



PAPUA NEW GUINEA: KOKOPO CITY PROFILE



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UNITED NATIONS HUMAN SETTLEMENTS PROGRAMME

REGIONAL AND TECHNICAL COOPERATION DIVISION

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FOREWORD



In 2006, the population of the Pacific was 9.1 million people, two thirds (6.2 million people) of whom were living in Papua New Guinea (PNG). Regionally, 2.18 million people (24%) live in towns and cities. While the urbanization rate of PNG is relatively low at 13%, these 804,000 urbanites are more than the entire population of Polynesia (650,000) and Micronesia (540,000) where urbanization rates already exceed 60%. Faced with these urbanization rates and the fact that Pacific towns and cities are surrounded by customary land tenure systems, city governments are today faced with an increasing number of under-served informal settlements with insecure tenure, largely excluded from the mainstream of urban management and development.

As more and more people seek a better life in towns and cities, these under-served settlements are projected to double every 30 years in a process known as the urbanization of poverty. Pacific cities are thus confronted in the new Millennium with the problem of accommodating the rapidly growing urban populations in an inclusive way, providing them with adequate shelter and basic urban services, while ensuring environmental sustainability, as well as enhancing economic growth and development.

UN-HABITAT is the lead agency for implementation of Millennium Development Goal (MDG) 7, Target 10 (reducing by half the number of people without sustainable access to safe drinking water), and Target 11 (achieving significant improvement in the lives of at least 100 million slum dwellers by 2020).

As part of our drive to address this crisis, UN-HABITAT is working with the European Commission to support sustainable urban development in African, Caribbean and Pacific (ACP) countries. Given the urgent and diverse needs, the agency found it necessary to develop a tool for rapid assessment to guide immediate, mid and long-term interventions. In 2002, based on the European Commission's Consultative Guidelines for Sustainable Urban Development Cooperation, UN-HABITAT successfully implemented an Urban Sector Profile Study in Somalia for the first time. The Study resulted in the identification and implementation of three major programmes with funding from a variety of donors.

In 2004, UN-HABITAT's Regional Office for Africa and the Arab States took the initiative to develop the approach further for application in over 20 countries. This was achieved in collaboration with other departments within the agency – the Urban Development Branch with the Urban Environment Section, the Global Urban Observatory, the Shelter Branch, the Urban Governance Unit, the Gender Policy Unit, the Environment Unit and the Training and Capacity Building Branch. This new corporate approach is known as the Participatory Slum Upgrading Programme, which has launched the first phase of the Urban Profiling in PNG, thanks to the initiative of the local Government.

The idea behind the urban profiling is to help formulate urban poverty reduction policies at the local, national and regional levels through a rapid, participatory, crosscutting, holistic and action-orientated assessment of needs. It is also aimed at enhancing dialogue, awareness of opportunities and challenges aiming at identifying response mechanisms as a contribution to the implementation of the MDGs.

Urban Profiling generally addresses four main themes: Governance, Informal Settlements, Gender and HIV/AIDS, and Environment. In PNG the themes have been expanded to include Urban Rural Linkages, Law and Order and Land. It seeks to build a national urban sector profile from three pilot cities representing the capital city – Port Moresby and medium-sized cities – Goroka and Kokopo. The profiles offer an overview of the urban situation in each participating city through a series of interviews with key urban actors. This is followed by a city consultation where priorities are agreed. City-level findings provide input for the national profiling that is combined with a national assessment of institutional, legislative, financial and overall enabling frameworks and response mechanisms. The profiles at all levels result in supporting the formation of city and national strategies and policy development which at the national level will demonstrate PNG's commitment towards Initiative 13.5 of the Pacific Plan. Additionally, the profiling facilitates sub-regional analyses, strategies and common policies through identification of common needs and priorities at the sub-regional level, all of which provides guidance to international external support agencies in the development of their responses in the form of capacity building tools.

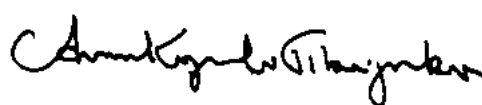
In PNG, Urban Sector Profiling was nationally executed in partnership with the Office of Urbanization that hosts the Secretariat for the Ministerial Urbanization Committee (MUC) - a high profile Ministerial Committee chaired by Hon Dr. Puka Temu, Deputy Prime Minister and Minister for Lands and Physical Planning. The mandate of this Committee is to raise awareness on issues of urbanization at national level by providing policy framework and coordination for the formulation of an emerging 'White Paper' on National Urbanization Policy and its implementation.

The other supporting partners include the Commonwealth Local Government Forum (CLGF) and the PNG Urban Local Level Government Secretariat, PNG Institute of Public Administration (PNGIPA), and the local authorities.

The profiling was undertaken under the leadership of Dr. Max Kep, Director of the Office of Urbanization and Daniel Gong with support from members of staff in the Office of Urbanization. This initiative has been carried out locally in Goroka, Kokopo and Port Moresby, as well as nationally. This Kokopo urban profile focuses on the findings of a desk-study, interviews with key actors and a town consultation with key urban actors and institutions. Consultation participants agreed to address the salient urban issues including poverty, insecurity, corruption, pollution, and crime. All problems that negatively affect investments and economic development. A consensus was reached on priority interventions in the form of programme and project proposals to be implemented.

I wish to acknowledge the contribution of the Kokopo city project team for their role in helping produce this report. They include Catherine Pukena, Vinila Vuapat, Samuel Moken Phel, and Nazel Zanepa. I also wish to cite those members of staff for their role in helping produce this report. They include Alioune Badiane, Toshi Noda, Chris Radford, Angela Pinzon, Wesley Aruga, and Sarah Mecartney.

I would like to wish the Mayor of Kokopo, local level Government Councilors and all those who have participated in and supported this initiative every success in its implementation. I also look forward in supporting further their efforts in the development of Kokopo.



Anna Kajumulo Tibaijuka
Under-Secretary-General of the United Nations,
and Executive Director,
UN-HABITAT



As more and more countries in the Pacific are urbanizing, the city and town authorities are confronted with the task of meeting the demands of the growing urban population. These urbanization challenges require comprehensive and sustainable Urban Governance and Management Systems and Strategies. Both national and local urban authorities

are unable to cope with the increasing pressure on urban services. The local urban governments lack financial and management capacities to respond to the proliferation of sub-standard developments and the rising level of urban poverty among the poor urban communities.

The UNDP has supported UN-HABITAT in this project because it contributes to the Millennium Development Goals Target 11 to reduce urban poverty through effective urban governance. The objective of this Urban Profiling study is to develop urban poverty reduction policies at local levels. The study is based on analysis of existing data and a series of interviews with all relevant urban stakeholders, including local communities and institutions, civil society, the private sector, development partners, academics and others.

The Urban Profiling is an assessment of needs and capacity-building gaps at the local and national level. This project is currently being implemented in over 20 countries globally. In the Pacific region, this project has been piloted in Papua New Guinea and Goroka, Kokopo and Port Moresby have been selected to form this study. The Urban Profiling study uses a well structured approach where priority intervention projects are agreed through consultative processes.

The Urban Profiling methodology consists of three phases. The **First phase** involves an assessment of key urban issues at the local levels, focusing on Governance, Basic Urban Services, Informal Settlements, Gender and HIV/AIDS, Land and Urban – Rural Linkages. The **Second phase** involves feasibility studies on priority projects identified in the study and policy development as well as training on: settlement upgrading and urban service improvements, local leadership training and management. The **Third phase** involves implementation of these priority projects.

The Urban Profiles will provide a framework for National, Local and Urban Actors, as well as Donors and External Support Agencies.

Dr. Jacquie Badcock
United Nations Resident Coordinator
Papua New Guinea

EXECUTIVE SUMMARY

INTRODUCTION

Urban Profiling

The Urban Profiling is an accelerated and action-oriented urban assessment of needs and capacity-building gaps at national and local levels. It is currently being implemented in over 20 countries in Africa and the Arab States, the Caribbean and three Pacific countries. Urban Profiling uses a structured approach where priority interventions are agreed upon through consultative processes.

The Urban Profiling methodology consists of three phases: (1) a rapid participatory urban profiling, at national and local levels, focusing on Governance, Informal Settlements, Gender and HIV/AIDS, Environment, Land, Urban-Rural Linkages and proposed interventions; (2) pre-feasibility study to develop detailed priority proposals; and (3) project implementation.

Urban Profiling in PNG encompasses a national profile, as well as profiles for Port Moresby, Goroka and Kokopo cities, each published as a separate report. This is the Kokopo city report and it constitutes a general background, a synthesis of the four themes, Governance, Informal Settlements, Gender and HIV/AIDS, Environment, an additional expanded theme of Law and Order, and priority project proposals which are considered to be of relevance to the current Kokopo city situation.

BACKGROUND

After the destruction of Rabaul Town by the volcanic eruptions in 1994, Kokopo is now the main administrative, commercial and educational centre for PNG's East New Britain province and the New Guinea Islands region. It has grown rapidly over the last 13 years from a small district town to becoming the fourth largest city in the country. It has a population of approximately 23,000 people (both urban and rural). The relocation to Kokopo saw a boom in the construction industry and together with the restoration program funded by the World Bank; investment has surpassed what had originally been in Rabaul.

The formal areas of the city are well served with urban services like water, energy, sanitation, refuse collection, and road network. This is not the same however for the settlements and rural villages and people from these areas often resort to illegal means to access services. Kokopo will continue to grow due to its strategic location in the New Guinea Islands region and the rich agricultural base of the rural hinterland of the province.

GOVERNANCE

Governance in Kokopo comprises of councilors (both rural and urban) that make up the Kokopo Urban Local Level Government (KULLG) as the authority in the city. It is responsible to the Ministry of Provincial and Local Level Government through the East New Britain Provincial Government (ENBPG). However, it has not been keeping pace with the rapid growth of the city and as a result it is ill-equipped to respond to urban challenges in a holistic way. It does not have sufficient financial and human capacities, and the organizational framework needs to be reviewed so it can effectively and efficiently respond to the city's needs and make it more accountable to the urban population. The various Civil Society Organizations (CSOs) in Kokopo offer a good entry point for improving governance and require support and coordination by the council. This will improve communication and meaningful participation by the urban community.

