



INDEPENDENT STATE OF PAPUA NEW GUINEA
MINISTRY OF LIVESTOCK AND THE



LIVESTOCK DEVELOPMENT CORPORATION LTD

STRATEGIC PLAN

2023 – 2027

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ACRONYMS AND INITIALS

AITS	Animal Health Identification & Traceability System	MFL	Ministry for Livestock
APA	Agriculture Priority Area	MIL	Maprik Investment Limited
ART	Animal Research Technology	MoU	Memorandum of Understanding
ASYCUDA	Automated Systems for Customs Data	MTDP IV 23-27	Medium Term Development Strategy IV 2023-2027
BSC	Balanced Scorecard	NADP	National Agriculture Development Plan
CCDA	Climate Change Development Authority	NAQIA	National Agricultural Quarantine Inspection Authority
Customs	PNG Customs Services	NARI	National Agriculture Research Institute
DAL	Department of Agriculture and Livestock	NASP 24-33	National Agriculture Sector Plan 2024-2033
DICT	Department of Information Communication & Technology	NEC	National Executive Council
DIP	Deliberate Intervention Program	NLEIMS	National Livestock Epidemiology and Information Management System
DLPP	Department of Lands and Physical Planning	NLP 23	National Livestock Policy 2023
DPM	Department of Personnel Management	NSO	National Statistics Office
DSIP	District Services Improvement Program	OBB	Output Based Budget
E-Extension	Electronic Extension	PE	Personnel Emolument
E-Government	Electronic Government	PEA	Participatory Extension Approaches
GDP	Gross Domestic Product	PEQ	Post Entry Quarantine
GL	General Ledger	PESTEL	Political, Economic, Social, Technological, Environment and Legal
GM	General Manager	PNGDSP 10-30	PNG Development Strategic Plan 2010-2030
GoPNG	Government of Papua New Guinea	PSIP	Provincial Services Improvement Program
HR	Human Resource	PPP	Public-Private Partnership
ICT	Information Communication & Technology	R&D	Research and Development
IFMS	Integrated Financial Management System	RBM	Results Based Management
IGIS	Integrated Government Information System	RRS	Regional Research Station
IHRPS	Integrated Human Resource Payroll System	SCMC	Salaries and Conditions Monitoring Committee
IKP	Indigenous Knowledge Practices	SDG	Sustainable Development Goals
KPI	Key Performance Indicator	SMART	Specific, Measurable, Achievable, Realistic and Time-bound
KRA	Key Result Area	SME	Small to Medium Enterprise
LDCL	Livestock Development Corporation Limited	SMEC	Small to Medium Enterprise Corporation
LDCSP 23-27	LDC Strategic Plan 2023-2027	SPA	Strategic Priority Area
LIA	Livestock Industry Authority	StaRS	National Strategy for Responsible Sustainable Development
LIS&L	Livestock Industry Savings and Loans	SWOT	Strengths, Weaknesses, Opportunities, Threats
LMIS	Livestock Management Information System	TAD	Transboundary Animal Disease
M&E	Monitoring & Evaluation		
MD	Managing Director		
MDG	Millennium Development Goals		

FOREWORD BY THE MINISTER

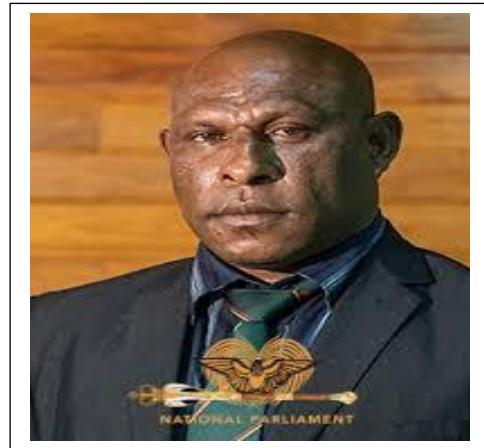
The development of the Strategic Plan for the Livestock Ministry and the Livestock Development Corporation (LDC) Limited is indeed a significant step in advancing Papua New Guinea's (PNG) economic and agricultural goals as outlined in the Medium Term Development Plan Four (MTDP IV) 2023 to 2027.

This plan is crucial for setting a clear direction and aligning efforts to enhance the livestock subsector's contribution to the agriculture GDP and overall economic diversification.

The establishment of the Livestock Ministry and initiatives such as the drafting of the National Agriculture Sector Plan (NASP) and the launch of the PNG National Livestock Policy 2023 are commendable strides towards strengthening the infrastructure and policy framework necessary for livestock development. These efforts reflect strong political support and a commitment to addressing the challenges faced by the sector.

However, the sector faces numerous challenges that need to be addressed to achieve the strategic objectives laid out in the plan. Depleting livestock numbers, inadequate budget allocations, and poor attitudes towards animal welfare and productivity are significant hurdles.

Addressing these issues requires a multi-faceted approach involving increased



investment, education and training for farmers, and enhanced animal welfare standards.

The Strategic Plan's three key pillars and thirteen strategic objectives are designed to guide the Ministry and LDC in implementing effective programs and activities. The success of this plan hinges on the active involvement and collaboration of all stakeholders, including government agencies, private sector participants, non-governmental organizations, and the farming community.

It is vital for stakeholders to align their strategies with the Strategic Plan and its Balanced Scorecard (BSC) to ensure cohesive and coordinated efforts. This alignment will facilitate resource sharing, knowledge exchange, and the achievement of common goals.

By taking ownership and actively participating in the implementation of this Strategic Plan, stakeholders can contribute to a sustainable and thriving livestock industry that supports PNG's broader economic and developmental objectives, ultimately paving the way towards Vision 2050.

HON. SEKIE AGISA, MP
Minister for Livestock
Member for South Fly
July, 2024

Statement by the CHAIRMAN

The initiation of the Livestock Development Corporation's (LDC) Strategic Plan (LDCSP) for 2023-2027 marks a critical step forward in aligning with the national targets set by MTDP IV 2023-2027, PNGDSP 2010-2030, and NASP 2024-2032. As the livestock industry in Papua New Guinea (PNG) begins to gather momentum, addressing the diverse and complex issues within the sector is essential for achieving the aspirations outlined in these key development plans.

Harmonizing the LDCSP with related plans and policies within the broader agriculture sector is a primary challenge. This includes integrating strategies related to training, research, skills development, extension and advisory services, institutional capacity and governance, productivity improvement, product diversification, downstream processing, employment generation, and promoting economic and social development. The strategic plan has been developed with these considerations in mind, ensuring it is comprehensive and forward-looking.

As a maiden medium-term plan, the LDCSP 2023-2027 is designed to align with overarching national plans while setting a foundation for strategies that may extend beyond its initial five-year scope. It lays out a range of objectives, intended results, measures, and interventions to guide LDC in meeting client needs and promoting stakeholder interests.

The strategic plan is organized around three main thematic areas:

1. Enhanced Institutional Capacity and Governance
2. Facilitate Growth of the Livestock Industry
3. Consistent Increased Production and Supply of High-Quality Livestock Products



These areas, along with 13 strategic objectives, aim to address the overarching challenges of the agriculture sector and achieve the intentions of the national strategic plans. The objectives emphasize the continuous improvements necessary for LDC to achieve the desired results.

Commendation is due to the Managing Director and the dedicated staff for their contributions to formulating this pioneering plan. Their efforts have been instrumental in crafting a strategic blueprint that is poised to elevate the development of the livestock industry in PNG.

The LDCSP 2023-2027 and its Scorecard are recommended to all LDC staff, major clients, and key stakeholders. Taking ownership and actively implementing this plan will benefit the people across PNG's 23 provinces and 96 districts. A coordinated effort towards successful implementation is essential for realizing the plan's potential.

The establishment of this pioneer plan is a promising development for the livestock industry, and with collective effort, it can significantly contribute to PNG's economic and social advancement. God bless you all in this endeavour.

MARTIN GINYARU, LLB
Chairman
LDC Board of Directors
July, 2024

ENDORSEMENT BY THE SECRETARY FOR NATIONAL PLANNING

ACKNOWLEDGEMENT

The formulation of the Livestock Development Corporation Limited (LDC) Strategic Plan 2023-2027 marks a pivotal moment for the Livestock Sector, which have been operating without a unified strategic direction until now.

The urgent need for such a plan highlights the importance of having a clear roadmap to address both existing and emerging challenges in the livestock industry.

The Strategic Plan is not only a guide for aligning the Livestock Ministry and LDC's efforts with the national priorities set out in MTDP IV 2023 - 2027 but it is also a framework for achieving tangible outcomes such as increased meat production for import substitution and the creation of 7,000 jobs in the livestock subsector by 2027.

This alignment with SPA 01 – Strategic Economic Investment DIP 1.1 underscores the critical role of commercial agriculture and livestock development in PNG's economic strategy.

By committing to the core values of Accountability, Integrity, Transparency, Competence, Innovation, and Teamwork, the Ministry and LDC are laying a strong foundation for the successful implementation of the Strategic Plan. These values are essential for fostering a culture of excellence and collaboration that will propel the livestock sector forward.

TERRY KOIM

Managing Director

Livestock Development Corporation

July, 2024



The gratitude expressed to the LDC Management Team and Ministerial Staff for their contributions to the Strategic Plan and Balanced Scorecard (BSC) underscores the collaborative effort required to develop such a comprehensive strategy. Their input has been invaluable in ensuring that the plan is both practical and aligned with national development goals.

Looking forward, the Strategic Plan and BSC are expected to serve as a blueprint for executing a range of programs and activities from 2023 to 2027. They are designed to contribute significantly to the development outcomes outlined in the PNG Development Strategic Plan (PNGDSP) 2010-2030, MTDP IV 2023-2027, NASP 2024-2033, and ultimately Vision 2050. The successful execution of this plan will be instrumental in transforming the livestock industry into a robust contributor to PNG's economic growth and sustainability.

EXECUTIVE SUMMARY

The Livestock Development Corporation (LDC) was created in 1982 through NEC Decision No. 75/82 and commenced operations in 1983 as a self-funding state-owned commercial entity that'll have the capability and capacity to own, operate and manage livestock stations, abattoirs and other related facilities throughout the country; and very importantly contribute to self-sufficiency in livestock production in the country.

Regrettably, the livestock industry in PNG, stagnated over the last 40 years with no real growth largely due to the absence of adequate legislation and policy directions from successive Governments, resulting in lack of competent research and development programs, lack of breeding programs, high cost of production, lack of extension services and the availability and easy access of cheap protein imported from overseas. Commercial production of livestock in the country is largely done by the private sector; however, opportunities for large production and tapping into the lucrative overseas markets have not been pursued.

The Government has now placed more focus on the livestock industry, giving prominence to develop and improve the performance of the of the livestock sub-sector over the next decade. Thus, the Ministry for Livestock (MFL) was established in 2022 to make the delivery of the different livestock sub-sector programmes and downstream processing activities more responsive to the needs of the nation.

The effective implementation of these programs and activities of the Ministry and the Corporation have been constrained by the absence of a Strategic Plan and this has resulted in a situation where the Ministry and LDC are operating in a vacuum, with great concerns raised by various stakeholders.

Furthermore, following the development of the National Agriculture Sector Plan 2024 – 2033 (NASP 24-33) and the inaugural National Livestock Policy 2023 (NLP 2023), the LDCL Board prioritized the formulation of the Livestock Development Corporation Strategic Plan 2023–2027 (LDCSP 23-27). This strategic plan provides guidance to the Ministry and LDC to implement Government priority programs and activities for the livestock subsector captured under NASP 2024-2033, the NLP 2023 and MTDP IV (2023-2027).

