more demand for land and various other natural resources. Clear falling for subsistence agriculture is the major existing threat besides hunting of biodiversity.

With major gold, oil and gas discoveries adjacent to the Karimui District, the project site remains even more threatened. While this is so some of the Tran boundary communities have already being incorporated into parts of the major development activities taking place in the nearest provincial boarder areas. Over harvesting/unsustainable harvesting and hunting methods is another threat.

Law and order especially drug abuse and consumption of home brew (steam) remains an endurance to the development of the district.

2 Vision Statement

The Karimui Vision is to see “A healthy Karimui Land that sustains the people and meets the Socio-Economic, Spiritual, and Cultural Aspirations of the Karimui People whilst Protecting the Natural and Cultural Heritage”.

Gutpela graun blo Karimui stap gut Na lukautim sindaun blo ol man Na meri Na pikinini Na strongim pasin tumbuna, lotu, Na lukautim bus Na wara

3. Values Statement

Karimui’s value statement

WE VALUE	Our pristine natural environment, our unique culture and our way of life and commit ourselves in striving to maintain these
WE VALUE	the commitment in striving for excellence for our people
WE VALUE	Being accountable to all stakeholders and exercise professionalism, commitment, integrity and honesty at all times
WE VALUE	Equality by demonstrating sensitivity and respect in all facets
WE VALUE	The fairness, justice, accountability and transparency in all our work. to conserve our God given biodiversity

4. Themes, Objectives, Goals and Actions

Theme 1. Conservation of Natural Resources

Objective: Ensure that Conservation of Natural Resources Management Program is in Place

Goal 1.1 Karimui Conservation Boundaries including electoral boundaries are properly mapped out.

Actions	Lead	Priority
1.1.1 Undertake Awareness and consultations throughout the Community on the Conservation Area Boundary Survey and electoral boundaries.	KCRMP,	High
1.1.2 Seek and Mobilize financial and technical assistance to undertake border/boundary surveys	KCRMP, LLG, District Officers, CM, Provincial Government	High
1.1.3 Undertake the boundary survey and presents results to the communities	KCRMP, CM, Provincial Lands Dept	High
Indicators		
<ul style="list-style-type: none"> • Communities including ward councilors, public servants and relevant people in Karimui are well aware of the Conservation Area Boundary • Funds are secured and technical team mobilized and borders survey undertaken. • Conservation Boundary Maps and electoral boundary maps completed and used in the Conservation Program. 		

Goal 1.2 Biodiversity Survey of Karimui undertaken and baseline data established

Actions	Lead	Priority
1.2.1 Undertake Awareness and consultations throughout the Community on the Biodiversity study to be undertaken	KCRMP, Community	High
1.2.2 Seek and Mobilize financial and technical assistance to undertake biological study	KCRMP, DEC, CM, UPNG; IBR and other Conservation NGOs	High
1.2.3 Undertake the biological study and presents results to the communities and baseline data entered into database.	KCRMP, DEC, CM, UPNG; IBR and other Conservation NGOs	High
Indicators		
<ul style="list-style-type: none"> • Communities including ward councilors, public servants and relevant people in Karimui are well aware of the Conservation Biodiversity study • Funds are secured and technical team mobilized and biological survey undertaken • Biodiversity reports completed. • Baseline data established and entered into database. 		

Goal 1.3. Research fees established for intending specialist research (biological, Sociological, Anthropological...etc).

Actions	Lead	Priority
1.3.1 Undertake desktop survey and consultations with relevant stakeholders to determine and establish research fees	KCRMP, CM and relevant NGOs	High
1.3.2 Legalize research fees by inserting in Conservation Bylaws.	KCRMP, LLG, District Officers, CM, Provincial Government, DEC	High
Indicators		
<ul style="list-style-type: none"> • Research fees determined • Research Fees formally established in rules and bylaws. 		

Goal 1.4. Conservation Area Rules established and bylaws created.

Actions	Lead	Priority
1.4.1 Undertake Awareness and consultations throughout the Community on the Conservation Area rules and bylaws	KCRMP, DEC, Legal NGOs	High
1.4.2 Mobilize financial and technical/legal assistance to undertake bylaw project	KCRMP, LLG, District Officers, CM, Legal NGOs	High
1.4.3 Para legal training for Conservation Area Committee	KCRMP, CM, Legal NGOs	High
1.4.4. Workshop to draft area rules and bylaws	KCRMP, DEC, legal NGO.	High
1.4.5 Gazette and legalize rules and bylaws	DEC, legal NGO	High
Indicators		
<ul style="list-style-type: none"> • Communities including ward councilors, public servants and relevant people in Karimui are well aware of the rules and bylaws program • Funds are secured and technical/Legal team mobilized • Paralegal training undertaken and intended participants trained and aware of constitution of PNG and LLGs. • Workshop undertaken and Conservation area rules and bylaws draft completed. • Conservation Area rules and bylaws gazetted. 		

Goal 1.5. Guest House/Eco-lodge build to cater for researchers and visitors to Karimui Conservation Area.

Actions	Lead	Priority
1.5.1 Consultations between KCRMP Committees and communities undertaken and site selected	KCRMP, DEC, Legal NGOs	High
1.5.2 Mobilize financial and technical to establish eco-lodge	KCRMP, LLG, District Officers, CM, Legal NGOs	High
1.5.3 Construct Eco-lodge	KCRMP, CM, Legal NGOs	High
1.5.4. Select committee members and women to be trained on basic house-keeping skills	KCRMP, DEC, legal NGO.	High
1.5.5 Advertise/market Eco-lodge to attract specialist researchers	Media, NGO contacts, Provincial Tourism Board	High
Indicators		
<ul style="list-style-type: none"> • Communities including ward councilors, public servants and relevant people in Karimui are well aware of eco-lodge construction • Funds are secured and technical/Legal team mobilized • Eco-lodge constructed. • Selected community members trained in basic house-keeping. • Eco-lodge advertised 		

Goal 1.6. Establishment of Conservation Building to house Karimui Conservation project office.

Actions	Lead	Priority
1.6.1 Consultations between KCRMP Committees and communities undertaken and Conservation building site selected	KCRMP, LLG, District Office and communities	High
1.6.2 Mobilize financial and technical to establish Conservation Building	KCRMP, LLG, District Officers, CM, Communities	High
1.6.3 Construct Conservation Building.	KCRMP, LLG, communities,	High
1.6.4. Select committee members and women to undergo on the job training on conservation office administration	KCRMP, CM.	High
1.6.5 Official Opening and launching of Conservation Office	KCRMP, District Officers, Media,	High
Indicators		
<ul style="list-style-type: none"> • Communities including ward councilors, public servants and relevant people in Karimui are well aware of the conservation office establishment project. • Funds are secured and technical team mobilized • Conservation office constructed. • Selected community members trained in conservation office administration. • Conservation office established and running. 		

Goal 1.7 KCRMP Committees are trained and capacity enhanced to undertake Karimui conservation Project activities.

Actions	Lead	Priority
1.7.1 Participants selected and training needs analysis undertaken	KCRMP, CM, UPNG	High
1.7.2 Courses organized, finance mobilized and trainer (s) contracted.	KCRMP, CM, UPNG	High
1.7.3 Participants undergo training.	KCRMP, CM, UPNG, DEC	High
1.7.4. Training application in the field and evaluation undertaken	KCRMP, CM, UPNG.	High
Indicators		
<ul style="list-style-type: none"> • Completed list of participants and training materials compiled • Funds secured and trainers identified and contracted. • Number of participants with certificates. • Field application and evaluation report completed with recommendations highlighted. 		