INFORMAL STRUCTURES

About 60% of Kokopo's population live in traditional villages located on the urban fringes of the city in rural like settings. They are characterized by lack of planning, high densities, poor infrastructure and a shortage of basic services such as water, sanitation and electricity. Many settlement dwellers experience acute security and health problems, and are dependent on the informal sector for survival. The KULLG is unable to meet the increasing demand for urban infrastructure and services, and it does not have any pro-poor policies in place to combat the rising urban poverty. There is a need to recognise slum dwellers as a resource and include them in the urban decision-making processes. The council must also improve its planning capacity and incorporate slums into its development plans, while supporting the informal sector and harnessing the potential of broad-based partnerships to address slum upgrading.

GENDER AND HIV / AIDS

Despite governments' efforts to address gender equality, gender disparities continue to exist in Kokopo. According to traditional and cultural obligations, women are relegated the roles of child bearing and taking care of the household. This hinders the empowerment of women to make choices affecting their lives. More combined efforts and resources are needed to break through the socio cultural barrier through an effective coordinated approach linking all stakeholders. HIV/AIDS mainstreaming and workplace policies should be developed and operationalized to ensure all government and private sectors support the Provincial AIDS Council (PAC) and the National AIDS Council (NAC) in carrying out effective awareness on HIV/AIDS and gender related matters.

ENVIRONMENT

Environment issues in Kokopo are increasing as the city grows. These issues have not been adequately addressed due to a weak framework for environmental regulations and implementation both at the national and Local Level. KULLG does not have the financial and human capacity to effectively implement and enforce environment regulations and by-laws. The management of the town's dump site and waste collection is generally weak and is a future threat to the town's water supply system. There is need for increased environmental awareness among all stakeholders, improved regulation of industries, comprehensive environmental planning and management, and creation of local partnership for environmental projects.

LAW AND ORDER

Kokopo was once a quiet and peaceful district town. However, with its rapid growth, crime is becoming a concern within all levels of the community and especially in the settlements as a result of disparities between the various income groups and high consumption rate of drugs and alcohol. People are more cautious when moving around the city, especially after sunset. The Police Force known as the Royal Papua New Guinea Constabulary (RPNGC) is perceived as undisciplined and needs considerable strengthening, so does the judicial system and the Correctional Institutional Services (CIS). The law and order situation has received adverse publicity overseas which is a deterrent to foreign investments.

BACKGROUND

INTRODUCTION

The Urban Profiling consists of an accelerated, action-oriented assessment of urban conditions, focusing on priority needs, capacity gaps and existing institutional responses at local and national levels. The purpose of the study is to develop urban poverty reduction policies at local, national and regional levels, through an assessment of needs and response mechanisms, and as a contribution to wider-ranging implementation of the Millennium Development Goals.

The study is based on analysis of existing data and a series of interviews with all relevant urban stakeholders, including local communities and institutions, civil society, the private sector, development partners, academics and others. The consultation typically results in a collective agreement on priorities and their development into proposed capacity building and other projects that are all aimed at urban poverty reduction.

Urban Profiling is being implemented in many African and Arab countries, offering an opportunity for comparative regional analysis. In PNG, Port Moresby, Kokopo, and Goroka cities have been selected as a pilot project under the Urban Profiling programme offering similar opportunities. Once completed, this series of studies will provide a framework for national and local authorities and urban actors, as well as donors and external support agencies.

METHODOLOGY

Urban Profiling consists of three phases:

Phase one consists of rapid profiling of urban conditions at national and local levels. The capital city, a medium size city and a small town are selected and studied to provide a representative sample in each country. The analysis focuses on four important issues: governance, informal settlements, gender and HIV/AIDS, and the environment. Information is collected through standard interviews and discussions with institutions and key informants, in order to assess the strengths, weaknesses, opportunities and threats (SWOT) of the national and local urban set-ups. The findings are presented and refined during city and national consultation workshops and consensus is reached regarding priority interventions. National and city reports synthesis the information collected and outline ways forward to reduce urban poverty through holistic approaches.

Phase two builds on the priorities identified through pre-feasibility studies and develops detailed capacity building and capital investment projects.

Phase three implements the projects developed during the two earlier phases, with an emphasis on skills development, institutional strengthening and replication. This report presents the outcomes of Phase One of the Urban Profiling in Kokopo City.

URBAN PROFILING IN KOKOPO

Urban Profiling in Kokopo is one of three similar exercises conducted in Goroka and Port Moresby, the capital city. Each urban profile is published as a separate report.

KULLG representatives participated in the national and city consultation processes, a partnership platform co-developed with the Ministry of Local Government and Ministry of Lands and Housing, the National Environment Management Authority (NEMA), and national and international Non-governmental Organizations (NGOs). The aim is to develop options for formal inter-agency collaboration in order to create a coordination body integrating a wide range of urban stakeholders in a single response mechanism.

REPORT STRUCTURE

This report consists of:

1. a general background of the urban sector in Kokopo, based on the findings of the Kokopo assessment report, a desk study and interviews. The background includes data on administration, urban planning, economy, the informal and private sectors, urban poverty, infrastructure, water, sanitation, public transport, energy, health, and education;
2. a synthetic assessment of five main areas - governance, informal settlements, gender and HIV/AIDS, environment, and law and order in terms of the institutional set-up, regulatory framework, resource mobilization and performance; this second section also highlights agreed priorities and includes a list of identified projects; and
3. a SWOT analysis and an outline of priority project proposals for each theme. The proposals include beneficiaries, partners, estimated costs, objectives, activities and outputs.



Local community leaders in a rural village

BACKGROUND

Located approximately 120 Kilometers east of Rabaul, Kokopo township was formally the District Headquarters for Kokopo. Until the administrative functions were relocated from Rabaul, Kokopo was a rural township serving the vast agriculture plantation sectors and the district.

The Catholic Church also had a major influence in the social and economic sector in Kokopo District before World War II and up until the present day. The church establishment at Vunapope continues to contribute a lot in health care and education in the province and the region. Most of educational institutions, particularly the Teachers colleges are concentrated in and around Kokopo District.

The famed 'Queen Emma of the South Pacific' and her 'Empire' had its historical roots in this part of PNG, particularly within the present day township of Kokopo. Among other local attractions, is the famous Bitapaka War Memorial Cemetery, also found in the Kokopo District.

After the devastation of the Rabaul by the volcano in 1994, the obvious choice for the alternative government centre was Kokopo because of two reasons; Firstly, it offers a safe location against future threats from the volcano and secondly, Kokopo already had urban infrastructure to accommodate people in case of emergencies.

Today Kokopo serves as both the Provincial Capital for East New Britain Province as well as the Regional Capital for the New Guinea Islands Region.

POPULATION

From an initial district township population of 2,167 persons, the new urban population of Kokopo now stands at 26, 262 persons. This figure includes the local Vunamami Village, which has been amalgamated with the KULLG.

TABLE 1: POPULATION ESTIMATES

Total Population	25,000
Urban Population	7,000
Rural Population	18,000

Source: Provincial Statistical Office



ADMINISTRATION

KULLG has a large mandate not only to meet the increasing demands of the urban population and its hinterland as its boundary covers 16 rural villages (wards). The KULLG lacks the capacity to meet these demands as decision making is highly centralized. There is inefficiency in revenue collection and low financial and human resource capacities. KULLG has seven sections with a total manpower of 52 workers. The staffing is bottom heavy with numerous unskilled staff in the lower tiers and weak capacity in the middle management, limiting the council's ability to implement program activities. Capacity building and staff development have traditionally been given a low priority and there is no training policy. Administrative performance is further compounded because of low staff moral due to poor wages, lack of resources and poor workplace environment. During the 2006 financial year the expenditure estimates were as follows, 20% wage bill, 65% operation and maintenance, 15% development project. The KULLG could improve its administration by strengthening the financial and revenue mobilization capacity, enhancing service delivery and facilitating collaboration and coordination among different urban stakeholders. There is need for stronger corporate planning link to strategic physical planning and social policies and programs.

URBAN PLANNING AND MANAGEMENT

The Physical Planning Act of 1989 places Physical Planning (mainly Development Control) responsibilities on the East New Britain Province Physical Planning Board (ENBPPPB). While a significant majority of the applications assessed by the ENBPPPB are for the Kokopo area, the Board is also responsible for Physical Planning matters in other Provincial urban centers such as Rabaul, Kerevat and Palmalmal. Kokopo has experienced significant urban growth over the last 15 years, predominantly as a result of population and service relocation following the 1994 volcanic eruptions in Rabaul. Well enforced Board Policies and a high level of decision making autonomy have allowed the ENBPPPB to regulate the growth of Kokopo; however some examples of inappropriate development and urban planning failure are still evident. The town has undergone several changes, such as the extension of the city boundaries to include a land area that is predominantly rural and includes portions of customary land and traditional villages. Increasing pressure from the rising informal sector poses a further challenge. The Physical Planning process does not enjoy a high level of public participation, although all members of the public are given the opportunity to comment on Draft Development Plans before they are formalized.

There are currently two Development Plans that apply to the Kokopo Area; The Kokopo Urban Development Plan 1995 and the Kokopo-Tokua Corridor Local Development Plan 2003. While both are important Physical Planning documents, the Provincial Administration lacks the resources to implement the plans to their full potential.

The Provincial Division of Lands and Physical Planning is responsible for the administration of all state leasehold land within the town area, however, it lacks the resources to adequately monitor all sites, leading to an under-development of available urban land, which in-turn places further pressure on housing supply.

The Kokopo – Tokua Corridor Subject Development Plan (KTCSDP) aims to produce subject development plans for the area. The KTCSDP is to make adequate land available for the respective designated land uses in the coming years and beyond. Furthermore, it enables good development of the Kokopo to Tokua Airport area.

THE ECONOMIC SITUATION

Business has flourished in Kokopo since Rabaul was destroyed by the volcano and all major industries, commerce and finance were relocated to Kokopo. In addition, the restoration work funded by the World Bank has attracted new businesses and investments.

The land between Tokua airport and Kokopo has become the new urban corridor for industrial and commercial development as well as the hospitality industries along the foreshore of the harbor. A new industrial estate at Takubar provides an ideal investment environment for a lot of companies engaged in the construction sector. Another industrial estate has been developed at Ulaveo by the Industrial Development Corporation which demands more companies.

The rate of development occurring at Kokopo has generated a lot of employment opportunities for the local population as well in the region. The service industries offer the largest share of the job market followed by the public sector.

The KULLG collects about 60% of its revenue potential. The main sources of internal revenue are garbage and sanitation, trading licenses and market fees, while government grants makes up 20% of its budget. An effective modern revenue collection system is needed for the council to benefit fully from its revenue potential. There is also the need to improve the image of the town in order to attract investment.