In order to optimize on the priority programmes and activities for the livestock sub-sector, the Ministry and LDC have set out an operational framework to guide the execution of their respective mandates.

More so, it is LDC that will very much be responsible for executing the Ministry's directives consistent with the aforementioned broader plans and policies. Indeed, the Livestock Development Corporation envisions:

"A smart, sustainable and value-centred livestock industry"

Consistent with this vision, the LDC is committed to:

"Facilitate the maximization of financial returns of all livestock farmers and contribute to the Government's broader social and economic goals".

To attain its **Vision**, LDC commits to uphold six (6) core values and have identified three (3) strategic themes (also referred to as the pillars), which have their own unique Strategic Results.

To accomplish its **Mission**, LDC will in the next five years (2023 - 2027) commit to pursuing thirteen (13) strategic objectives with their associated intended results, measures, targets and strategies.

These [thirteen strategic objectives] are to:

PILLAR 1: ENHANCED INSTITUTIONAL CAPACITY AND GOVERNANCE

1. Review the LDC organization structure to effectively implement MTDP IV 2023-2027, NLP 2023, NASP 2024-2033, Vision 2050 (ref: **NASP 24-33 APA11**).
2. Strengthen the policy and legislative framework of the livestock subsector (ref: **NASP 24-33 APA 5**).
3. Establish the Livestock Industry Authority (ref: **NASP 24-33 APA 11**);
4. Migrate the Authority's payroll data onto the Government's ASCENDER IHR payroll system (ref: **NASP 24-33 APA11**);
5. Establish the New Zealand (NZ) livestock job placement program as a recurrent activity (ref: **APA 7**).

PILLAR 2: FACILITATE GROWTH OF THE LIVESTOCK INDUSTRY

6. Strengthen livestock training, research and development (ref: **NASP 24-33 APA 6**);
7. Enhance livestock extension and advisory services (ref: **NASP 24-33 APA 7**);
8. Improve livestock infrastructure and equipment through PPP arrangements. (ref: **NASP 24-33 APA 2**);

PILLAR 3: INCREASED CONSISTENT PRODUCTION AND SUPPLY OF HIGH QUALITY LIVESTOCK PRODUCTS

9. Facilitate the growth of a smart, sustainable and commercialised livestock industry (ref: **NASP 24-33 APA 1,2 & 3**);
10. Improve livestock safety and welfare (ref: **NASP 24-33 APA6**)
11. Enhance livestock value chain (ref: **NASP 24-33 APA 1,2 & 3**);
12. Improve access to finance for production and supply (ref: **NASP 24-33 APA 1,2 & 3**)
13. Develop and implement the livestock management information system (LMIS) (ref: **NASP 23-33 APA 12**);

Note: Referenced next to the 16 Strategic Objectives are the corresponding Agriculture Priority Areas (APA) from the NASP 2024-2033.

CHAPTER 1.

1. INTRODUCTION

1.1. Historical Background

The Livestock Development Corporation was inaugurated in 1982, after serving as the Livestock Division under the overall organisation structure of the Department of Agriculture, Stock and Fisheries (DASF) post – independence from 1975.

Although LDC gained operational independence, it remained administratively under the Agriculture Ministry.

Since its establishment in 1983, LDC operated without any formal guiding documents for its operations.

This situation persisted for 40 years until the creation of the Ministry for Livestock (MFL) in late 2022.

Over the decades, various global, national, and sectoral plans shaped the livestock subsector's programmes and activities, including:

- **Global Plans:**
 - Millennium Development Goals (MDG) 2000-2015 (8 Goals, 18 Targets, 48 Indicators).
 - The New 2030 Agenda (2016-2030) featuring 17 Sustainable Development Goals (SDG), 169 targets, and numerous indicators.
- **National Plans:**
 - National Strategy for Responsible Sustainable Development (StaRS).
 - PNG Development Strategic Plan (DSP 2010-2030).
 - Vision 2050 (2010-2050).
 - Medium-Term Development Plans (MTDPs): MTDP 2011-2015, MTDP III (2018-2022), and MTDP IV (2023-2027).
 - Alotau Accord (2012).
- **Sectoral Policies:**
 - National Agriculture Development Policy (NADP) 2002-2015.
 - National Agriculture Sector Plan (NASP) 2024-2033.

These plans and policies played a significant role in shaping local livestock subsector programmes over the years.

The establishment of the MFL in late 2022 provided LDC with the impetus to develop a formal administrative document for operational guidance, planning, and budgeting.

1.2. Statutory Mandate

In September 2022, the Ministry for Livestock (MFL) was established, reflecting the Prime Minister's initiative to elevate the importance of the livestock subsector.

The Livestock Development Corporation (LDC), a State-Owned Enterprise, was originally founded in 1982 through NEC Decision No. 75/82 and has been operational since 1983.

The operational framework for LDC is outlined in the National Agriculture Sector Plan (NASP) 2024-2033. Meanwhile, MFL's activities are governed by ministerial determinations. This interim arrangement is in place as the Livestock Industry (Development) Bill awaits approval and the Livestock Authority Act awaits enactment by the National Parliament.

Additionally, the Agriculture Sector Policy and Legislative Framework provide overarching guidance for both MFL and LDC operations. Within the Medium-Term Development Plan IV (MTDP IV) 2023-2027 and NASP 2024-2033, the livestock subsector has been prioritized to enhance integration in planning, implementation, monitoring, and evaluation.

These frameworks emphasize fostering private sector involvement to support government initiatives and explore alternative funding mechanisms for livestock development.

1.3. Functions

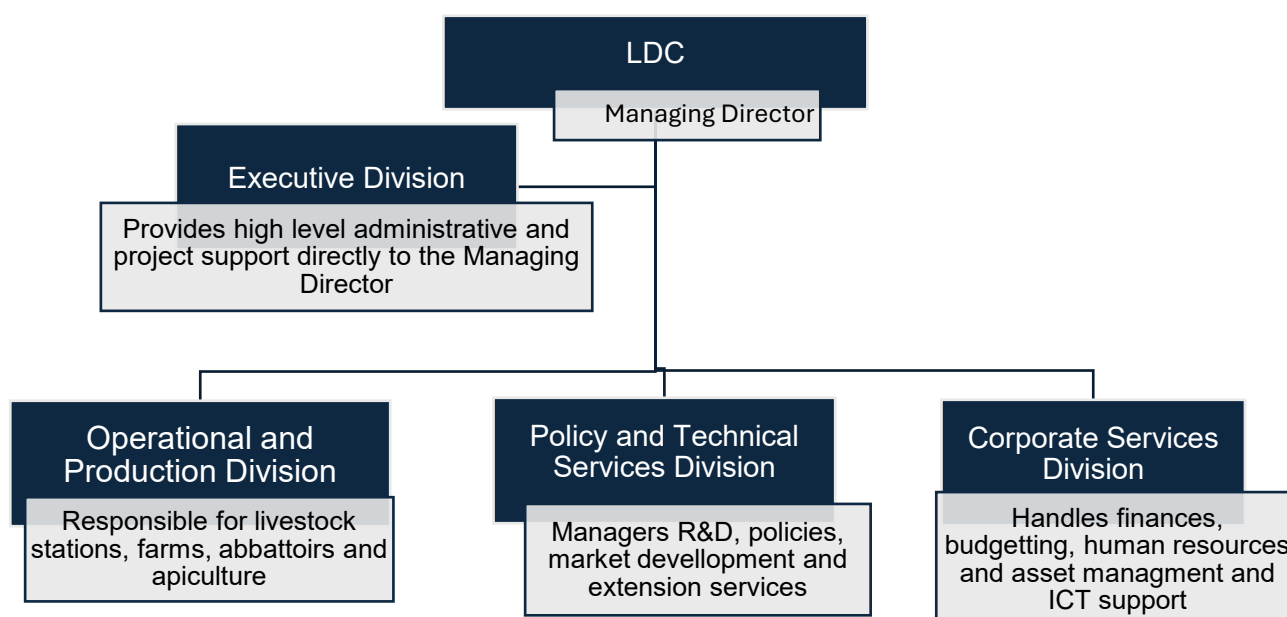
The core responsibilities of the Livestock Development Corporation (LDC) encompass the following key areas:

- i) Apiculture (Beekeeping)
- ii) Livestock Extension Services
- iii) Livestock Health and Identification
- iv) Livestock Market Development and Sales
- v) Livestock Policy and Regulations
- vi) Livestock Production
- vii) Livestock Research and Development (R&D)
- viii) Livestock Veterinary Services

1.4. Management and Operational Structure

- **Key Divisions** the LDC operates through four main divisions

Figure 1. Key divisions and their functions under LDC



- **Geographical Reach**

- LDC has four (4) Regional and ten (10) District Extension Offices across Papua New Guinea.
- Veterinary and livestock extension camps further extend support at the district level.
- LDC's capacity allows it to serve all 23 provinces and 96 districts, subject to adequate resourcing.

1.5. Strategic Operational Linkages

- LDC collaborates with various stakeholders, including:
 - The Department of Agriculture and other agricultural agencies and Commodity Boards.
 - Line Ministries, Government Departments, Development Partners.
 - Universities, NGOs, Research Institutions, International Standards Bodies, and private sector organizations.

1.6. Rationale for the LDCSP 2023-2027

- **Agriculture Sector Goals for 2050** The Government of PNG (GoPNG) aims to achieve the following by 2050:
 - 10 million local farmers.
 - 100,000 Small and Medium Enterprises (SMEs).
 - 100 millionaires.
 - 10 billionaires.
- **Alignment with National Policies and Plans**
 - Strategies for livestock subsector revival are outlined in:
 1. National Livestock Policy (NLP) 2023.
 2. MTDP IV (2023-2027).
 3. NASP 2024-2033.
- **Investment Budget**
 - Livestock subsector (aquaculture and apiculture) receives K340 million, accounting for 14% of agriculture sector investments under MTDP IV (2023-2027).
 - Ranked fourth among ten agriculture subsectors in terms of funding.
- **Pioneer Strategic Plan**
 - The LDCSP 2023-2027 is the first medium-term plan designed to address livestock sector challenges and achieve the intents of:
 1. National Livestock Policy 2023.
 2. PNGDSP 2020-2030.
 3. MTDP IV (2023-2027).
 4. NASP 2024-2033.

- The plan serves as a guiding document for implementing Government programmes and activities in the livestock subsector.

1.7. Vision, Mission, and Core Values

Figure 1. Vision Mission and Values



CHAPTER 2.

2. ENVIROMENTAL ANALYSIS

2.1. External Environmental Analysis

The analysis of LDC's external environment focuses on Political, Economic, Social, Technological, Ecological / Environmental and Legal (PESTEL) developments that had or may have an impact on its operations. LDC's external environments were affected as follows:

2.1.1. *Political Landscape and Developments in Papua New Guinea (PNG)*

Papua New Guinea (PNG) operates as a democracy with elections every five years. However, political instability has been a recurring theme, with only two Governments completing a full term since independence in 1975. The introduction of the vote-of-no-confidence mechanism in the 1980s has further fuelled parliamentary instability. Successive administrations have exploited their majority to stifle legislative processes and prioritize political interests, often at the expense of fair parliamentary debates.