Goal 1.8 Public Education and Awareness to educate Karimui Communities of the importance of the Conservation Area

Actions	Lead	Priority
1.8.1 Public Education and awareness campaign program developed	KCRMP, CM and RCF	High
1.8.2 Mobilize financial and technical assistance to execute education and awareness program	KCRMP, CM & RCF	High
1.8.3 Public Education and awareness program executed	KCRMP & RCF	High
1.8.4 Evaluation of program	KCRMP, RCF & CM.	High
Indicators		
<ul style="list-style-type: none"> • Program developed and approved by KCRMP Committee • Funds are secured and technical team mobilized • Program report completed and presented to relevant stakeholders • Evaluation report completed and recommendation highlighted. 		

Goal 1.9 Communication, information exchange, and networking mechanisms developed and enhanced.

Actions	Lead	Priority
1.9.1 Communication system requirements (phone, fax, email systems) feasibility study undertaken and installation and maintenance costs estimated.	KCRMP, CM, Telikom,	High
1.9.2 Mobilize financial and technical resources to establish communication systems	KCRMP, Telikom, CM	High
1.9.3 Construct communication systems	Telikom, KCRMP.	High
Indicators		
<ul style="list-style-type: none"> • Feasibility study report completed and proposal developed and submitted to relevant funders • Funds are secured and technical team mobilized • Communications systems established and maintained. • Communication systems effective and networks established, list servers etc.. • Conservation project effectively marketed. 		

Goal 1.10 Cultural and Linguistic Boundaries mapped out.

Actions	Lead	Priority
1.10.1 Undertake Awareness and consultations throughout the Community on the cultural and linguistic boundaries project.	KCRMP,	High
1.10.2 Seek and Mobilize financial and technical assistance to undertake cultural and linguistic border/boundary surveys	KCRMP, LLG, District Officers, CM,	High
1.10.3 Undertake the cultural and linguistic boundary survey and presents results to the communities	KCRMP, SIL, UPNG, other NGOs	High
Indicators		
<ul style="list-style-type: none"> • Communities including ward councilors, public servants and relevant people in Karimui are well aware of the Cultural and linguistic boundary project • Funds are secured and technical team mobilized and survey undertaken. • Cultural and linguistic boundaries maps completed and used in the Conservation Program. 		

Goal 1.11 Demographic / Genealogical studies carried out and information used in conservation planning.

Actions	Lead	Priority
11.1 Undertake Awareness and consultations throughout the Community on the Demographic and Genealogical project to be carried out.	KCRMP, IBR	High
11.2 Mobilize financial and technical assistance to undertake Demographic and Genealogical surveys	KCRMP, IBR, District Officers, CM & NGOs	High
11.3 Undertake the demographic and genealogical survey with results presented to the communities	KCRMP, IBR, CM & District Officers	High
Indicators		
<ul style="list-style-type: none"> • Communities including ward councilors, public servants and relevant people in Karimui are well aware of the Demographic and genealogical studies • Funds are secured and technical team mobilized and demographic and genealogical studies undertaken. • Studies completed and results presented to the communities and used in the Conservation Program. 		

Goal 1.12 Monitoring, Evaluation and Impact Assessment of the Conservation Area Program set in place.

Actions	Lead	Priority
1.12.1 Compile all reports of studies undertaken and develop monitoring programs socio-economic impacts, environmental and ecological impacts.	KCRMP, CM , IBR.	High
1.12.2 Establish monitoring programs and set up monitoring stations for environmental and ecological impact monitoring.	KCRMP, CM, IBR.	High
1.12.3 Monitoring regimes set in place and regular monitoring and reporting and evaluation activities scheduled.	KCRMP, CM, IBR	High
Indicators		
<ul style="list-style-type: none"> • Reports reviewed and monitoring programs set in place • Monitoring stations set up and monitoring taking place on a regular basis. • Monitoring report and evaluation undertaken in a timely manner and reported back to the KCRMP (including donors). 		

Theme 2 Education of Karimui

Objective: Ensure that the people of Karimui are educated adequately to realize their full potential and meet the challenges of 2009 and onwards

Goal 2.1 Existing education facilities fully rehabilitated and maintained.

Actions	Lead	Priority
2.1.1 inventory of existing facilities <ul style="list-style-type: none"> • List of existing facilities and requirements put together. This to include school dormitories, teachers' houses and classrooms, fencing off of school property and teachers residence. • Costing put together and funding proposal developed 	District school Committee, Provincial and District office,	High
2.1.2 mobilizing funds and technical support <ul style="list-style-type: none"> • Submit proposals to several donors including district support grant, Simbu Provincial Government, AusAID, Local MP etc. 	District School Committee, District and KCRMP.	High
2.1.3 develop and execute school rehabilitation project <ul style="list-style-type: none"> • school dormitories maintenance • teachers houses and classroom maintenance • acquisition of lawnmowers and trimmers and maintenance of school grounds • equipping of science laboratories • Fencing program for school grounds developed and executed. 	District school committee, Provincial and District services.	High
2.1.4. develop and execute maintenance program	District school committee,	Medium
Indicators		
<ul style="list-style-type: none"> • List of facilities and maintenance requirements completed • Costing of maintenance put together. • Proposals completed and submitted and funding secured • Rehabilitation and maintenance program carried out. 		

Goal 2.2 Adequate and relevant school Materials provided to Karimui schools

Actions	Lead	Priority
2.2.1 undertake inventory of relevant school materials	District school Committee, school teachers, District services	high
2.2.2 develop proposals and mobilizing funds	District school committee, NGO (to develop proposal)	
2.2.3 obtain fund and purchase and distribute materials. <ul style="list-style-type: none"> • Ensure funds sufficient • Ensure materials bought are sufficient and distribute according to requirements of schools. 	District school committee, school teachers, and district services.	high
2.3.4 evaluate distribution of materials to schools and submit report.	District school committee	medium
Indicators		
<ul style="list-style-type: none"> • List of materials for schools (inventory) completed • Proposals completed and submitted • Adequate funding mobilized • Materials bought and distributed • Evaluation report completed and submitted to District committee 		

Goal 2.3 Enhance capacity of schools with better trained teachers

Actions	Lead	Priority
2.3.1. Develop Funding proposal <ul style="list-style-type: none"> • to engage specialists to undertake teachers need assessment • Planning workshop (Karimui Teachers Capacity Enhancement Action Plan) for teachers need • Costing of the Actions/Activities under the Action Plan • Costing of evaluation (internal and External) 	District school committee Assisted by an NGO (CM??),	High
2.3.2 Engage specialist and undertake a teachers need assessment for each schools and submit report (recommendations)to District school committee	District School Committee, NGO (CM?) head teachers	High
2.3.3 Organize and carry out a planning workshop based on the recommendations and develop an Action Plan to address the recommendations.	District School committee and Partner NGO, head Teachers, Education District officers	Medium
2.3.4. Execute the action plan.		Medium
2.3..5 Evaluate project and submit report		Medium
Indicators		
<ul style="list-style-type: none"> • Funding Proposal completed and submitted • Funding secured • Specialist engaged and works carried out and report submitted • Action planning workshop carried out resulting in “Karimui teachers Enhancement Program Action Plan” completed. • Activities under the action plans carried out and funds acquitted • Evaluation report completed and submitted to the Donors, and relevant levels of Government. 		