INFORMAL AND PRIVATE SECTORS

In Kokopo, the majority of the working population are engaged in the formal workforce and earn a monthly average wage of Kina 240. Service and construction industries and the public sector are the main employers. After the rapid growth during the reconstruction and relocation period, growth in the private sector has stabilized. New strategies are needed to encourage growth of new industries. Kokopo has many advantages for private sector development such as good roads, air and water linkages and untapped resource potential. There is a need for broad-based partnerships; some have already emerged and proven successful. Both the informal and the private sector need to be coordinated and regulated in an innovative and participatory way to benefit all the communities in Kokopo.

URBAN INFRASTRUCTURE AND BASIC SERVICES

There are obvious disparities in the distribution of infrastructure and basic services between the urban areas and the traditional villages and informal settlements within the KULLG boundary. Roads in the rural wards are not properly maintained and basic services like water supply is lacking. Since the KULLG is unable to meet the demand on its own, it needs to become a facilitator with an enabling role that harnesses the full potential of different stakeholders by creating favorable structures for partnership and participation schools.

WATER

Until the new water supply system was upgraded by the PNG Water Board, the Kokopo Township had sourced its water supply from a local borehole. The capacity of supply was only limited to the District town center and the adjoining high school, hence, served a total resident population of 2,167 persons.

The new water supply system now has the capacity to serve the current KULLG population of 23,000. However the supply is not reticulated to the traditional rural wards and informal settlements are not served by this water supply. Residents from these areas are forced to buy water during the dry seasons, usually paying higher prices than in middle and high level areas.

SANITATION AND REFUSE COLLECTION

There is no sewerage system in Kokopo, however, building regulations are well enforced within the formal areas and septic tank systems function reasonably well, although they are in need of regular maintenance. The settlements and rural villages use pit latrines that are not properly maintain (especially in settlements). KULLG struggles with a lack of refuse collection facilities and low operational efficiency. The dump site is near the town's water source and is not properly managed, posing a threat to the town's water supply and environment generally. Between 70 - 80% of the total amount of waste collected in Kokopo is organic, which presents potential for recycling and this should be encouraged. There is need for broad based partnership for waste management that educates residents to be more responsible for their waste.

PUBLIC TRANSPORT

Buses and utilities are the main form of motorized public transport. There is no taxi service, however cars for hire are available. The buses and utilities serve within the city and the rural hinterland. There is a need to institutionalize an urban transport planning and management framework within the KULLG.

SOURCES OF ENERGY

PNG Power provides electricity throughout PNG. In East New Britain province, the electricity supply is from a grid source at the Warongoi hydro scheme which needs monitoring by PNG Power. Most traditional rural villages and the informal settlements use paraffin lamps for lighting and firewood for cooking. The Provincial Government has a rural electrification programme and a number of traditional villages in Kokopo have benefited from this. This programme must be supported as electricity brings development to the rural population.

HEALTH

The most common diseases in Kokopo are malaria, pneumonia, diarrhea and sexually transmitted diseases including HIV/AIDS. Some people still have difficulty accessing health services because of the cost of medical care and insufficient drugs and facilities, this exacerbates the existing health conditions. The town has a hospital which is run by the Catholic Church, an urban clinic, two private clinics, and two aid posts to cater for a total catchment population of more than 20,000 people. The middle and high-income groups rely on private clinics while the rest are forced to make do with sub-standard health facilities.

More improvement to existing health services, especially in regard to facilities and equipment, essential drugs and manpower, is needed in order to ensure better access to medical care.

EDUCATION

Kokopo has a high student to teacher ratio in schools. Classrooms are overcrowded while some schools lack adequate facilities such as libraries, laboratories and teacher's houses. School fees are partly subsidized by the National Government. However, some families still can not afford the fees and as a result most students are deprived of their right to education. Kokopo has 10 elementary schools, seven primary schools and only two secondary schools. In addition, there is one Business College, two vocational schools, one technical school, one teacher's college, a University Open Campus, and four private schools. The existing educational facilities are inadequate for the increasing population, and there are great inequalities in teaching standards and services between government-run and private schools. There is a need to upgrade the existing educational facilities and improve accessibility to education.



An urban clinic with its drugs and facilities

GOVERNANCE

Governance in Kokopo is facing a number of challenges as it attempts to keep pace with the city's rapid growth (from a small district town 13 years ago to the premier provincial and regional centre), address corruption and respond to reforms within the Organic Law on Provincial and Local Level Government (OLPLLG). In addition, the KULLG also has to address the growing demands of its rural population, (KULLG's mandate also covers the rural wards which have 60% of the Local Level Government's population), its poor revenue collection, and its poor representation by urban communities in urban decision making.

The KULLG is ill-equipped to respond to these challenges in a holistic manner as it lacks the financial and human resource capacities. The KULLG has poor performance in revenue collection and its financial problems are compounded by limited financial powers over other major revenue sources. On the human resource side, the KULLG has weak capacity in middle management and lacks technically qualified staff. There is no training policy for council staff or systematic measuring of performance. Furthermore, political influence has had an adverse impact for example Politicians over stepping their areas of responsibilities.

The council is not able to involve all the diverse communities in the city's affairs, although positive developments are taking place. There are civil societies that operate in Kokopo but require coordination to maximize their potential. The council has several advantages that will assist in its mission towards improved governments. These include the creation of new urban wards, the emerging partnership and good governance and capacity building program under the Commonwealth Local Government Forum (CLGF) and the Kokopo Urban Regional Development Plan developed with participation by civil society and the public and private sector.

- CSOs are numerous and involved in urban affairs to differing degrees, but there is no formal institutionalized involvement mechanism, such as an urban forum, to collectively engage all stakeholders in civic affairs.
- There are some newly created institutional structures promoting broad-based stakeholder participation, such as Papua New Guinea Urban Council, Chamber of Commerce and Industry and the Mayors and City / Town Managers Conference.

REGULATORY FRAMEWORK

- The KULLG is empowered under the OLPLLG to make its own Laws.
- The Physical Planning Act gives the Provincial Government (Provincial Physical Planning Board) planning responsibility as the council lacks the capacity to plan for the city, including the areas of traditional land and settlements.
- The city has the Kokopo Urban Development Plan of 1995, developed in conjunction with all the urban stakeholders, that sets out tangible objectives for city development. This Plan has not yet been reviewed.
- The OLPLLG calls for the establishment of Ward Development Committees (WDC) which set out a frame work for participatory planning and budgeting, but need to be strengthened, especially its linkages to the KULLG.
- The Urban and Regional Development Plan and the Economic Development Plan offer significant policy developments for the city, rural communities and national levels.
- Regional considerations are introduced through experiences of other cities and towns in PNG.

THE INSTITUTIONAL SET-UP

- The Ministry of Internal Government Relations through the Provincial Government supervises, supports, and provides resources to the KULLG which limits the council's ability to make independent decisions with regard to spending priorities and policies.
- Organizational structures and operational capacities of Kokopo Urban Local Level Government, which are characterized by a centralized decision making structure, lack of funds and weak administrative capacity, constrain service delivery.
- The potential for public-private partnerships in service delivery has not been fully explored, though some good examples exist.

PERFORMANCE AND ACCOUNTABILITY

- The City Mayor is chosen from the elected ward councilors and is often not accountable to the citizens but to the councilors who elected him.
- Monitoring and evaluation of the council's activities is weak and there is no system in place for measuring performance against the existing service standards.
- The traditional residents of the KULLG or rural wards feel their way of life and land is under threat from urbanization and expansion of Kokopo Town. They feel they must be part of the decision making.
- WDC is in place in all wards and offers a framework for participatory planning and budgeting, but there is room for Improvement.

- There is no communication strategy between the KULLG and city residents, no information policy and no formal complaints procedure. The City Mayor or Town Manager addresses or attends to complaints on an ad hoc basis.
- There is a need to review and improve legislation and policies regulating urban services.
- CSOs are active but they lack the coordination to make concerted demands on the Urban Local Level Government.

RESOURCE MOBILIZATION

- The KULLG is not efficient in revenue collection due to poor performance, lack of enforcement, absence of up to date data and lack of computerization and registration of revenue sources.
- The KULLG is not autonomous but depends on the central government for budget generation and spending of its revenues.
- The primary sources of internal revenue for KULLG are garbage and sanitation rates, trading licenses and market fees. This revenue sources can be maximized if they are properly and effectively collected within a proper revenue collection system. Other revenue sources are from the National and Provincial Government.
- The National and Provincial Government are responsible for collection of other major revenue sources like land rates and goods and services tax.
- The Road Maintenance Program is a central fund allocation administered by the National and Provincial Government. Some of this money is allocated to the rural community roads but there is insufficient technical expertise in the engineering branch.
- There is potential for broad-based stakeholder partnerships but this is not adequately exploited. The internal revenue generation is weak due to the outdated system of revenue collection.

AGREED PRIORITIES

- Improve revenue collection efficiency.
- Train council staff in participatory planning and budgeting, as well as middle management.
- Improve community participation in urban decision-making. Improve accountability and transparency within the Urban Local Level Government.
- Improve communication channels between the council and the general public: draft an information policy, and implement an accountable complaints system.
- Facilitate and coordinate the CSOs working in the area and promote broad-based partnerships among all the urban stakeholders.
- Review the functions, political and administration structure to make it more responsive to the needs and aspiration of both the urban and rural population.
- Strengthen WDC concept both in rural and urban wards.

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Development of a Revenue Collection Strategy.

GOVERNANCE N°2

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KULLG Capacity Building and Training.

GOVERNANCE N°3

Project proposal Page 26

Formulation of Corporate Plans.

GOVERNANCE N°4

Project proposal Page 27

Strengthening of Ward Development Concept.

HOUSING AND INFORMAL SETTLEMENTS

Kokopo has a low percentage of residents living in slums or informal settlements when compared with other urban centres in PNG.

Small pockets of squatters are periodically reported in urban bush land within the town area. However, a larger and more permanent settlement is established at the former Plantation of Raniola. The Kokopo solid waste disposal area is nearby. The Raniola Settlement constitutes approximately one per cent of the overall population of Kokopo.

Three villages exist within the gazetted boundaries of the town; Kabakaul, Takubar and Vunamami. All three theoretically subject to formal development control, but are in reality informally planned and not in compliance with regulations. The status of these villages is a matter of interpretation; the standards of construction and sanitation are certainly less than those enjoyed in the greater township, however they are reflective of most village developments on the Gazelle Peninsula.