A key factor in maintaining political stability in recent years has been the Government's control over electoral development funds under the District Services Improvement Program (DSIP) and Provincial Services Improvement Program (PSIP). These funds, though aimed at development, are allocated at the discretion of the executive Government, which restrains MPs' movements but raises concerns about sound governance and democratic principles.

Leadership and Recent Changes

PNG's 2022 National Election followed a turbulent political period during which James Marape replaced Peter O'Neill as Prime Minister in 2019 through a vote-of-no-confidence session. Marape launched a bold vision to "Take Back PNG and make it the richest black Christian nation," charting a new course for the country.

Challenges Impacting National Interests

- **Political Interference:** Frequent political interference in Government department appointments and public sector operations often hampers national progress.
- **Localized Pressures:** Politicians face competing priorities between addressing national concerns and responding to strong local tribal, district, and provincial demands, which can detract from broader governance objectives.

Support for Agriculture and Livestock Development

Despite challenges, the current Government has demonstrated a commitment to agriculture and livestock, notably establishing the Livestock Ministry in 2022. This aligns with the long-term national plans:

- **PNG Development Strategic Plan (DSP) 2010-2030:** Targeting middle-income status by 2030.
- **Vision 2050:** Aiming to ensure the highest quality of life for all citizens.

Focus on Agricultural Growth

With over 80% of the rural population engaged in agriculture, the Government is implementing frameworks like MTDP IV 2023-2027 and NASP 2024-2033 to drive transformation through:

- Economic growth and national prosperity.
- Commercializing agricultural sub-sectors, including livestock, food crops, rice, and spices, with a projected revenue of K30 billion and the creation of 1,000,000 jobs by 2030.

Livestock Development Corporation's Strategic Interventions

To capitalize on Government initiatives, the Livestock Development Corporation (LDC) plans to:

- i) Review its organizational structure and align it with appropriate policy and legislative frameworks.
- ii) Develop and operationalize standalone policies for the livestock subsector.
- iii) Establish a robust and well-developed livestock industry.
- iv) Enhance the quality and quantity of livestock production and supply.
- v) Support smallholder farmers at the sub-national level.
- vi) Promote sustainable apiculture and livestock development to strengthen agricultural diversification.

2.1.2. Economic Development

Papua New Guinea (PNG) operates two parallel economies: the traditional and cash economies. The traditional sector, based on subsistence and semi-subsistence farming, sustains about 85% of the population, with villages often self-sufficient and trading small surpluses. In contrast, the formal cash economy revolves around the export of natural resources.

As the largest Pacific Island nation, PNG spans 462,840 square kilometres and boasts abundant natural resources, including minerals (copper and gold), oil, gas, fertile agricultural land, forests, and rich fisheries within its 200-mile exclusive economic zone. Despite being categorized as a lower-middle-income economy, with a per capita gross national product of \$2,530 (IMF 2024), agriculture remains the primary livelihood for most, with commercial agriculture contributing a third of GDP and mineral resources accounting for two-thirds of exports.

However, developmental challenges persist, such as the traditional "wantok" redistribution system, a growing youth population, low labor productivity, insecure land tenure, inadequate infrastructure, poor governance, and limited market access. Law and order issues further compound these struggles, driven by urban migration, weakening traditional social structures, and high urban living costs.

Despite these hurdles, PNG's economic outlook is optimistic, supported by growth in the non-extractive sector, with agriculture playing a key role in driving recovery and long-term prosperity.

2.1.3. Social Developments

PNG's population grows by 230,000 annually, three times the rate at independence in 1975. This creates opportunities for expanding livestock production to meet increasing demand but also pressures natural resources like grazing land, leading to overuse.

Population growth has also boosted household participation in livestock farming, supported by Government initiatives like MTDP IV 2023-2027 and NASP 2024-2033.

PNG's life expectancy is 66 years (2022), with a literacy rate of 63.5%, despite challenges like inadequate schools and teacher shortages. GDP per capita stands at \$2,530 but is unevenly distributed.

Livestock production faces issues due to poor agricultural practices and weak biosecurity measures, resulting in inconsistent and low-quality products. Adherence to animal health practices like dipping, vaccinations, and movement permits is lacking.

Additionally, poor treatment of animals in research, entertainment, slaughter, and other uses, combined with inadequate transportation, housing, and nutrition, has significantly affected animal health and well-being.

2.1.4. Technological Developments

Technology plays a vital role in advancing the livestock subsector, from research and diagnostics to surveillance and information systems. The Department of ICT (DICT) has developed the Integrated Government Information System (IGIS) to enhance service delivery through electronic governance.

Challenges persist, including low adoption of livestock technologies, inadequate extension services, and limited resources for small-scale farmers. To address these, the LDC will implement a Livestock Extension and Advisory Strategy and collaborate with DICT on systems like the Livestock Integrated Management Information System (LMIS) and the Animal Health Identification and Traceability System (AITS) to improve farmer support and product trade.

The Ministry and LDC are also focusing on modernizing livestock production through technologies such as Artificial Insemination, disease diagnosis, and climate-resilient practices. However, barriers like high costs, limited research, and low staff competencies must be overcome to maximize technological potential.

2.1.5. Ecological / Environmental Developments

PNG is endowed with abundant natural resources for livestock development. The abundant natural water bodies and rangelands offer the country an immense opportunity for livestock development. The distribution of the natural resources differs across the four regions, with each region being favoured with abundant rains, water resources and grazing lands.

The major threat to sustainable livestock development is climate change. The country has been experiencing climate induced hazards which include drought and dry spells, seasonal and flash floods and extreme temperatures.

Some of these hazards, especially droughts and floods have increased in frequency and intensity over the past few decades and have adversely impacted food and water security, water quality and livelihoods of the people, especially in the rural communities.

Climate change affects plants and animals, and the way they react to the changes in terms of pests and diseases is in itself a threat to the livestock industry. Natural disasters and the effect on plants and animals as well as global pandemics affecting trade pose further threats to the industry.

2.1.6. Legal Developments

Apart from the *Livestock Industry (Development) Bill* that is currently before parliament for enactment, there is no comprehensive legal framework to govern the livestock industry. LDC is currently developing the livestock and animal health regulations to be enforced in the livestock sub-sector.

In order to optimize on the current legal vacuum, the MFL and LDC will undertake the following interventions:

- i. Develop the *National Livestock Development Act* to serve as the principal Act for the livestock subsector;
- ii. Develop the apiculture and livestock regulations;
- iii. Collaborate with the Ministry / Department responsible for Health to implement the food safety legislation;
- iv. Implement apiculture and livestock development programmes in line with local authority by-laws; and
- v. Enhance the local supply and export of bee and livestock products in line with national and international trade legislations where applicable.



Picture 3 (above): A snapshot from the *Post-Courier Newspaper* (dated 24th August 2023), showing the second shipment of 164 cattle from LAE, MOROBE Province to the shores of KEAPARA in Central Province for the LAUNAKALANA Estate. The first batch of 56 cattle was shipped in from SIALUM in December 2022. The cattle were brought in specifically for breeding. The cattle breeding program was part of the previous Government's MTDP III 2018-2022 which was aimed to empower the rural majority. The current Government's MTDP IV 2023-2027 theme is "**National prosperity through growing the economy**" which also aims to empower the rural majority. Source: <https://www.postcourier.com.pg/second-shipment-to-boost-breeding-for-central-province/>

2.1.7. Stakeholder and Client Analysis

(a) Clients and their Needs:

The Ministry and LDC have identified in **Table 1** the following five (5) major clients and their needs:

No.	Clients	Needs
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1.	Farmers	<ol style="list-style-type: none"> 1. Livestock advisory and extension services. 2. Livestock input supplies, agribusiness, market linkages and trade facilitation. 3. Financial management services. 4. Livestock public infrastructure. 5. Specialised livestock services. 6. Facilitation of PPPs. 7. Facilitation of environmental impact assessments. 8. Information on policy and legislative guidelines. 9. Animal Health and veterinary services. 10. Sanitary and Phytosanitary services. 11. Food safety information and services. 12. Animal Identification and Traceability services. 13. Up-to-date technology development.
2.	Bee-Keepers	<ol style="list-style-type: none"> 1. Certification and registration services. 2. Apiculture advisory and extension services. 3. Market support and value addition services. 4. Bee - keeping equipment and accessories. 6. Sanitary and Phytosanitary services. 6. Laboratory Testing services. 7. Eco system management.
3.	Traders and Processors	<ol style="list-style-type: none"> 1. Financial support. 2. Apiculture and Livestock support services. 3. Sanitary and Phytosanitary services. 4. Certification services. 5. Up-to-date Policy framework. 6. Apiculture and livestock information. 7. Commodity marketing infrastructure. 8. Traceability services. 9. Product testing services. 10. Market Linkages and credit facilities for cooperation. 11. PPP guidelines.
4.	Cooperatives, Farmers and Bee Keepers, Associations, Clubs and Groups.	<ol style="list-style-type: none"> 1. Apiculture and livestock advisory and extension services. 2. Apiculture registration of co-operatives. 3. Apiculture and livestock input and implement. 4. Financial support. 5. Apiculture and livestock public infrastructure. 6. Apiculture and livestock specialized services. 7. Apiculture and livestock information. 8. Facilitation of PPPs. 9. Facilitation of access to financial services. 10. Sanitary and Phytosanitary services. 11. Market linkages. 12. Up to date technology development.
5.	Pasture and forage seed companies.	<ol style="list-style-type: none"> 1. Up to date Policy and Legislative framework. 2. Facilitation of seed testing, variety protection and certification services. 3. Training and information on pasture production. 4. Facilitation of Phytosanitary certificates, import and export permits. 5. Specialized pasture extension services. 6. Export facilitation to regional markets.

(b) Stakeholders and their Interests:

A stakeholder analysis revealed their major interests / concerns as presented in **Table 2** below:

No.	Stakeholders	Interests
1.	Ministries, Provinces, Districts and Spending Agencies.	<ol style="list-style-type: none"> 1. Effective and efficient implementation of programmes related to Apiculture and Livestock. 2. Apiculture and Livestock information.

		3. Collaborative support. 4. Technical Assistance.
2.	Higher Learning Institutions	1. Collaboration and support in research and development. 2. Appropriate Innovations. 3. Apiculture and Livestock Information.
3.	Cooperating Partners (Donors)	1. Adherence to international agreements and national plans. 2. Efficient financial management. 3. Apiculture and Livestock information. 4. Good governance systems. 5. Women and Youth representation. 6. Mainstreaming Environmental sustainability.
4.	Non-Governmental Organizations (NGOs)	1. Adherence to international agreements and national plans. 2. Efficient and effective financial management. 3. Apiculture and Livestock information. 4. Good governance systems. 5. Women and Youth representation 6. Environmental, social and economic sustainability mainstreaming.
5.	Consultative Group for International Agricultural Research (CGIAR) (also includes IFPRI, UN-FAO, etc)	1. Increased funding for research activities. 2. Retention of research staff. 3. Demand-Driven Research.
6.	Professional Bodies.	1. Adherence to standards. 2. Apiculture and Livestock information. 3. Expansion of their membership. 4. Facilitate licensing. 5. Accreditation of members.
7.	International Livestock Organizations	1. Adherence to international standards for products, trade, procedures and regulations. 2. Apiculture and Livestock information.
8.	International Standard Setting Bodies	1. Adhere to international standards. 2. Participation in international standards-setting. 3. Fisheries and Livestock information.
9.	Importers/Exporters	1. Sanitary and phytosanitary services 2. Policy and Regulatory guidelines. 3. Traceability Services. 4. Laboratory Services. 5. Market Support Services. 6. Food Safety Certification Services.