Goal 2.4 High literacy rates encouraged and number of student increase in community and high schools.

Actions	Lead	Priority
2.4.1 develop a program and source funding <ul style="list-style-type: none"> • to carry out an awareness program to communities to encourage parents to send children to school • carry out literacy survey throughout Karimui to determine literacy level of communities • develop programs/activities to address recommendation from the literacy survey 	District school committee Assisted by an NGO (CM??),	High
2.4.1 execute awareness program <ul style="list-style-type: none"> • plan campaign • carry out campaign • compile and submit campaign report 	District school committee Assisted by an NGO (CM??) PNG Education Advocacy Network,	High
2.4.1 undertake literacy survey <ul style="list-style-type: none"> • plan survey • mobilize team and execute survey • compile and submit report 	District school committee Assisted by an NGO (PNG Education Advocacy Network??),	High
2.4.1 develop programs to address recommendations <ul style="list-style-type: none"> • execute a planning workshop to develop programs • develop funding proposals to undertake programs/activities identified in the planning workshop • source funding support & • execute programs 	District school committee Assisted by an NGO (PNG Education Advocacy Network??),	High
2.4.2 evaluation of the above programs and compile report	District school committee Assisted by an NGO (PNG Education Advocacy Network??),	high
Indicators		
<ul style="list-style-type: none"> • Education Literacy program developed and funding sourced. • Awareness program carried out and report submitted • Literacy survey carried out and report submitted • Planning workshop undertaken and programs and activities developed. • Funding secured and programs carried out • Evaluation undertaken and report submitted. 		

Theme 3 Infrastructure Development

Objective: On the grounds Infrastructure is developed and maintained to meet the needs of the Karimui.

Goal 3.1 Existing airstrips are maintained and meets the requirements of CAA

Actions	Lead	Priority
3.1.1 Assessment of current facilities to be maintained and improved. <ul style="list-style-type: none"> • Develop a investigation/assessment program and source funding • Engage an engineer to carry out assessment of current airstrips • Provide report (with recommendations) 	District Transport Committee, District offices, Ward Councilors Assisted by an NGO	High
3.1.2. develop a maintenance program <ul style="list-style-type: none"> • With recommendation from the report (3.1.1), develop a maintenance program • Develop a budget (and proposal) to secure funding for maintenance. 	District Transport committee, District Services, Ward Councilors Assisted by an NGO	High
3.1.3 Execute Maintenance Program <ul style="list-style-type: none"> • Develop program activities and costing • Develop funding proposal(s) • Mobilize funds and carryout maintenance program • Set in place evaluation and monitoring program • Compile data and write report and submit report. 	District Transport committee, District Services, Ward Councilors Assisted by an NGO	High
Indicators		
<ul style="list-style-type: none"> • Assessment program developed, funding sources and engineer engaged • Assessment carried out and report completed. • Maintenance program in place and maintenance carried out • Evaluation and monitoring program in place. • Project report completed and submitted. 		

Goal 3.2 Existing roads networks and bridges are maintained and where necessary development of new roads and bridges are initiated.

Actions	Lead	Priority
3.2.1 Assessment of current road and bridges network facilities to be maintained and improved and develop proposals for new road and bridge systems. <ul style="list-style-type: none"> • Develop an investigation/assessment program and source funding • Engage an engineer to carry out assessment of current roads and bridge network • Provide report (with recommendations) 	District Transport Committee, District offices, Ward Councilors Assisted by an NGO	High
3.2.2 develop a maintenance program <ul style="list-style-type: none"> • With recommendation from the report (3.2.1), develop a maintenance program • Develop a budget (and proposal) to secure funding for maintenance of roads and bridges 	District Transport Committee, District offices, Ward Councilors Assisted by an NGO	High
3.2.3 Execute Maintenance Program <ul style="list-style-type: none"> • Mobilize funds and carryout maintenance program • Set in place evaluation and monitoring program • Set in place reporting program 	District Transport Committee, District offices, Ward Councilors Assisted by an NGO	High
3.2.4 Prepare and submit report according to reporting requirements in a timely manner.	District Transport Committee, District offices, Ward Councilors Assisted by an NGO	medium
Indicators		
<ul style="list-style-type: none"> • Assessment program developed, funding sources and engineer engaged • Assessment carried out and report completed. • Maintenance program in place and maintenance carried out • Evaluation and monitoring program in place. • Project reporting requirements met and report completed and submitted in a timely manner. 		

Goal 3.3 Installation of new water supplies for Karimui communities, schools churches and District Officers.

Actions	Lead	Priority
<p>3.3.1 Feasibility study of rural water supply</p> <ul style="list-style-type: none"> • Develop a feasibility study program and source funding • Engage water supply engineer to carry out study • Provide report (with recommendations) 	<p>District offices, Ward Councilors Assisted by an NGO</p> <p>RWSSP (EU)?</p>	<p>High</p>
<p>3.3.2 develop and execute water supply installation program</p> <ul style="list-style-type: none"> • With recommendation from the report (3.3.1), develop water supply installment program • Develop a budget (and proposal) to secure funding for water supply installment • Execute water supply installation program 	<p>District offices, Ward Councilors Assisted by an NGO</p> <p>RWSSP (EU)?</p>	<p>High</p>
<p>3.3.3 Evaluation and maintenance</p> <ul style="list-style-type: none"> • Evaluate water supply program and submit reports. • Develop a maintenance program fr the installations and execute maintenance program. 		<p>High</p>
Indicators		
<ul style="list-style-type: none"> • Feasibility study program developed, funding sources and water supply engineer engaged • Assessment carried out and report completed. • Water supply installation program in place and water supplies installation carried. • Evaluation and monitoring program in place. • Project reporting requirements met and report completed and submitted in a timely manner. 		

Goal 3.4 Adequate and reliable communication system set up that meets the needs of Karimui

Actions	Lead	Priority
<p>3.4.1 Evaluation of current communications systems in place.</p> <ul style="list-style-type: none"> • Develop a evaluation study program and source funding • Engage communications specialists to carry out study • Provide report (with recommendations) 	<p>District offices, Ward Councilors Assisted by an NGO</p>	<p>High</p>
<p>3.4.2 Develop and execute communication rehabilitation (maintenance and enhancement) program</p> <ul style="list-style-type: none"> • With recommendation from the report (3.4.1), develop communication maintenance and enhancement program • Develop a budget (and proposal) to secure funding to upgrade and improve communications systems. • Execute communication systems/installation maintenance an enhancement program. 	<p>District offices, Ward Councilors Assisted by an NGO</p>	<p>High</p>
<p>3.4.3 maintenance monitoring and evaluation</p> <ul style="list-style-type: none"> • Evaluate communication systems program and submit reports. • Develop a maintenance program for communication installations and execute maintenance program. 	<p>District offices, Ward Councilors Assisted by an NGO</p>	<p>Medium</p>
Indicators		
<ul style="list-style-type: none"> • Communications Evaluation program developed, funding sourced and specialist engaged to carry out evaluation. • Evaluation carried out and report completed. • Communication systems/installation are maintained and enhanced. • Evaluation and monitoring program in place. • Project reporting requirements met and report completed and submitted in a timely manner. 		