The term 'informal settlement' is normally associated with people (illegally) squatting on state land (or abandoned freehold land). This differs from the village scenario, where land tenure is formalized through traditional custom. Urban village residents would not appreciate the comparison with urban settlements. In some instances, entrepreneurial villagers are helping to alleviate urban settlement pressures by renting out properties to non-local residents at affordable rates.

The ENBPG has adopted a tacit policy of promoting rural/villageliving as a way of discouraging uncontrollable urbanization. Most rural villages in the Kokopo hinterland can be accessed via sealed roads, and many are provided with mains electricity, reticulated water and telecommunication services. Village residents are able to access the Kokopo formal and informal economies by a capable and affordable Public Motor Vehicle (PMV) network. This promotion of rural living has resulted in a large fluctuation between day and night populations in Kokopo, but has greatly reduced the development of informal settlements. Likewise, the ENBPPP has adopted a tacit policy of requiring large, new commercial enterprises to provide low-cost accessible housing to their employees. This allows for non-local residents to work in the province without contributing to the development of informal settlements. The majority of labour intensive commercial operations in the province (for example plantations or manufacturing businesses) supply accommodation to a significant proportion of their employees.

The responsibility for squatter eviction generally resides with the East New Britain Provincial Administration Division of Lands and Physical Planning.

The relatively high cost of land in Kokopo makes it difficult for members of the Raniola settlement (or other informal settlers) to move into the formal housing market. At present there are no known schemes or programmes dedicated to improving housing access to the settlers. While no quantitative data is available for the Raniola Settlement, it is assumed that participation in the formal labour market by working age adults is comparatively low.

THE INSTITUTIONAL SET-UP

- The primary Department responsible for informal settlements, land policy and allocation is the Department of Lands and Physical Planning. The KULLG has little responsibility for the governance of settlements; however the Health Inspectors may make comment on the design and maintenance of septic disposal systems within the town boundaries.
- There is no formal platform for urban development and stakeholder coordination.
- Decision making and planning is highly centralised and informal settlers are largely uninvolved in urban decision-making processes. The urban planning process does allow for community consultation, however no formal mechanism exists to incorporate informal settlers into this system.
- The present regulatory framework has a negative impact on the livelihood of settlement dwellers, as it is complex, bureaucratic, inefficient and prone to corruption.
- The capacity of the municipality is constrained by limited financial resources and limited power, since important decisions (regarding land allocation, for example) are made by the central government.
- There are no pro-poor land policies in place.
- Of the two master planning documents covering the Kokopo area (The Kokopo Urban Development Plan 1995 and the Kokopo-Tokua Corridor Local Development Plan 2003) neither gives significant attention to the needs of settlement dwellers. The latter plan does address housing supply which will help minimise settlement creation.
- The National Informal Sector Economy Policy in part addresses the economic needs of settlement dwellers.



Squatter settlement in Kokopo

TENURE

- 97 per cent of land in PNG is customary in nature. Of the remaining land, two per cent is government land and only one per cent is freehold tenure. Within the Kokopo Town boundaries a far greater proportion of land is freehold in nature, owing mainly to the established large plantations in the east of the town, that have now been incorporated into the urban plans.
- As the Raniola land is held in state tenure, responsibility for the improvement of conditions within the settlement lies with the Division of Lands and Physical Planning, however, settlement upgrading is not given high priority in forward planning.
- State Residential Leases for example undeveloped land.
- The Division of Lands lacks the resources and procedures to adequately retrieve rent owing on State Land, and therefore lacks adequate funding to address settlement improvement or housing shortage.
- Information on land allocation does not reach the poor communities on time; the majority are unaware of the legislation concerning their land rights and have difficulty accessing land.

AGREED PRIORITIES

- Develop a slum-upgrading strategy and test it through pilot projects..
- Develop a slum-upgrading financing strategy.
- Improve the technical capacity of municipalities to engage in slum upgrading.
- Develop locally driven physical and strategic plans, and land information systems such as base maps for land management and property registration.
- Develop planning standards and licensing procedures that create an enabling environment for the informal sector. Provide human and financial resources for local authorities to perform planning functions.
- Obtain more financial support from the government and NGOs for the urban poor, and negotiate their better access to credit.
- Prepare and implement a policy to support local economic development.

**HOUSING AND
INFORMAL
SETTLEMENT**
Nº1

Project proposal

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Increase Land Mobilization in the Province.

**HOUSING AND
INFORMAL
SETTLEMENT**
Nº2

Project proposal

Page 29

Formalize Employer Provision on Housing Policy.

ENVIRONMENT

With the expanding population in Kokopo, the demand for service such as water, sanitation and waste collection is increasing. Even though the town has the capacity to supply the whole population of Kokopo (urban and rural wards) the rural and informal settlements are not connected to this service. There is no water reticulation system covering the rural wards. The Kokopo city dump sites and waste collection services are not managed properly and are therefore seen as a threat to the environment and the town's main water supply source. Kokopo does not have a reticulated sewerage system and most properties rely on individual septic tanks. A small number of properties have illegal sewerage connections that dispose off their waste into the sea causing environmental concerns. The rural wards and urban informal settlements use pit latrines.

Due to the disaster caused by the volcanic eruption, some of the early developments in Kokopo were done without proper environmental considerations and plans.

Kokopo's location and topography present additional and unique environmental problems; the main residential zones are situated on hilly slopes that face a high risk of being damaged by floods in the rainy season. Soil erosion is also experienced because of excessive clearing for new buildings and cutting down of trees. The beaches are polluted with waste such as shopping bags. Environmental pressures, combined with unqualified and inexperienced officials who lack the financial and technical capacity to conduct environmental planning, pose a serious threat to Kokopo's environment. There is a need to implement existing environmental regulations, policies and by-laws. Training and capacity building is also urgently needed for the council staff and elected leaders, as well as awareness for all the urban stakeholders. The opportunities for broad-based partnerships and income-generating activities should also be explored.

INSTITUTIONAL SET-UP

- Develop environmental strategies that focus on street cleaning, waste collection, disposal, and conservation issues, and also develop environmental plans that deal with environmental impact assessment and environmental audit.
- The National Government, through the Minister responsible formulates national environmental policies and priorities, and the Department of Environment and Conservation (DEC) is the government's implementing agency with a coordinating, guiding and outreach role.
- KULLG, through its environmental health section, assists in an advisory capacity and also compliance and monitoring. However, it lacks the human and financial capacity to plan, manage, develop and implement urban environment collection, disposal and conservation issues.
- Not enough awareness on the environment planning Act (2000) resulting in environmental issues not being properly addressed at the local level.
- The Environment Regulation Division is yet to be fully operational and lacks the necessary equipment to effectively monitor environmental quality.
- There are some environmental Community Based Organizations (CBOs), NGOs and international organizations operating in the area that have the potential to make a lasting impact on the environment. The Environmental Acts and Regulations provides the legal and institutional framework for environmental management, but is poorly understood and implemented.



Raniolo Dump Site in Kokopo

- Many environmental regulations (such as banning livestock keeping in public or urban areas) are outdated and unenforceable due to their prohibitive nature and require review and amendment. DEC is in the process of translating the national law into applicable by-laws tailored to respond to the challenges in Kokopo.
- There is no active policy for public involvement in encouraging and promoting good environmental governance.
- There are no environmental laws or regulations tackling pollution although DEC should handle this matter.
- The council has not published any documents that give a statement of citizens' rights in regard to access to services such as sanitation facilities.

RESOURCE MOBILISATION

- The Ministry of Local Government makes important decisions about resource allocation for environmental projects, which limits KULLG's ability to decide on its environmental priorities.
- The environmental budget of the council is mainly spent on street cleaning, waste collection and conservation issues. The budget is not adequate to meet the environmental needs of the area.
- There is generally poor local revenue collection for environmental activities such as Garbage and Sanitation. The main sources of revenue are Garbage and Sanitation, market fees, toilet fees, spot fine fees, private waste disposal fees, landscaping fees, and machinery and equipment hire levies, which combined secure 20% of the budget.
- The Department of Environment has recently been granted approval to establish an Environment Development Fund, which will look at an expanded resource base that includes inspection levies, private operator levies, grants, donations, and donor support (including corporate support).
- The recently approved Eco-Conservation Park at Kokopo which charges user fees, is a good example of a broad based partnership for environmental management that should be further encouraged.

AWARENESS, EMPOWERMENT AND ACCOUNTABILITY

- Environmental awareness amongst the residents and the council is weak.
- There is no communication strategy to raise awareness on environmental issues and the council is poor at information dissemination and dialogue.
- There are insufficient financial and human resources to address awareness campaigning, training and public private partnerships.
- There is a lack of awareness and enforcement of existing environmental standards; these standards also need revision and updating.
- The environmental stakeholders offer an opportunity to mainstream environmental concerns.

AGREED PRIORITIES

- Conduct an assessment of the main environmental needs and gaps, and formulate an environmental action plan.
- Operationalize, institutionalize and revise the existing environmental policies, regulations and by-laws to ensure they reflect the realities in Kokopo.
- Train and build capacity in environmental planning and management.
- Conduct public education and awareness campaigns on environmental issues.
- Explore broad-based partnerships in addressing environmental problems.
- Establish a forum to facilitate and look into Kokopo's environmental issues and concerns in general, and develop a good water resource management system that includes alternative water sources.
- Promote the tourism potential of the city.
- Strengthen council leadership and coordination to work more effectively with institutions such as DEC and NGO's to mainstream environmental decision-making.

ENVIRONMENT
N°1

Project proposal **Page 31**

Formation of an Integrated Solid Waste Management Plan.

ENVIRONMENT
N°2

Project proposal **Page 31**

Developing an Environmental Checklist.

GENDER AND HIV/AIDS

Despite government efforts to address gender equality, gender disparities continue to exist in Kokopo. Socio-cultural practices continue to hinder women from participating in decision making and in many forms of development.

Traditional and cultural obligations often relegate the role of women to child rearing and household chores, a role which continues to hinder the empowerment of women to make choices affecting their lives. This cultural setting is evident in the fact that decision making at all levels continues to be dominated by males. Of the KULLG Council total membership of 20, only one member is a woman. This seat represents the women in the Local Level Government.

The council also has a women's office specifically created to address women's issues. Unfortunately there are no specific programs to address empowerment of women. Other church based groups and NGOs are also actively involved in mobilizing women in the fight against gender disparity including HIV/AIDS. The efforts and determination of the council including the government in addressing gender disparity in Kokopo is being greatly hindered by the strong cultural and traditional beliefs and values at respective communities and wards. This will necessitate a realignment of KULLG's efforts to target these communities with integrated programs at the KULLG level.