2.2. Internal Environmental Analysis

2.2.1. Past Performance

This section reviews LDC's historical performance and examines the internal capabilities of both LDC and MFL to identify their strengths, weaknesses, opportunities, and threats (SWOT), while proposing optimization strategies and mitigation measures.

The Ministry for Livestock (MFL) was founded in late 2022, whereas LDC has been in operation for over four decades. Given MFL's recent establishment, assessing its performance would be premature.

Consequently, this section concentrates on LDC's performance since its inception in 1982.

Overall, LDC's performance is characterized by a blend of successes and shortcomings. However, an analytical evaluation of its performance over the years remains challenging due to the lack of established performance indicators, defined targets, and key policies against which its achievements can be measured.

In its early years, LDC demonstrated strong performance with well-managed livestock farms, abattoirs, and apiculture operations.

The organization established a network of veterinary and livestock extension camps within these farms, ensuring that assets were well-maintained. Although livestock production was not on a large-scale commercial level, it successfully met demand during this period.

However, LDC's performance experienced stagnation and decline over the past two decades, from the 2000s to the 2020s. This downturn was primarily attributed to several challenges, including insufficient legislative and policy direction from the government, a lack of robust research and development programs, inadequate breeding initiatives, high production costs, limited extension services, and competition from imported, inexpensive livestock protein.

2.2.2. Capability Assessment

An Institutional Capability Assessment was carried out to thoroughly analyse LDC's internal condition, identify existing gaps, and propose suitable interventions. These findings were intended to inform the development of the 2023–2027 Strategic Plan and Balanced Scorecard. The assessment revealed that LDC faced challenges in six key areas: staffing, organizational structure, overall status, shared values, and capacity constraints, both technical and financial.

Staffing: LDC staffing is projected to grow significantly as summarized in Table 3 below

LDC Staffing Establishment						
	2005	2023	2024	2025	2026	2027
Planned	No record	162	242	302	352	391*
Actual	No record	62				

NB: Number of positions proposed to SCMC are pending approval subject to NEC.

Organizational Structure: To support the development and growth of the livestock subsector, LDC operates under the following functional and reporting framework:

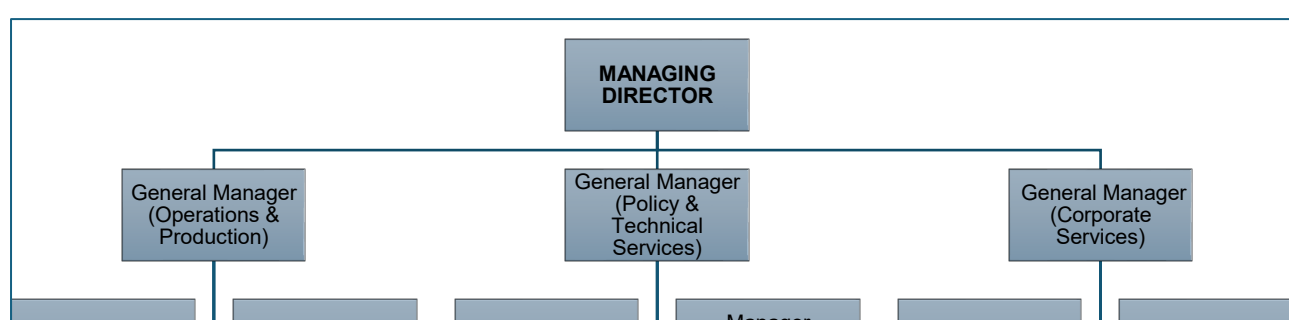
The organization is overseen by a Board of Directors, to whom the Managing Director is accountable.

Reporting directly to the Managing Director are three Divisions, each led by a General Manager. Within each Division, four functional managers report to their respective General Managers.

Several staff members, including the Legal Officer, Internal Auditor, Media & Publications Officer, and Executive Officer, report directly to the Managing Director.

These roles are not affiliated with any of the three Divisions but are instead grouped under the Executive Management Services Division, which operates within the Managing Director's Office.

Figure 3 illustrates LDC's organizational structure, from the Manager level up to the Managing Director.



Staffing Numbers: The tables below illustrates the current status staff numbers.

🚧 **Operations & Production division**

Positions	Key Roles	No.	Position distribution	MOMASE	NGI	Highlands	Southern
312	General Manager	1		110	24	112	59
	Regional Mangers	4					

🚧 **Policy & Technical Services**

Positions	Key Roles	No
42	General Manager	1
	Managers	4
	Scientists	8
	Veterinary officers	4
	District extention officers	10
	Policy & Compliance	6
	Sales & marketing	6
	Economist	1

• **Corporate Service division**

Positions	Key roles	No.
30	Managers	4
	Accountant	1
	Budget Officer	1
	IFMS Systems Admin	1
	HR Dev. Training officer	1

The imminent challenge: LDC is currently transitioning from its role as a company in the livestock industry to becoming the sector's regulator. Despite this shift, growth in the livestock subsector is anticipated, particularly with the increased recognition and support from the Government for LDC's operations.

Achieving the staffing target of 391 will require time, so short-term contract staff and consultants have been engaged to address immediate capacity gaps. While some gaps will persist in certain areas, these may not pose significant challenges, as alternative methods for completing specific tasks are available.

Shared Values: LDC currently lacks a formal code of ethics and business conduct to guide staff behavior and interactions. Similarly, there is no established set of core corporate values. To address this gap, six corporate values have been carefully selected to shape staff attitudes and intellectual approaches necessary for the effective implementation of the 2023–2027 Strategic Plan and Balanced Scorecard.

- New staff members will undergo an induction into these core values before assuming their roles.

Technical Capacity: LDC's technical capacity has recently experienced improvements due to external support. However, meeting the demands of the 3 investment programs, 5 Key Result Areas (KRAs), 12 strategies, and 4 indicators outlined under MTDP IV (2023–2027) will require an "all-hands-on-deck" approach. LDC staff will likely face challenges in fully achieving these objectives, as newly appointed employees require extensive training to develop the necessary skills and knowledge to handle issues independently.

Financial Capacity: Significant progress has been made in LDC's financial administration. The Accounts Supervisor position (Grade 13) has been reclassified and renamed as Manager Finance (Grade 17), while the Senior Accounts Payable Officer (Grade 07) has been renamed and reclassified as Accountant (Grade 15). In addition to the existing Examiner role, four new positions have been established: Budget Officer, IFMS System Administrator, Commitment Officer, and Certifying Officer. The Accountant now supports the Finance Manager with financial transaction input, while the generation of financial statements, to be audited externally, is managed by the Finance Branch under the Finance Manager's oversight rather than the Division's General Manager.

Capacity Issues: To effectively address critical challenges, LDC must continue strengthening its capacity. Key areas of focus include:

- Advancing livestock infrastructure development.
- Expanding staffing to fill essential positions.
- Implementing new systems and procedures.
- Adjusting to the updated organizational structure.
- Streamlining work processes, reporting mechanisms, decision-making practices, and performance monitoring systems to align with these changes

2.2.3. *SWOT Analysis*

A SWOT analysis further identified the factors within and outside LDC that would facilitate or hinder the implementation of the Strategic Plan interventions. The analysis revealed the following:

Strengths

A number of strengths or factors within LDC that would facilitate the implementation of the strategies and achieve the intended results were identified.

The following are the strengths and related optimization measures:

No.	Strengths	Optimization Measures
1.	Existing decentralized structure that is operational up to sub-district Level.	Utilized the exiting organizational structure in the organization structure review process
2.	Availability of skilled and experienced human resource to develop and implement programmes.	-Enhance the performance management system
3.	Availability of staff training institutions for the implementation of training programmes.	Engage closely with training institutions for the enhancement of human resource development.
4.	Availability of strategic basic IT infrastructure for requisite systems.	Develop, automate, re-engineer and integrate requisite systems.
5.	Willingness of employees to have well documented shared values	Establish and operationalize the Corporate Values Committee.

6.	Management support to implement programmes.	Continuously engage leadership and management for support.
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Weaknesses

Despite having the strengths highlighted above, the Internal Analysis also identified weaknesses or factors within the LDC that would hinder the implementation of the proposed strategic plan interventions to address the identified challenges.

The following are the weaknesses related mitigation measures:

Table 5: Weaknesses and Mitigating Measures

No.	Weaknesses	Mitigation Measures
1	Inadequate Human Resource.	Review the structure to make it more responsive to the human resource needs of the livestock sector.
2	Inadequate Specialized Skills.	Develop and implement a comprehensive skills capacity building programme.
3	Inadequate equipment to effectively carryout its mandate.	Prioritize the provision of adequate equipment.
4	Weak Monitoring and Evaluation (M&E) System.	Develop and implement an effective M&E system.
5	Weak Statistics and information management systems.	Re-engineer, automate and integrate requisite systems.
6	Resistance to change.	Develop and implement a change management programme at HQ, Provincial, District and Farm levels.
7	Weak linkages with institutions of higher learning and other stakeholders.	Enter into MoUs with various institutions to work together.
8	Operated without strategic plan.	Ensure at the end of every strategic plan, the next plan is immediately developed.
9	Inadequate budget allocations and fiscal decentralization.	Advocate for more funding to LDC.

Opportunities

The assessment also identified opportunities or factors outside LDC that may facilitate the implementation of the identified interventions. These factors, if optimized, will improve the performance of LDC.

The following are the opportunities and optimization measures:

Table 6: Opportunities and Optimization Measures

No.	Opportunities	Optimization Measures
i.	Supportive stakeholders in programme implementation.	Develop and implement a stakeholder engagement and management plan.
ii.	Advancements in ICT.	Leverage on existing ICT platforms for dissemination of information.
iii.	Availability of training institutions for capacity building.	Engage available training institutions for implementation of the capacity building programme.
iv.	Political will	Continue to engage with relevant political leaders for further support.

Threats

In addition to the opportunities, there are threats or factors outside the control of LDC that may affect the implementation of the proposed interventions.

The threats identified and their related mitigation measures are presented below:

Table 7: Threats and Mitigating Measures

No.	Threats	Mitigation Measures
1	Biosecurity threats increases the risk of transmission of diseases and pests despite existing systems.	-Develop a robust inspection mechanism. -Enhance collaboration with relevant stakeholders.
2	Climate Change threats to both apiculture and livestock development.	Implement apiculture and livestock programmes in line with CCDA requirements.



Picture 4 (below): A newspaper caption from the Post-Courier Newspaper (dated 24th October 2023), showing a statement by LAUNAKALANA Estate Manager. The Manager stated that the target of the Estate was to breed up to 1,000 cattle to occupy the 4,000 hectares of land at LAUNAKALANA before being distributed within the Central Province and then to other Sothern Region Provinces. A major threat for the livestock shipping, breeding and shipment program is the risk of death that the cattle are confronted with. Source: [https:// www.postcourier.com.pg/positive-growth-for-central-cattle-breeding/](https://www.postcourier.com.pg/positive-growth-for-central-cattle-breeding/)

CHAPTER 3

3. STRATEGIC DIRECTION

Having analysed the internal and external environments within which the Ministry and LDC are operating, and may be expected to operate in the near future, an operational framework is now put in place to guide the execution of LDC's mandate as follows:

1. **Accountability** – we are responsible to the Government and the public for decisions and actions taken, and submit to whatever scrutiny is appropriate to us.
2. **Integrity** – we put the obligations of the services that we are mandated to provide to the public above personal interests and pledge to conduct ourselves in a manner that is beyond reproach.