Goal 3.5 Rehabilitation and maintenance of District Government offices

Actions	Lead	Priority
3.5.1 Run a planning workshop and <ul style="list-style-type: none"> • Determine how much work is need? • What the costs will be? • Develop budget and funding proposal to submit to relevant authorities 	District offices, Ward Councilors Assisted by an NGO	Medium
3.5.2 Secure funding and carry out maintenance and rehabilitation work	District offices, Ward Councilors Assisted by an NGO	Medium
3.5.3 Compile and submit report to funders,	District offices, Ward Councilors Assisted by an NGO	Medium
Indicators		
<ul style="list-style-type: none"> • Workshop organized and executed and outcomes documented. • Costing and budget completed and submitted to relevant authorities • Funds secured and maintenance and rehabilitation carried out • Evaluation and monitoring program in place. • Project reporting requirements met and report completed and submitted in a timely manner 		

Goal 3.6 Adequate and reliable power (*rural electrification*) supply to Karimui

Actions	Lead	Priority
<p>3.6.1 Feasibility /Evaluation study of current and new rural electrification program</p> <ul style="list-style-type: none"> • Develop a feasibility/evaluation study program and source funding • Engage Electrical engineer to carry out study • Provide report (with recommendations) 	<p>District offices, Ward Councilors Assisted by an NGO</p>	<p>High</p>
<p>3.6.2 Develop and execute rural electrification program</p> <ul style="list-style-type: none"> • With recommendation from the report (3.6.1), develop rural electrification program • Develop a budget (and proposal) to secure funding to execute rural electrification program. • Execute program. 	<p>District offices, Ward Councilors Assisted by an NGO</p>	<p>Medium</p>
<p>3.6.3 maintenance monitoring and evaluation</p> <ul style="list-style-type: none"> • Evaluate rural electrification program and submit reports. • Develop a maintenance program for electrification system installations and execute maintenance program. 	<p>District offices, Ward Councilors Assisted by an NGO</p>	<p>Medium</p>
<p>3.6.4 provide quarterly and annual reports</p>	<p>District offices, Ward Councilors Assisted by an NGO</p>	
Indicators		
<ul style="list-style-type: none"> • Feasibility study program developed, funding sources and electrical engineer engaged to carry out study • Study undertaken and report completed. • Rural Electrification program developed, proposal developed and submitted. • Funding secured and program • Project reporting requirements met and report completed and submitted in a timely manner. 		

Theme 4 Health Services

Objective: Effective and adequate Health Services

Goal 4.1. Adequate clinics and aid posts and staff housing that meet the needs of the population Karimui.

Actions	Lead	Priority
4.1.1 Do an assessment (infrastructure, effectiveness, etc) of existing local clinics and aid posts including staff housing <ul style="list-style-type: none"> • Consultations/workshop to develop program • Develop proposal and secure initial funding to assess clinic and aid posts • Engage specialists (HEOs) to carry out assessment • Provide report with recommendations to the District health services/Board 	HEOs, Ward Councilors, District Health Officers, NGO partner	High
4.1.2 Develop a program to rehabilitate and enhance local clinics and posts. <ul style="list-style-type: none"> • Carryout a two day workshop to develop rehabilitation program (<i>addressing recommendations from 4.1.1</i>) • Draft proposal with costing and develop budget • Submit proposal to relevant authorities 	HEOs, Ward Councilors, District Health Officers, NGO Partner	High
4.1.3 Source and secure funding and execute program	HEOs, Ward Councilors, District Health Officers, NGO Partner	
4.1.4 Evaluation and report on the program	HEOs, Ward Councilors, District Health Officers, NGO Partner	Medium
Indicators		
<ul style="list-style-type: none"> • Consultations and workshop undertaken and report completed including initial proposal • Initial funding secured and specialist hired • Assessment report completed • Local health (clinics and aid posts) rehabilitation and enhancement program developed, funding secured and program executed. • Rehabilitation and enhancement program project progress report completed. • Program Evaluation report completed 		

Goal 4.2 Clinics and aid posts manned by adequate human resources (Specialized doctors, HEOs, Nurses, Support Staff...etc)

Actions	Lead	Priority
<p>4.2.1 Do an assessment (manpower, effectiveness, staffing capacity etc) for existing local clinics and aid posts.</p> <ul style="list-style-type: none"> • Consultations/workshop to develop assessment program • Develop proposal and secure initial funding to assess manpower effectiveness • Engage specialists (HEOs) to carry out assessment • Provide report with recommendations to the District health services/Board and Provincial government 	<p>HEOs, Ward Councilors, District Health Officers, NGO Partner</p>	<p>high</p>
<p>4.2.2 Develop a program to enhance clinic and aid posts health staffing capacity (HEOs, Nurses, Community Health Worker).</p> <ul style="list-style-type: none"> • Carryout a two day workshop to develop health staff enhancement program (<i>addressing recommendations from 4.1.2</i>) • Draft proposal with costing and develop budget • Submit proposal to relevant authorities 	<p>HEOs, Ward Councilors, District Health Officers, NGO Partner</p>	<p>high</p>
<p>4.2.3 Source and secure funding and execute program</p>	<p>HEOs, Ward Councilors, District Health Officers, NGO Partner</p>	<p>high</p>
<p>4.2.4 Evaluation and report on the program</p>	<p>HEOs, Ward Councilors, District Health Officers, NGO Partner</p>	<p>medium</p>
Indicators		
<ul style="list-style-type: none"> • Consultations and workshop undertaken and report completed including initial proposal • Initial funding secured and specialist hired • Assessment report completed • Local health (clinics and aid posts staff (HEOs, Nurses, Community health Workers) capacity enhancement program developed, funding secured and program executed. • Staffing capacity program progress report completed. • Program Evaluation report and program report completed 		

Goal 4.3 Clinic and aid post supply of Medicines and drugs are fully stocked and updated regularly

Actions	Lead	Priority
4.3.1 Develop and execute a 2/3 day planning workshop <ul style="list-style-type: none"> • get all HEOs and clinic and aid post representatives together • clinic and aid posts rep to present on their requirements and presentations to be documented • develop activities and costing and produce a budget and proposal 	HEOs, Ward Councilors, District Health Officers, NGO Partner	High
4.3.1 submit Medicine and drug supply program proposal to relevant authorities for funding	HEOs, Ward Councilors, District Health Officers, NGO Partner	
4.3.3 Secure funding and execute program	HEOs, Ward Councilors, District Health Officers, NGO Partner	High
4.3..4 Set in place Monitoring and evaluation of program and provide quarterly, month and end of the year reports	HEOs, Ward Councilors, District Health Officers, NGO Partner	Medium
Indicators		
<ul style="list-style-type: none"> • planning workshop completed and workshop report submitted • funding proposal completed and submitted to relevant authorities • Funding secured and program executed. • Monitoring and evaluation program in place • Monthly , quarterly and yearly reports 		

Goal 4.4 Accidents and Emergencies are adequately attended to and life loss minimized.