Women in Kokopo are also vulnerable to violence, especially domestic violence. Lack of education, life skills and employment opportunities places women in a difficult financial situation. Some women are forced into commercial sex as a last resort. There are a number of commercial sex networks which includes female high school students in Kokopo.

Cultural taboos, promiscuous activities and commercial sex increases vulnerability to Sexually Transmitted Infections and HIV/AIDS. The NAC Secretariat and the Department of Health's HIV/AIDS Quarterly Report released on December 2006 revealed that there are a total of 166 infected people in East New Britain. Of this, 81 are male, 71 are female and 14 did not state their gender. An information system is being developed for each district including Kokopo to give HIV/AIDS indicators at each geographical level. There are several HIV/AIDS and STI clinics available in Kokopo that offer treatment, counselling and training. A lot of information through awareness programs have been accessed by the people of Kokopo in recent years. Despite this the epidemic has not slowed down. This is due to the fact that these efforts are not coordinated efforts of the stakeholders but are delivered individually by churches, NGOs, CBOs, and government agencies.

In spite of the challenges faced by women in Kokopo due to the cultural setting, women have steadily taken over responsibilities previously occupied by men. However the acknowledgement of women participation at the community level is a great challenge and this is viewed as the major hindrance to gender equality.

INSTITUTIONAL SET-UP

- The PAC oversees HIV/AIDS related matters and is supported by the NAC, the Provincial Government and the Department of Health. HIV/AIDS is not seen as a health matter but rather as a social issue requiring efforts from other agencies.
- There is a wide variety of CSOs including the churches working with HIV/AIDS issues and gender issues, but they are poorly equipped and lack coordination and support from all sectors.
- There is a Gender and Development Office at the Division for Community Development and a Women's Office in PAC. These deal with gender issues and empowering of women through capacity building programmes. However, their efforts are limited and require wider involvement of other sectors.
- The PNG Law and Justice Sector is involved in promoting Gender Equality through anti-discriminatory legislation.
- The National Policy and Strategic Plan on Gender and HIV/AIDS 2000-2010 was developed by the NAC. This aims to identify needs of both genders, promote leadership of women, empower women, and reduce gender inequalities through multi-sectoral partnerships and mainstreaming gender into all HIV/AIDS activities.
- The Kokopo Strategic Plan on HIV/AIDS and STIs for the Kokopo District, 2007-2011 was developed by the District with assistance from NAC and PAC and provides a broad framework for the districts response to the pandemic.
- There are several existing women church groups and faith based organizations actively involved in women's empowerment activities in Kokopo.

RESOURCE MOBILIZATION

- Fast track and operationalize HIV/AIDS mainstreaming and workplace policy which will ensure all government and private sectors support PAC and NAC in carrying out effective awareness on HIV/AIDS and gender related matters.
- The KULLG has a gender officer but insufficient funds for its gender programs.
- The NAC increases PAC grants for HIV/AIDS activities at the district level.
- Mainstreaming gender and HIV/AIDS issues requires mobilization of resources across all sectors.
- Some funds are available from international donors for HIV/AIDS issues.
- Financial support for existing church based groups involved in women empowerment programs.
- Treatment and anti-retroviral (ARV) drugs for HIV/AIDS can be accessed free of charge from one urban clinic within the city.
- The provincial government provides financial support for PAC.

EMPOWERMENT AND ACCOUNTABILITY

- Women's representation in decision making is low and only one out of 20 members are women. Leadership in the KULLG is male-dominated.
- Voluntary Counselling and Testing (VCT) centers are available but they delay reporting back to the Health Centers.
- Existing VCTs are still under-utilized.
- There is a lack of awareness of gender and HIV/AIDS issues in public and private institutions.
- There is no gender or HIV/AIDS sensitization training for council staff.
- HIV/AIDS stigma results in negative attitudes towards HIV positive individuals and their families.
- CSOs working with gender and HIV/AIDS issues lack coordination.

AGREED PRIORITIES

- Strengthening leadership, partnership and networking between all stakeholders on HIV/AIDS.
- Improve accessibility to accurate and up to date information on HIV/AIDS including sex education to all vulnerable populations.
- Expand and promote VCT services in the KULLG including effective management of ARV treatment through capacity building of health workers.
- Effective management and coordination of all civil societies involved in gender programs.
- Improve budgetary support for women empowerment programs.
- Mainstream gender issues in the workplace.



Women in the informal sector

**GENDER AND
HIV/AIDS**
N°1

Project proposal **Page 33**

Mainstream Gender within the KULLG and establish a HIV/AIDS coordination and training office.

**GENDER AND
HIV/AIDS**
N°2

Project proposal **Page 34**

Upgrade Existing KULLG and Community Health Facilities.

LAW AND ORDER

Law and Order problems have had their own contributing factors over the years affecting Kokopo's image. Peace and good order is becoming a concern in all levels of the community especially the informal settlements. Residents are now becoming more cautious due to the increase in crime. There are reasons for the rise in crime including high youth unemployment rates, the erosion of cultural values, the huge gap between the "haves" and "have nots" and high consumption rate of alcohol and drugs.

Common crimes are armed robbery, vehicle theft, aggravated assault, and criminal damage. Gang rapes and murder are also increasing in number as the city continues to grow. Residents and visitors are more cautious in their movement around the city, especially after sunset. There are certain areas, which are dangerous after sunset, and the RPNGC and private security firms are responsible for patrolling the areas.

The RPNGC is responsible for law-enforcement. While this force has performed well in crisis situations in the past, it is perceived as undisciplined, corrupt and largely ineffective. There are many cases of excessive use of force, including police brutality. Poor housing conditions and deteriorating facilities coupled with low salaries have been given as reasons for poor police performance.

Due to the lack of confidence in the police force, private security companies are commonly used in parts of the city. This has made private security a thriving business while the police force is seen as highly unproductive. The judicial system is unreliable because the prosecution services and other related services are ineffective and unprofessional. Loss of files and evidence, non-appearance in court, and long delays of hearings are common occurrences in the city courts.

The effectiveness of the CIS, which is responsible for prisoners, is also in question because of the deteriorating facilities, overcrowding, undisciplined security force, and the frequent escapes from the Kerevat Jail.

The poor law and order situation receives adverse publicity over seas and this is a deterrent to foreign investors and potential tourists. The law enforcement and judicial systems in Kokopo need considerable strengthening and improvement.

INSTITUTIONAL SET-UP

- The RPNGC which is under The Internal Security Ministry oversees all law related matters through the new Ralum police headquarters and Kokopo existing police station. However, the station is run down and requires upgrading to provide effective policing.
- The CIS provides prison rehabilitation programs, however, this is ineffective and when coupled with lack of resources often results in frequent prison breakouts.

RESOURCE MOBILIZATION

- The NGOs are currently involved in capacity building programmes to improve social and economic conditions.
- The KULLG gives limited logistical support to village courts and settlements so that they can operate effectively. There is a need for KULLG to increase this support.

EMPOWERMENT AND ACCOUNTABILITY

- There is a lack of police professionalism in dealing with cases.
- Although there is neighbourhood watch in some communities, there is still a need to empower the communities to address law and order issues collaboratively with other respective partners.
- There is a lack of coordination between the law enforcement and justice systems.
- There is a decline in family and cultural values and community responsibilities in maintaining peace and good order.

AGREED PRIORITIES

- Strengthen coordination among the law enforcement agencies and the communities.
- Promote and maintain a high level of professionalism and ethics in the disciplinary forces.
- Strengthen the RPNGC and the CIS by introducing more professional training programmes.
- Properly equip personnel in community policing, village courts and mediation.
- Empower the youth through capacity building programmes to enter into any form of income earning venture.

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	Community Participation and Policing.	
LAW AND ORDER N°2	Project proposal	Page 36
	Strengthening Village Court and Land Mediation.	

GOVERNANCE

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS	PRIORITY ISSUES
INFORMATION, COMMUNICATION AND TRANSPARENCY				
<p>Strong CSO presence.</p> <p>Some measures to involve CSOs in urban decision making, such as stakeholders to the Urban Plan and the KULLG Round Table.</p> <p>Regional Cooperation experiences as the other Urban Councils in PNG.</p>	<p>Inadequate communication links between the council and residents.</p> <p>Lack of training for Councillors and the KULLG staff.</p> <p>Weak capacity of the KULLG to monitor and evaluate progress.</p> <p>CSOs are not effective or capable enough to make corrective measures and demands on KULLG.</p> <p>Corruption and patronage relationships.</p>	<p>Comprehensive training for councillors and KULLG staff would improve governance.</p> <p>Kokopo Urban Town Plan is a framework for participatory planning and budgeting.</p> <p>Communication strategy would improve governance.</p> <p>Fighting corruption would improve accountability and transparency.</p> <p>There is substantial potential for broad-based partnerships.</p>	<p>Lack of financial and human resources.</p> <p>Kokopo Urban Town Plan processes are not fully understood by KULLG and the communities at large.</p> <p>Poor planning capacity.</p>	<p>Train councillors and KULLG staff. Strengthen WDC concept both in city.</p> <p>Improve communication channels between the council and the residents, draft an information policy and implement an accountable complaints system.</p> <p>Facilitate and coordinate stakeholders, for example by establishing a stakeholders' forum and promoting broad-based partnerships.</p> <p>Improve community participation in urban decision making, such as discussions regarding Urban Planning.</p> <p>Address corruption.</p>
FINANCIAL CAPACITY				
<p>Qualified man power at higher tiers of KULLG.</p>	<p>Poor revenue collection influenced by corruption and lack of computerization.</p> <p>The council is not autonomous enough in generating and spending its budget.</p> <p>Lack of a vision and strategy for economic development.</p>	<p>Revenue collection could be substantially improved through computerization and registration of revenue sources.</p> <p>Train council staff in budgeting and financial management.</p> <p>There is a need to identify other revenue sources and bring the existing ones under the control of the council.</p> <p>Involve the Private Sector in assisting local revenue collection, as it is independent and not weakened by patronage relationships.</p>	<p>Lack of training, resources and political will to strengthen revenue collection.</p> <p>Corruption.</p> <p>Lack of economic planning.</p>	<p>Improve the revenue collection system by implementing an effective IT system and building capacities of the council through training.</p> <p>Promote equitable taxation and pro-poor policies.</p> <p>Develop an economic planning policy.</p>

GOVERNANCE N°1	Project proposal
	Development of a Revenue Collection Strategy.