3. **Transparency** – we are open about the decisions and actions taken regarding the delivery of services that we provide to the public.
4. **Competence** – we are committed to being highly skilled and knowledgeable, aiming to always apply industry best practices.
5. **Innovation** – we pledge to pioneer into new areas of knowledge and research because we have the best local knowledge about all aspects of livestock in PNG.

Teamwork – we collaborate to achieve a common goal in the most efficient and effective manner, respecting each other’s contribution and always putting the interests of the team above the interest of the individual.

3.1. MTDP IV (2023-2027) Policy Directives

Table 1 Investments								
DIP Link	Investment	2023 (K'mil)	2024 (K'mil)	2025 (K'mil)	2026 (K'mil)	2027 (K'mil)	Total Est. Cost (K'mil)	Funding Source(s)
DIP 1.1	National Livestock Development Program	30.0	50.0	50.0	50.0	50.0	230.0	GoPNG/PPP
DIP 1.9	Rehabilitating and building new abattoirs	0.0	10.0	20.0	20.0	10.0	60.0	GoPNG/PPP
DIP 1.1	Establishment of commercial animal feed farm	0.0	15.0	20.0	10.0	5.0	50.0	GoPNG/PPP

Table 2 Key Result Areas								
No.	Key Performance Indicator	2023	2024	2025	2026	2027	Responsible Agency(ies)	
1	Number of National cattle breeding farms rehabilitated and established	1	2	3	4	5	DAL/LDC	
2	Number of livestock/poultry quarantine centres established and in operation	1	2	3	4	5	DAL/LDC	
3	Number of small livestock Provincial breeding and distribution centres rehabilitated and restocked	1	2	3	4	5	DAL/LDC	
4	Number of abattoirs rehabilitated and development	1	2	3	4	5	DAL/LDC	
5	Number of old cattle ranches reclaimed, rehabilitated and restocked	2	4	6	8	10	DAL/LDC	

Table 3 Strategies		
No.	Implementation Strategy	Policy Reference
1	Establish breeding and distribution centres	Agriculture Medium Term Development Plan
2	Support research development and training programs	
3	Rehabilitation and build regional abattoirs	
4	Commercialise the Cattle Industry	
5	Encourage smallholder commercial piggery and poultry production	
6	Promote cooperative society marketing under the Nucleus Estate Concept	
7	Acquisition of Land/Sustainable Land Development	
8	Promote downstream processing	
9	Promote the development of ruminants	
10	Support research and development for animal pest and disease control (Biosecurity)	
11	Development of quarantine facilities	
12	Promote partnerships to diversify the industry	

Table 4 Indicators								
No.	Indicator	Source	Base-line (2020)	Annual Targets				
				2023	2024	2025	2026	2027
1	Annual total beef, pork and mutton import value (K'mil)	ASYCUDA ++	350	330	300	270	240	200
2	Annual total domestic beef, pork and mutton production ('000 tonnes)	AMTDP	15.5	22	30	40	50	60
3	Livestock contribution to the agriculture sector (%)	NADP	N/A	DAL to provide data				
4	Livestock sector contribution to GDP (%)	NSO	N/A	NSO to provide data under the National Accounts				
Executing Agency:		Livestock Development Corporation, DAL, Customs, NAQIA						
Sector Coordination Mechanism:		High-Level Agriculture Coordination Committee						
Lead Sector Agency:		Department of Agriculture and Livestock and DNPM (oversight)						

The tables above shows tables 3 and 4 of MTDP IV (2023-2027) clearly outlining the strategies and indicators for developing the livestock sector [Source: [MTDP IV 2023-2027 p. 97](#)]

3.2. Pillars and Results (Strategic Themes and Strategic Results)

LDC has identified three (3) strategic themes (areas of focus) to address the identified challenges in the subsector, including the overall challenges within the agriculture sector. This will lead to specific strategic results being realised once the challenges in the respective thematic areas have been addressed.

The focus in the three (3) areas will lead to the attainment of LDC's Vision and Mission, ultimately achieving the following MTDP IV (2023-2027) KRAs:

- a. **Five** cattle farms rehabilitated and established;
- b. **Five** livestock / poultry quarantine centres established and in operation;
- c. **Five** small livestock provincial breeding and distribution centres rehabilitated and restocked;
- d. **Five** abattoirs rehabilitated and developed; and
- e. **Ten** old cattle ranches reclaimed, rehabilitated and restocked.

The strategic themes and the corresponding strategic results are as follows:

3.2.1. Enhanced Institutional Capacity and Governance

Under this theme, LDC's current organisational structure will be revised, new / existing Policies and Legislative Frameworks for the Livestock Subsector will be reviewed and updated, setting the foundation for the establishment of the Livestock Industry Authority, leading on to the migration of the Authority's payroll data to the Government's ASCENDER Payroll. The NZ Livestock Job Placement program is also covered under this pillar.

3.2.2. Facilitate Growth of the Livestock Industry

Under this theme, the livestock training, R&D, livestock extension and advisory services will be strengthened and given prominence. One other key focus of this thematic area is to improve livestock infrastructure and equipment through PPP arrangements.

3.2.3. Consistent Increased Production and Supply of High-Quality Livestock Products

During the lifespan of this Strategic Plan, LDC commits to facilitate the growth of a smart, sustainable, commercialised and diversified livestock industry, enhancing the local livestock value chain and improving access to finance and insurance for production and supply within the domestic market, as well as promoting downstream processing. Incentives such as the establishment of the Livestock Industry Savings & Loan Society and voluntary superannuation contributions will be explored. The LMIS will also be developed and implemented in addition to improving livestock safety and wellbeing.

3.3. Strategic Objectives, Intended Results, Measures, Targets and Strategies (Interventions)

To accomplish its Mission, Strategic Results and Vision, LDC will in the next five years (2023 - 2027) commit to pursuing thirteen (13) strategic objectives with their associated intended results, measures, targets and strategies.

The strategic objectives demonstrate the continuous improvements that LDC will need to undertake to get the desired results in the focus areas as follows:

TABLE 8: TRANSLATION OF THE STRATEGIC THEMES INTO STRATEGIC RESULTS AND STRATEGIC OBJECTIVES

No.	Strategic Theme	Strategic Result	Strategic Objectives
1.	PILLAR 1: Enhanced Institutional Capacity and Governance	Well-structured organisation supported by appropriate policy and legislative frameworks.	1.1 To review the existing organisation structure in line with and to effectively implement the NASP 24-33, NLP 23, the MTDP IV 23-27, Vision 2050, etc.
			1.2 To Strengthen the Policy and Legislative Framework.
			1.3 To establish the Livestock Industry Authority (LIA).
			1.4 To migrate the Authority's payroll data onto the Government's ASCENDER IHR payroll system.
			1.5 To establish the New Zealand (NZ) livestock job placement program as a recurrent activity.

2	PILLAR 2: Facilitate Growth of the Livestock Industry	Well established and highly developed livestock industry.	2.1. To strengthen livestock training, research and development.
			2.2. To enhance livestock extension and advisory services.
			2.3. To improve livestock infrastructure and equipment through PPP arrangements.
3	PILLAR 3: Consistent Increased Production and Supply of High Quality Livestock Products	Improved quality and quantity in livestock production and supply.	3.1. To facilitate the growth of a smart, sustainable, commercialised and diversified livestock industry.
			3.2. To improve livestock safety and wellbeing.
			3.3. To enhance livestock value chain.
			3.4. To improve access to finance for production and supply.
			3.5. To develop and implement the Livestock Information Management System (LMIS).

PILLAR 1: ENHANCED INSTITUTIONAL CAPACITY AND GOVERNANCE

3.3.1. Strategic Objective One:

To Review LDC's Current Organizational Structure to Effectively Implement the NASP 2024-2033, NLP 2023, the MTDP IV 2023-2027, Vision 2050, etc.

Strategies:

- (a) Obtain LDC Board approval to review existing organisation structure.
- (b) Obtain insights from MD, GMs, Regional Managers, Station Managers and DPM on the organisation review exercise.
- (c) Develop job descriptions for all newly proposed and reclassified positions.
- (d) Undertake job evaluation of the newly created and reclassified positions.
- (e) Cost out and present the revised organisation structure and costing to the LDC Board for ratification.
- (f) Internal and external advertisement of positions.
- (g) Recruitment / on-boarding of eligible applicants onto positions they applied for.
- (h) Improve financial accountability / Broaden financial resource base.
- (i) Improve operational effectiveness and efficiency.
- (j) Establish Corporate Values Committee.
- (k) Strengthen staff training and development.

3.3.2. Strategic Object Two:

To Strengthen the Policy and Legislative Framework.

Strategies:

- (a) Develop standalone policies for Apiculture, Livestock and Animal Health.
- (b) Review and harmonise the legal framework for Apiculture, Livestock and Animal Health and
- (c) Legislate and implement the *Livestock Development Act*.

3.3.3. Strategic Objective Three:

To Establish the Livestock Industry Authority.

Strategies:

- (a) Obtain Board's approval to establish the Livestock Industry Authority.
- (b) Separate the Policy and Operations functions of LDC.
- (c) Transfer the Policy functions to the Livestock Industry Authority (LIA).
- (d) Retain the Operational functions with LDC.
- (e) Obtain SCMC approval for Government to formally recognise LIA's establishment.
- (f) Obtain Board's approval of the new refined LDC organisation structure.

3.3.4. *Strategic Objective Four:*

To Migrate the Authority's Payroll Data onto the National Government's ASCENDER IHR Payroll System.

Strategies:

- (a) Use SCMC approval as basis to request the Department of Treasury to create a unique GL account and Agency Code for LIA, and allocate funds into the different components of the account.
- (b) Use GL account and Agency code and SCMC approval as basis to request DPM to facilitate the migration of the Authority's payroll data onto the ASCENDER IHR payroll system.

Note: Per Strategic Objectives 3.2.3 and 3.2.4 above, the establishment of the Livestock Industry Authority (LIA) is a key performance indicator for the Managing Director, and this will involve the transition of LDC Ltd into an Authority. Hence, it is important to clearly state the activities and path that'll be taken during the transition period. The transition provisions are captured in **Annex 1** of this Strategic Plan.

3.3.5. *Strategic Objective Five:*

To Establish the New Zealand (NZ) Livestock Job Placement Program as a Recurrent Activity.

Strategies:

- (a) Develop close working relation with the NZ High Commission.
- (b) Sign MOU with livestock farms in New Zealand.
- (c) Place advertisement for interested applicants to apply for the program.
- (d) Recruit eligible applicants.
- (e) Induct and send successful applicants to selected livestock farms in NZ.
- (f) Operationalize the program and make it an annual recurrent activity, i.e., repeat (b) to (e) above.

PILLAR 2: FACILITATE GROWTH OF THE LIVESTOCK INDUSTRY

3.3.6. *Strategic Objective Six:*

To Strengthen Livestock Training, Research and Development (R&D).

Strategies:

- (a) Facilitate, conduct or support training programs for livestock and bee farmers.
- (b) Develop livestock curriculum for use in schools.
- (c) Establish Regional Animal Research Stations.

- (d) Enhance livestock technology development.
- (e) Promote genetic resource conservation.
- (f) Promote adaptive animal R&D.
- (g) Develop climate smart technologies.
- (h) Support R&D of animal pest and disease control (biosecurity).

3.3.7. *Strategic Objective Seven:*

To Enhance Livestock Extension and Advisory Services.