Actions	Lead	Priority
4.4.1. Engage a specialist to undertake an assessment of occurrence of accidents and emergencies and the capacity of the clinics and aid posts to address the accidents and emergencies.	HEOs, Ward Councilors, District Health Officers, NGO Partner	Medium
4.4.2. From the outcomes of the report/recommendations from the above (4.1.3) develop a program and execute program.	HEOs, Ward Councilors, District Health Officers, NGO Partner	Medium
4.4.3. establish an evaluation and monitoring program	HEOs, Ward Councilors, District Health Officers, NGO Partner	Medium
4.3.4 Provide up to date monthly, quarterly and annual reports on the project to appropriate authorities.	HEOs, Ward Councilors, District Health Officers, NGO Partner	Medium
Indicators		
<ul style="list-style-type: none"> • planning workshop completed and workshop report submitted • funding proposal completed and submitted to relevant authorities • Funding secured and program executed. • Monitoring and evaluation program in place • Monthly , quarterly and yearly reports 		

Goal 4.5 Health Education and Awareness carried out throughout the Karimui Communicates

Actions	Lead	Priority
4.5.1 Secure funding and run a two day workshop for HEOs, Health workers etc to develop a Health Education and Awareness program .Health Awareness to include information on the following topics: <ul style="list-style-type: none"> • TB/Leprosy • HIV/AIDS • Family Planning • Pest control • Nutrition • Sanitation 	HEOs, Ward Councilors, District Health Officers, NGO Partner ADRA Health department; National HIV/AIDS Council & community, or church groups; ADRA	Medium
4.5.2 mobilize funds and execute education and awareness program	HEOs, Ward Councilors, District Health Officers, NGO Partner - ADRA	Medium
4.5.3 Monitor and evaluate program	HEOs, Ward Councilors, District Health Officers, NGO Partner - ADRA	Medium
4.5.4 Report regularly (monthly, quarterly, yearly) reports	HEOs, Ward Councilors, District Health Officers, NGO Partner - ADRA	Medium
Indicators		
<ul style="list-style-type: none"> • planning workshop completed and workshop report submitted • funding proposal completed and submitted to relevant authorities • Funding secured and program executed. • Monitoring and evaluation program in place • Monthly , quarterly and yearly reports 		

Goal 4.6 Health (Hospital) Board Committee revived / established.

Actions	Lead	Priority
4.6.1 Mobilize funds and engage specialist to review the District Health Board and provide a report <ul style="list-style-type: none"> • Put in place interim team to address this issue • Develop TOR for specialist to do review 	Health officer; District office; MP; Prov and Distr Admin, Health Inspector; MP; Prov/District Health Admin	Medium
4.6.2. Specialist to provide terms of reference for appointment of Board <ul style="list-style-type: none"> • Develop TOR for new board and get TOR approved by concerned authorities • Advertise , receive and screen applications • Select new board 	Health officer; District office; MP; Prov and Distr Admin, Health Inspector; MP; Prov/District Health Admin	Medium
4.6.3 set in place a Secretariat to support the new health Board	Health officer; District office; MP; Prov and Distr Admin, Health Inspector; MP; Prov/District Health Admin	Medium
Indicators		
<ul style="list-style-type: none"> • Interim Team set in place • TOR of specialist completed • Funds mobilized and specialist engaged. • Health Board Review report completed with recommendations • TOR for new Board in place. • Application received and new board selected. • Secretariat set in place to support new Board. 		

Theme 5 Maintain Karimui Cultural Linkages

Objective: to encourage maintaining of Karimui cultural inheritance/linkages

Goal 5.1 Karimui cultural resource center is established and Karimui's traditional culture (artifacts, *bilas*, folklores, legends...etc) is stored.

Actions	Lead	Priority
5.1.1 KCRMP to engage specialist (National Museum) to collate data and develop a funding proposal to establish the cultural center.	KRCMP, Ward Councilors, National Museum/Provincial Museum, Partner NGO	Medium
5.1.2 Communities and KCRMP to select Cultural Center Committee to assist in the program. <ul style="list-style-type: none"> • Setup interim Committee • Develop and approve TOR • Funding proposal to be developed and sent to potential funders.. • Acquire land for the construction 	Community Representatives KRCMP, Ward Councilors, National Museum/Provincial Museum, Partner NGO	Medium
5.1.3 mobilize funds and construct the cultural center	Community Representatives KRCMP, Ward Councilors, National Museum/Provincial Museum, Partner NGO	Medium
5.1.4 initiate maintenance program for the cultural center <ul style="list-style-type: none"> • report protocols in place 	community Representatives KRCMP, Ward Councilors, National Museum/Provincial Museum, Partner NGO	Low
Indicators		
<ul style="list-style-type: none"> • Karimui Cultural Committee set in place • TOR of specialist completed • Funds mobilized and specialist engaged. • Costing done and budget and proposal completed and submitted to potential donors • Funds mobilized and Cultural Center building constructed. • Monitoring program in place and reports are up to date 		

Goal 5.2 Karimui community and especially children are aware of Karimui culture (Education and Awareness).

Actions	Lead	Priority
5.2.1 Develop Cultural Education and awareness program and seek/mobilize funding t to support program	Cultural Committee, KCRMO, Wards Councilors	Medium
5.2.2. Develop awareness theme and engage team to carry out awareness (high school students, ward councilors, local theatre group ..etc)	Cultural Committee, KCRMP, Wards Councilors	Medium
5.2.3 Evaluate awareness program and submit report	Cultural Committee, KCRMO, Wards Councilors	Medium
Indicators		
<ul style="list-style-type: none"> • Awareness program including theme set in place. • Awareness team trained and ready to undertake awareness • Awareness program executed • Awareness program report completed and submitted to funders. 		

Goal 5.3 Karimui culture promoted through cultural show.

Actions	Lead	Priority
5.3.1 Organize annual Cultural Show	Cultural Committee, KCRMO, Wards Councilors	High
5.3.2 Develop program and mobilize funding for 2009 Karimui Cultural Show.	Cultural Committee, KCRMO, Wards Councilors	High
5.3.3 Plan and execute 2009 Karimui Cultural show.	Cultural Committee, KCRMO, Wards Councilors	High
5.3.4 Evaluate 2009 Karimui Cultural show and report on it.	Cultural Committee, KCRMO, Wards Councilors	Medium
5.3.4 Make Karimui Cultrural show becomes an annual event.	Cultural Committee, KCRMO, Wards Councilors	Medium
Indicators		
<ul style="list-style-type: none"> • Karimui Cultural show 2009 plan in place • Funding secured to execute show • Karimui 009 Cultural show executed and report submitted • Karimui Cultural show approved to become an annual event. 		

Theme 6 Sustainable Livelihoods

Objective: Karimui Communities are engaged in environmentally sustainable economic activities to sustain their livelihoods

Goal 6.1: Existing (and previously existing) cash crop projects revived and strengthened

Actions	Lead	Priority
Develop proposal(s) and mobilize funding to engage an Agricultural Specialist to undertake assessment of following cash crops: <ul style="list-style-type: none"> • <i>Coffee</i> • <i>Cardamon, chili, ginger (spices)</i> • <i>Vanilla</i> • <i>Rice</i> • <i>peanut</i> 	Provincial/District Agriculture, KCRMP Partner NGO (CM/PWM)	High
run a series of workshops/consultations to develop rehabilitation programs to address each cash crop	Provincial /District Agriculture, KCRMP, Partner NGO (PWM/CM)	High
Execute programs for the following <ul style="list-style-type: none"> • Coffee rehabilitation program • Spices (Cardamom, Chili, Ginger) rehabilitation program • Vanilla Rehabilitation Program • Rice farming • Peanut farming 	Provincial Agriculture, KCRMP, Partner NGO (CM??)	High
Set in place monitoring programs and project evaluation for each of the 6 cash crops.	Provincial Agriculture, KCRMP, Partner NGO (CM/PWM)	High
6.1.5 Ensure reporting protocols are in place and that monthly, quarterly and annual reports meet deadlines Provincial Agriculture, KCRMP, Ward Councilors, Partner NGO (CM??)	Provincial Agriculture, KCRMP, , Partner NGO (CM/PWM)	Medium
Indicators		
<ul style="list-style-type: none"> • Proposals submitted and funds secured • agriculture specialist engaged and cash crop evaluation project undertaken • workshop on cash crop rehabilitation completed • rehabilitation programs undertaken and completed • monitoring and evaluation program set in place • monthly, quarterly and annual report completed and submitted. 		