LOCATION: Kokopo Urban Council.

DURATION: 12 months.

BENEFICIARIES: Urban Council of Kokopo residents, the business sector, the manufacturing sector, ratepayers, the informal sector, and the rural wards.

IMPLEMENTING PARTNERS: Urban Council of Kokopo, Ministry of Inter-government Relations, the Provincial Government, and the business sector.

ESTIMATED COST: Kina 100, 000

BACKGROUND: One of the most urgent needs of the Kokopo Urban Council is an enhanced revenue collection system. Financial problems and short falls hamper the council's ability to pay its expenses including wages and to deliver services effectively. There is a need for an analysis of the institutional situation to review procedures, assess alternative revenue sources using a computerized system, and consult the ratepayers and city stakeholders. This will then serve as a base for recommendations to improve and strengthen the overall revenue collection system of the Kokopo Urban Council.

OBJECTIVES: To propose recommended strategies to improve Kokopo Urban Council revenue collection, compliance, transparency and efficient financial management, monitoring and reporting.

ACTIVITIES: (1) Conduct an institutional needs assessment of Kokopo Urban Council's financial management systems through interviews with all key departments associated with revenue collection and financial management. (2) Conduct a mini-consultation within key Kokopo Urban Council's departments to develop and agree upon revenue collection priorities, and conduct a SWOT analysis on municipal revenue management. (3) Conduct an assessment of potential alternative revenue sources. (4) Conduct interviews with business sector stakeholders and other ratepayers to determine key issues to be addressed in order to achieve compliance, improved management and collection. (5) Conduct interviews with Finance and Treasury Departments to ascertain how revenue collection may be strengthened and supported with recommendations. (6) Organize a consultation workshop for all the stakeholders. (7) Complete a report on the improved strategies and recommendations for Kokopo Urban Council to implement. (8) Support the implementation of approved recommendations through institutional capacity building and staff training. (9) Monitor outcomes and Kokopo Urban Council financial capacity trends.

OUTPUTS: (1) Institutional needs assessment, mini-consultation with key Kokopo Urban Council departments and stakeholders, assessment of potential alternative revenue sources, interviews with business sector stakeholders and other ratepayers, and interviews with Provincial Government, Financial and Treasury Departments conducted. (2) A consultation workshop for all the stakeholders organized. (3) Report and recommendations for improving the overall financial management system.

STAFF REQUIRED: Three qualified staff required.

GOVERNANCE Nº2	Project proposal
	KULLG Capacity Building and Training.

LOCATION: Urban Council of Kokopo.

DURATION: 12 months.

BENEFICIARIES: Urban Council of Kokopo staff, councilors and Kokopo residents.

IMPLEMENTING PARTNERS: Urban Council of Kokopo, a training organization and UN-HABITAT.

ESTIMATED COST: Kina 300, 000

BACKGROUND: The ability of the city council to deliver services and respond to other needs of its residents and private sector entities depend on its ability to facilitate and participate in urban development. Local authorities must create an enabling environment for service delivery and informal settlement upgrading for the activities to succeed. However, local authorities are often ill equipped to deal with these challenges, and lack the skills and knowledge to facilitate these processes. For example, the municipality lacks physical planning capacity and although the Provincial Government has an established planning unit, it does not link to the Urban Council coupled by limited financial and human resources to effectively carry out its functions. In Kokopo, councilors are often not aware of their roles and responsibilities, and council staff lack the skills and knowledge to perform their tasks effectively and efficiently. Therefore, the council's capacity needs to be built so that it can facilitate urban development processes in a sustainable and transparent way. Capacity building and training is required, utilizing the existing UN-HABITAT training tools in elected leadership, municipal finance, participatory planning, participatory budgeting and conflict management, along with other tools in Geographic Information Systems (GIS) methods.

OBJECTIVES: To build the capacities of the council staff and councilors to perform their tasks more effectively and efficiently, in order to improve governance and the sustainability of urban interventions in the city.

ACTIVITIES: (1) Conduct training needs assessment or training needs analysis of the councilors and the council staff. (2) Identify a focal point within the council staff to act as a training coordinator. (3) Identify an external training institution to carry out the training. (4) Design and develop or identify relevant training courses on the basis of the training needs assessment; formulate training plans for each staff member and the councilors utilizing UN-HABITAT training materials already customized for PNG's situation. (5) Establish a continuing programme of comprehensive training in identified subject areas. (6) Pilot test the toolkits by providing training for the council staff in the identified areas. (7) Monitor and evaluate the programme.

GOVERNANCE Nº3	Project proposal
	Formulation of Corporate Plans.

LOCATION: KULLG

DURATION: 12 months

BENEFICIARIES: KULLG and Civil Societies

IMPLEMENTING PARTNERS: KULLG, Staff and Key Stakeholders.

ESTIAMED COST: Kina 100, 000

BACKGROUND: KULLG does not have a corporate plan that addresses the council's capacity to implement well development plans and the delivery of services. It lacks the capacity to respond effectively to Urban Development challenges as its systems and organization structure is weak and does not adequately address key urban functions like physical planning.

OBJECTIVES: To strengthen the planning capacity of the KULLG by formulating a corporate plan that focuses on governance and the organization's capacity to implement its visions and plans.

ACTIVITIES: (1) Form a working group and organize consultation with KULLG staff and relevant stakeholders. (2) Formulation of draft corporate plan. (3) Stakeholders consultation. (4) Presentation for approval to the KULLG Assembly.

OUTPUT: Corporate Plan for KULLG.

STAFF REQUIRED: A consultant with development planning background.

GOVERNANCE N°4	Project proposal
	Strengthening of Ward Development Concept.

LOCATION: KULLG

DURATION: 12 Months

BENEFICIARIES: WDC Wards, KULLG, CBOs, and informal sector.

IMPLEMENTING PARTNERS: KULLG, Ward Committee, Provincial Administration and CBOs.

ESTIMATED COST: Kina 300, 000

BACKGROUND: KULLG comprises of both rural and urban wards. In fact rural wards make up 60% of the total population of KULLG. The ward development concept is an initiative under the OLPLLG to strengthen planning capacity at the ward level by increasing participation by wards in the planning and budgeting process. WDC Wards have been set up in all 20 wards of the KULLG. However they have been poorly coordinated and implemented. The administration does not have the financial and human capacity to fully implement this initiative. The initiative is also aimed at improving the bottom-up planning approach but its poor result is also attributed to its weak linkages to the KULLG and various development agencies. The WDC revenue collection is poor and governance is weak. There is a great need to effectively implement this initiative.

OBJECTIVE: To strengthen the Ward Development Concept by increasing the planning, administrative and financial capacity at Ward Level and to incorporate WDC concept in the KULLG's planning budgeting and administrative framework.

ACTIVITIES: (1) Set up a team to review the WDC implementation. (2) Assess its strengths and weaknesses and make recommendations. (3) Consultation with various stockholders. (4) Adoption of the recommendations and carry out awareness.

OUTPUT: Improve participation by wards in resource planning and resource allocation through a strengthened WDC System.

STAFF REQUIRED: Expert on local level government and administration.

HOUSING AND INFORMAL SETTLEMENT

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS	PRIORITY ISSUES
INFORMAL SETTLEMENT UPGRADING STRATEGIES				
<p>National and Provincial Land policies under preparation are expected to have a positive impact on access to land by the informal settlements.</p> <p>Kokopo's informal settlement upgrading Programme is gradually developing a consultative approach as a pilot project.</p> <p>Strong and diverse CSO base.</p>	<p>Lack of updated land and housing stock information in informal areas.</p> <p>Lack of a city development plan, which undermines the ability to plan for informal settlement areas and integrate them more effectively within the overall city development.</p> <p>Informal settlement dwellers typically receive little recognition from the authorities.</p> <p>The councilors are not trained to effectively deal with urban issues like informal settlement upgrading.</p> <p>Poor communication between the council and its citizens.</p>	<p>Lessons from previous upgrading interventions should be used to influence policy development.</p> <p>A conducive policy environment for informal settlement upgrading and increasing government commitment to the settlements.</p> <p>The existence of private sector industries in the area that could participate in the informal settlement upgrading.</p>	<p>Political interference and lack of political will.</p> <p>Informal settlement upgrading may exert pressure, forcing rent increases and displacing dwellers from their existing accommodation.</p> <p>No strategy for Kokopo's development that considers economic, physical and environmental planning.</p> <p>Land and financial planning, resource management and informal settlement upgrading strategies are centralised.</p>	<p>Harmonization and coordination of informal settlement upgrading strategies.</p> <p>Build the implementation capacity of the Kokopo Urban Council.</p> <p>Develop appropriate base maps for land management and property registration.</p> <p>Establish a regulatory framework and action plan to ensure equitable and rural communities access to urban services.</p> <p>Develop transparent rural communities processes in land tenure, security and allocation. Devolution of land management and physical and economic planning to local authorities.</p> <p>Improvements in access to shelter, water, sanitation and a clean environment.</p> <p>Train local leadership and councilors.</p>
ECONOMIC DEVELOPMENT				
<p>Kokopo is the centre of economic production in the region.</p> <p>Increasing importance of the informal sector.</p> <p>Increasing interest of donors and NGOs in the informal settlements</p>	<p>Increasing poverty within the city.</p> <p>Inequitable access to services undermines economic development in the informal settlements.</p> <p>Inadequate budgets for responding to community development needs.</p> <p>There exists no Urban Council strategy for promoting local economic development.</p> <p>No economic planning within the Urban Council.</p> <p>Inability to fully utilize the existing revenue base.</p>	<p>Increasing donor interest in the informal settlement upgrading.</p> <p>The possibility of broad-based partnerships in the informal settlement upgrading activities involving the private and community sectors.</p> <p>The revenue base should be fully exploited.</p> <p>Increasing importance of the informal sector provides a good opportunity for poverty reduction, if it is adequately managed and utilized.</p>	<p>Inadequate revenue collection.</p> <p>Lack of a physical and economic development policy for the city.</p> <p>Inequitable and corrupt land allocation system.</p> <p>Donor support is unpredictable and unsustainable.</p>	<p>Improve the revenue collection capacity of Kokopo Urban Council.</p> <p>Develop an economic plan for the area, including specific plans for the informal sector.</p> <p>Develop a financing strategy for the informal settlement upgrading.</p> <p>Develop planning standards and licensing procedures that create enabling environment for the informal sector.</p> <p>Improve the human and financial resources of the Urban Council.</p>

HOUSING AND INFORMAL SETTLEMENT N°1	Project proposal
	Increase Land Mobilization in the Province.