Strategies:

- (a) Strengthen technology dissemination,
- (b) Promote coordination among stakeholders in extension and advisory services.
- (c) Strengthen participatory extension approaches (PEA).
- (d) Strengthen Strengthen farmer-research and extension linkages; and
- (e) Enhance ICT in agricultural extension and advisory services.

3.3.8. *Strategic Objective Eight:*

To Improve Livestock Infrastructure and Equipment through Public-Private Partnership Arrangements.

Strategies:

- (a) Acquire land / sustainable land development.
- (b) Develop LDC Office Blocks.
- (c) Develop and Operationalize Livestock Infrastructure, comprising the following:
 - (1) Establish **four new PEQ facilities**.
 - (2) Rehabilitation and establishment of **five cattle farms**.
 - (3) Establishment and operationalization of **five livestock / poultry quarantine centres**.
 - (4) Rehabilitation and restocking of **five small livestock breeding and distribution centres**.
 - (5) Rehabilitation and development of **five abattoirs**.
 - (6) Reclaiming, rehabilitation and restocking of **ten old cattle ranches**.
- (d) Develop, operationalize and sustain livestock and apiculture markets / shops.

PILLAR 3: INCREASED CONSISTENT PRODUCTION AND SUPPLY OF HIGH QUALITY LIVESTOCK PRODUCTS

3.3.9. *Strategic Objective Nine:*

To Facilitate the Growth of a Smart, Sustainable, Commercialised and Diversified Livestock Industry.

Strategies:

- (a) Commercialise the livestock industry.
- (b) Encourage smallholder commercial piggery and poultry production.
- (c) Promote cooperative society marketing under the Nuclear Estate Concept.
- (d) Promote partnerships to diversify the livestock industry.

- (e) Utilise climate smart technologies.

3.3.10. Strategic Objective Ten:

To Improve Livestock Safety and Wellbeing.

Strategies:

- (a) Put in place a robust livestock welfare program.
- (b) Establish an effective livestock health management program.
- (c) Develop, operationalize and enhance livestock early warning systems.

3.3.11. Strategic Objective Eleven:

To Enhance Livestock Value Chain.

Strategies:

- (a) Promote Agro and forest-based processing and manufacturing.
- (b) Provide agri-business development services.
- (c) Promote value chain linkages.
- (d) Promote livestock product diversification.
- (e) Promote downstream processing.

3.3.12. Strategic Objective Twelve:

To Improve Access to Finance for Production and Supply.

Strategies:

- (a) Develop livestock and apiculture finance products.
- (b) Establish the LIS&L Society.
- (c) Encourage voluntary superannuation contribution by livestock farmers.
- (d) Promote supply financing and insurance.
- (e) Enhance product standardisation and quality.

3.3.13. Strategic Objective Thirteen:

To Develop and Implement the Livestock Management Information System (LMIS)

Strategies:

- (a) Develop, operationalize and enhance the National Livestock Epidemiology and Information Management System (NLEIMS).
- (b) Develop, operationalize and enhance the livestock information management system (LIMS).

3.4. Logical Framework and Balanced Scorecard

The Logical Framework (Tables 9, 10 and 11) outlines the detailed relationship of the strategic themes, strategic results, strategic objectives, intended results, measures, targets and strategies. As much as possible, the SMART criterion was used to weigh out the relationships where applicable.

The Score Card (BSC), on the other hand, outlines the strategic map and provides the visual presentation of the vision, core values, strategic themes, strategic results, and mission and summarizes the measures, targets and strategies. Most of the measures, targets and strategies on the BSC emanate from the MD's KRAs and Performance Commitments, including a number of main ones from the logical framework. **Annex 2** outlines the Balanced Scorecard for the Ministry and LDC.

Table 9: Outline of Pillar No. 1: **ENHANCED INSTITUTIONAL CAPACITY AND GOVERNANCE**;

STRATEGIC THEME: ENHANCED INSTITUTIONAL CAPACITY AND GOVERNANCE				
STRATEGIC RESULT: Well-structured Organisation Supported by Appropriate Policy and Legislative Frameworks.				
No	Intended Result	Measure	Plan Target	Strategy
1	STRATEGIC OBJECTIVE 1: To Review LDC's Current Organizational Structure to Effectively Implement the NASP 2024-2033, NLP 2023, the MTDP IV 2023-2027, Vision 2050, etc.			
	OUTCOME: Timely achievement of the goals of NASP 2024-2033, NLP 2023, the MTDP IV 2023-2027, Vision 2050, etc.			
1.1	Revised org structure fully funded and occupied.	Percentage increase of PE allocation and the number of positions filled.	<ul style="list-style-type: none"> 70% of PE Budget allocated by 2024. 242 staff by 2024. 80% of PE Budget allocated by 2025. 302 staff by 2025. 90% of PE Budget allocated by 2026. 352 staff by 2026. 100% of PE Budget allocated by 2027. 391 staff by 2024. 	Fully staffed and enhanced org performance.
2	STRATEGIC OBJECTIVE 2: To Strengthen the Policy and Legislative Framework.			
	OUTCOME: An enabling environment for the livestock subsector.			
2.1	Improved policy framework.	The number of standalone policies developed by 2027.	<ul style="list-style-type: none"> 1 standalone policy and implementation plan developed and operationalized in 2024 and continue to 2025 to 2027. 	Regulated, controlled and synchronized livestock industry, operating within a well-developed livestock and animal health policy framework.
2.2	Livestock legislative and regulatory framework improved.	Livestock Development Act enacted.	<ul style="list-style-type: none"> <i>Livestock Development Act 2023</i> enacted by 2024. 	Development, review and harmonization of livestock legislative and regulatory framework.
		Number of livestock regulations developed.	<ul style="list-style-type: none"> Livestock Regulations developed by 2025. 	
		Number of animal health regulations developed.	<ul style="list-style-type: none"> Four (4) Animal Health Regulations developed by 2027. 	

		Number of AITS regulations developed.	<ul style="list-style-type: none"> 1 Animal Identification and Traceability Regulation developed by 2025. 	
3	STRATEGIC OBJECTIVE 3: To Establish the Livestock Industry Authority.			
	OUTCOME: Creation of the Livestock Industry Authority.			
3.1	Operationalization of the Livestock Industry Authority.	Number of submissions.	<ul style="list-style-type: none"> 1 NEC submission by the Minister. 1 SCMC submission by Managing Director. 	Administratively establish the Livestock Industry Authority.
4	STRATEGIC OBJECTIVE 4: To Migrate the Livestock Industry Authority's Payroll Data onto the National Government's ASCENDER IHR Payroll System.			
	OUTCOME: All Livestock Industry Authority staff paid through ASCENDER IHRPS.			
4.1	Uploading of org structure and configuration of payroll data.	The SCMC approval and allocation of GL account.	<ul style="list-style-type: none"> Treasury to allocate GL account. Approval to migrate payroll data. 	Creation and allocation of a unique GL account and transfer of payroll data onto ASCENDER payroll.
5	STRATEGIC OBJECTIVE 5: To Establish the NZ Livestock Job Placement Program as a Recurrent Activity.			
	OUTCOME: Operationalization of the NZ livestock job placement program.			
5.1	Referral of job seekers to farms in NZ.	The number of applicants sent to NZ farms.	<ul style="list-style-type: none"> 40 intakes by 2024. 80 intakes by 2025. 120 intakes by 2026. 160 intakes by 2027 	Partnership with the DBCFC Company, the PNG High Commissioner to NZ and MOU signed with various NZ livestock farms.

Table 10: Outline of Pillar No. 2: **FACILITATE GROWTH OF THE LIVESTOCK INDUSTRY;**

STRATEGIC THEME: FACILITATE GROWTH OF THE LIVESTOCK INDUSTRY				
STRATEGIC RESULT: Well Established and Highly Developed Livestock Industry.				
No	Intended Result	Measure	Plan Target	Strategy
1	STRATEGIC OBJECTIVE 6: To Strengthen Livestock Training, Research and Development (R&D).			
	OUTCOME: Enhanced livestock training, research and development.			
6.1	Farmer training conducted, facilitated and / or supported.	Number of trainings conducted, facilitated and / or supported.	<ul style="list-style-type: none"> 20 by 2024. 500 by 2025. 75 by 2026. 100 by 2027. 	Joint MOU signed with SME Corporation and NARI for delivery of trainings to all the registered livestock farmers.
6.2	Publication and the dissemination of the livestock curriculum.	Number of schools teaching livestock curriculum.	<ul style="list-style-type: none"> 250 by 2024. 500 by 2025. 750 by 2026 1,000 by 2027. 	MoU signed with the National Department of Education.
6.3	Regional Animal R&D stations established.	Number of stations established.	<ul style="list-style-type: none"> RRS by 2025. 4 RRS by 2027. 	Revive and rehabilitate old research stations with furniture, fittings and staff.

6.4	Increased livestock technology.	Rate of increase in technologies by percentage.	<ul style="list-style-type: none"> • 20% by 2025. • 30% by 2026. • 50% by 2027. 	Enhanced animal health and livestock R&D.
6.5	Enhanced preservation of indigenous genetic resources.	Rate of increase in indigenous breeds by percentage.	<ul style="list-style-type: none"> • 40% conservation of indigenous breeds. 	Promote genetic resource preservation.
6.6	Increase in adoption of ARTs.	% increase in the number of farmers adopting ARTs.	<ul style="list-style-type: none"> • 20% increase in adoption of animal R&D. 	Promote adaptive animal R&D.
6.7	Increased climate smart technologies.	Number of climate smart technologies.	<ul style="list-style-type: none"> • 12 climate smart technologies developed by 2027. 	Promote development of climate smart technologies.
6.8	Support for R&D of animal pest and disease control (biosecurity).	Rate of increase in biosecurity R&D support.	<ul style="list-style-type: none"> • 20% increase in biosecurity R&D support. 	Support R&D of animal pest and disease control by working closely with NAQIA to promote animal biosecurity.
2	STRATEGIC OBJECTIVE 7: To Enhance Livestock Extension and Advisory Services.			
	OUTCOME: Improved application of livestock knowledge and practices by small-scale farmers.			
7.1	Improved yield by small scale farmers.	Percentage increase in yields.	<ul style="list-style-type: none"> • 10% increase in livestock yields by 2024. • 20% increase in livestock yields by 2025. • 30% increase in livestock yields by 2026. • 40% increase in livestock yields by 2027. 	Strengthen technology dissemination.
7.2	Improved coordination in extension service delivery.	The number of platforms.	<ul style="list-style-type: none"> • 10 public private extension service delivery platforms established by 2024. • 10 public private extension service delivery platforms established by 2025. • 10 public private extension service delivery platforms established by 2026. 	Coordination among stakeholders in extension and advisory services strengthened.