Goal 6.2 market for cash crops established

Actions	Lead	Priority
6.2.1 engage an Agricultural Specialist to identify markets for cash crops <ul style="list-style-type: none"> • develop a database of potential markets • establish linkages and networks with potential markets 	Provincial Agriculture, KCRMP, Partner NGO (CM.PWM)	Medium
6.2.2 Provide information on markets to farmers and link up farmers to markets.	Provincial Agriculture, KCRMP, Partner NGO (CM?PWM)	Medium
Indicators		
<ul style="list-style-type: none"> • specialist engaged • Database of potential markets completed. • Farmers have up to date information on potential markets 		

Goal 6.3 Farmers capacity are enhanced and strengthened

Actions	Lead	Priority
6.3.1. Secure funding and engage specialist to identify training needs of farmers	Provincial Agriculture, KCRMP, Partner NGO (CM.PWM)	Medium
6.3.2 Develop proposals and secure funding and train farmers according to training needs	Provincial Agriculture, KCRMP, (CM/PWM)	Medium
Indicators		
<ul style="list-style-type: none"> • Funding secured and specialist engaged • Farmers Training needs analysis completed • Funds secured and farmers complete training. 		

Goal 6.4 Subsidize airfreights for cash crops so farmers can afford to transport produce to markets.

Actions	Lead	Priority
6.4.1. Consultations with all relevant stakeholders to look into subsidizing airfreight costs for cash crops	Provincial and District Administration	Medium
Indicators		
<ul style="list-style-type: none"> • Consultations undertaken • Results of consultation relayed to communities and farmers. 		

Goal 6.5 Establish Farmers Cooperation/Association.

Actions	Lead	Priority
6.5.1. Undertake consultations with Farmers to form Farmers Cooperation/Association.	KCRMP and Partner NGO (CM/PWM)	High
6.5.2 organize interim team and develop constitution	KCRMP and Partner NGO (CM/PWM)	High
6.5.3 Submit relevant information to IPA to have the association formally established.	KCRMP and Partner NGO (CM/PWM)	Medium
6.5.4 Carry out awareness workshop on roles and responsibilities of Association.	KCRMP and Partner NGO (CM/PWM)	Medium
6.5.5 Undertake membership drive and election of Board Members.	KCRMP and Partner NGO (CM/PWM)	Medium
Indicators		
<ul style="list-style-type: none"> • Karimui Farmers Association Constitution completed • IPA papers completed and submitted • Establishment of Association • Awareness workshop completed • Number of members increased and New Board Members in place. 		

Goal 6.6 Conduct Forest Inventory

Actions	Lead	Priority
6.6.1 Conduct a one day consultation workshop to develop proposal concept and budget to conduct forestry inventory work. <ul style="list-style-type: none"> • Develop funding proposal and submit to potential donors (PINBIO, UNDP GEF SGF) 	KRCMP, CM & FRI	
6.6.2 Mobilize funding and team and undertake survey	KRCMP, CM & FRI	
6.6.2 Complete survey and draft report and submit to KRCMP.	KRCMP, CM & FRI	
6.6.3..Enter data from report into database and use information for Forest Management Planning.	KRCMP, CM & FRI	
Indicators		
<ul style="list-style-type: none"> • A one day consultation report completed with following outcomes <ul style="list-style-type: none"> ○ Forest Inventory Proposal Concept Completed ○ Budget costing completed • Funding proposal completed and send to donors • Funds and team mobilized and survey undertaken • Report completed and submitted KRCMP and donors. • Data entered and stored in databse. 		

Theme 7 Gender Issues

Objective: Gender Issues of Karimui are adequately addressed

Goal 7.1 Education and awareness on major Gender Issues (Family planning/birth control, child abuse, domestic violence, women & children's rights,

Actions	Lead	Priority
7.1.1 Develop an awareness program on gender issues and run program. <ul style="list-style-type: none"> • Develop program and activities • Develop budget • Draft proposal and submit to Donors promoting gender issues 	Council; Sigimaru Health Workers; KCRMP	high
7.1.2 Secure funding and execute program	KCRMP and Partner NGO	Medium
7.1.3 Evaluate program and draft and submit report	KCRMP and Partner NGO	Medium
Indicators		
<ul style="list-style-type: none"> • Program developed and executed • Proposal approved and funded • Evaluation report and final report 		

Goal 7.2 Establishment of Karimui District Council of Women

Actions	Lead	Priority
7.2.1 Consult with women groups and mobilize women	KCRMP and partner NGO	Medium
7.2.2 run a 2 days workshop to educate women on the roles and responsibilities of council of women	KCRMP and partner NGO	Medium
7.2.3 Organize women to form Karimui Council of women	KCRMP and partner NGO	
Indicators		
<ul style="list-style-type: none"> • Womenfolk of Karimi mobilized. • Workshop undertaken • Karimui Council Of Women formed 		

Goal 7.3 Youth Groups organized in each ward

Actions	Lead	Priority
7.3.1. Organize and strengthen youth groups in each ward	KCRMP; Karimui district; DA	Medium
Indicators		
<ul style="list-style-type: none"> Youth Groups organized in each Ward 		

Goal 7.4 Adults Literacy and Skills training program established

Actions	Lead	Priority
7.4.1 Consultations with relevant stakeholders to establish adult literacy and skills training program	Unicef; SDA; ACS; NGOs; any churches	Medium
7.4.2 Draft proposal and costing and submit to donors to fund program	Unicef; SDA; ACS; NGOs; any churches	Medium
7.4.3 Mobilize funds and execute program	Unicef; SDA; ACS; NGOs; any churches	Medium
7.4.4 evaluate program and provide report accordingly	Unicef; SDA; ACS; NGOs; any churches	Medium
Indicators		
<ul style="list-style-type: none"> Consultations undertaken Proposal submitted and funds mobilized Program executed and evaluated and report submitted 		

Goal 7.5 Paralegal Training (Legal awareness of Karimui is increased)

Actions	Lead	Priority
7.5.1 Identify target groups (Ward Councilors, Village Magistrates, general public etc) and seek relevant legal training	Unicef; SDA; ACS; NGOs; any churches	Medium
7.5.2 Develop proposal and submit to relevant donors to fund paralegal training.	Unicef; SDA; ACS; NGOs; any churches	Medium
7.5.3 Evaluate training and submit report	Unicef; SDA; ACS; NGOs; any churches	Medium
Indicators		
<ul style="list-style-type: none"> Target groups identified Training proposal developed and submitted for funding Funding secured and training completed Training evaluated and report submitted. 		