LOCATION: Kokopo Urban Area

DURATION: 12 months.

BENEFICIARIES: Local CBOs, Ministry of Lands, the formal and informal sector, the business community, rural areas, and the Urban Council of Kokopo.

IMPLEMENTING PARTNERS: Urban Council of Kokopo, local NGOs, Ministry of Housing, Ministry of Inter-government Relations, the Provincial Government, and the private sector.

ESTIMATED COST: Kina 300, 000

BACKGROUND: Kokopo town is host to over 25,000 people who live in sub-standard conditions with no access to proper housing, services or infrastructure but has great untapped customary land development potential.

OBJECTIVES: To improve the availability of land in Kokopo and improve the livelihoods of communities living in the urban fringes. Additionally, the aim is to make land available for housing infrastructures and other developments around the town and urban fringes.

ACTIVITIES: (1) Identify potential land that is available in and around Kokopo. (2) Programmed awareness on Voluntary Customary Land Registration (VCLR) should be maintained to the public. (3) Conduct a feasibility study. This includes complementing the existing socio-economic mapping reports, assessing the physical conditions of the availability of land for housing purposes and other developments in urban areas. (4) Start a revolving fund with a component for upgrading Land Mobilization Scheme, and mobilize private sectors and the government to participate in the project. (5) Capacity building and Awareness. Conduct an institutional capacity-building assessment and formulate action plans. (6) Monitor, evaluate and document project experiences.

OUTPUTS: (1) Land identified. (2) Feasibility study and awareness completed. (3) Revolving fund established and fully operational. (4) Capacity building of private sector organizations and project participants completed. (5) Land Mobilization and the VCLR upgraded, and the processes monitored, evaluated and well documented. (6) Availability of land in Kokopo is significantly improved with the introduction of VCLR, and local communities are actively involved in the processes and benefiting financially.

STAFF REQUIRED: (1) Experts in VCLR and public relations. (2) Officers from the Ministry of Lands and (3) Appointed personnels in the public sector.

HOUSING AND INFORMAL SETTLEMENT N°2	Project proposal
	Formalize Employer Provision on Housing Policy.

LOCATION: Kokopo Urban and Industrial Area.

DURATION: 12 months.

BENEFICIARIES: Skilled Workers in Kokopo.

IMPLEMENTING PARTNERS: KULLG, local NGOs, Ministry of Housing, Ministry of Inter-government Relations, the Provincial Government, and the private sector.

ESTIMATED COST: Kina 100, 000

BACKGROUND: The Provincial Physical Planning Board and the Provincial Administration have a tacit Policy of encouraging larger employers to provide cheap or rent-free work accommodation to a proportion of their employees. This is not a formal Policy and it is not monitored or implemented to any significant extent. Formalizing this Policy and requiring larger employers to provide housing for a proportion of their employees would potentially alleviate some housing pressures in the area.

OBJECTIVES: The project focuses on involving the private sector in solving the problems of housing shortage and shelter in the Kokopo area. A comprehensive study needs to be undertaken before the implementation of the study to determine all potential positive and negative effects of the Policy.

ACTIVITIES: (1) Analyze Economic Costs/Benefits of formally requiring employer housing provision. (2) Analyze potential problems with security of tenure for employee housing beneficiaries. (3) Conduct a feasibility study; this includes complementing the existing socio-economic mapping reports and assessing the physical conditions of the availability of the existing housing stock. (4) Consulting broadly with the business community to gauge support for the Policy. (5) Monitoring, evaluating and documenting project experiences.

OUTPUTS: A comprehensive Policy that can be implemented in order to alleviate some housing pressures in the Kokopo Area.

STAFF REQUIRED: Urban planners, economic and social experts, private sector organizations, and local community coordinators.

ENVIRONMENT

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS	PRIORITY ISSUES
REGULATORY FRAMEWORK AND INSTITUTIONAL SET-UP				
<p>Environment Act 2000 provides the legal and institutional framework for environment planning and protection.</p> <p>The Kokopo Urban Development Plan contains strategies for achieving environmental desired outcomes.</p>	<p>There is poor application of legislation.</p> <p>Poor coordination between central government and city authority.</p> <p>Lack of a city authority environmental unit.</p>	<p>Donor Funding is available.</p> <p>Better coordination between central government and local authority.</p>	<p>Population Increase.</p> <p>Spread of Unplanned settlements.</p>	<p>Establish an environmental unit within the city authority.</p> <p>Develop an environmental checklist.</p> <p>Development of an integrated environmental plan.</p>
COMMUNITY ACTION PLANNING				
	<p>Lack of information database.</p> <p>Irresponsible attitude of residents.</p> <p>Poor public response to consultation.</p>			<p>Develop an information database.</p> <p>Conduct awareness campaigns.</p>

ENVIRONMENT N°1	Project proposal
	Formation of an Integrated Solid Waste Management Plan.

LOCATION: KULLG

DURATION: 12 months

BENEFICIARIES: KULLG residents and the general public.

IMPLEMENTING PARTNERS: KULLG, Private Sector, ENB Provincial Administration, Landowners.

ESTIMATED COST: Kina 200, 000

BACKGROUND: Solid Waste Management in KULLG is weak resulting in poor delivery of services in the city. The town's dump site is poorly managed and poses a future threat to the town's water supply if it is not properly managed. Kokopo has an array of private companies that could be harnessed to support activities such as solid waste management and recycling and incentives are needed to be developed to encourage communities to be partners with the KULLG in the management of solid waste.

OBJECTIVE: To develop an integrated solid waste management plan for Kokopo town that encourages partnership with the private sector and the community.

ACTIVITIES: (1) Develop Terms of Reference for the formulation of the plan. (2) Set up a working committee from relevant sectors of the community. (3) Preparation of draft plan. (4) Undertake consultation with key stakeholders including business communities and general public. (5) Approval of the plan. (6) Carry out awareness of the plan.

OUTPUT: An integrated solid waste management plan developed for Kokopo Town.

STAFF REQUIRED: Project coordinator and a research team.

ENVIRONMENT N°2	Project proposal
	Developing an Environmental Checklist.

LOCATION: KULLG

DURATION: 12 months

BENEFICIARIES: KULLG, DEC, ENB Provincial Administration.

ESTIMATED COST: Kina 100, 000

BACKGROUND: Environmental issues are often not given adequate considerations when assessing urban development proposals. The Environmental Act 2000 and the Physical Planning Act 1989 provides guidelines for assessing the environmental impacts of an activity. However, there is a need to have a checklist that amalgamates provision in the Environment Act and the Physical Planning Act including various plans and policies.

OBJECTIVES: To develop an Environmental Checklist that will improve environmental consideration and compliance when considering development proposals.

ACTIVITIES: (1) Prepare Terms of Reference and form a working group. (2) Prepare draft checklist. (3) Carry out consultation with relevant stakeholders. (4) Finalise, print and disseminate the checklist. (5) Carry out awareness to the general public.

OUTPUTS: Environmental Checklist for use by appropriate authorities and the general public.

STAFF REQUIRED: Coordinators with experience in environment management.

GENDER AND HIV/AIDS

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS	PRIORITY ISSUES
GENDER AND HIV/AIDS AWARENESS AND ACCOUNTABILITY				
<p>CSOs actively involved in addressing gender and HIV/AIDS issues.</p> <p>Provincial AIDS Council (PAC) in operation in the province.</p> <p>The educational department is able to incorporate HIV/AIDS and gender issues into school curriculum.</p> <p>Existence of a Provincial Gender and Development Office in Kokopo.</p>	<p>Ineffective awareness of gender issues.</p> <p>HIV/AIDS awareness campaigns are not creating an impact.</p> <p>Lack of accessibility to accurate and up to date information on HIV/AIDS including sex education to all vulnerable populations</p> <p>Lack of coordination among gender and HIV/AIDS focused CSOs.</p>	<p>Create effective gender awareness.</p> <p>Access PAC / NAC for Gender and HIV/AIDS training in mainstreaming.</p> <p>Increase effectiveness of CSOs through effective coordination.</p> <p>Formulate innovative HIV/AIDS awareness campaigns, taking into consideration past failures.</p>	<p>Lack of political will.</p> <p>Prevailing patriarchal attitudes.</p> <p>Male-dominated leadership.</p> <p>Stigma against HIV Positive individuals.</p>	<p>Expand and promote VCT services in the KULLG including effective management of ARV treatment through capacity building of health workers.</p> <p>Gender and HIV/AIDS awareness campaigns for the public, private and community sectors.</p> <p>Improve accessibility to accurate and up to date information on HIV/AIDS including sex education to all vulnerable populations</p> <p>Specific gender and HIV/AIDS training for council staff</p> <p>Coordination of stakeholders.</p> <p>Promote Gender and HIV mainstreaming by all stakeholders.</p>
GENDER AND HIV/AIDS POLICY				
<p>Existence of a National Strategic Plan on HIV/AIDS and Gender 2000 -2010 including Kokopo District Strategic Plan 2007 -2011.</p>	<p>No formal gender or HIV/AIDS programs within the KULLG.</p> <p>No budget on gender or HIV/AIDS mainstreaming in KULLG.</p> <p>Lack of capacity at KULLG to initiate HIV/AIDS and Gender training.</p> <p>Lack of coordination and implementation consistencies with PAC, NAC and Civil Societies.</p>	<p>The gender and HIV/AIDS Plans could be operationalized.</p> <p>Make funds available for Gender mainstreaming and HIV/AIDS issues through the institutionalized budgetary processes.</p> <p>Build the capacity of the Council to facilitate these issues.</p> <p>Existence of different stakeholders involved in Gender and HIV/AIDS advocacy.</p>	<p>Prevalent negative attitudes and lack of political will.</p> <p>Lack of funds and capacity at the KULLG.</p> <p>Lack of funding and political commitment from KULLG.</p> <p>Lack of funding and commitment from all stakeholders</p>	<p>Operationalize the national gender and HIV/AIDS policies at the local level.</p> <p>Effective management and coordination of all civil societies involved in gender programs.</p> <p>Improve budgetary support for gender mainstreaming and HIV/AIDS issues.</p> <p>Train KULLG staff on gender and HIV/AIDS mainstreaming, and employ gender and HIV/AIDS specialists within the council.</p> <p>Strengthen leadership, partnership and networking between all stakeholders on HIV/AIDS.</p>

GENDER AND HIV/AIDS N°1	Project proposal
	Mainstream Gender within the KULLG and establish a HIV/AIDS coordination and training office

LOCATION: KULLG

DURATION: 12 months

BENEFICIARIES: KULLG residents and the people of Kokopo District.