			<ul style="list-style-type: none"> 10 public private extension service delivery platforms established by 2027. 	
7.3	PEA Strengthened.	Number of approaches.	<ul style="list-style-type: none"> PEA strengthen by the end of 2024. 	PEA – (participatory extension approaches) strengthened.
7.4	Livestock and bee farmers registered and categorised.	Number of farmers registered and categorised.	<ul style="list-style-type: none"> 5,000 farmers registered and categorised by the end of 2027. 	Farmer registration and categorisation boosted.
7.5	Improved farmer – research and extension linkages platforms.	Number of platforms.	<ul style="list-style-type: none"> 20 research – extension platforms created by 2027 (5 per year from 2024). 	Farmer-research and extension linkages strengthened.
7.6	e-extension established.	Number of ICT platforms established.	<ul style="list-style-type: none"> e-extension established by 2024. 	Enhance ICT in agricultural extension and advisory services.
3	STRATEGIC OBJECTIVE 8: To Improve Livestock Infrastructure and Equipment through Public-Private Partnership (PPP) Arrangements.			
	OUTCOME: Operational facilities at all levels enhanced.			
8.1	Land acquired and developed in a sustainable manner.	Hectares of land acquired and / or reclaimed.	<ul style="list-style-type: none"> 100 ha by 2023. 200 ha by 2024. 300 ha by 2025. 400 ha by 2026 500 ha by 2027 	LDC through DAL to work closely with DLPP to ensure that land is made available and / or reclaimed for livestock operations.
8.2	Office accommodation at all levels improved.	Development of the LDC Head Office building.	<ul style="list-style-type: none"> 1 Head Office Building by 2027. 	Support the development of Office blocks.
		The number of regional offices rehabilitated and developed.	<ul style="list-style-type: none"> Regional offices fully rehabilitated and developed by 2025. 	
		The number of District Offices established.	<ul style="list-style-type: none"> 20 District Offices established by 2027. 	
8.3	Livestock infra-structure developed and operationalized.	Number of infra-structures.	<ul style="list-style-type: none"> Four new PEQ facilities by 2027. Five cattle farms by 2027. Five livestock / poultry quarantine centres by 2027. Five small livestock breeding and distribution centres by 2027. 	Develop, rehabilitate reclaim and restock livestock infrastructure.

			<ul style="list-style-type: none"> • Five abattoirs by 2027. • Ten old cattle ranches by 2027. 	
8.4	Market / shop access enhanced.	Number of livestock and honey markets developed and operationalized.	<ul style="list-style-type: none"> • 10 livestock and honey markets developed and operationalized by 2027. 	Develop, operationalize and sustain livestock and apiculture markets / shops.

Table 11: Outline of Pillar No. 3: INCREASED CONSISTENT PRODUCTION AND SUPPLY OF HIGH-QUALITY LIVESTOCK PRODUCTS;

STRATEGIC THEME: INCREASED CONSISTENT PRODUCTION AND SUPPLY OF HIGH-QUALITY LIVESTOCK PRODUCTS.				
STRATEGIC RESULT: Improved Quality and Quantity in Livestock Production and Supply.				
No	Intended Result	Measure	Plan Target	Strategy
1	STRATEGIC OBJECTIVE 9: To Facilitate the Growth of a Smart, Sustainable, Commercialised and Diversified Livestock Industry.			
	OUTCOME: Highly Developed Lucrative Livestock Industry Established.			
9.1	Full commercialisation of the livestock sector.	Number of new commercial livestock farms.	<ul style="list-style-type: none"> • Five commercialised farms by 2024. • Five commercialised farms by 2025. • 15 commercialised farms by 2026. • 20 commercialised farms by 2027. 	Assist and encourage smallholder commercial livestock, piggery and poultry production.
9.2	Smallholder commercial livestock, piggery and poultry farmers encouraged.	Number of smallholder farmers provided incentives.	<ul style="list-style-type: none"> • 1,000 smallholder farmers by 2027. 	Provide incentives for smallholder commercial livestock, piggery and poultry farmers.
9.3	Cooperative Society Marketing under the Nuclear Estate Concept promoted.	Number of Cooperative Society Marketing promoted.	<ul style="list-style-type: none"> • 1,000 Cooperative Societies. 	Promote Cooperative Society Marketing under the Nuclear Estate Concept.
9.4	Partnerships to diversify the livestock industry promoted.	Number of partnerships promoted.	<ul style="list-style-type: none"> • 1,000 partnerships arrangements promoted by 2027 to diversity the industry. 	Promote partnerships to diversity the industry.
9.5	Improved use of climate friendly Indigenous Knowledge and Practices (IKP)	Number of smallholder farmers using climate friendly IKPs.	<ul style="list-style-type: none"> • 1,500 smallholder farmers by 2027. 	Enhance application of climate friendly IKPs.
2	STRATEGIC OBJECTIVE 10: To Improve Livestock Safety and Welfare.			

	Strategies: (a) Put in place a robust livestock welfare program. (b) Establish an effective livestock health management program. (c) Develop, operationalize and enhance livestock early warning systems.			
	OUTCOME: Reduced Occurrences of Animal Diseases.			
10.1	Reduced incidences of animal diseases.	% reduction of disease incidences. % awareness of animal disease, prevention and control. % of responsiveness to animal disease outbreak. % reduction in livestock movement control. % reduction in trans-boundary animal diseases (TAD).	<ul style="list-style-type: none"> 60% reduction by 2027. 50% increase in awareness. 80% responsiveness. 50% reduction. 60% reduction in TADs. 	Support research and development for animal pest and disease control (biosecurity), by enhancing disease prevention and control in close collaboration with NAQIA.
10.2	Enhanced I.D and reporting of animal diseases.	% increase in animal disease identification.	<ul style="list-style-type: none"> 50% increase in animal disease identification by 2027. 	Enhance surveillance systems.
10.3	Functional AITS	Number of operational AITS.	<ul style="list-style-type: none"> Animal ID & Traceability System (AITS) operational 2026. 	Develop and implement AITS.
10.4	Enhance regional boundary control of animal disease vectors.	No. of regional control points established. No. of quarantine facilities established.	<ul style="list-style-type: none"> 8 regional control points established by 2027. 5 animal quarantine facilities established and in operation by 2027. 	Enhance bio-security programmes.
10.5	Improved animal health / disease facilities.	No. of animal health facilities operationalised. No. animal health clinics established.	<ul style="list-style-type: none"> 4xanimal health facilities established and operationalised by 2027. 4 animal health clinics established by 2027. 	Enhance animal disease diagnosis.
10.6	Enhanced institutional collaboration in animal welfare.	% increase in institutional collaboration.	<ul style="list-style-type: none"> 50% enhancement in institutional collaboration by 2027. 	Strengthen institutional collaboration on animal welfare.
10.7	Increase public awareness on animal security and welfare.	No. of awareness on animal security and awareness.	<ul style="list-style-type: none"> 100 awareness programs undertaken by 2027. 	Improve public awareness on animal security and welfare.
10.8	Enhanced compliance in animal safety and welfare.	No. of animal safety and welfare compliance checks.	<ul style="list-style-type: none"> 10,000 checks undertaken by 2027. 	Support compliance in animal safety and welfare.

10.9	Livestock early warning systems developed, operationalized and enhanced.	Livestock early warning systems.	<ul style="list-style-type: none">• Livestock early warning systems established by 2027.	Support establishment of early livestock warning systems.
3	STRATEGIC OBJECTIVE 11: To Enhance Livestock Value Chain.			
	OUTCOME: Increased Number of Small-scale Farmers Participating in the Livestock Value Chain.			
11.1	Livestock-based processing and manufacturing capacity strengthened.	Number of livestock SMEs involved in agro-processing and manufacturing,	<ul style="list-style-type: none">• 1,500 SMEs involved in agro-processing and manufacturing by 2027.	Livestock-based processing and manufacturing promotion.
11.2	Access to Agri-business development services by small and medium scale farmers increased.	Number of small and medium scale farmers.	<ul style="list-style-type: none">• 1,500 agribusinesses having access to marketing services by 2027 (disaggregated by the type of agri-business, male / female owners).\	Provide Agri-business development services.
11.3	Smallholder farmers integrated into commercial value chains.	The number of smallholder farmers integrated.	<ul style="list-style-type: none">• 1,500 smallholder livestock farmers integrated into commercial value chains by 2027.	Encourage value chain linkages.
11.4	Livestock product range increased.	The number of smallholder farmers diversifying into livestock products.	<ul style="list-style-type: none">• 1,500 smallholder livestock farmers by 2027.	Promote diversification of livestock products.
4	STRATEGIC OBJECTIVE 12: To Improve Access to Finance for Production and Supply.			
	OUTCOME: Increased Quality Livestock Supply.			
12.1	Access to finance services expanded.	% increase in agricultural financing.	<ul style="list-style-type: none">• 50% increase in agricultural financing services by 2027.	Develop livestock finance product.
12.2	Access to livestock supply finance and insurance increased.	% increase in smallholder livestock suppliers accessing finance.	<ul style="list-style-type: none">• 20% increase of livestock suppliers accessing finance by 2027.	Support financing and insurance promotion.
		% increase in smallholder livestock suppliers accessing insurance.	<ul style="list-style-type: none">• 20% increase of livestock suppliers accessing insurance by 2027.	
5	STRATEGIC OBJECTIVE 13: To Develop and Implement the Livestock Management Information System (LMIS).			
	OUTCOME: Enhanced Access to Livestock Information.			
13.1	Enhanced management of animal health and marketing info.	% increase to animal health and marketing information.	<ul style="list-style-type: none">• 50% increased access to animal health and marketing information.	Enhance the National Livestock Epidemiology and IMS.
13.2	Increased access to livestock information.	LMIS established.	<ul style="list-style-type: none">• LMIS established by 2027.	Promote development of LMIS.

CHAPTER 4

4. Enabling Factors

The successful implementation of this Plan and Balanced Scorecard is centred on the following pre-conditions and assumptions:

4.1. PRE-CONDITIONS

LDC will need to put in place or have the following to ensure the successful implementation of the LDC Strategic Plan 2023-2027 and the Balanced Scorecard:

- (a) Visionary leadership;
- (b) Strong governance system;
- (c) Supportive management team;
- (d) Effective management;
- (e) Adequately skilled and experienced staff;
- (f) Ownership of the Strategic Plan and BSC by all staff members;
- (g) Adequate operational tools and systems; and
- (h) Supportive policy and legal frameworks.

4.2. ASSUMPTIONS

The critical factors outside of control of LDC and the Ministry that should prevail for the successful implementation of the Strategic Plan and BSC include the following:

- (a) Political will;
- (b) Adequate and timely funding;
- (c) Continued support from stakeholders;
- (d) Stable socio-economic and political environments; and
- (e) Adequate staffing at all levels;

CHAPTER 5

LINKING THE STRATEGIC PLAN TO THE BUDGET PROCESS

In the recent past and perhaps during the implementation (or non-implementation) of the two Global Plans, the three long term National Plans, the two Agriculture Sector Policies and the numerous short-term Government Plans, prominence was not given to LDC in annual budget allocations and National Development Plans due to the absence of any guiding documents such as a Strategic Plan. LDC continued to review activities during the roll out of the annual budgets resulting in programmes not being aligned to the short and long term National Development Plans.

The development of this Strategic Plan means that resource mobilisation and allocation to the Ministry and LDC will be aligned to the NASP 2024-2033 and the MTDP IV 2023-2027. To ensure

effective implementation of the NASP 2024-2033 and MTDP IV 2023-2027, the Strategic Plan and Balanced Scorecard will be utilised to formulate the annual budgets over the next five years. The Plan and BSC will be translated into annual organisational and individual work plans and costed accordingly.

The implementation plan and annual plans should have SMART targets and schedule of activities, taking into account the available resources. In this regard, LDC and the Livestock Ministry will use the Strategic Plan for resource mobilisation. The budget shall be an output -based budget (OBB) and shall be organised around the strategies in this Strategic Plan.