Theme 8 Social, spiritual and physical human development (Integral Human Development)

Objective: Citizens of Karimui are developed socially, spiritually and physically and have respect for each other and can contribute meaningfully to Karimui's development.

Goal 8.1 Sporting activities are revived and enhanced

Actions	Lead	Priority
8.1.1 Revive sports committee	Sports president & councilors; sports presidents; sports committee and captains; LLG presidents; provincial governments	Medium
8.1.2 training of roles and responsibilities	Sports president & councilors; sports presidents; sports committee and captains; LLG presidents; provincial governments	Medium
8.1.3 organize sports activities for communities to participate in	sports presidents; sports committee and captains	Medium
8.1.4 rehabilitate Recreational centre, e.g. Field and facilities	sports presidents; sports committee and captains	Medium
Indicators		
<ul style="list-style-type: none"> • Sports committee established/strengthened • Training of roles and responsibilities of sports committee completed • Sporting activities are organized and sports undertaken 		

Goal 8.2 Communities of Karimui are fully involved in church activities

Actions	Lead	Priority

Appendix A: 2009 ACTION PLAN

(Make copies of this page as needed.)

Karimui Conservation and Resource Management Project

Goal # __ *(Write them to be "SMARTER")*

Strategy # __ . __

<i>Objectives for Strategy __ . __</i>	<i>Date of Completion</i>	<i>Responsibility</i>	<i>Status and Date</i>

Appendix B - Description of Strategic Planning Process Used

This appendix might include, for example,

- *description of how the strategic plan document was developed*
 - *who was involved in the planning*
 - *any major problems and lessons learned during the planning process*
 - *etc.*
-

Appendix C - Strategic Analysis Data -- External Analysis

An external analysis looks at societal, technological, political, and economic trends effecting the organization, e.g., recent or pending legislation, demographic trends, rate of access to trained labor, and competition. In your external analysis, don't forget to look at stakeholders' impressions of the organization, including bankers'/funders', customers', community leaders', etc. (For additional assistance, see [Environmental Scan](#).)

From our external analysis, we identified the following trends and how they might effect our organization:

Political trends: _____

Economic trends: _____

Societal trends: _____

Technological trends: _____

Appendix C - Strategic Analysis Data -- Internal Analysis

Write down the major strengths and weaknesses of your organization. Consider the quality of operations of the Board, products, staffing, finances, facilities, marketing, etc. (For additional assistance, see [Looking at Organization's Strength's, Weaknesses, Opportunities and Threats \(SWOT\).](#))

From our internal analysis (our SWOT analysis), we identified the following factors:

Strengths of the organization:

Weaknesses of the organization:

Appendix C - Strategic Analysis Data -- Listing of Strategic Issues

New businesses, in particular, are often better off to first look at the major obstacles or issues that it faces, and next identify the more forward-looking, developmental goals to accomplish over the next few years. For example, current issues might be that sales are flat, there is high employee turnover, etc. Developmental goals for a new organization might be, for example, build a board, do a strategic plan, do a market analysis to build a product, hire staff, etc.

To identify the key issues identified from your strategic analyses, consider the following guidelines:

a) From considering the effects of weaknesses and threats that you identified, what are the major issues that you see? List as many as you can. Consider issues over the term of your strategic plan, but look very closely at the next year especially. Many organizations have stumbled badly because they ended up "falling over their feet" while being focused much too far down the road.

b) Consider each of the issues. Ask whether it's "important" or "urgent." Often, issues seem very important when they're only urgent, for example, changing a flat tire is an urgent issue - but you'd never put "changing a tire" in your strategic plan. Attend only to the important issues and not the urgent issues.

c) Deal with issues that you can do something about. Issues that are too narrow do not warrant planning and issues that are too broad will bog you down.

d) Issues should be clearly articulated so that someone from outside of the organization can read the description and understand the nature of the issue. (The following link may be useful at this point when identifying issues: [Life Cycles of Organizations.](#))

Key issues that our organization must address through use of this strategic plan include:

1. _____

2. _____

3. _____

4. _____

5. _____

6. _____

7. _____

8. _____

9. _____

10. _____

Appendix D - Goals for Board Committees and Chief Executive Officer Organize Appropriate Board Committees [in the case of corporations!!]

Board committees should be developed that associate with each of the major areas of strategic goals. For example, if a strategic goal is to build and develop the board, then consider a Board Development Committee. (Of course, you will have other types of board committees to address ongoing major activities that are not directly associated with types of strategic goals, for example, an executive committee.)

Build Board Work Plans

One of the best ways to ensure that board committees are fully participative and effective is through use of work plans for each board committee. With the board members, design work plans for each committees. Write goals and/or objectives to be "SMARTER". A work plan is the plan that each board committee references to guide completion of their contribute to the organization's strategic plan. For example:

Work Plans for Your Board Committees

(Make copies of this page as required.)

Board Committee _____

Committee Chair _____

Goal # _____ *(Write them to be "SMARTER")*

Strategy __ . __

Action	Date of Completion	Status and Date

Goals for the Chief Executive

The board [in the case of corporations!!] is responsible to provide ongoing governance and direction the organization. Usually, the board decides to carry out their responsibilities by including the role of a chief executive in the organization. The board is responsible to oversee the performance of the chief executive and evaluate the performance of the chief executive on a regular basis.

The chief executive should be attending to responsibilities and goals that are directly aligned with the strategic goals of the organization (as should the responsibilities and goals of everyone else in the organization). Therefore, after strategic goals have been identified, it's timely for the board to update the performance goals of the chief executive (who, in turn, updates the performance goals of everyone else in the management and employees in the organization). (For additional information, see [Performance Management](#), [Board of Director's Evaluation of Chief Executive](#) and [Employee Performance Management](#).)

Goals may need to be reworded to be more specific to the authority and resources of the chief executive role.

Goals should be designed and worded to be "SMARTER", that is, specific, measurable, acceptable to the chief executive, realistic, timely, extending the capabilities of the chief executive and rewarding for him or her to accomplish.

Your Goals for Your Chief Executive

(Write goals to be "SMARTER".)

1. _____

2. _____

3. _____

4. _____

5. _____

6. _____

7. _____

8. _____

Appendix E - Staffing Plans

Reference each of the strategies to reach the goals and consider what kind of capabilities are needed to implement the strategies. This might seem like a lot of guesswork, particularly if you don't have experience in supervision. However, don't worry so much about being exactly correct -- you will likely refine your staffing plan later on as you design and plan your products in the development process. If you are developing a new organization, you might think about including the following typical roles in your initial staffing plan (but again, consider these roles in terms of implementing the strategies in your plan): chief executive, administrative assistant and product managers for each of your major products. However, it's common that the chief executive is also a product manager for the first year or so. You may end up refining the staffing plan as you complete action planning, along with identifying who will accomplish each of your objectives. (The following link may help you when developing your staffing plan. See [Organizing Staff](#).)

Note that in the following table, staffing is specified in terms of full-time equivalents (FTEs). One FTE is equal to one full-time staff position throughout the year. If staff will start half-way through a year, than include .5FTE, etc.