IMPLEMENTING PARTNERS: KULLG, PAC, NAC, Kokopo District Administration, Kokopo Urban Council, Human Resources Division, Association of Local Government Authorities in PNG, Division of Local Level Government, Division of Health, CSOs, and UN-HABITAT.

ESTIMATED COST: Kina 200,000

BACKGROUND: The KULLG has no gender sensitization policies in place and there is no budget for gender issues. The national gender policy needs to be operationalized and gender issues mainstreamed into all of the council's operations. In addition the KULLG has no HIV/AIDS coordination and training office. PNG has a good national HIV/ AIDS policy but the role of local authorities in the struggle against the disease is non-existent. Therefore, the national HIV/AIDS policy needs to be operationalized. This requires an internal work-based policy as well as an external response policy to orient all service delivery and reinforce HIV/AIDS mainstreaming strategies in the council's operations. If HIV/AIDS issues are to be effectively mainstreamed within the council, it is essential that it has its own HIV/ AIDS information and coordination office. Kokopo has several active CSOs and other organizations tackling the HIV/AIDS pandemic, but they lack the coordination that could critically improve the efficiency of their interventions.

OBJECTIVES: (1) To assess the needs of the KULLG in order to successfully operationalize the national gender and HIV/AIDS policy, and to assist the council to plan and develop an institutional response that enables this operationalization. (2) To establish a HIV/AIDS information and coordination office within the KULLG that takes on multiple roles of running awareness campaigns in the media and in schools, training staff on HIV/AIDS issues, and coordinating and synchronizing the existing HIV/AIDS activities within the city. There is a wide variety of CSOs focused on HIV/AIDS issues, but their activities are not coordinated. Better coordination could avoid duplication of work and ensure better effectiveness of the limited HIV/AIDS funds. CSOs need to be catalogued and all their activities documented. The office will also have a coordinating and monitoring role with regard to HIV/AIDS indicators, ensuring that

they are properly collected, analyzed and disseminated among the relevant city stakeholders.

ACTIVITIES: (1) Undertake a needs assessment of existing internal work policies, actions and service delivery policies. (2) Assess ongoing activities (if any) in the gender and HIV/AIDS. (3) Undertake a comprehensive local stakeholder analysis. (4) Mobilise a local consultation involving the KULLG and stakeholders, to develop a mainstreaming implementation action plan to address gender and HIV/AIDS issues. (5) Develop guidelines for follow-up actions and recommendations required to anchor and institutionalize gender and HIV/AIDS mainstreaming activities. (6) Assess current bottlenecks in the gender and HIV/AIDS information domain. (7) Assess the level of gender and HIV/AIDS awareness among councilors, council staff and residents. (8) Identify and catalogue different CSOs operating in Kokopo, assess their level of collaboration and cooperation, and prepare a CSO map. (9) Formulate the concept of an information and coordination office catering for the identified shortfalls. Information dissemination may be through awareness campaigns, community notice boards or newsletters, depending on what best addresses the shortfalls. (10) Establish an information and coordination office with activities like awareness campaigns for the general public, a training component for the council staff, coordination of the CSOs dealing with gender and HIV/AIDS issues, and coordination and monitoring of HIV/AIDS indicators within the city. (11) Ensure monitoring and evaluation of the activities.

OUTPUTS: (1) National gender and HIV/AIDS policy operationalized at the local level and gender and HIV/ AIDS issues successfully mainstreamed into all of the council's policies and activities, such as service delivery and work-based policies. (2) The bottlenecks in the gender and HIV/AIDS information domain assessed within the KULLG, as well as within the CSOs. (3) A gender and HIV/AIDS information and coordination office established with functional plans of action. (4) Gender and HIV/AIDS awareness improved in Kokopo. (5) KULLG staff trained. (6) Gender and HIV/AIDS activities coordinated and monitored. (7) Keeping of HIV/AIDS indicators synchronized.

STAFF REQUIRED: Gender and HIV/AIDS specialists, researchers, trainers and institutional experts.

Project proposal

Upgrade Existing KULLG and
Community Health Facilities.

LOCATION: KULLG.

DURATION: 24 months.

BENEFICIARIES: Kokopo Urban residents.

IMPLEMENTING PARTNERS: Kokopo Urban Council, Division of Health, PAC, NAC, Association of Local Government Authorities in PNG, Division of Local Level Government, Human Resources Division, CSOs, and UN-HABITAT.

ESTIMATED COST: Kina 350, 000

BACKGROUND: Kokopo has a high incidence of disease, such as HIV/AIDS and malaria, due to geographical, environmental, economic and socio-cultural factors. Kokopo's medical facilities are in a dilapidated state and there is a shortage of VCT centers dealing with HIV/AIDS issues. There is an urgent need to establish new health facilities and upgrade some of the existing municipal and community health facilities.

OBJECTIVES: To establish new health facilities that respond to the HIV/AIDS pandemic, as well as to upgrade existing health facilities.

ACTIVITIES: (1) Review and map existing facilities and levels of services. (2) Conduct a consultation with the KULLG and CSOs engaged in community health, and draft a vision and strategy for improving the urban and community health facilities. (3) Select pilot sites to participate in the project. (4) Implement pilot projects to test the strategies. (5) Monitor, evaluate and document the processes for replication.

OUTPUTS: (1) A vision and a strategy for health facility upgrading drafted in consultation with key stakeholders. (2) Pilot projects completed (selected urban and community health facilities are upgraded). (3) The processes monitored, evaluated and documented.

STAFF REQUIRED: Urban planners, engineers and health professionals.

LAW AND ORDER

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS	PRIORITY ISSUES
REGULATORY FRAMEWORK AND INSTITUTIONAL SET-UP				
<p>Village Courts Act and establishment of village courts.</p> <p>Established community and traditional network.</p> <p>Christian Principles and Teaching</p>	<p>Poor support to village court by National and Local Level Government.</p> <p>Economic pressure due to urbanization.</p> <p>Land pressure.</p> <p>Police poorly resourced and lack public trust and confidence.</p> <p>Decline of family and cultural values.</p>	<p>The village court system.</p> <p>Community and traditional values and networking.</p> <p>Spiritual development.</p>	<p>Eroding of community cultural and Christian values.</p> <p>High rate of drug abuse.</p>	<p>Strengthening Village court.</p> <p>Spiritual Development.</p>
RESOURCE MOBILIZATION				
<p>Build up village court capacity.</p> <p>Strengthening family, community and cultural values.</p>	<p>Long court process.</p> <p>Shortage of police personnel.</p>	<p>Effective mobilization and coordination of law enforcement resources.</p>	<p>Lack of funding.</p> <p>Poor discipline in police force.</p>	<p>Proper Training.</p> <p>Fund village courts.</p> <p>Improve working conditions of the police force.</p>

LAW AND ORDER N°1	Project proposal
	Community Participation and Policing.

LOCATION: Kokopo Urban Council.

DURATION: 12 months.

BENEFICIARIES: Local CBOs, the informal sector, the business community, residents and the Urban Council of Kokopo.

IMPLEMENTING PARTNERS: Urban Council of Kokopo, NGOs, Law Enforcement Agencies, Churches, WDCs, CBOs, private sector, and UN-HABITAT.

ESTIMATED COST: Kina 250, 000

BACKGROUND: Law and Order problems have had a constraining effect on Kokopo over the years. The latest figures are not available however there is strong evidence that law and order problems have increased. There are several reasons for this situation including an influx of people due to Kokopo's declaration as the provincial capital, high youth unemployment rates, the erosion of cultural values, among others. This can effectively be addressed by involving the whole community and strengthening the existing community policing unit of the RPNGC, which is responsible for law-enforcement.

OBJECTIVES: To improve and strengthen community policing network whereby all sectors of the community are actively involved in addressing law and order issues.

ACTIVITIES: (1) Identify key areas or causes of law and order problems using consultative approach. UN-HABITAT to submit the consultation reports to stakeholders to secure support, approval and institutional commitment to the project. (2) Develop strategies, implementation framework and action plans for the project. UN-HABITAT will provide technical assistance in the implementation of selected action plans, with a focus on building the capacity of Kokopo Urban Council. (3) Evaluate the processes. Under this activity UN-HABITAT will conduct a forward-looking evaluation with a focus on how to improve and strengthen the processes and the whole network.

OUTPUTS: (1) Local communities at large will participate in solving law and order issues in a more organized way. (2) The RPNGC policing unit will work along with the local communities in addressing law and order issues. (3) Kokopo Urban Council's image will significantly improve as a safe place to live and further, attract foreign investment and boost the untapped tourism industry.

STAFF REQUIRED: Experts in the law and order sector and the Urban Council of Kokopo.

LAW AND ORDER N°2	Project proposal
	Strengthening Village Court and Land Mediation.

LOCATION: KULLG.

DURATION: 12 months.

BENEFICIARIES: General Public Implementing Partners: KULLG, Provincial Administration and Village Courts.

ESTIMATED COST: Kina 350, 000

BACKGROUND: Village Courts are administered under the Village Court Act while Land Mediation is administered under the Land Dispute Settlement Act. Both are informal courts set up to settle disputes based on customary systems and ways. Village courts play an important role in trying to minimize crime in the community while land mediators play an important role in settling land disputes. The two informal courts are not performing effectively, due to lack of financial, human and administrative capacity.

OBJECTIVES: To strengthen the work of the village court and Land Mediations through adequate financial and administrative support and by developing better and appropriate training programmes.

ACTIVITIES: (1) Carry out reviews of the two informal courts. (2) Identifying strengths, weakness and opportunities. (3) Developing projects and recommendations to improve the system.

OUTPUT: Better and effective village courts and land mediation system.

STAFF REQUIRED: Consultant to do the review.

ACRONYMS:

ARV	Anti-Retroviral Treatment
CBO	Community Based Organization
CIS	Correctional Institutional Services
CSO	Civil Society Organization
DEC	Department of Environment and Conservation
ENBPG	East New Britain Provincial Government
ENBPPP	East New Britain Provincial Physical Planning Board
KULLG	Kokopo Urban Local Level Government
NAC	National AIDS Council
OLPLL	Organic Laws on Provincial and Local Level Governments
PAC	Provincial AIDS Council
RPNGC	Royal Papua New Guinea Constabulary
VCLR	Voluntary Customary Land Registration
VCT	Voluntary Counselling and Testing
WDC	Ward Development Committee

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