CHAPTER 6

STRATEGIC PLAN IMPLEMENTATION, MONITORING AND EVALUATION

The monitoring and evaluation (M&E) framework of this Strategic Plan is premised on the principles of results-based management (RBM). The intended results of the Strategic Plan are drawn from MTDP IV 2023-2027 which articulated a series of results to be achieved towards attaining sustained growth in the livestock industry, maximizing financial returns for livestock farmers and contributing to the Government's broader social and economic goals. In particular, the KPI for the Strategic Plan will be the attainment of the outcomes, and these will be tracked backwards by way of implementing the strategies to achieve the intended results.

In terms of monitoring, LDC shall consistently report on the measures and planned targets in the Strategic Plan and the four (4) higher level indicators in MTDP IV 2023-2027. Customs, DAL, LDC and NAQIA shall perform their functions in an interrelated and integrated manner towards the attainment of LDC's planned outcomes but more so the attainment of the four (4) higher level indicators captured in MTDP IV 2023-2027. The Government has established the MTDP monitoring and evaluation (M&E) framework through the *Papua New Guinea Planning and Monitoring Responsibility Act 2016* and it is the responsibility of all actors in the practice of M&E activities to contribute to the measurement of the overall development progress of the country.

6.1. MONITORING - PROCESSES AND TOOLS

The process of M&E will be undertaken at the organisational, ministerial, subsector, sectoral and the national levels. Customs, DAL, LDC and NAQIA shall undertake input monitoring to ensure that targeted investments are made to produce the planned outputs which are expected to generate development outcomes. These Agencies will work together by consolidating their contributions to enable measurement of this Strategic Plan.

Where possible, the Ministry for Livestock and LDC shall consolidate outputs and outcomes from other Agencies in the Agriculture sector to report progress on the three strategic themes.

At subsector level, the information generated on each of the 13 strategic objectives will be analysed against the planned target and the information will be validated to assess the performance indicators. In addition, specific evaluations will be undertaken to support generation of qualitative and quantitative information to ascertain the impact and effectiveness and sustainability of the strategies in the Strategic Plan.

The tools to support the planned M&E process will include the use of implementation plan, monthly monitoring templates, annual budget, project monitoring frameworks, outcome indicator assessment template, annual review framework and periodic surveys.

These tools will facilitate the production of reports at monthly, quarterly, annual, and other intervals. The M&E function is expected to be undertaken by LDC's Policy & Regulations Division using an automated monitoring system.

Through this system LDC will routinely collect, analyse, and store data and information and will continually document programmes performance by updating output and outcomes that will be consolidated to support the monitoring and evaluation of the Strategic Plan. The M&E function will be facilitated at regional, provincial, district and station levels.

6.2. Evaluation

As the implementation plan is based on the RBM, evaluation of the strategies will be entrenched through continuous collaboration with stakeholders. Emphasis will be placed on the need for periodic evaluation of programmes in order to appraise strategies, document lessons learnt, and take corrective measures where needed. Evaluation will also help reinforce livestock programmes implementation in areas where positive trends are identified so as to maximise benefits and realise value for money. To this end, the following two key evaluations will be undertaken during the strategic plan's lifespan:

Baseline survey - The baseline survey of the Strategic Plan will be undertaken to collect data with the view to indicate the situation at the beginning of the Strategic Plan. It will also provide baseline information for new programmes that have been included in the plan including interventions to support the new programmes that have been included to support progress towards the attainment of the KRAs, strategies and indicators of MTDP IV 2023-2027. This will be valuable for subsequent evaluations that will be used to determine the appropriateness of the implementation process and more importantly determine the impact of the planned strategies.

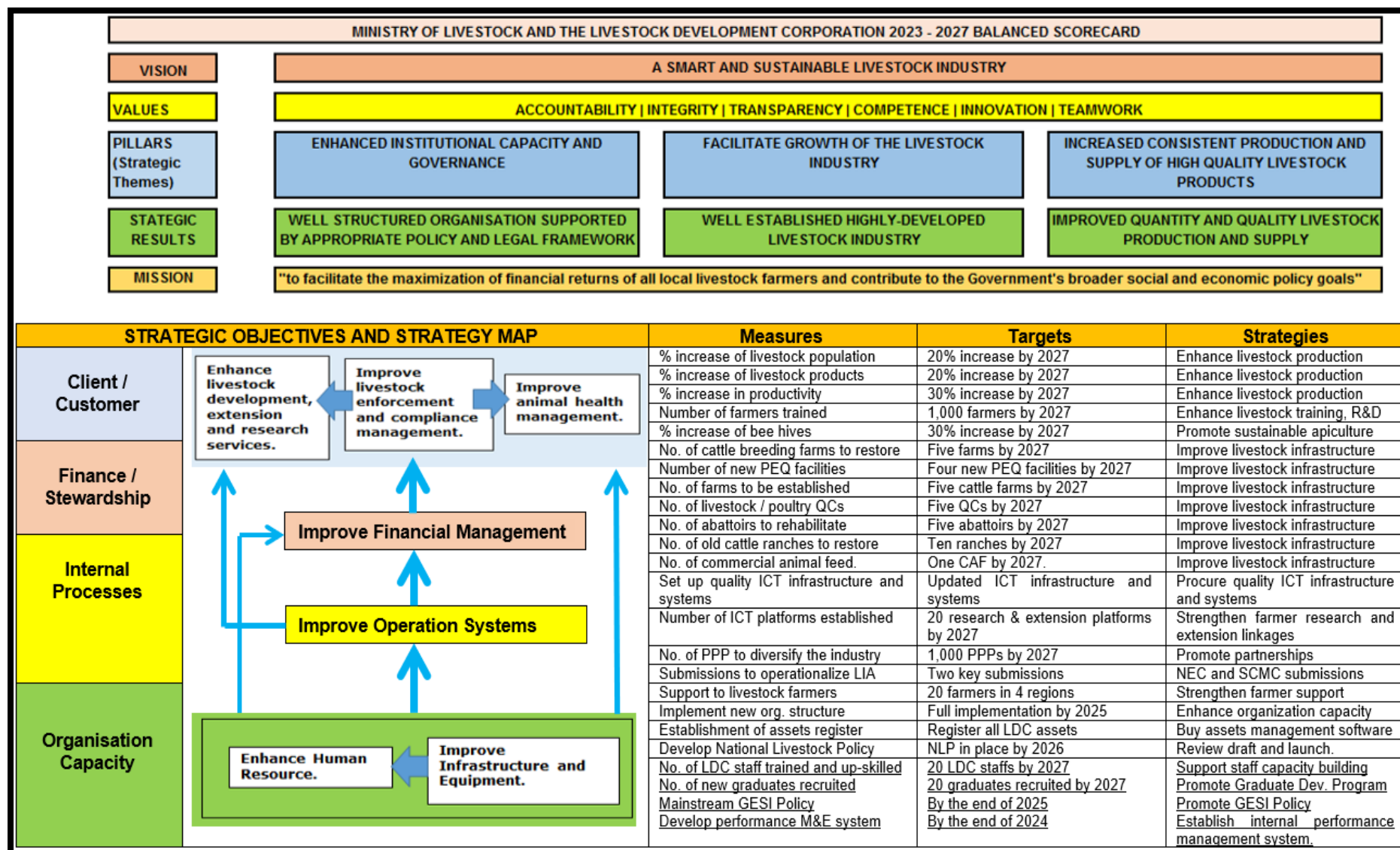
Final evaluation - The final evaluation will be undertaken a year after the expiry of the strategic plan period. The evaluation will determine the extent to which the broad objectives would have been achieved, both process and impact evaluation will be undertaken. A process evaluation will be undertaken to assess the way in which the plan was implemented while impact evaluation, on the other hand, will entail assessing the long-term results or change in the social economic status.

ANNEX 1: TRANSITION PROVISIONS – LIVESTOCK DEVELOPMENT CORPORATION LTD TO LIVESTOCK INDUSTRY AUTHORITY.

(A) THE LIVESTOCK INDUSTRY AUTHORITY:	
(1)	Shall be a body corporate with perpetual succession; and
(2)	Shall have a common seal; and
(3)	Can sue and be sued in its corporate name; and
(4)	May take, accept, purchase, acquire, hold, charge or dispose movable property and immovable property; and
(5)	May borrow money through the Department of Treasury; and
(6)	Shall be responsible for policy advice to the Minister; and
(7)	Shall perform functions or acts for the furtherance of its corporate interests and objectives; and
(8)	Shall be independent in the performance of its functions, duties and exercise of its powers and shall not be subject to the direction or control of any person or Authority.
(B) STAFF OF THE LIVESTOCK INDUSTRY AUTHORITY:	
(1)	The incumbent LDC Managing Director automatically becomes Head (MD) of the inaugural Livestock Industry Authority.
(2)	The Managing Director shall create an organizational structure of the Authority as approved by the Department of Personnel Management (DPM) and may recruit and / or dismiss staff of the Authority in accordance with the procedures approved by DPM.
(4)	The Managing Director and the employees recruited under (2) above, constitute the Staff of the Livestock Industry Authority.
(6)	The Staff of the Authority, including the Managing Director are Officers of the National Public Service.
(7)	There shall be a Chief Operating Officer (COO) to assist the Managing Director in looking after the industry operations, policy and regulations, freeing up the Managing Director to focus on strategic planning and execution of Government policies. The COO shall report directly to the MD.
(C) EMPLOYEES OF LIVESTOCK DEVELOPMENT CORPORATION LTD	
(1)	A person, who, immediately before coming into operation of the Livestock Industry Authority, held a position with Livestock Development Corporation Ltd, shall be deemed to be an employee of the Livestock Industry Authority in the same or equivalent position or category of employment, on the same terms and conditions of employment.
(2)	Until such time that the Managing Director makes a decision on the future appointment of the Livestock Industry Authority's staff, all LDC staff shall become unattached and occupy positions on the Livestock Industry Authority's structure in acting capacities, equivalent to positions and employment terms that they last occupied at LDC.
(3)	Existing terms and conditions shall continue to apply during the transition period and all years of service shall continue and all entitlements accrued with LDCL shall be deemed to be entitlements accrued in the Authority, which shall become the liability of the Livestock Industry Authority.
(4)	Upon confirmation to a position on the Livestock Industry Authority organizational structure, the former LDC staff members shall be given the <u>option</u> either (1) to be paid out their service entitlements accrued up to the date of their new appointment, or (2) to continue their years of service and be paid out by the Livestock Industry Authority when they exit.
(5)	Former employees of LDC not assigned positions with the Livestock Industry Authority shall be paid out their final entitlements by the Authority and their employment terminated forthwith.
(D) TRANSFER OF ASSETS	

(1)	All assets, estates, land titles, interests and liabilities both in and on to any property and assets which, immediately before coming into operation of the Livestock Industry Authority, was vested with the Livestock Development Corporation Ltd, shall continue to remain the property of Livestock Development Corporation Ltd, held on behalf of the Independent State of Papua New Guinea.
(E) LIVESTOCK DEVELOPMENT CORPORATION LIMITED	
(1)	LDC shall have an organization structure of its own, continue to remain as a separate entity and operate as a Company within the livestock sub-sector as per NEC Decision 75/82.
(2)	LDC shall enter into partnership and joint venture arrangements with the local private sector and foreign investors to conduct its operations in the livestock sub-sector.
(3)	The COO shall, in the interim, be the Head of LDC and shall have full oversight on all LDC personnel, assets, estates, titles, interests and liabilities both in and on to any property and assets.
(4)	LDC can sue and be sued in its Corporate name.

ANNEX 2: THE BALANCED SCORECARD FOR THE LIVESTOCK MINISTRY AND THE LIVESTOCK DEVELOPMENT CORPORATION



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