Staff Position	Year 1	Year 2	Year 3
Central Administration, General Operating Activities:			
Staff for Products [insert name!!]: (have a section for each product)			

Appendix F - Operating Budgets

In the table labeled "Your Budget Planning" included below, list the resources you will need to achieve the goals in the strategic plan and the costs to get and use the resources -- especially over the next year. You don't have to be exactly accurate -- besides, you may end up changing your budget as you give more attention to product design and planning. You should do a budget for each of the years included in the span of time covered by your strategic plan -- but give particular attention to the first year of the time span.

Look at each of your products. Think about how much revenue the product might generate. Next, think about the expenses to run the program, such as human resources, facilities, equipment, special materials, marketing and promotions, etc.

Now think about what resources will be needed for central administration. Will you need a chief executive officer, assistants, etc?

(For additional information, see [How Do I Prepare a Budget?](#))

Example Operating Budgets

The following multi-year budget is an example to help you think about the types of resources you may need to achieve the goals in our plan and to help you think about how you'll develop your operating budgets.

Note that the following budget includes 40% "fringe" -- this is the extra amount budgeted to cover benefits, for example, medical insurance, social security taxes, retirement contributions, etc. You should find estimates of the current fringe rate for salaries -- or, you can budget specific amounts for each of the specific benefits.

Also note that the following is a rather simple budget format and should be modified to suit the needs and nature of your organization.

REVENUE:	Year 1	Year 2	Year 3
<i>Product A Sales</i>			
<i>Product B Sales</i>			
<i>Earned Income</i>			
TOTAL REVENUE:			

EXPENSES			
Central Administration -- Personnel:			
Chief executive officer (include yearly salary + 40% for benefits, etc.)			
Administrative assistant (include yearly salary + 40% for benefits, etc.)			
Travel			
Staff development			
Total Central Administration -- Personnel Costs:			
Central Administration -- Facilities:			
Rental of office space (central offices and 4 classrooms)			
Office furniture			
Utilities (electricity, water, heat)			
Telephone (local & long-distance)			
Maintenance and janitorial			
Total Central Administration Facilities Costs:			
Central Administration -- Equipment:			
Copier leasing			
Computer, printers, networking			
Training equipment, projectors, etc.			
Vans (4 for student transportation)			
Total Central Administration Equipment Costs:			
Central Administration -- Marketing and Promotions:			
Media plan (brochures, newspaper ads, etc.)			
Yearly meeting			
Annual report			
Build and maintain mailing list			
Web page development and maintenance			
Total Central Admin. Marketing & Promotions Costs:			

Other Expenses:			
General office supplies			
Liability insurance			
Subscriptions, books, etc.			
Total Central Admin. Other Expenses/Costs:			
Product A (a training package) -- Personnel:			
Program manager (include yearly salary + 40% for benefits, etc.)			
Consultant: curriculum design (3 months full-time; 9 months 2 hours per day)			
Consultants: teachers (4 full time and 4 half time)			
Consultants: psychologist/counselor (1 full time)			
Misc.			
Total Product A Personnel Costs:			
Product B -- Materials:			
GED testing packets (600)			
Grading services from Dept of Human Services (600 students)			
600 self-study guides			
Support group facilitator guides			
Total Product A Materials Costs:			
TOTAL EXPENSES			
TOTAL SURPLUS (OR DEFICIT) (= revenue minus expenses)			

Your Budget Planning

The following table may need to be modified to suit the needs and nature of your organization. (See the advice and materials suggested in the previous section.)

REVENUE:	Year 1	Year 2	Year 3
TOTAL REVENUE:			
EXPENSES			
<i>Central Administration -- Personnel:</i>			
<i>Total Central Administration -- Personnel Costs:</i>			
<i>Central Administration -- Facilities:</i>			
<i>Total Central Administration Facilities Costs:</i>			

Central Administration -- Equipment:			
<i>Total Central Administration Equipment Costs:</i>			
Central Administration -- Marketing and Promotions:			
<i>Total Central Admin. Marketing & Promotions Costs:</i>			
Other Expenses:			
<i>Total Central Admin. Other Expenses/Costs:</i>			
Product A -- Personnel:			
<i>Total Product A -- Personnel Costs:</i>			

Product B -- Other Expenses:			
<i>Total Product B -- Other Expenses/Costs:</i>			
TOTAL EXPENSES			
TOTAL SURPLUS (OR DEFICIT) (= revenue minus expenses)			

Appendix G - Financial Reports (Budgets, Statements, Etc.)

This appendix might include, for example,

- *last fiscal year's budget (planned amounts and actual amounts spent)*
- *current budget report*
- *current Statement of Financial Position*
- *current Statement of Financial Activities*
- *etc.*

Appendix H - Monitoring and Evaluation of Plan

Responsibilities and Frequencies for Monitoring and Evaluation

Plan section, goals, etc.	Completion date	Responsibility	Written description of results to:

Key Questions While Monitoring Implementation of the Plan

(The following questions should be modified to suit the nature and needs of the organization.)

Monitoring and evaluation activities will consider the following questions:

1. Are goals and objectives being achieved or not? If they are, then acknowledge, reward and communicate the progress. If not, then consider the following questions.
2. Will the goals be achieved according to the timelines specified in the plan? If not, then why?
3. Should the deadlines for completion be changed (be careful about making these changes -- know why efforts are behind schedule before times are changed)?
4. Do personnel have adequate resources (money, equipment, facilities, training, etc.) to achieve the goals?
5. Are the goals and objectives still realistic?
6. Should priorities be changed to put more focus on achieving the goals?
7. Should the goals be changed (be careful about making these changes -- know why efforts are not achieving the goals before changing the goals)?
8. What can be learned from our monitoring and evaluation in order to improve future planning activities and also to improve future monitoring and evaluation efforts?

Additional questions:

Reporting Status of Implementation

Results of monitoring and evaluation will be in writing, and will include:

1. Answers to the "Key Questions While Monitoring Implementation of the Plan"
2. Trends regarding the progress (or lack thereof) toward goals, including which goals and objectives
3. Recommendations about the status
4. Any actions needed by management

Procedure for Changing the Plan

Regarding any changes to the plan, write down answers to the questions:

1. What is causing changes to be made?
2. Why the changes should be made (the "why" is often different than "what is causing" the changes).
3. What specific changes should be made, including to goals, objectives, responsibilities and timelines?

Reminders:

Manage the various versions of the plan (including by putting a new date on each new version of the plan).

Always keep old copies of the plan.

Appendix I - Communicating the Plan

Note that certain groups of stakeholders might get complete copies of the plan, including appendices, while other groups (usually outside of the organization) might receive only the body of the plan without its appendices.

Consider:

- 1. Every board member and member of management should get a copy of the plan.*
- 2. Consider distributing all (or highlights from) the plan to everyone in the organization. It's amazing how even the newest staff member gains quick context, appreciation, and meaning from review of the strategic plan.*
- 3. Post your mission and vision and values statements on the walls of your main offices. Consider giving each employee a card with the statements (or highlights from them) on the card.*
- 4. Publish portions of your plan in your regular newsletter, and advertising and marketing materials (brochures, ads, etc.).*
- 5. Train board members and employees on portions of the plan during orientations.*
- 6. Include portions of the plan in policies and procedures, including the employee manual.*
- 7. Consider copies of the plan for major stakeholders, for example, funders/investors, trade associations, potential collaborators, vendors/suppliers, etc.*

This plan will be widely communicated including through use of the following approaches:

1. _____

2. _____

3. _____

4. _____

5. _____

6. _____
